



SABI QUARTERLY REPORT

1st April – 30th June 2018

Submitted by Christian Aid

July 2018

Acronyms

CHW	Community Health Worker
COM-B	Capability, Opportunity, Motivation – Behaviour model
CPS	Citizens' Perception Survey
DC	District Council
DFID	Department for International Development
FMC	Facility Management Committee
GESI	Gender Equity and Social Inclusion
GoSL	Government of Sierra Leone
IP	Christian Aid Implementing Partner
MDA	Ministry, Departments and Agencies
MEL	Monitoring, Evaluation and Learning
MEST	Ministry for Science, Education and Technology
MLGRD	Ministry of Local Government and Rural Development
MoHS	Ministry of Health and Sanitation
MoF	Misuse of Funds
MoU	Memorandum of Understanding
MSWGCA	Ministry of Social Welfare, Gender and Children's Affairs
NaCSA	National Commission for Social Action
NCPD	National Commission for Persons with Disability
PC	Paramount Chief
PHU	Peripheral Health Unit
PWD	Persons with Disability
RADA	Rehabilitation and Development Agency
RD	Restless Development
SDD	Social Development Direct
SDO	Senior District Officer
VfM	Value for Money
WDC	Ward Development Committee
YAV	Youth Accountability Volunteer
YDC	Youth Community Data Collector

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1 Executive summary

This report provides a summary of the work undertaken by the SABI programme during the period 1st April to 30th June 2018, and an assessment of progress against the logframe. The logframe has been reviewed based on the annual review, theory of change workshop and learnings from implementation. The updated version raises the ambition of the SABI programme and better captures the breadth of both demand and supply-side work being undertaken.

The period April to June covers the immediate post-election period, which brought its own uncertainties related to reassignment or loss of position of key stakeholders such as council staff and councillors as well as the wait for the new government to unveil its policies. Inevitable disruptions and delays have occurred as new relationships have to be built whilst waiting for new staff of councils and MDAs, elected officials like councillors, mayors and district chairpersons to get acclimatised in their new positions and government policy to take shape.

The electoral boundary mapping and the de-amalgamation of districts and chiefdoms resulted in SABI expanding into new communities, wards and chiefdoms and the 2 new districts. SABI is now operational in 610 communities, 107 wards, 55 chiefdoms in 14 districts, and 4 areas in the 2 Western Area districts totalling 16 districts; increased from 606 communities, 80 wards, 40 chiefdoms and 14 districts.

This period has seen the launching of the grants call under Output B. It generated significant interest across the country, and by the deadline for submission, 79 applications from 14 of the 16 districts had been received equating to nearly 16 billion Leone (circa £1.5m) worth of projects. 18 applications were submitted to the Grant Selection Committee for consideration. More information on the outcomes of this process will be provided in the next quarterly report.

The period under review has also seen the launching of the second Citizens' Perception Survey. A new cadre of 122 Youth Accountability Volunteers were recruited, including 2 persons living with disability and 39% of them female, compared with 34% female in 2017. Their training was more rigorous and they have made a successful entry into communities across all 16 districts.

Key activities undertaken during the period under review include:

- Logframe revisions and contract amendment
- Training and deployment of YAVs and commencement of CPS data collection
- Re-engagements with District Councils and new District Councillors; exiting of communities and movement into new communities, following new boundary delimitations
- Launch of grants component, including undertaking of nationwide information sessions
- Capacity-building initiatives with Paramount Chiefs
- Engagement of new national partner
- In-country visit by SDDirect GESI Advisors
- Two learning events on digital data gathering, and GESI
- DFID VIP visit
- Policy literacy work

Key next steps in programme implementation include:

- Grant selections, due diligence, orientation of grantees and disbursement of funds
- Review of CPS data, sharing of initial findings to service providers and communities
- Recruitment by IPs of M & E Officers, induction and training
- Start-up of national partner, engagement with national MDAs
- Joint monitoring visits with MDAs
- ToC review workshop

2 Introduction

This report provides a summary of the work undertaken by the SABI programme during the period 1st April to 30th June 2018, and an assessment of progress against the logframe, the version which was agreed with DFID in December 2017. Though the revised logframe has been approved by DFID in principle, whilst we wait for formal approval, the previous version will be used for this quarter's reporting.

3 Progress towards Programme Outcome

Partners have continued implementation albeit the aforementioned election-related issues. We have numerous examples of growing awareness among citizens of their rights and entitlements, and using that to not only come together to solve issues within their gift, but also engaging councils and chiefdom authorities on issues of service provision within their communities.

3.1 Outcome indicator 1: Citizens' increased awareness of rights and entitlements

There was a reduction in policy literacy activities pending policy directives from the new government. However, awareness-raising and policy literacy work in April to June continued to have effect in SABI target communities with citizens being better informed about rights and responsibilities. 47 sessions were held, covering such topics as the roles and responsibilities of chiefdom leaders, WDCs, councillors, district councils and MPs; the nationwide school feeding programme, the approval of schools and school subsidies; the Free Health Care Policy, insufficient staff at PHUs, revenue collection and disbursement by councils and chiefdom authorities.

Facilitations were undertaken by DC staff, district councillors, school principals and SMC members, healthcare professionals, and WDC representatives.

- Mani Saffa, a youth representative in Ward 85 in Sukudu village in Sowa Chiefdom, Kono District, asked health workers to explain why some PHUs serving fewer communities have more nurses than the PHU in his village, which has a larger number of catchment communities. The health officer said that the posting of staff to health centres is determined by the District Health Management Team and that she has already requested for another nurse and it is left with the FMCs and other chiefdom leaders to follow up with the DHMT to ensure this happens as part of their roles and responsibilities.
- Citizens of Waidala village, ward 95, Sandor chiefdom, Kono district, heard the headmaster admit that extra charges in school are unlawful, even though schools do that in order to pay teachers not on the government payroll.
- The FMC chairman in Ward 4, Kissi Teng Chiefdom, Kailahun District, had the nurse in charge explain the difference between cost recovery and free health care drugs.
- The youth leader Alhaji Kargbo of Kamasasa village in Tonkolimba Chiefdom, Kambia district volunteered to lead the push for the WCSL Primary School in the community to be included in the school feeding programme. His effort has been successful as the school has been included in the list.
- After a policy literacy session on the illegality of child labour, stakeholders at Masiaka, Port Loko district, introduced a bye-law that has banned all kids below 15 years from engaging in street trading during school days. The paramount chief expects that there will be more kids in school because of this bye-law.

3.2 Outcome indicator 2: Citizens' increased use of services

The policy literacy work and the ongoing engagement and follow up to action plans are yielding positive changes in SABI communities. Communities are not only coming together to address pressing concerns, more individuals from vulnerable groups are also availing themselves of the available services in their communities.

Bonthe | According to the Chiefdom Speaker in Imperri chiefdom, the increase in the number of pregnant women accessing ANC services is because of the commitment of the chiefdom leaders to enforce the relevant by-laws which was developed with SABI facilitation. From the ANC attendance register, there was an increase from 35 attendances to 71 between May and June. Similarly, four health facilities in Gbangbama, Yagoi, Delken and Yangatoke communities recorded a rise in number of pregnant women attending clinics from 45 in April to 65 in June.

Western Urban | In Rokupa village, ward 408, the health committee which comprises the health officer in charge of the health centre, Community Health Workers, councillors, traditional authorities and religious leaders took it upon themselves to sensitize communities on ANC attendance. This contributed to increased visits of women to the health centre from 508 to 558 to access ANC services from April to May. ANC attendance at the Aberdeen Community Health Centre increased from 77 in January to 117 in May 2018.

Western Rural: The Head Teacher and community stakeholders in Kissi town, ward 387, completed the rehabilitation of the school pump and toilet at the SDA Primary School, which was an action point in the WDC plan. Over 500 people now have access to safe drinking water.

Kono | Aladura Primary School at Yiegbeda in ward 82 in Nimikoro Chiefdom now benefits from government subsidies. After a series of activities focused on raising awareness of rights and entitlements and ward service mapping, communities using the school held a meeting and discussed how they can ensure the Ministry of Education to provide subsidies for the school. They set up a committee that visited the Deputy Director of Education in the district. The necessary documentations for the school to be granted subsidies were done with the support of the supervisor of schools in charge of Nimikoro.

Kenema | In Kpendebu village, ward 35, Dama Chiefdom, the number of deliveries at the community health centre increased from 8 to 17 between April and June 2018.

Kailahun | In ward 23, Gbeika village, community stakeholders after understanding that there was poor ANC attendance, developed community bye-laws to ensure people attend ANC services regularly. Because of this action, ANC attendance increased from 31 in April to 37 in May and 39 in June 2018. Also, community members in the same village rehabilitated a road linking them to Daru, the chiefdom headquarter town of Njalahun Chiefdom to enhance easy access to market, secondary education and health services.

Kambia | The action plan in Bubuya community brought to light the struggles to access the local PHU which was situated on private property. Restless Development YAVs were made aware of this through the CPS feedback and facilitated the community to incorporate it into their action plan. Communities led the process of linking with GOAL International for construction and the local leader's stakeholders provided a plot of land for the new PHU. The labour room has been successfully constructed by GOAL. It is expected that 220 women will use this facility.

3.3 Outcome indicator 3: Accountable relationships between citizens, governance structures and service providers

During the past quarter, local partners have facilitated a series of engagements with service providers and citizens to find ways to strengthen accountable relationships.

Restless Development Field Officers are also reporting that they are seeing a shift in mindset by frontline service providers, realising that they are not only accountable to their supervisors, but also

Making District Development Coordination Meetings (DDCM) sustainable | SEND convened a one-day meeting with the four district councils from Kenema, Kailahun, Kono, and Western Area Rural to discuss how they could organise district coordination meetings without relying on SABI funding. Attended by the Chief Administrators, Monitoring and Evaluation Officers and Development and Planning Officers, it was agreed to rotate the meetings among NGOs, to organise them in such a way to ensure that they don't take too long (therefore not requiring refreshments) and to budget for coordination meetings in their yearly budget plans.

to the people in the communities they serve.

The 5 DCs in Bombali, Kambia, Port Loko, Tonkolili and Koinadugu continue to show commitment to SABI's work, although SABI has stopped supporting their DDCMs financially. All the representatives of the 5 DCs expressed how important SABI's interventions are for the achievement of the objectives in their development plans and have included SABI's action plans into their development plans.

During a DDCM held in April in Bombali district, a reporting template compiled by the DC was presented and SABI field staff was asked to give input into it. There is a section in it to capture what SABI is doing in the district wards. The chair of the meeting Mrs Aminata P. Kargbo stated that this would not only allow the council to understand the activities of SABI so that they could better coordinate work being undertaken in their district, but also be in position to provide support whenever needed.

Two additional nurses are now posted to the Bayaima Community Health Post after the community members had reached out to the DHMT in Kono to complain that having one nurse at the health centre makes access to health services ineffective. This was made possible because SABI raised their awareness on their entitlement and responsibilities

In ward 75 in Woama village, there was no school building for the St Augustine Junior Secondary School. They shared the same building with the Primary School. After the SABI policy literacy activities, stakeholders and community members constructed a classroom building from their own contributions and local revenues collected from petty traders from the local market. The community members are now planning to contribute again to buy cement and other related materials to complete the building



In Ward 33, the Local Administrative Court in Baoma Koya has been operating without a Court Clerk for a year. This problem was identified during the policy literacy session where issues of chiefdom tax collection and utilisation were discussed. After this activity, the Paramount Chief, some section and town chiefs and the former Court Clerk engaged the District Council Chairman of Kenema District and the Provincial District Office on the matter. There is now a Court Clerk in Baoma Koya. SABI contributed to this result as result of the policy literacy activity, the development of and follow up on the implementation of the ward action plan, demonstrating the reach of the programme beyond the target sectors.

During a policy literacy session, the Mammy Queen of Makama community, Bombali Shebora chiefdom, Bombali district, asked for the council representative to explain how much revenue is normally generated from their property and local taxes and how this revenue is spent. This has led to the council recently posting evidence on the use of revenue generated to conduct the WDCs elections and have committed to be making regular postings in a bid to be more accountable.

Residents of Rosint in Tonkolili were concerned about the non-functional status of the water well at TDC Primary School located in their community. They engaged the district council and requested for its rehabilitation. The school and is now benefiting from the rehabilitated well.

4 Status against each output

The SABI programme consists of four outputs. A traffic light icon is provided to indicate the status of progress for each output, overall, and by constituent part, milestones included in the most up to date version of the logframe. Green indicates that progress is on track, amber indicates some delay though rectifiable within the next reporting period, whilst red indicates significant delays that will impact on the implementation of the programme.

	4.1 Output A: Strengthened and coordinated community feedback mechanisms to demand better services
	Indicator A1: Number of community-service provider platforms effectively engaging on priority needs
Milestone 3: Feb 2019 - 65% of bodies targeted by SABI (WDCs, Chiefdom Leaders, District	

Councils, and District MDAs) have action plans, which are on track, for their service provider-citizen engagement platform activities.

AND

Tri-partite agreements between Implementing partners, District Councils, and target WDCs are finalised in all districts of Sierra Leone.

AND

MoUs between CAid, national implementing partner and relevant national level MDAs are finalised.

A1.1 65% of bodies targeted by SABI (WDCs, Chiefdom Leaders, District Councils, and District MDAs) have action plans, which are on track, for their service provider-citizen engagement platform activities

Capacity-building for traditional leaders using the COM-B model

Traditional leaders in the South and Eastern regions participated in a two-day training workshop as part of the capacity-building support that SABI is providing, which has been developed based on a COM-B analysis of the capacity assessment findings. The training had the following objectives:

- ✓ To empower paramount chiefs or chiefdom leaders with the Knowledge and practical skills needed to lead development in their communities
- ✓ To enable chiefdom leaders to understand the qualities of good leader
- ✓ To enable community leaders to be more accountable and transparent in leadership
- ✓ To enable chiefdom leaders to share their experiences in resource mobilization and how they have been supporting SABI work in their chiefdoms

Topics covered included good leadership, GESI, resource mobilisation, the code of ethics and accountability. Facilitated jointly by partners and Senior District Officers, there was a strong sense of ownership and enthusiasm from the traditional leaders, which led to open and frank contributions.

In the Southern region:

- ✓ 43 people were trained in leadership styles and qualities of good leaders (Chiefdom leaders and district officials)
- ✓ 4 district officers, 1 Senior district officer and Central Chiefdom Administrative Clerk were engaged to enforce the paramount chief code of ethics.
- ✓ 19 Paramount Chiefs (PCs) and 19 Chiefdom Speakers were trained in accountability.
- ✓ 25 People shared practical examples of their leadership styles in their own locality
- ✓ 10 (5 PCs & 5 section chiefs) people gave testimonies of the work and benefit of SABI in their chiefdom.
- ✓ 42 chiefdom leaders present were considered as the SABI Champions
- ✓ 1 comprehensive action plan was developed by all the chief's/chiefdom leaders on how they can give support to the programme
- ✓ PCs agreed to start quarterly visits to wards/communities to discuss gaps in service provision and challenges within the action plans by the end of July 2018
- ✓ There was positive and frank interaction with the Central Chiefdom Administrative Clerk on the challenges associated with revenue collection, resource mobilization and the time of arrival of the tax book. It was agreed to have a separate meeting to generate solutions.

- ✓ High level of participation among the participants on their leadership styles and how they can make it better.
- ✓ Using the Senior District Officer as a facilitator created ownership which resulted to open and frank contributions.
- ✓ Media coverage was by SLBC in Bo town.

In the Eastern region:

- ✓ 18 participants in the workshop (13 PCs and other traditional leaders, 2 journalists and 3 individuals from the SDO's office)
- ✓ Participants developed an action plan that the various training contents received should be replicated in chiefdom meetings for every chiefdom council meeting, attended by chiefdom stakeholders
- ✓ The chiefdom council members to cascade this training in their sectional and town meetings
- ✓ Paramount chiefs agreed to review the code of ethics that will enable them deliver quality leadership

There was also good media coverage for that can be found on The Sierra Leone Telegraph website, [here](#). Some of the quotes from the paramount chiefs are:

“Chieftaincy is the bedrock of development in Sierra Leone, but politicians have influenced the local structures and have misinformed our people to depend on NGOs and Government to bring development to their communities. Decentralization is still hanging at the District Councils; it has not reached to the Chiefdoms,” said PC Musa N. Kallon II of Njaluahun Chiefdom, Kailahun District and urged for the SABI project to engage local/section chiefs to be able to initiate development in their communities.

Similarly, PC Alhaji S. C. N. Kono-Bundor II of Gorama-Kono Chiefdom said the workshop has given them the opportunity to re-examine themselves, looking at their strength and weaknesses and the development challenges they are faced with.

“I therefore recommend that we review our Code of Ethics every three years to improve on our roles and responsibilities as PCs, and we must hold regular meetings with the entire body of the National Council of PCs,” said PC Kono-Bundor II, who has been a PC for 33 years now.

“As PCs you should manage your political feelings well, empower your people and provide services for them. You have to step up and exhibit true leadership. You are close to the people and you know their skills. You know your people well. Their skills and challenges. You should have a functional relationship with local councils,” said Gbetty, the Senior District Officer for Kenema.

“A leader must be a good listener because you don't see or know everything,” said PC Tamba Emmanuel Torcho Foryoh IV of Sowa Chiefdom, Chairman Council of Paramount Chiefs in Kono district. “You must beware of praise singers because they most times mislead you. You must listen carefully, consult, find out, analyse, investigate and act. You must be inclusive. No matter how strong you are as a leader, you have your weaknesses and you cannot do it alone. Don't underestimate the intelligence of your people, even the smallest member in your community matters.”

Partners will continue working with paramount chiefs and other traditional leaders to roll out the rest of the interventions determined through the COM-B analysis, which includes activities relating to enablement, persuading, incentivisation and education.

District Council action plans for service provider-citizen engagement platforms

As captured under section 8.1, the elections and delay in placing and induction of new personnel has delayed progress on DC action planning. Partners are in position to actively engage all councils as the new government and councils start to roll out their development plans.

A1.2 Tri-partite agreements between Implementing partners, District Councils, and target WDCs are finalised in all districts of Sierra Leone

IPs have re-engaged with District Councils across the country to re-build relationships after the elections and subsequent change of both elected and administrative personnel across the country. Partners have held meetings with the new officials as they started post and introduced SABI to them.

SEND and the Western Area Rural DC have signed an updated MoU whilst the other 17 Councils (District and City) have been engaged to review and update their MoUs. Preliminary engagement has been made with the Karene, and Falaba DCs, the Port Loko City Council, and Freetown City Council.

A1.3 National level Memoranda of Understanding

SABI is in the final stages of signing a Partnership Agreement with our new national partner, Focus 1000, who will then take forward the relationship work at the national level. Priority will be to establish good working relationships with the 3 sector ministries along with MLGRD, MOF, MOED and MYAs. Christian Aid will seek to sign the remaining the MoUs with the MYAs, MOHS, NaCSA as well as MOF and MOED at the earliest opportunity, and to commence the agreed actions outlined in the MoUs which have been signed already with the MSWGCA, MEST and MLGRD.



Indicator A2: Number and quality of action plans developed by communities in response to evidence collected and distributed through Output D

Milestone 3: Feb 2019 - 606 community action plans developed. 60% of action plans developed are of good quality

In this quarter, 122 YAVs and 16 field staff mobilised communities to review progress made on action plans and supported with linkages to relevant government bodies and other agencies with potential funding for issues identified in the CPS.

40% of communities have made progress on action plans. RD Field Officers have been able to validate that at least 191 of the actions set out in community action plans have been completed.

In April, RD developed a plan to ensure that Action Plans are not just completed but are of high quality based on criteria set out in the logframe. This included a training workshop with field officers, who then went into communities to assess the quality of action plans and worked with communities to ensure that the plans are of sufficient quality.

Actions that have been completed or are progressing steadily are largely those within the power of the communities to take forward because of the minimal cost implications. However, linkages have been created with agencies including Caritas Sierra Leone, GOAL International, Inter Aide, World Hope, and Willamette to leverage on their programmes of work and to access funding. Community members have also contacted local councils through direct community efforts and the work of the SABI IPs.

Communities collaborate to construct a primary school | Based on the action plan developed from the CPS, Kagberih and Logberih villages, in Gbendembu Gorahun Chiefdom, Bombali district, prioritised construction of a community primary school. Pupils (96 boys and 60 girls) have been having to travel 11km on a dirt road which floods during the raining season. This made it very challenging for them to reach school safely in Kalangba village.

The two communities raised resources locally and construction started this quarter. A quasi school management committee was created that constitutes the youth leader, women’s leader, town chief, representative of the WDC, parents, and Peer Group Champions. It is responsible for overseeing progress of the construction. The committee meets every two weeks to discuss next steps. So far they have held meetings with the Deputy Director of Education and the Ward Councillor. Both will attend the opening of the school and have pledged to ensure the school is approved by the Ministry of Education, since it meets the criteria.



Indicator A3: Of all individuals taking ownership and engaging, % are women, youth and PWDs

Milestone 3: Feb 2019 – 40%

Through the KoBo software, partners are collecting good disaggregated data on the participation of women, youth and PWDs in the programme at ward, chiefdom and district level. Table 1 shows that of all the people directly engaged in programme activities over the past quarter, 60% were male, 40% female; 9% were persons with disability; and 47% were youth, of which 58% were male and 42% female. In Jan-Mar, 53% of the people engaged on the programme were women, youth and PWDs. In Apr-Jun, this rose to 56%, even as the total number increased by 57%.

Table 1: Participation at ward, chiefdom and district level

Total Number of People Engaged										
Age Range	Jan-March 2018					April -June 2018				
	Male	Female	PWD Male	PWD Female	Total	Male	Female	PWD Male	PWD Female	Total
36 plus	896	486	68	60	1510	1302	781	96	115	2294
25 to 35	392	334	32	41	799	592	408	49	50	1099
15 to 24	203	185	21	17	426	483	337	42	47	909
Grand Total	1491	1005	121	118	2735	2377	1526	187	212	4302

Table 2 shows the number of people who participated in action planning activities including follow up engagements at the community level by Restless Development. The information in the table shows that about 1 in 5 were persons with disability and slightly above a third were women.

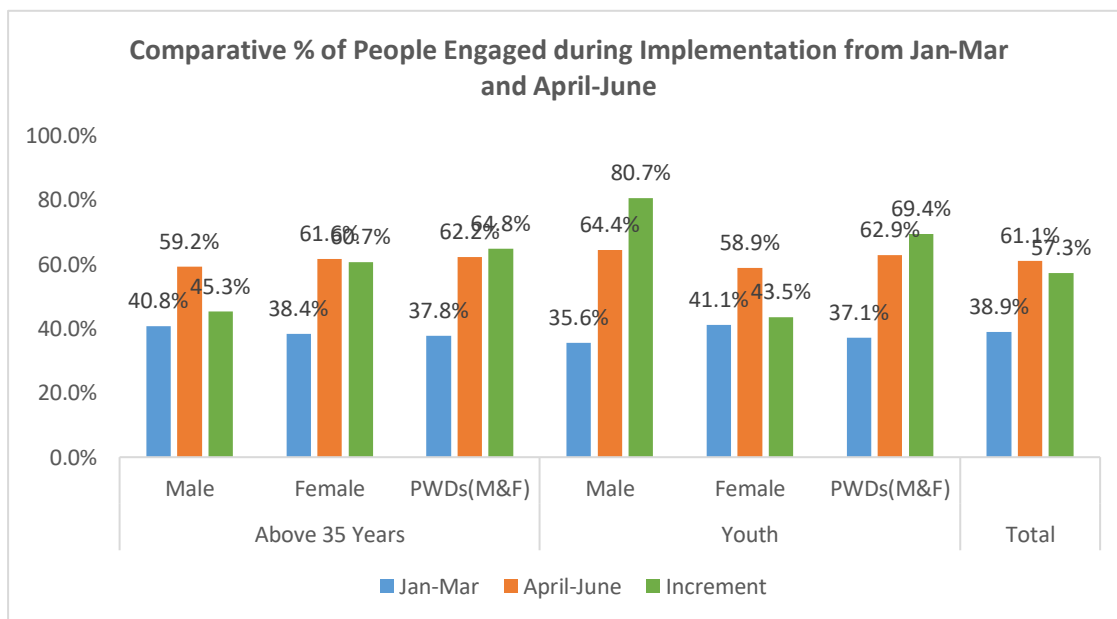
Table 2: Participation at community level

Persons with Disabilities (M+F)	502 (19%)
Women	912 (34%)
Young people	302 (11%)
Men	950 (35%)
EVD Survivor	47 (2%)
Total	2,713

Figure 1 below shows a comparative analysis of the total number of people engaged by IPs during quarters 1 and 2. The chart captures the overall percentage increase in the number of people engaged during this quarter. This increase is most marked among women aged 36 years and above, young men, and PWDs of all age groups.

The increase in participation is due partly to efforts to get more people to be involved in SABI activities as well as more activities being carried out in quarter 2 which coincided with the post-election period. Partners consistently take steps to avoid double counting. For instance, a young woman with a disability will be counted under young women with disabilities and will not be counted again under young women without disabilities. A GESI attendance register is used to capture each category of participant separately based on their age, sex and disability status. We also have a template to capture people who are being engaged for the first time.

Figure 1: Comparison between quarters 1 & 2



SABI has initiated an additional monitoring exercise whereby partners interview a selection of community members each quarter who participated in the original action planning process. Table 3 below shows that in the past reporting period, 84 individuals were selected through random sampling to be interviewed, of which 69 (82%) reported that they had taken some action. Of these 69, 56 (81%) were women, youth and PWDs. Significantly, a high proportion of these 56 people have engaged with duty bearers. They are active members of the community action plan follow-up process. This compares with 375 individuals who were interviewed in the previous quarter, of which 265 (71%) reported that they had taken some action. Of these 265, 183 (69%) were women, youth and PWDs.

From the data collected there is a decrease from 79% to 71% in women, young people and PWDs who engaged service providers on SABI initiated issues, which may indicate in some instances, community citizens are engaging with service providers outside of SABI. It is encouraging to see that more people are engaging multiple agencies (64%) than in the previous quarter (47%).

Table 3: Women, young people and PWDs engaging with service providers

Community Members	JAN-MARCH		APRIL-JUNE	
	Numbers	(%)	Numbers	(%)
Community Members interviewed	375	100%	84	100%

Community Members that have taken action	265	71%	69	82%
Women, Youth and PWDs (WYP) that took actions	183	69%	56	81%
Action taken by WYP because of SABI intervention	145	79%	40	71%
WYP who received Positive Response	153	84%	40	71%
WPY that Engaged one of the following (MDAs, DC, TA, WDC)	97	53%	25	45%
WPY that Engaged more than one of the Following (MDAs, DC, TA, WDC)	86	47%	36	64%



4.2 Output B: Citizens and duty bearers innovate to resolve service delivery challenges locally



Indicator B1: Innovation grant process established and well-maintained

Milestone 3: Feb 2019 – 50% of grant budget has been committed
Quarterly finance and programme monitoring of grantees is taking place

This quarter we launched the SABI grants component. The first of two grants calls went live on 11 June and closed on 10 July. It was publicised through the [SABI website](#), IPs and other networks such as SLANGO, and through Information Sessions held in Port Loko, Makeni, Bo and Kenema. Across the four locations, 113 organisations attended. We received 79 applications by the deadline, of which 18 were presented to the Grant Selection Committee, which sat on 24 July. Its decisions will be included in the next QPR.

Hannah Bockarie, founder and country director of [Commit and Act Foundation](#), attended the Information Session in Bo. She said “You are practising what you say. This is the first time a donor has come to tell us about their call for proposals, and to answer our questions.”



Indicator B2: Innovation grant projects which deliver results which link up and strengthen Output A work

Milestone 3: Feb 2019 – 55% of grantees are delivering their programmes in line with activity and budget plans, and are on track to achieve outcomes as intended

Following the decisions of the Grant Selection Committee, in accordance with our planned timeline (Annex 1), it is anticipated that due diligence and orientation will be completed by the first week of September and that disbursement of funds will be effected by mid-September.



4.3 Output C: Improved understanding of what works through conduct and dissemination of research and assessments



Indicator C1: Number and type of M&E mechanisms and processes that enhance the delivery of SABI.

Milestone 3: Feb 2019 – Outcome results database being populated (outcome harvesting)
2 Strategic Review Meetings in the past year
2 Consortium Meetings on Results in the past year
Assessments for further learning on particular areas carried out

During this reporting period, we have been seeking to enhance the quality of partners' monitoring and reporting by:

- Making the case for the contract amendment to include funding for IPs to recruit M & E Officers
- Instituting an activity concept note process, whereby partners need to outline much more clearly the justification for their activities – what logframe output it contributes to, how they will measure its results etc.
- Agreeing a new quarterly reporting format which focuses more on outcomes and is more closely aligned to our quarterly reporting requirements to DFID

C.1.1.2 Strategic Review Meetings in the past year


Nothing to report in this quarter. The next strategic review will take place in August.

C.1.2.2 Consortium Meetings on Results in the past year

There have been ongoing bilateral engagements:

- SDD - focused on reflection of where we are at on GESI (including an in-country visit), outlined in detail under section 5.2.
- Humentum - focused on preparation for the grants component, including support in framing the grants strategy and finalisation of the grants manual and annexes.
- Restless Development – monthly bi-lateral meetings were held in April and May and RD participated in the SABI quarterly partners meeting in June; we also had a joint meeting to inform revisions to the logframe.

The next Consortium Oversight Group meeting will hold at the beginning of August.

	<p>Indicator C2: Lessons identified, evidence shared and effectively communicated by SABI</p> <p>Milestone 3: Feb 2019 - Quarterly meeting with DFID sister programmes in key sector areas (e.g. youth, health, education, energy, PDT) to present lessons and practice that is working on engagement and delivery of services. GESI specific issues are picked up on and discussed throughout.</p> <p>3 learning and sharing products produced and shared with external audiences in the past year. Of which 1 is GESI focused.</p>
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C.2.1 Meeting with DFID sister programmes

Following our engagement with PNB, Leh Wi Learn and Saving Lives around the CPS tool review, we have made a commitment to include them in the review of the data once collated. A meeting between the PNB and SABI Team Leaders at the beginning of June agreed to:

- Share findings from the Citizens Perception Survey (from July)
- Involve PNB staff / messaging in policy literacy work (ongoing)
- Invite PNB to contribute to District and National Service Summits (from October)
- Ensure local partners are linking up with PNB staff at the district level

We remain interested in how the PNB theory of change feeds into the SABI impact indicator “Improved citizen trust in key services”.

C.2.2 Learning and Sharing Products

During the reporting period, SABI facilitated two learning events:

April [Digital Data Gathering](#) | This event attracted over 30 LNGOs and CSOs to learn about the free digital data software which SABI has used for its Citizen Perception Survey. A very practical and interactive session, it covered the value of digital data collection, creating an account on the KoBoToolbox and installing the application on a mobile phone. A formal evaluation was not carried out after the training, but a number of follow-up phone calls were made. Out of the 15 participants called, all said the event was useful to them but only 7 said they were using or helping others to use KoBotoolbox.

June [GESI 'Putting inclusion on the agenda'](#) | We recognise that the sector has become familiar with gender mainstreaming but through this event, we wanted to drive forward the Leave No-one Behind agenda. It was attended by 32 external participants, including persons with disability, LNGOs and CSOs, and representatives from NaCSA, NCPD, the MSWGCA, and other MDAs. The event sought to explain what GESI is, and how we are promoting it in SABI, by presenting practical tools, such as the GESI Audit, disaggregation of data and our field monitoring checklist. A Learning Brief (Annex 2) compiled by SDD based on its field observations and the recent partners' workshop was shared.

Harold Koroma, M & E Officer from NaCSA stated that the CPS findings helped the agency to improve on its provision of identity cards for individuals in their social protection programme. Participants evaluated the programme with an average of 4.1 out of 5.0 in respect of among other factors, the programme content, methodology and learning.

	4.4 Output D: Improved data on service delivery outcomes and recovery plan progress
	<u>Indicator D1: Effective citizen-driven service delivery data collection system operational</u> Milestone 23: Feb 2019 - Data collection system operational in all SABI target communities

The past quarter has been a very busy one for Restless Development; it expanded its activities into the two newly created districts; it recruited, trained and deployed its Youth Accountability Volunteers; it launched the next phase of data collection.

Though present in some communities in Falaba (those transferred from Koinadugu) this is the first time RD has been operating in these two northern districts. Community members quickly embraced their presence and the project. The total number of communities it is operating in has increased from 606 to 610.

Recruitment, training and deployment of Youth Accountability Volunteers

National YAVs were recruited through a rigorous selection process. The opportunity was advertised at district, regional and national level and shared on social media and through radio jingles. Application forms were accepted in the RD offices in Bo, Makeni and Freetown. Shortlisted candidates were interviewed against set criteria and undertook a written test. The selection panel included representatives from the National Youth Council. A diverse range of applications were received from individuals across the nation, both in rural and urban settings. 241 females, 607 males, and 3 PWD applied. Of the three PWD who applied, two were selected.

Community YAVs already live within the SABI target communities and are recruited to give a greater sense of ownership to communities over the project activities, and to provide opportunities to young people in rural settings who would not normally have the chance to apply under the national recruitment process. Community members already trust them, and they are in a position to provide

long-term support even after the project ends. The recruitment of CYAVs were publicised during community meetings. Through this process 224 males and 417 females applied from urban communities, and 190 males and 17 females applied from rural communities. More applications were received than last year, but the small number of young women applying from rural communities will be considered before year 3. Group interviews were conducted within each host community, presided over by RD Field Officers and community representatives including Paramount Chiefs, Youth Leaders, Women’s Leaders and Chieftom Speakers.

Following the recruitment process CYAVs joined the NYAVs for the foundation training workshop. A two-week programme (24 April – 6 May), facilitated by RD and supported by the CA SABI team, it was designed to equip the volunteers with the essential skills required for community engagement and data collection. The workshop included practical experience using the tools through simulation exercises and field testing of the revised CPS questionnaire. The following topics were covered:

- Introduction to Restless Development and the SABI project
- Safeguarding
- Volunteer roles and responsibilities
- Effective communication and facilitation skills
- Introduction to Gender Equality and Social Inclusion (GESI)
- Community engagement tools and approaches
- Introduction to the Pay No Bribe Campaign
- Reporting, monitoring & evaluation
- Data collection tools

Following the training, the YAVs were put into pairs and assigned to hub areas. They began their placement in host communities at the start of May. Each month RD Field Officers hold a meeting with all YAVs to check on how they are progressing with the tools and provide additional technical support. To further ensure quality delivery and ongoing learning, a mid-term refresher training workshop for all YAVs is planned for the next quarter.

In April 2018, RD also successfully recruited 1,830 community youth data collectors (1,065 M/765 F). The majority had no experience of using smart phones for data collection, or of the KoBo software. According to the first follow up visit by Field Officers at the end of May, they were demonstrating competence in the data collection.

Community engagement

Volunteers took their learning from the foundation training to coordinate and facilitate community dialogue. Open community meetings were held across the 610 target communities (involving 14,360 men and 10,240 women, equating to an average of 40 people per community), followed by the mapping process (involving 10,239 men and 8,933 women.) Community members were able to help identify Ebola survivors during this process, a group which was under-represented in the first CPS.

One of the main successes for Restless Development in this quarter has been the positive level of engagement from communities and stakeholders, up to and including the newly appointed Minister of Youth Affairs. He was briefed at RD’s office and is proactively seeking closer collaboration.



Indicator D2: Evidence generated through the citizen-perception of service delivery data collection system is used to inform SABI programme strategy, and delivery of other SABI outputs

Milestone 3: Feb 2019 - Evidence informs the SABI Community Engagement model (output A)
Evidence also informs the grants strategy implementation (output B)
Evidence also informs the learning and dissemination of lessons (output C)

Evidence also informs the SABI Community Engagement model (output A)

In the first year, the onus was on evidence sharing with community members for the purpose of generating action plans. This year, RD has used the evidence emerging from the CPS slightly differently. They have engaged stakeholders far earlier in the process, so that both community members and duty bearers are working together to interpret and assign meaning to the data. In bringing stakeholders into the process earlier, this strategy helped to avoid any antagonism between the citizens and duty bearers, and avoiding a situation where CPS findings are a surprise to duty bearers.

With this new approach, RD is connecting community members with health service providers, SMCs and FMCs in a dialogue to help advance the implementation of actions plans. They will report on the results of this engagement in the next quarter.

Evidence also informs the grants strategy (output B)

The grants strategy was finalised and approved during this reporting period. It has a set of objectives, which includes “Responds to the CPS findings in SABI target areas”. It is our expectation that grant-funded projects will address the needs identified by target communities through the CPS data. Furthermore, we identified three gaps in our current implementation, where projects could complement our efforts, and these were highlighted in the Briefing Pack for grant applicants:

- (1) GESI** – We are seeking to address the cultural and economic barriers that women, PWD, young people and other marginalised groups face in engaging in a meaningful way in development activities taking place in their communities. “Findings from the SABI Citizens Perception Survey data show that only 32% of young people and 31% of women feel that they always have a say in what happens in the communities. Similarly, only one in four thinks that persons with disability have a say in what happens in their communities. These figures illustrate the relatively low levels of participation by marginalised groups, not to talk of taking leading roles in developmental activities.” We are seeking projects designed to improve the negotiation, advocacy, public speaking, and other similar soft skills of marginalised groups in SABI target communities.
- (2) Policy literacy at community level** – We are seeking projects designed to raise awareness levels of government policies at community level. “Findings from our survey in December 2017 showed that 74% of the population had little or no awareness of services and entitlement and this cuts across the three sectors of health, education and social protection, which illustrates the level of work required to ensure citizens are well informed.”
- (3) Strengthening the capacity of structures** – Not directly related to evidence from the CPS data but focusing on the supply side of the SABI programme, we are seeking projects which invest in the capacity of district councils, chieftaincy structures, front line service providers, WDCs and others.

Evidence also informs the learning and dissemination of lessons (output C)

SABI produced a national report based on a summary of the CPS data, which was shared with MDAs, district councils, NGOs and other development partners. The data shared through the PowerBI dashboards on the SABI website has been used to highlight to different MDAs possible areas of emphasis in terms of responding to priorities coming from citizens.

5 Programme management and coordination

The SABI management and coordination with consortium and implementing partners has been effective throughout the reporting period.

5.1 Management of SABI Programme Team

The substantive Team Leader, Amanda Bangura, is phasing back into the programme following her maternity leave and will be fully in post from 23 July. The interim TL, Jane East, has assumed her new role as Head of Service Contracts.

Recruitment to the last outstanding post on Christian Aid's SABI team - the Communications and Learning Officer - has been completed and the successful candidate will commence on 23rd July. The finance teams in both Freetown and London are now at full complement and we believe this will enhance our capacity to support and monitor partners and grantees, forecast accurately, manage SABI finances more strategically and strengthen our VFM offer.

During this quarter Restless Development recruited two new Field Officers to work in the districts previously managed by Oxfam Ibis. They have gone through an induction process and have been connecting with communities, district authorities and relevant partners. In June the Restless Development International Director temporarily moved from the UK office to work closely with the Senior Leadership Team here in Sierra Leone until the end of 2018.

5.2 GESI

Since the start of the new financial year, SDDirect has been able to increase its engagement with the programme. We took the opportunity to bring them for an in-country visit in May, to reflect on our GESI progress, and to identify short to medium-term actions for enhancing GESI results. SDD colleagues undertook field visits and facilitated a workshop with RD and local partners, in which challenges and solutions were explored. The full workshop report is attached as **Annex 3**.

Based on the workshop, and field observations, SDD made the following recommendations:

1. To do a stock-take of GESI tools
2. To ensure that the GESI checklists and guidance note for field staff are being used
3. To collect and showcase positive stories of change to mobilise others from marginalised groups
4. To connect with disabled persons organisations (DPOs) operating in SABI target communities
5. To share SABI data with other key stakeholders including Handicap International and the National Commission for Persons with Disability
6. To look at opportunities within the grants calls, to build the soft skills of key marginalised groups

With the exception of number 4 (which we are still to take forward with our IPs) and number 5 (which is still awaiting the data), we have to a large extent already acted on these recommendations.

Additionally, we have compiled a set of **GESI Learning Questions**, which will be answered using data that is already being collected through the programme. They are intended to consolidate and synthesise the information that we already have.

1. Has SABI been able to shift the prevalent norms and attitudes which affect engagement from women, youth, PWDs and other marginalised groups around accessing services? How, and to what extent?
2. What are the principal ways in which specific groups are excluded from accountability processes targeted by SABI? (*such as certain groups being excluded from activities or not meaningfully engaged, not recognised/identified*).
3. In what ways does working with individuals who take leadership responsibilities for action points, from a specific marginalised group, mobilise members of that marginalised group to seek accountability and take action?
4. To what extent are structures and processes supported by SABI becoming more inclusive? What evidence is there that these changes will be sustained?

5.3 National-level partner

As outlined in the previous QPR, we are confident that a new national partner will help us build our strategic relationships with national government, enhance local to national linkages, undertake policy influencing, strengthen our communications and learning, and keep the programme abreast of the political and economic environment. To this end, we approached 9 CSOs (as proposed by members of the SABI and wider CASL teams and our IPs) of which 5 submitted an Expression of Interest. Scored by the SABI Team Leader, SABI Head of Programmes and the Christian Aid SL Country Manager, Focus 1000 emerged as the most compelling candidate. Focus 1000 was awarded NGO of the year earlier this year. We are convinced by its organisational capacity, national visibility, communications and research expertise and its record on engagement of key stakeholders and policy influencing.

The SABI programme and finance teams have undertaken a due diligence process and they scored low on the Partner Organisation Capacity Risk Assessment template used to evaluate their systems, meaning Christian Aid can go forward in establishing a partnership with this agency.

A workplan and budget have been compiled and we expect to sign the partnership agreement by early August 2018. Priorities for FOCUS 1000 in the first month will include familiarisation visits to Partners as part of the induction process, meetings with MDAs, joint monitoring visits with MDAs and development of materials for policy literacy initiatives.

5.4 District Project Oversight Committees

Project oversight committees met in all the 14 districts wherein Partners shared updates on the implementation of the SABI activities in the districts and the challenges encountered. In the meetings held in the Eastern and Western regions, PNB staff in the respective districts also took part to share messages on bribery and corruption as part of the collaboration between the two DFID funded programs. Participants also shared their experiences on the SABI project in their respective communities and their oversight role in the implementation. They promised to strengthen their functions and give feedback to the field staff as and when required.

In the Southern region, MDAs have committed to incorporate, and address priority needs of ward action plans into their own plans. The committee members also made a commitment to follow up on action plans in their various chiefdoms and agreed to support the field officers in planning, implementation and monitoring of the SABI project.

5.5 Programme Communications

It has again been a busy period in communicating the progress and impact of the SABI programme.

In May, we publicly launched [SABI's Citizen Perception Survey](#) at an event at the British Council attended by government officials, community members and media from across the country. Sierra Leone's Auditor General Lara Taylor-Pearce, speaking at the event, said: 'Citizens need to hold providers of services to account. This can only happen when the information used by such providers is easily accessible. It is only then that the vulnerable and least considered areas are brought to the fore for action to be taken. The simple fact that the information in the report has come directly from the people on the ground, it is bound to have an impact.' The event was an opportunity to engage with Sierra Leone media, and with support from locally-based media consultants we were able to secure TV, radio and print coverage of the CPS launch.

We also produced and published the [SABI Annual Report for 2017](#) to bring our stakeholders up to date with our achievements in our first year of implementation

The SABI website continued to be used as a valuable communications channel during this period with news stories and resources added, including: coverage of the SABI learning events on digital data collection and gender and social inclusion (GESI), the launch of the Citizen Perception Survey, the visit to SABI communities of the UK Government's Minister for African Affairs Harriet Baldwin MP, and the launch, information and application process for the SABI grants call. SABI also set up and began using its first dedicated social media channel in the period with the launch of the [SABI facebook page](#).

In June, we held interviews for the recruitment of Communications and Learning Officer for SABI, and have successfully appointed a new staff member who began in late July. With continued support from Christian Aid's global programme communications team, this new role will enable SABI to continue to broadly strengthen its communications and learning outputs, more regularly collect and share stories of change, use our existing channels and new ones to communicate the impact of the programme, and meet our commitments around learning products.

There is certainly a need to gather new content – stories of change and strong photography – which represents and recognises the impact the programme in 2018. This will be a key focus in the coming quarter.

6 Sustainability

During the partners' quarterly meeting at the end of June, we set aside a session to begin to discuss a Sustainability Plan for the SABI programme. Key points emerging from this were:

- (1) We already believe sustainability is built into the SABI model, not least of all through the decision to work through existing structures which are incorporated into national legislation, such as WDCs and through the RD model which includes community YAVs and community data collectors, who are residents of the target communities.
- (2) We are asking ourselves, what do we want to sustain, is it service delivery, behaviour change, the SABI model, collaboration or dialogue?
- (3) How do we build effective linkages with other stakeholders which will endure and/or present new opportunities for the work we are undertaking, such as funding from the World Bank or the EU?
- (4) How do we invest in the capacity of key stakeholders which will endure, such as in Paramount Chiefs, WDCs or DCs, but through an investment which is realistic within our existing resources? We recognise the social capital which is being nurtured through SABI,

how can we help to ensure this community collaboration and leadership can be sustained in the longer run, without field support?

The SABI team will be working with RD and the IPs to formulate this initial thinking into a SABI-wide sustainability plan for the rest of the programme.

7 Risks

The revised risk matrix is shared in [Annex 4](#).

8 Challenges, opportunities and learning

8.1 Challenges

As anticipated, post-election **changes of personnel alongside boundary changes** at chiefdom and ward levels have created disruptions and delays in SABI's engagement with DCs and WDCs. However, in line with mitigation strategies developed prior to the election period, the IPs are continuing to be present at the district level and are building the necessary relationships as and when administrative staff and political representatives assume their positions.

Action plans incorporate **short, medium and long-term actions**. The challenge is not to allow community members to lose heart if and when they meet challenges in realising improvements to service provision in their locality. They are investing their own resources in low-cost, fast-achieved actions, but we need (1) to ensure plans are sophisticated enough to deliver on the aspirations they set out and that there is repeated rethinking and replanning; and (2) that they incorporate clear and measurable milestones so that communities can see progress.

8.2 Opportunities

We see the **expansion into new areas** as an opportunity to grow SABI's impact, and we are aware of the enthusiasm of new district councillors to work with us. We want to maximise the goodwill towards the programme, whilst being cognisant of the pressures on partners arising from this expansion.

The **grants** are a huge opportunity to fill gaps, add value and bring partners into the programme who have a distinct offer, especially in delivering on our GESI results.

Our engagement with **Paramount Chiefs**, through trusted community-based partners, and by utilising the COM-B framework to shape our interventions, presents the opportunity to bring on board a stakeholder group who can play a huge role in grassroots development. They have influence and resources, and it would be a big win if they were to play a greater role in the WDCs, and demonstrate accountability for the revenues they generate, as they are mandated to do in national legislation, and to model out GESI-sensitivity.

8.3 Learning

We are rolling out our work with chiefs (Paramount Chiefs in particular) basing our interventions overtly on our **COM-B analysis** of the capacity assessment process findings. Through this, it became evident that whilst there might be a need for education and training, in order to promote behavioural change with a target group where there are weak lines of accountability, as is the case with chiefs, we also need to use persuasion, modelling and incentivisation. For example, we have used the media as part of training workshops to affirm and publicise the Chiefs' commitment to the development of their communities believing this will incentivise them to get better engaged. We are seeking to publicly praise those Chiefs who are excelling in certain areas, and engaging individuals from marginalised groups to give testimony about why inclusion is important to them, to build

Chiefs' GESI-sensitivity. We are using District Officers and District Councillors to reach out personally to Paramount Chiefs to enhance their understanding of, and participation in, WDCs.

9 Finance

9.1 Forecasting and budgeting

SABI has provided monthly updates to DFID on forecasts whilst only invoicing for the quarter. Our forecast accuracy for the quarter is now 112%, an improvement from 78% accuracy last quarter (£71k variance compared to £32k variance this quarter). Within this, the largest variance in spend compared to forecast remains on management fees (£17k overspent, 112% forecast accuracy) and office costs (£8k overspent, 361% forecast accuracy). This is largely due to over-forecasting staff leave on management fees and some indirect costs incurred in the quarter (discussed below).

Management Fee

The significant overspend on management fee was a result of attempts to better forecast staff leave, which has resulted in over-budgeting for leave as we have attempted to compensate for past management fee underspends. Staff have worked additional days compared to that which was initially planned due to the contract amendment, supporting IPs to plan at the start of the financial year and the recruitment of a new national partner. We are refining our forecasting methods for staff leave impacting on management fee which we anticipate will result in a smaller variance going forward.

Office Costs

The other significant overspend against forecast is on office costs (£8k, 361% accuracy). This is largely due to unforecasted costs including IT consultant costs, CASL Legal Retainer and internet costs. This was all anticipated to be paid in July but paid for in June. SABI is making contributions to these costs based on headcount in the office shared with the wider country programme team, whilst the Christian Aid Country Office pays the larger proportion as part of our value for money offering via office sharing. As CASL pays the bulk of the payment, to a large extent they determine the time of payment. We have discussed this with the Country Office team to encourage more open dialogue regarding planning for payments for large office costs to prevent future reoccurrence so that we are able to factor this into forecasts as appropriate.

Annex 5 to this report shows forecast accuracy and variance analysis across all budget headers.

Closer engagement with IPs in country is greatly improving their forecasting and budget capability, and we are working hard with our IPs to support them as they continue to improve their budgeting and forecasting processes. This is evidenced in the annex on Output A.

9.2 Main deliverables of staff who have charged time to SABI¹

Chief Operating Officer – (vacant) | Head of Programme Development and Funding (Dominic Brain) cover for Mark Vyner role

- QPR quality assurance
- Output B proposal and contract amendment discussions
- Key Supplier Relationship Liaison
- Monthly management support to Team Leader

¹ Not including staff working full time on the programme

Programme communications advisor (Chris McWilliams)

- Development of Comms and Learning Officer role profile and recruitment
- Planning for and support to [SABI media event](#)
- Posts to SABI website and social media material
- Finalisation and production of [national report](#) and [Annual Report summary](#)
- Finalisation of [SABI film](#) on use of infographics
- Organise reprint of SABI branded materials
- Email exchanges relating to DFID branding concerns

Programme communications advisor (Sarah Lambe)

- Creation and updating of grants page on SABI website

Country Manager (Jeanne Kamara)

- Input to SABI grants manual
- Support to planning and chair of SABI media event
- Partner management
- Support to recruitments and inductions of new SABI staff
- Support to legal case, registration, internal and external audits
- Safeguarding training with CA Head of Internal Audit

Head of Contracts and Procurement (Wendy Wheeler April /John Ward May-June)

- Discussion and guidance in respect of legal case
- Input to contract amendment
- Preparation, attendance and follow-up to CA LPOC meeting (Large Programme Oversight Committee)

Finance Manager (Marion Joy Minah)

- Work on various finance tasks including vetting payments and floats, approving salaries, undertaking cash counts and facilitating procurement processes
- Support to recruitment of Finance and Admin Assistant

Commercial Accountant (Annie Murthi | Magda Solomianko)

- Work on month end (invoice accrual preparation, staff time cross charges, journals), management accounts and various budget/salary queries
- Input to QPR, preparation of forecast and invoice
- Input to Output B discussions and contract amendment
- Quarterly review with Team Leader and Finance and Operations Manager
- Preparation for and attendance at LPOC meeting
- Support to internal and external audits

Accountability Technical Lead (Charles Gay)

- Development of organisational specification for national partner
- Review of QPR
- Input to logframe revision
- Supporting the team with materials and plans for training of new staff in power analysis

9.3 Financial monitoring of partners

Quarterly financial monitoring of IPs has been carried out again during the period under review, and detailed reports have been shared with IP management. No significant issues were uncovered this

quarter other than inadequate insurance provision for staff highlighted in the previous report, that is now being provided for (included in the current budget).

10 Value for Money

Value for Money (VfM) is assessed against the 4 Es: economy, efficiency, effectiveness and equity. Below is an outline of how SABI has achieved VfM across these measures in the past quarter.

10.1 Economy

Restless Development has maintained low admin costs. In the second quarter 93% of project funds were expended on direct activity costs.

For the capacity-building workshop for IPs at the beginning of April was held at the Sahara Hotel in Bo. The cost for accommodation and meals totalled Le 45,114,000. This compares with an estimated Le 79,950,000 if it had been held in Freetown. Furthermore, Bo is a central location for the IPs and the SABI team travelled together in a minibus, so saving on transport too.

10.2 Efficiency

The Restless Development model of using volunteers, well-trained and well-supported by paid field staff, is helping to ensure the efficient, nationwide delivery of the data collection component. Excluding training costs, on a monthly basis a YAV and a YDC costs £71.62 per community.

Restless Development has had no underspend being carried over. Neither is it reporting any large overspend. Its internal monthly budget review process allows RD to check if they are on track and to mitigate any issues quickly.

10.3 Effectiveness

Four new computers were bought during the quarter, which was part of the grant management support cost. To ensure quality in the procurement process, the Regional IT Service Manager was contacted to seek quotes in the UK and also to provide the relevant advice in ensuring that high quality computers were procured. Because of this, high quality computers were bought and SABI gained advantage of return policy, warranty and reduced price, compared to the other option of local purchase with a possibility of getting sub-standard and expensive computers because local vendors may have to order our request overseas and will add their margin at the end.

10.4 Equity

In order to uphold our principle of inclusion and nationwide coverage in the grants component, we undertook Information Sessions in four headquarter towns around the country. We believe these costs were well-justified in terms of equity.

11 Next steps

Key next steps in programme implementation include:

- Grant selections, due diligence, orientation of grantees and disbursement of funds
- Review of CPS data, sharing of initial findings to service providers
- YAV mid-term training workshop

- Recruitment by IPs of M & E Officers, induction and training
- Start-up of national partner, engagement with national MDAs
- Planning for the next Learning Event
- Signing of MoUs with new councillors and ministers