



GOVERNMENT OF SIERRA LEONE



MID-TERM REVIEW OF THE IMPLEMENTATION OF SIERRA LEONE'S MEDIUM-TERM NATIONAL DEVELOPMENT PLAN 2019 - 2023

COVERING THE PERIOD
MARCH 2019 TO AUGUST 2021

MINISTRY OF PLANNING AND ECONOMIC
DEVELOPMENT

19 April 2022



A photograph of a woman and two children in front of a wall with chalkboard markings. The woman is wearing a green and white patterned headscarf and a light blue shirt. She is smiling and looking towards the camera. In front of her, a young boy is sitting, wearing a green school uniform with yellow trim. Behind him, another child is partially visible. The background wall is made of wood and has various chalkboard markings, including the letters 'MIB', 'MCHV', 'R, 16', '16', 'KAMIT', and 'TEACH DAEM'.

**MID-TERM REVIEW OF
IMPLEMENTATION OF
SIERRA LEONE'S MEDIUM-TERM
NATIONAL DEVELOPMENT PLAN
2019 - 2023**

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Acronyms

ACC	Anti-Corruption Commission
ASSL	Audit Service Sierra Leone
CPIA	Country Policy and Institutional Assessment
DHS	Demographic Health Survey
DFID	Department for International Development
DSCoord	District Security Coordinator
ECOWAS	Economic Community of West Africa States
EGTC	Electrical Generation and Transmission Company
EIRA	European Inter-Operability Reference Architecture
EMIS	Education Management Information System
EU	European Union
GDP	Gross Domestic Products
GEWE	Gender Equality and Women's Empowerment
GoSL	Government of Sierra Leone
GST	Goods and Service Act
HDI	Human Development Index
HDR	Human Development Ratio
IBM	Integrated Border Management
IDB	Islamic Development Bank
IFMIS	Integrated Financial Management Information
IMC	Integrity Management Committee
IOM	International Organization for Migration
IPRP	Independent Procurement Review Panel
JSCO	Justice Sector Co-ordination Office
LFS	Labour Force Survey
MAF	Ministry of Agriculture and Forestry
MBSSE	Ministry of Basic and Senior Secondary School Education
MCC	Millennium Challenge Cooperation
M&E	Monitoring & Evaluation Officer
MFMR	Ministry of Fishery and Marine Resources
MMMR	Ministry of Mineral and Marine Resources
MOA	Memorandum of Association
MoE	Ministry of Energy
MoF	Ministry of Finance
MoGCA	Ministry of Gender and Children's Affairs
MoHS	Ministry of Health and Sanitation
MoSW	Ministry of Social Welfare
MSWGCA	Ministry of Social Welfare, Gender and Children's Affairs

MTI	Ministry of Trade and Industry
NaCSA	National Commission for Social Action
NASSIT	National Social Security Insurance Trust
NEC	National Electoral Commission
NMA	National Mineral Agency
NRA	National Revenue Authorities
NPPA	National Public Procurement Authority
NRA	National Revenue Authority
NWRMA	National Water Resources Management Agency
NPP	National Population Policy
PFM	Public Financial Management
PIMA	Public Investment Management Assessment
PPP	Public Private Partnership
PPRC	Political Parties Registration Commission
PSCoord	Provincial Security Coordinator
SGBV	Sexual Gender Based Violence
SLDHS	Sierra Leone Demographic Health Survey
SLMICS	Sierra Leone Multiple Indicator Cluster Survey
SLNSC	Sierra Leone National Shipping Company
SLRA	Sierra Leone Roads Authority
SSR	Security Sector Review
TDA s	Tourism Development Areas
TFA	Trade Facilitation Agreement
TVET	National and Vocational Education and Training
UN	United Nations
UNDP	United Nations Development Programme
UNSC	United Nations Security Council
VMS	Vessel Monitoring System
WB	World Bank
WHO	World Health Organization
WTO	World Trade Organisation
XAG	Xcalibur Airborne Geophysics

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Executive Summary

Sierra Leone's Medium-Term National Development Plan (MTNDP) 2019-2023 was launched in February 2019 with a commitment to undertake a mid-term review of its implementation. Therefore, this review report presents the progress made in implementing the Plan in the first two and a half years, effectively running from **March 2019 to August 2021**. The review included an examination of the effectiveness of the implementation arrangements to deliver services, including the Results Framework for tracking progress. At the outcome and impact level results, data was mostly reported for 2019 and 2020; a few indicators only had data provided for 2021. Far more results were reported at the output level, where achievements are evident.

During the period under review, the Plan's implementation faced extraordinary financing challenges with the COVID-19 pandemic that could not permit the delivery of all desired results. The government had implemented the Plan for only nine months when the pandemic hit the world economy in December 2019, leaving Sierra Leone's real Gross Domestic Products (GDP) growth contracting by 2.0 per cent in 2020, accompanied by heightened poverty and general vulnerabilities.

Nonetheless, the country stayed the course of implementing planned programmes and projects, including the government's flagship *human capital development initiative*. A wide range of desired results was still achieved, as summarised under the eight policy clusters of the MTNDP, which are strongly aligned to the SDGs and African Union (AU) Agenda 2063.

Policy Cluster 1 – Human capital development

Under the **free quality basic and senior secondary education sub-cluster 1.1**, the Government of Sierra Leone (GoSL) significantly increased education expenditure as a percentage of recurrent public spending from 18.9 per cent in 2018 to 22 per cent in 2021. During this period,

the school feeding programme provided food for over 400,000 children in over 1,000 piloted government and government-assisted schools; and tuition fee grants, teaching and learning materials were provided in more than 7,600 of these schools, covering pre-primary, primary, junior and senior secondary levels. Consequently, school enrolment significantly increased by about 800,000 pupils since the launch of the Free Quality School Education Programme in September 2018. Gender parity was maintained at the primary school level, with the ratio of girl to boy enrolment estimated at 1.0 in 2020 / 2021. This ratio was 1.03 in 2019 /2020 and 2018 /2019. The special support for girls offering Science, Technology, Engineering, and Mathematics (STEM) in Government Universities was scaled-up. At the same time, salaries of teachers and lecturers have increased by 30 and 50 per cent, respectively, since 2018. Furthermore, several community learning centres were established during the period under review at the chiefdom level to support non-formal education across the country.

In **sub-cluster 1.2, strengthening tertiary and higher education**, the government's policy thrust of improving governance and service delivery in post-secondary education saw the establishment of a separate Ministry for Technical and Higher Education in 2018 ahead of the launch of the MTNDP in February 2019. This was in preparation for advancing the human capital development programme of the state, aimed at strengthening tertiary and higher education as a critical dimension of human capital investment. Following the sector's improved institutional and policy environment, at least 54,000 new students were enrolled in government-supported universities, compared to 29,723 students in 2018, alongside the establishment of three new universities in the Western Region (one) and Eastern Region (two). The Technical, Vocational and Educational Training (TVET) Unit was upgraded to a Directorate in the Ministry to scale-up TVET activities across the country, while resource centres were rehabilitated in six Teacher Training Institutions in the five regions of Sierra Leone.¹

¹ The five regions are: North, North-West, South, East and Western Region.

Sub-cluster 1.3 health care improvement made remarkable progress, with the national budgetary allocation to the health sector increasing from 6 per cent in 2018 to 11 per cent in 2021, which was accompanied by the recruitment of over 4,000 healthcare workers over this period and the distribution of over 216 ambulances across the 16 districts of Sierra Leone. Scaled up efforts in the sector witnessed improved scores on the management of key mortality indicators by the end of 2019: maternal deaths per 100,000 live births dropped from 1,165 in 2013 to 717 in 2019; under-five deaths per 1,000 live births dropped from 156 in 2013 to 122 in 2019, and infant deaths per 1,000 live births reduced from 92 in 2013 to 75 in 2019. Moreover, there were reductions in child *stunting*, 38 to 30 per cent, *wasting*, 9 to 5 per cent, and *underweight*, 16 to 14 per cent, from 2013 to 2019.

Concerning **environmental sanitation and hygiene (Sub-cluster 1.4)**, the total population using improved sanitation facilities increased from 10.6 per cent in 2013 to 55 per cent in 2019—the share of the *urban population* increased from 21.9 to 84 per cent, while that of the rural population rose from 5.4 to 33 per cent during the same period. Diarrhoea disease prevalence rate (6 to 11) years dropped from 18.6 per cent in 2013 to 9.1 per cent in 2019.

Under the **social protection sub-cluster 1.5**, at least 2,300 youths were supported in cocoa and coffee plantation operations. Furthermore, another set of 3,400 (with 40 per cent females) were provided support in rice cultivation, and 3,400 were employed in garbage collection and disposal operations across the country. At the height of the COVID-19 pandemic and its related restrictions, more than 10,000 persons with disabilities benefitted from the government's cash transfer programme and other support—36,000 households generally provided with such support. Under **sub-cluster 1.6 on land management**, the population with secure tenure rights to land increased from 5 per cent in 2019 to 18 per cent in 2020, while 6,000-acre Land Banks for housing development were established in the Western Area and Eastern Region.

Policy Cluster 2 – Diversifying the economy and promoting growth

Under **Sub-cluster 2.1 on agriculture**, at least 600 assorted tractors, 200 power tillers, and other farm inputs such as fertilisers, agrochemicals, improved seedlings and combined harvesters were procured and distributed across the country during 2018-2021; accompanied by the



cultivation of over 2,500 hectares. E-extension framework and tools were developed to provide extension services for thousands of farmers who cannot be easily reached with rudimentary extension techniques. Regarding **fishery and marine resources in Sub-cluster 2.2**, the sector contributed an average of 12 per cent to GDP. It provided huge revenue to the state from export and other levies. It witnessed improved monitoring and surveillance of the country's waters with a state-of-the-art Vessel Monitoring System, which helped reduce illicit marine operations. And as part of efforts to ensure efficient and sustainable management of the country's ocean resources, a research vessel was deployed for fish stock assessment.

In **tourism (sub-cluster 2.3)**, the ambience of touristic sites in the country was improved drastically, and visa processes were simplified to increase international tourist arrivals, which increased from 24,000 in 2015 to 28,000 in 2020 despite the COVID-19 pandemic. The number of tour packages and historic sites developed increased from zero in 2018 to 10 and 3 in 2020. In **manufacturing and services (sub-cluster 2.4)**, the sector's contribution to GDP increased from 1.96 per cent in 2018 to 4.5 per cent in 2020.

In **oil and gas exploration and production (sub-cluster 2.5)**, efforts to determine onshore oil and gas potential in the country saw an acquisition, processing, and interpretation of magnetic and gravity data during the period under review; while in the **mining sector (sub-cluster 2.6)**, strategic efforts towards the efficient management of the country's mineral wealth led to the commissioning of a nationwide Air-Borne Geophysical Survey, which was undertaken and survey data analysis done.

In **promoting an inclusive rural economy (sub-cluster 2.7)**, a *National Micro Finance MUNAFA Fund* was rolled-out, targeting 5,328 beneficiaries for loans, covering rural communities. A total of 10 financial service providers were recruited, while 1000 SMEs-owner women were trained in business development services with a rural coverage. Access to investment capital was provided for 100 Agro Processing SMEs through the Sierra Leone Agro Processing Competitive Project, 98 of which were linked to big businesses, with 18 supermarkets now selling made-in-Sierra Leone goods nationwide, with direct and indirect impact on the rural economy.

Policy Cluster 3 – Infrastructure and economic competitiveness

Regarding **energy (sub-cluster 3.1)**, access to electricity increased from 16 per cent in 2018 to 26 per cent in 2021. Household access nearly doubled from 13.5 per cent in 2018 to 24 per cent in 2021. However, electricity loss through leakages in the distribution system drastically reduced from 38 per cent in 2018 to 7.4 per cent in 2021. Most of the population's access to reliable electricity is expected to increase with Cote d'Ivoire, Liberia, Sierra Leone, and Guinea (CLSG) power project. There was rapid progress in constructing the CLSG power distribution line in the country, with a 161kV interconnection at the Bumbuna substation and a 33kV interconnection at the Kenema and Koidu completed by the Transco Company. In the **transport sector (Sub-cluster 3.2)**, the government embarked on the construction and rehabilitation of 130 km of trunk roads across the country, including rehabilitating several bridges and more than 400 km of feeder roads. Moreover, road accidents were reduced by 14 per cent from 3,200 in 2018 to 2,763 in 2021. The national aviation security rating increased from 64 per cent in 2018 to 71.6 per cent in 2021.

Water supply infrastructure (sub-cluster 3.3): This was scaled up in various provincial district headquarter towns and cities; leading to about 75 per cent of the population in the Bo, Kenema, and Makeni cities now having access to safe drinking water, surpassing the 2018 national average of 60 per cent. Some progress was also made in **waste management (sub-cluster 3.4)**. The government supplied waste collection trucks and tricycles to all districts and cities and vehicle servicing facilities with Chinese aid. Indiscriminate disposal of rubbish in cities was prevented by ensuring that communal waste storage and skip waste bins were strategically placed in cities and district headquarters towns.

For **information and communication (sub-cluster 3.5)**, the population covered with mobile services increased from 57 per cent in 2018 to 80 per cent in 2021; the national area covered by mobile voice services increased from 70 per cent in 2018 to 89 per cent in 2021; while the population using internet nearly doubled from 11.8 per cent in 2018 to 21 per cent in 2021. Additionally, with the establishment of the Directorate of Science, Technology and Innovation in the Office of the President, the public sector witnessed the increased deployment of digital solutions. This has led to increased efficiency in service delivery, which is expected to further increase with the National Digital Development Policy and Strategy implementation.

Under the **presidential infrastructure initiative sub-cluster 3.6**, the Office of the Presidential Infrastructure Initiative successfully planned, designed, and negotiated the construction of the New Airport terminal project at Lungi at US\$270 million, approved by cabinet and ratified by parliament; works in progress. Also, a 150-bed hospital development was started in the Kerry Town proposed Medical Village in the Western Area by the EASI Construction and Trading (SL) Limited Company to cover the diagnosis and treatment of cancer. Regarding **fostering private sector growth and manufacturing (sub-cluster 3.7)**, the European market ranked Sierra Leone third in the world for the sale of organic cocoa, while Coffee *Stenophylla*, which is indigenous to Sierra Leone, had global recognition as the most superior flavoured coffee. Furthermore, 10 companies were approved for the ECOWAS Trade Liberalization Scheme that began exporting goods under this arrangement. At the same time, a bilateral trade agreement with The Gambia was entered into that removed residential permit requirements for citizens of the two countries, witnessing the incorporation of 1,558 new companies in the two countries. At least 60 SMEs in the tourism, digital technology, light manufacturing and circular economy benefited from capacity building and technical support.

Policy Cluster 4 – Governance and accountability for results

Under the political development for national cohesion sub-cluster 4.1, Sierra Leone continued to be a shining example of nations transitioning from armed conflicts to maintaining peaceful cohesion, currently ranked 46th on the Global Peace Index. The level of peace and political stability among political parties improved from 30 per cent in 2018 to 40 per cent during 2019-2021.

Regarding the fight against corruption (sub-cluster 4.2), a Special Court within the High Court of Sierra Leone was established, with five judges appointed for the speedy trial of corruption cases. Reports of corruption cases increased with unprecedented levels of conviction and recoveries of embezzled public funds. Public confidence in accountable governance improved as the national perception rate for corruption declined from 70 per cent in 2018 to 40 per cent in 2020. And the Anti-Corruption Commission expanded its offices in all five regions of the country, making its services available at the community level to increase public knowledge and understanding of corruption issues and

practices. In terms of **strengthening public financial management (Sub-cluster 4.3)** and **audit services (Sub-cluster 4.4)**, the government was able to save millions of dollars through the establishment of the Fiscal Risks Management and Oversight Office in the Ministry of Finance. The Office manages the rationalisation of contingency liabilities of state-owned enterprises and institutions. E-procurement was introduced in the public sector, with the online expenditure management system generally scaled up, drawing support from the Directorate of Science, Technology and Innovation, among others. Financial compliance and performance audits were regularly conducted, with notable progress in implementing audit recommendations.

Under sub-cluster 4.5 on promoting inclusive and accountable justice institutions, more than 595,000 people, mostly underprivileged, have received free legal services since 2015; more than 395,000 since 2019 alone. The rural areas now have more magistrates and judges deployed to increase access to justice for the poor—new Judicial districts were established in Moyamba, Port Loko, Koinadugu and Kailahun Districts, accompanied by the deployment of counsels. Additionally, paralegals were deployed in several communities. **Under Sub-cluster 4.6 on building public trust in state institutions**, laws were digitalised, including the design and implementation of electronic case management systems. The sustained operations of the Human Right Commission of Sierra Leone, the National Commission for Democracy, and the National Youth Commission helped in enhancing inclusion, peaceful coexistence, and democratic governance. A Peace and National Cohesion Commission was also established during the period under review.

Under sub-cluster 4.7 on strengthening public service delivery, the capacity of the Sierra Leone Civil Service was improved with the employment of more than 6,100 qualified persons from 2018 to 2021. During this period, ethical leadership training was conducted for 60 provincial civil servants, alongside training in performance target setting, monitoring, and appraisal for 458 workers across the board. **On strengthening decentralisation, local governance, and rural development (sub-cluster 4.8)**, 61 (77 per cent) of 79 planned devolved functions were fully transferred to Local Councils, by the end of 2021, from 54 functions in 2018. The District Development Coordination Committees were re-established and fully functional in 12 of the 16 districts for effective monitoring, supervision, and reporting on development progress at

the community level. In partnership with non-state actors, the government also started implementing the *People's Planning Process or Wan Fambul Framework* initiative to support village and chiefdom development plans. More than 20 of these plans were developed in pilot chiefdoms to integrate with district and national development plans.

Under sub-cluster 4.9 on strengthening security institutions, the *quality of response to emergencies* improved from 0 per cent in 2018 to 70 per cent in 2020. Several Military Officers were supported to pursue higher education, including doctoral, master's, and undergraduate degrees, to enhance the Armed Forces' capacity; others pursued various technical and vocational courses. Finally, in terms of **strengthening external relations for integration (Sub-cluster 4.10)**, Sierra Leone successfully exited from the Peacebuilding Commission configuration of the UN in 2020 as a demonstration of key achievements made in moving out of fragility towards resilience. The country ratified **four** bilateral agreements (on trade and economic cooperation, the elimination of double taxation for taxes on income, the prevention of tax evasion and avoidance, and protocol on cooperation in science) with the Government of the Republic of Turkey. Furthermore, the country's bid for a seat in the United Nations Security Council in the Non-Permanent Category for 2024-2025 was, in principle, endorsed by the ECOWAS Council of Ministers and Summit of Heads of States.

Policy Cluster 5 – Empowering women, children and persons with disabilities

Under sub-cluster 5.1 on women empowerment, milestones achieved included a strategic government policy decision in 2020 to establish a separate Government Ministry for Gender and Children's Affairs and to create a Sexual and Gender-Based Violence (SGBV) "toll-free" hotline to provide counselling and referral services to SGBV survivors, particularly during the COVID-19 pandemic. One-stop centres for SGBV cases were established in 6 districts, resulting in at least 2,515 survivors of SGBV cases being provided with effective response services. The Sexual Offences Act of 2012 was reviewed, and the Amendment Act was enacted, while a Special Sexual and Gender-Based Violence Judicial Court was established. For the welfare of children and adolescents under Sub-cluster 5.2, achievements included providing ongoing counselling and

rehabilitation services for children in remand homes and child inmates serving sentences, who were also provided with vocational training and support to take public school exams. Also, the enforcement of the Hands-Off Our Girls Initiative aimed at ending child marriage and decreasing teenage pregnancy reduced these practices in communities. Additionally, the Child Protection Information Management System (PRIMERO) software had a system upgrade with more than 750 child protection cases registered in 2021.

Under sub-cluster 5.3 on empowering persons with disabilities, at least 10,000 were provided with COVID-19-related support, including food and protective equipment. Moreover, the development of a Free Education Initiative for all Persons with Disabilities was advanced.

Policy Cluster 6 – Youth employment sport and migration

Several projects and interventions were initiated to support **youth empowerment under sub-cluster 6.1** In addition to the report under Sub-cluster 1.5 on social protection in support of youth development above, the government's Youth in Fisheries Project saw 70 new fishing boats with requisite accessories constructed and distributed to youths in seven coastal districts, creating a total of 1,400 direct jobs. Also, over 500 youth leaders were trained in entrepreneurship. Under the National Youth Service Scheme, 1,200 university graduates were recruited, trained, and deployed across the country—804 (67 per cent) of these have gained permanent employment. For **sports (sub-cluster 6.2)**, the government's rekindled support for the national football team led to Sierra Leone qualifying for the 2021 Africa Cup of Nations Tournament after 25 years, and sports personnel were deployed in all districts to promote and supervise sporting activities. The establishment of a national Sports Development Fund was at an advanced stage to promote the industry.

Regarding **migration (sub-cluster 6.2)**, Border Patrol Officers were deployed at strategic border crossing points to curtail irregular migration. At the same time, efforts to manage overseas recruitment saw the development and implementation of a Regulatory Overseas Employment Framework. In 2021, the government received and reintegrated 328 stranded Sierra Leonean migrants in more than 10 countries, including 8 women, 4 boys, and 2 girls.

Policy Cluster 7 – Addressing vulnerabilities and building resilience

A range of milestones was achieved towards **building national environmental resilience (sub-cluster 7.1)** and **conservation of forestry management and wetland (sub-cluster 7.2)** while **improving disaster management governance (sub-cluster 7.3)**, including the establishment of the Ministry of Environment in 2019. This increased political investment in environmental management and sustainability, alongside establishing the National Disaster Management Agency as a standalone institution from the Office of National Security to scale up national preparedness and response to natural disasters. Key climate-sensitive sectors and hazards were identified and monitored, and more than 2,000 hectares of forest were restored, while at least 100 hectares of woodlots were established. More than 300,000 trees were planted in all agricultural districts, alongside 3,000 others in three flood-prone communities within the western area. These initiatives led to the recruitment of 500 forest guards and the creation of over 20,000 temporary and permanent jobs in general.

Policy Cluster 8 – Means of implementation

Institutional framework, finance, and local service delivery: All government institutions at central and local levels, and development partners, NGOs, CSOs, the private sector, and the academia were involved in delivering the abovementioned results. The government funded an estimated 104 public investment projects in 2019, 86 in 2020, and 70 in 2021 (up to June). 392 Projects were funded by Donor Agencies in 2019, 429 in 2020 and 311 in 2021. The amount mobilised from Development Partners from 2019 to 2020 is estimated at US\$ 671.14 million.

The government introduced an Integrated Tax Administration System, drawing participation from 1,000 large and medium-sized taxpayers at its inception. This first taxpayer group had access to an online portal to register and de-register for taxes, file their returns, and receive payment notices from the bank. The country also implemented an Integrated National Financing Framework (INFF) within the Addis Ababa Action Agenda on Financing for Development. The country is among the first few developing nations to design this framework. The government has

implemented an SDG Fund project that supports domestic revenue mobilisation, financial digitalisation, and literacy. A tax compliance Block Management System was introduced to decentralise tax collection administration further, establishing tax field offices in dense business areas while digital and mobile financing, financial literacy, and deposit insurance planning were in progress.

As noted in **sub-cluster 4.8 on decentralisation**, District Development Coordination Committees were reactivated to monitor progress in implementing the MTNDP in 12 of the 16 districts. In partnership with non-state actors, the government rolled out an initiative to support village/chiefdom development plans in 24 Kailahun, Kono, Moyamba, Koinadugu and Falaba Districts—with 24 Chiefdom Plans completely formulated or drafted, the people leading their financing and implementation.

Statistics, monitoring and evaluation (M&E), performance management and development communication: During the period under review, Sierra Leone migrated from a paper-based questionnaire to computer-aided conduct of the national housing and population census. A web-based public project tracking system was conceptualised and its design has reached an advanced stage to enhance value for money through M&E. Concurrently, regular central government monitoring of the Free Healthcare Initiative and Free Quality School Education Programme was ongoing. At the same time, service delivery and performance management monitoring in the running of government MDAs and state-owned enterprises were strengthened, while civic education was re-introduced in the school curriculum, alongside the frequent conduct of public education on national development issues.

Risks and challenges

The outbreak of the COVID-19 pandemic was an unforeseen emergency that badly affected resource flows for the MTNDP implementation. The response to the pandemic crowded out spending on a range of planned projects, besides the impact it had on private sector activities, leaving GDP contracting to -2.0 in 2020; a challenge that could be reinforced going forward by the fallout of the Russia-Ukraine war. More coordination among stakeholders at the central and local levels was generally needed to deliver more results and frontline monitoring

of development projects. Furthermore, baseline data and targets were still absent for several indicators in the Results Framework, making reporting on them difficult, coupled with data harmonisation challenges encountered during the review.

Recommendations

More investment is required to increase the economy's resilience by promoting private sector development and economic diversification. There is also a need to increase investment in the health sector, focusing on disease monitoring and surveillance. Having strong development cooperation was a key lesson learnt during the period under review, given the central role played by development partners in the fight against COVID-19. Thus, cooperation should be sustained

going forward. There is a need to scale up the deployment of technology and digital solutions in the public sector to enhance accountability and efficiency in delivering services, as well as investment in the fight against corruption and Illicit Financial Flows (IFFs), alongside the implementation of the INFF, with special emphasis on increasing gender financing and women's contribution to revenue generation. The results framework should be rationalised, ensuring that only indicators with baselines and targets are focused on going forward.

Finally, the government should pay great attention to the topical issues of Demographic Dividend; Blue Economy; Science, Technology and Innovation; Climate Change and Gender Empowerment in building a resilient, green and sustainably growing economy.





PART ONE

THE IMPLEMENTATION CONTEXT

Introduction

1.1 General Overview

Sierra Leone has implemented four comprehensive National Development Plans since the end of the country's civil war in 2002. Its current framework, the Medium-Term National Development Plan (MTNDP) 2019-2023, was launched in February 2019 with a commitment to undertake a mid-term review of its implementation, unlike the previous plans of 2005-2007, 2008-2012 and 2013-2018. The current plan was set to deliver four national development goals toward achieving the country's *vision of becoming an inclusive and green middle-income country by 2039*:

- **Goal 1:** a diversified, resilient green economy;
- **Goal 2:** a nation with educated, empowered, and healthy citizens capable of realising their fullest potential;

- **Goal 3:** a society that is peaceful, cohesive, secure, and just; and
- **Goal 4:** a competitive economy with a well-developed infrastructure.

These goals were to be delivered through public investment in strategic programmes and projects identified in the eight policy clusters of the Plan, as shown in Figure 1. The figure reflects the national *theory of change*, showing how effective delivery of cluster programmes would lead to the achievement of the national goals by 2023, strengthening the foundation and building blocks towards achieving the vision of 2039.

Figure 1: Theory of Change



The Sierra Leone MTNDP (2019-2023), the SDGs and AU Agenda 2063

The Sierra Leone National Development Plan is the country's operational framework for implementing the United Nations 2030 Agenda for Sustainable Development, summarised in the 17 Sustainable Development Goals (SDGs).

The National Plan is also the framework for implementing the African Union Agenda 2063, both of which the country is a signatory to as a UN and AU member state. Essentially, Sierra Leone has strategically followed an integrated approach to implementing its national plan that is strongly aligned to the AU Agenda 2063's seven (7) Aspirations and 20 Goals and the 17 SDGs (Table 1).

Table 1: Aligning the MTNDP to the SDGs and AU Agenda 2063

Sierra Leone MTNDP (2019-2023)	The SDGs & African Union Agenda 2063
Human Capital Development	SDGs: 3, 4, 5, 6, 11, 13, 15, 17 AU Aspirations: 1
Diversify the Economy & Promote Economic Growth	SDGs: 1, 2, 7, 8, 9, 10, 11, 12, 13, 14, 15, 17 AU Aspirations: 1, 5
Infrastructure & Economic Competitiveness	SDGs: 7, 8, 9, 11, 13, 15, 16, 17 AU Aspirations: 1
Governance & Accountability for Results	SDGs: 16, 17 AU Aspirations: 1, 2, 3, 4
Women, Children and Persons with Disability	SDGs: 1, 2, 4, 5, 10, 17 AU Aspirations: 1, 6
Youth, Sports & Migration	SDGs: 4, 10, 11, 13, 15, 16, 17 AU Aspirations: 1, 5
Addressing Vulnerability & Building Resilience	SDGs: 11, 13, 15, 16, 17 AU Aspirations: 1
Means of Implementation	SDGs: 11, 13, 15, 16, 17 AU Aspirations: 1, 7

Policy clusters and results system of the Sierra Leone MTNDP (2019-2023)

Each cluster of the MTNDP was sub-divided into various policy sub-clusters, with a specifically defined set of results for 2019-2023 (see Annex 1). There were 39 prioritised sub-clusters covered under Clusters 1 to 7; specific sub-clusters were not defined for Cluster 8 as a limitation of the Plan. Each of the sub-clusters had one Strategic Objective (SO) and a set of broad Key Policy Targets (KPTs) to achieve during the plan implementation (Annex 1). There were 236 KPTs for the entire Plan, and for every set under a given SO, there was a set of Key Policy Actions

(KPA) to achieve the KPTs in the respective sub-clusters. The total KPAs in the Plan are 327 (Annex 1).

It is to be noted that the KPTs (broad policy targets for which some are not quantified) are contained in Volume 1 of the MTNDP (Pages 36 to 162), followed by the KPAs, after presenting the SOs in the same Volume. The progress indicators (a total of 686) and the quantified/specific national targets (a total of 586) were programmed in the Results Framework contained in Volume 2 of the MTNDP (Pages 12-229). Identifying the broad KPTs and KPAs in Volume 1 provided a strong guide to derive the quantified/specific national targets and indicators contained in Volume 2 for tracking progress in the implementation.

Part Two of Volume 2 contains *policy and programme matrices* that identify specific projects required to achieve cluster/national level results; linked to the SDGs and AU Agenda 2063 (see Volume 2 of the MTNDP, Pages 230 to 399).

The bottom part of Annex 1 above shows a total of 23 quantified and specific national targets to be achieved from all eight clusters of the MTNDP; arranged around four general welfare and macroeconomic dimensions, which are:

- a. Happiness and Human Development Dimension;
- b. Poverty and Inequality Dimension;
- c. Economic Development-Related Dimension; and
- d. Governance, Transparency and Accountability Dimension.

Corresponding to the targets were the equal number of **23** indicators linked to the SDGs and, by extension, the AU Agenda 2063.

The objective of the review process

This review highlights the progress made in implementing the Medium-Term National Development Plan midway, covering from March 2019 to August 2021, discussing each sub-cluster under the eight policy clusters. It documents the challenges, lessons learnt and recommendations directly derived from the implementation of all sub-clusters; and undertakes a basic assessment of the effectiveness of institutional arrangement for implementation, as well as the financing and monitoring and evaluation aspects with a particular reference to the adequacy of the results framework and indicators. The review also highlights the government's leading strategic priority areas for the remaining implementation period from 2022 to 2023.

Value-added of the mid-term review

The MTNDP noted some limitations during the plan preparation process in 2018/2019 and a set of anticipated risks that could affect implementation. For example, while all the 686 indicators of the plan were relevant, data could not be obtained on 331 indicators to define their baselines and annual targets when the plan was

launched. It was hoped to be generated during the implementation process. The mid-term review included an assessment of progress in generating data on these indicators (that we could refer to as *Tier-2 indicators*), as we tracked the current status and trends on all programmed indicators. Also, noting that risks derived from the COVID-19 pandemic could befall plan implementation, as we experienced with the Ebola Virus Disease in 2014-16, it was necessary to have a mid-term review of the Plan to learn from the effects of these unexpected factors on implementation.

Given these contexts, the review provides an opportunity to rationalise the implementation arrangement, prioritise among priorities, and revise the results system to focus on indicators with clear data for monitoring going forward. It also allows certain critical sectors to stand out in the plan better than before and for emerging/more topical issues to occupy central policy place going forward.

A guide to the review

The overall strategic thrust of the MTNDP (as planned and launched in 2019) remains the same going forward with implementation for the remaining years, 2022 and 2023. The *plan's vision, four goals, and strategic objectives* remain the same beyond this review. As captured in this report, changes have come at the level of the targets, key policy actions and indicators; while we keep in view emerging issues as we approach the end of this plan to inform its successor for 2024-28.

General scope of the review

The review was principally meant to cover March 2019 to August 2021, two and a half years since the Plan was launched on 28th February 2019. It effectively covered the full years of 2019 and 2020; considering part of 2021 up to August, that data was available. Progress is reported on a few indicators with full data for 2021.

The process involved the identification and presentation of progress made towards achieving planned targets at the outcome and impact level of the Results Framework while capturing the output of key policy actions, projects, programmes and public deliverables at lower results level toward achieving higher results during the period under review (see the planned

results chain for the MTNDP in Figure 2). We captured all indicators for which progress data was available. As noted in earlier sections, the review also checked for the extent of effectiveness of the implementation arrangement for the Plan, examining the institutional and financing

adequacy for delivery of results; and adequacy of the follow-up, tracking and reporting mechanism of the overall Plan. The review methodology below has provided further details on the scope and expectations of this exercise.

Figure 2: Planned MTNDP results in the delivery chain



Government Human Capital Flagship Programme

The leading strategic initiative of GoSL in the MTNDP implementation for the period under review was its Human Capital Development (HCD) flagship programme. Human capital development is at the core of socioeconomic transformation and building resilience in Sierra Leone. The country's human capital index was measured at 0.35 by 2019, implying that the loss in a worker's future productivity in the country was 65 per cent, compared to 61 per cent in Low-Income Countries and 59 per cent in sub-Saharan Africa. Children born in Sierra Leone by 2019, when the Plan was launched, will grow up to have a productivity level of 35 per cent as adults, given the current investment in their education, health, nutrition and related needs.

These statistics compelled the government to prioritise human capital development, focusing on **education, food self-sufficiency** (with special attention to agriculture and fisheries to supply needed nutrition for child development) and **healthcare**. The three HCD focus areas mainly fall under Clusters 1 and 2 of the MTNDP: **Human Capital Development** and **Diversifying the Economy and Promoting Growth**. Therefore, this mid-term review emphasises progress in implementing initiatives and achieving planned results in these areas.

1.2. The review in the context of the COVID-19 pandemic and general limitations

The government had implemented the MTNDP for nine months when the COVID-19 pandemic hit the world economy in December 2019 on a scale that had not been witnessed since the 1930s' Great Depression. Small and externally dependent economies like Sierra Leone were immediately thrown off balance in the global crisis. Economies that were already weak suffered further from the pandemic, even with lower infections and fatalities. As of 28th February 2022, at 17:02 GMT, the total reported COVID-19 cases for Sierra Leone was 7,665, with 125 deaths far below incidences from other countries. The corresponding figures for USA were 80,567,757 and 973,119; India 42,924,130 and 513,843; Brazil 28,768,104 and 649,195; and the UK 18,804,765 and 161,224; in terms of infections and deaths, respectively.²

While this presents Sierra Leone as a low COVID-risk country in Africa and the world in general, its high level of socioeconomic vulnerability has not excluded it from bearing the brunt of the pandemic.

On the macroeconomic front, the onset of the pandemic contracted real GDP by 2.0 per cent in 2020 from 5.4 per cent growth posted in 2019.³ This was against prior forecast of economic performance: the economy had been projected to grow at 4.2 per cent in 2020 (5.4 per cent in 2019), at an average of 4.5 per cent from 2021 to 2023 before COVID-19. However, it had to go down to -2.2 per cent in 2020 because of COVID. Consequently, the poverty situation and known vulnerabilities worsened in the country during the period under review. Following the eruption of the pandemic, the incidence of national income poverty increased from 56.8 to 58.9 per cent from 2018 to 2020, according to a subsequent country Comprehensive Food Security and Vulnerability Analysis (CFSVA) survey of 2020.⁴ These two-level micro-macro fallouts of the pandemic reflect a major impediment to implementing the National Development Plan.

1.3 The Review Process

The review process leading to this report was sequentially divided into three broad stages. The *first stage* involved the preparation of a Draft Review Report drawn from multiple sub-progress reports on the implementation of the MTNDP generated during the period under review. The *second stage* involved cluster-level consultations on the Draft Review Report in discussing progress measured and challenges encountered; and proposed recommendations going forward with plan implementation. The *third stage* involved the validation of the Final Draft Report. These stages are summarised in the following paragraphs.

Preparation of the Draft Review Report for consultation

The first draft was done by drawing data from a series of constituent/sub-progress reports on the MTNDP at the national, regional and global levels, highlighted as follows:

- a. The draft drew data from the two Annual Progress Reports (APRs) produced on the plan implementation for 2019 and 2020 by MoPED in collaboration with MDAs—reports are available in MoPED for reference.

¹ <https://www.worldometers.info/coronavirus/> (visited 28th February 2022)

² See Report of the UN Socioeconomic Impact Assessment for COVID-19; Sierra Leone 2019/20 Annual Progress Report on MTNDP (2019-2023)

³ See the World Bank Update (2021, pp.38-39). Before the COVID outbreak, the last comprehensive living standard measurement survey of Sierra Leone (the Sierra Leone Integrated Household Survey of 2018, SLIHS2018) estimated the national income poverty at 56.8 per cent; which went up to 58.9 per cent in 2021 based on during 2018-2020, according to a follow up country's Comprehensive Food Security and Vulnerability Analysis (CFSVA) survey conducted in 2020/21 (see World Bank 2021 Report on the Welfare and Poverty Effects of COVID-19 Pandemic in Sierra Leone).

- b. It drew data from a comprehensive status update report on the implementation of the Key Policy Actions of the MTNDP by Government ministries, departments and agencies (MDAs) – this report is available in MoPED.
- c. The review also utilised Sierra Leone's 2021 Voluntary National Review (VNR) Report on the SDGs implementation submitted to the UN in July 2021—produced by MoPED in collaboration with MDAs and non-state actors.
- d. The review also obtained data from Sierra Leone's Status Update Report on implementing the AU Agenda 2063 at the country level—produced by MoPED in October 2021 in cooperation with Statistics Sierra Leone.
- e. The review utilised data from the report on the decentralisation process of the ownership of the MTNDP. This exercise was undertaken across the 16 districts of Sierra Leone during October 2019–October 2020 to enhance community understanding of the National Development Plan to put the people at the centre of its implementation. The periodic reports on DDCC meetings that were resuscitated following this exercise were also utilised. Accordingly, the review captured a summary of the outcome of this exercise and lessons learned, including the priority projects identified by the 22 Local Councils of Sierra Leone and their communities for GoSL's consideration in the remaining years of the MTNDP implementation.
- f. The review utilised data from various Development Finance Performance related reports highlighted as follows:
 - i. Information from progress updates on the implementation of government *Public Investment Programmes*;
 - ii. Status reports on the utilisation of donor resources; specifically used information from the annual Development Assistance Reports produced by MoPED for 2019/20 and 2020/21.
 - iii. Financing information from progress updates on NGO operations in the country produced by MoPED during 2019–2020/21.
 - iv. Status reports on implementing Sierra Leone's Integrated National Financing Framework within the context of implementing the country's Roadmap for Walking Out of Fragility.
- g. It also used Development Partners' Country Status Reports, including updates on the United Nations Sustainable Development Cooperation Framework (UNSDCF) and the Comprehensive Food Security and Vulnerability Analysis (CFSVA) surveys.
- h. We also captured an assessment of the adequacy of the Results Framework of the MTNDP undertaken by the National Monitoring and Evaluation Department (NaMED) when it was a Directorate of MoPED in 2020. Information on enforcing performance management and service delivery effectiveness among MDAs and State-Owned Enterprises and national statistical systems and development communication was also captured.
- i. Furthermore, data were obtained from related development reviews and consultations in the country to identify emerging areas of national policy priorities to note in this Mid-Term Review to inform the remaining period of the MTNDP implementation and its successor 2024–2028. This data was obtained from such strategic occasions as the various high-level GoSL meetings, Development Partners Committee (DEPAC) meetings on implementing the MTNDP, the Joint Steering Committee meetings on implementing the UNSDCF, discussion on the Blue Economy and Demographic Divided, and others.

National consultation on the draft report and validation

Due to inadequate resources, the Draft Report could not be broadly consulted on as desired. Available resources could only allow consultations at the policy cluster level organised in Freetown for each of the *eight clusters* of the Plan in November 2021. All Government MDAs/sectors directly related to the sub-clusters of the MTNDP were invited to a technical review of their relevant sections in the Draft Report, discussions grouped into clusters and held in turn from 9th – 17th November 2021. Discussions included stakeholder validation of performance data and the adequacy of targets, KPAs, indicators, and general implementation issues. Following these consultations, a final Draft Report was produced and nationally validated on 13th April 2022.

1.4 Limitations

In light of the pandemic's fiscal challenges, the COVID-19 context of the Plan's implementation was a major constraint. As noted previously, the main limitation to the review process was the lack of adequate resources to undertake a nationwide consultation on the draft review report. The report is based on desk review, supplemented by an 8-day technical consultation at the cluster level in Freetown in November

2021 and a one-day general validation on 13th April 2022. In total, 234 indicators were reported in this review report, constituting 66 per cent of the 355 indicators with full information in the Results Framework. Additionally, there were 331 indicators out of 686 for which baseline data and target were still not defined. Moreover, many others with full information could not be reported on because of data unavailability (**Annex 1**).

1.5 Organisation of the Report

Part Two of the report summarises progress in implementing the MTNDP by cluster and sub-cluster, starting with a presentation of the macroeconomic performance during the period under review. This is followed by a progress report on higher level national impact indicator targets attributable to all MTNDP clusters before the specific cluster and sub-cluster performance presentation. Managing risks to implementation is also presented in Part Two of the document. Part Three concludes the review report and looks at the plan's implementation going forward,

summarising the challenges and lessons learnt and recommendations from implementing projects/programmes under the respective clusters/sub-clusters. It highlights the strategic areas of emphasis as the plan advances with implementation for 2022 to 2023, discussing the key policy actions, targets and indicators in the Results Framework to focus on going forward. It highlights KPAs, targets and indicators to drop and new ones to bring on board. This Part ends with a reflection on implementation issues at the local level for 2022-2023.

PART TWO

SUMMARY OF PROGRESS ON MTNDP IMPLEMENTATION IN THE FIRST TWO AND A HALF YEARS

FROM MARCH 2019 TO AUGUST 2021

Macroeconomic Performance

To ensure effective and efficient delivery of the Medium-Term National Development Plan, the Government committed to the implementation of a sound macroeconomic policy framework aimed at achieving the following **targets** by 2023, relative to 2018 and before:

- a. Attaining and maintaining single-digit inflation;
- b. Reducing the budget deficit, including grants, to not more than 3 per cent of GDP;
- c. Increasing domestic revenue collection to 20 per cent of GDP;
- d. Keeping government expenditures within budgetary limits of around 24 per cent of GDP;
- e. Ensuring that the government wage bill is kept at the sustainable threshold of 6 per cent of GDP;
- f. Reducing the current account deficit, including official grants, from 14 per cent of GDP in 2018 to an average of 11.5 per cent;
- g. Building foreign exchange reserves to a minimum of three months of import cover;
- h. Maintaining the public debt at the sustainable threshold of not more than 70 per cent of GDP in nominal terms and 55 per cent of GDP in present value terms; and
- i. External debt remains at not more than 40 per cent of GDP in present value terms.

We assess progress towards achieving these macroeconomic targets in the context of performance recorded in the *real*, *external* and *monetary* sectors within the overall fiscal operations of the government.

As noted in the methodology, we are only presenting a *summary of macroeconomic status* here. Details can be obtained from the Annual Progress Reports on the MTNDP for 2019 and 2020, obtainable from MoPED; and from the various reports produced by the Ministry of Finance, including the Annual Economic and Financial Statements presented to Parliament in laying the National Budget and Appropriation Bill in the House, each year.

The real sector

- a. Before the onset of COVID-19 in March 2020, the economy was projected to grow by 4.2 per cent in 2020. The medium-term outlook was also promising, with a projected average growth of 4.5 per cent for 2021-2023.
- b. After growing by 3.5 per cent in 2018 and 5.3 per cent in 2019, the economy contracted by 2.0 per cent in 2020, mainly reflecting the impact of measures implemented to contain the spread of COVID-19.
- c. The health and safety protocols made it hard for businesses to operate. Hence, tourism, hotel, entertainment industry, manufacturing, and services were the hardest-hit sectors.
- d. The economy is estimated to have recovered by 2.9 per cent in 2021. The government implemented various programmes, including the Quick Action Economic Response Programme (QAERP), which resulted in a recovery in agriculture, construction, manufacturing, and services.
- e. The agriculture, forestry, and fishery sector grew by 2.2 per cent in 2020, albeit below the growth rate of 3.9 per cent and 5.6 per cent recorded in 2018 and 2019, respectively (**Table 3**).
- f. Industry (comprising mining and quarrying, manufacturing and handicraft, electricity and water supply, and construction) recovered by 10.9 per cent in 2019 from the contraction of 2.5 per cent in 2018. The sector contracted by 10.1 per cent in 2020, reflecting the impact of COVID-19 on the sector.
- g. After growing by 4.0 per cent in 2018 and 4.0 per cent in 2019, the services sector contracted by 6.5 per cent in 2020, reflecting mainly the impact of COVID-19 on the tourism sector.
- h. Inflationary pressures declined consistently from 2018 to 2020, although inflation remained in double digits.
- i. The year-on-year inflation declined from 14.2 per cent in 2018 to 13.9 per cent in 2019 and 10.5 per cent at the end of 2020.

- j. At the same time, the annual average inflation also declined from 16.0 per cent in 2018 to 13.5 per cent in 2020. The decline was mainly due to prudent fiscal and monetary policies despite the impact of COVID-19 on the economy.
- k. The year-on-year inflation increased to 17.9 per cent at the end of 2021 due to fuel, freight and shipping costs in the second half. However, average inflation declined to 11.9 per cent in 2021.

Table 3: Real Gross Domestic Product Growth Rates by Sectors

	2016	2017	2018	2019	2020
1. Agriculture, Forestry and Fishing	3.9	4.5	3.9	5.6	2.2
1.1 Crops	4.5	5.3	4.1	7.7	2.5
1.11 Rice	7.1	8.4	5.1	9.3	2.0
1.17 Other crops	1.2	2.6	4	6.4	4.0
1.2 Livestock	2.9	3.5	2.6	-2.9	1.0
1.3 Forestry	2.2	3.5	4.7	0	1.0
1.4 Fishery	2.7	1.3	2.8	1.2	1.0
2. Industry	27.4	-5.3	-2.5	10.9	-10.1
2.1 Mining and Quarrying	52.4	-13.6	-4	17.1	-14.7
2.14 Quarrying	4.3	5.9	-13.4	4.6	0.0
2.2 Manufacturing and Handicrafts	4.8	4.9	3.2	4.5	-6.9
2.3 Electricity and Water Supply	4.4	5.9	4.8	4.7	4.2
2.4 Construction	6.7	5.1	-6.5	5.0	-5.0
3. Services	5	5.3	4.1	4.0	-6.5
3.1 Trade and Tourism	4.8	4.9	1.9	1	-38
3.2 Transport, Storage and Communication	5.3	5.2	4	6.7	-1.5
3.3 Finance, Insurance and Real Estate	3.7	4.6	4	4.2	1.0
3.4 Administration of Public Services	6	7.1	5.4	6.2	-5.0
3.5 Other Services	3.8	4.8	4.7	5.0	2.0
3.6 Education	5.7	5.7	6.1	5.0	4.2
3.7 Health	5.5	4.8	4.8	5.0	4.2
3.8 NPISH	4.6	4.3	4.3	4.8	2.0
4. FISIM	3.1	1.5	3.4	2.3	2.3

5. Total Value Added at Basic Prices (1+2+3-4)	6.4	3.8	3.4	5.5	-24
6. Taxes less Subsidies on Products	4.6	3.6	5.5	2.3	2.3
7. Gross Domestic Product at Market Prices (5+6)	6.3	3.8	3.5	5.3	-2.0

Source: Statistics Sierra Leone, as submitted by the Ministry of Finance

The external sector

- Exports** increased from US\$ 884 million in 2018 to US\$ 985 million in 2019. However, the increase in exports was outweighed by the increase in **imports** (from US\$ 1,210 million in 2018 to US\$ 1,388 million in 2019). As a result, the trade balance deteriorated from 8.0 per cent of GDP in 2018 to 9.9 per cent of GDP in 2019.
- The **trade balance** deteriorated further to 14.0 per cent of GDP in 2020 as export plummeted to US\$ 648 million while imports declined by US\$1,221 million during the year as the impact of COVID 19 feeds into the external sector.
- The **current account deficit** improved from 12.4 per cent of GDP in 2018 to 6.8 per cent of GDP in 2020 due to an improvement in secondary income (official and private transfers). This was mainly on account of the enhanced disbursement of the balance of payment support by the IMF under the Rapid Credit Facility (RCF) and budget support from the World Bank, African Development Bank and the European Union to mitigate the impact of COVID 19 on the economy.
- The balance of payments registered a surplus in 2019 and 2020 at 0.5 per cent and 0.1 per cent of GDP, respectively from -0.6 per cent in 2018.
- Gross international reserves** increased significantly from 3.2 months of imports in 2018 to 4.6 months in 2020 following the increase in development partners' support, including the IMF and World Bank.
- The **exchange rate** remained relatively stable against major currencies during 2018. However, Sierra Leone depreciated sharply in 2019 partly due to speculative activity in the market, weak performance of exports, and higher demand for imports of essential commodities.

- The average exchange rate depreciated by only 7.4 per cent in 2018, and the rate of depreciation accelerated to 13.6 per cent in 2019 before moderating to 9.1 per cent in 2020.
- The slowdown in the depreciation rate in 2020 reflected the increased donor disbursement and prudent policy measures by the Bank of Sierra Leone, including providing foreign exchange to support the importation of essential commodities.
- The BSL also intervened in the market through wholesale foreign exchange auctions to smooth out volatility in the market.

Fiscal operations

A key dimension to ensuring desirable macroeconomic indicators, such as high and sustainable growth and reduction in the current account deficit, stable prices, and comfortable foreign exchange reserves, is maintaining fiscal and debt sustainability through enhanced domestic revenue mobilisation and increased expenditure management.

Public revenue

- Following an improved performance in 2018 and 2019, domestic revenue dropped in 2020 below the budgeted amount, reflecting the adverse impact of COVID-19 on economic activities. The 2020 budget was revised twice—in February and in October—to account for the impact of COVID-19 on the economy
- Domestic revenues increased from Le 4.43 trillion (13.7 per cent of GDP) in 2018 to Le 5.42 trillion (14.6 per cent) in 2019 (**Table 4**).
- Domestic revenues amounted to Le 5.50 trillion (13.8 per cent of GDP) in 2020 compared to Le 6.4 trillion (14.9 per cent of GDP) initially projected for the year.

- d. Total grants increased to Le 2.12 trillion (5.3 per cent of GDP) in 2020 from Le 680 billion (2.1 per cent of GDP) in 2018 and Le 1.25 trillion (3.4 per cent of GDP) in 2019. The increase in 2020 resulted from the higher development partners' support during the period.
- e. This re-confirms the significant role of development cooperation in building resilience towards growth and sustainable development.

Table 4: Domestic Revenue

Particulars	FY 2019 Rev. Budget /Le'million	FY 2019 (Jan - Dec) Actuals /Le'million	FY 2020 Rev. Budget /Le'million	FY 2020 (Jan - Dec) Actuals /Le'million
Total Domestic Revenue	5,378,990	5,417,687	5,378,990	5,506,684
Income Tax Department	1,892,990	1,865,566	1,892,990	1,999,824
Goods and Services Tax	984,000	1,025,196	984,000	1,033,450
Customs and Excise Department	1,281,000	1,332,708	1,281,000	1,000,450
Mines Department	270,404	231,881	270,404	254,120
Other Departments	840,596	856,891	840,596	878,340
Road User Charges	110,000	105,444	110,000	118,500

Source: Ministry of Finance, Budget Bureau and NRA

Particulars	FY2019 Revised Budget /Le'm	FY2019 Actuals /Le'm	FY2020 Original Budget /Le'm	FY2020 Revised Budget /Le'm	FY2020 Actuals /Le'm	FY2020 (Jan-Dec) Variance /Le'm
Grants	1,279,980	1,248,642	1,765,160	2,934,080	2,302,534	158,182
Programme Grants	774,500	751,432	1,030,000	1,112,128	1,705,750	(66,986)
Debt Relief Assistance	6,575	6,575	0	355,188	185,492	169,695
HIPC - \$' m	\$0.00	\$0.00	\$0.00	\$0.47	\$0.48	\$0.00
CCRT Debt Relief	0	0	\$0.00	\$33.61	\$18.72	\$(14.89)
"External Donors Budgetary Support"	767,925	744,857	1,756,940	767,925	1,520,258	(236,682)
EU - \$' m	\$26.55	\$20.94	\$27.68	\$26.55	\$29.13	\$0.00
World Bank - \$' m	\$39.67	\$39.67	\$203.11	\$39.67	\$101.56	\$0.00
African Dev. Bank - \$' m	\$20.70	\$20.70	\$24.23	\$20.70	\$25.50	\$0.00
Project Grants	505,480	497,210	735,160	821,952	596,783	225,169

Source: Ministry of Finance, Budget Bureau and NRA

Public expenditure

- a. Total expenditure (including net lending) for 2020 amounted to Le 10.2 trillion (24.6 per cent of GDP) compared to the originally projected Le 9.25 trillion; later revised upwards to Le 10.3 trillion following COVID, which induced an unplanned-for-expenditure that was necessary to fight the pandemic (Table 5).
- b. Expenditures amounted to Le 6.92 trillion (21.4 per cent of GDP) in 2018 and Le 7.81 trillion (21.1 per cent of GDP) in 2019.
- c. Recurrent expenditures were Le 4.75 trillion (14.7 per cent of GDP) in 2018 and increased to Le 5.8 trillion (15.4 per cent of GDP) in 2019. Recurrent expenditures amounted to Le 7.07 trillion (17.2 per cent of GDP) in 2020,
 - d. Wages and salaries increased to Le 3.26 trillion (8.2 per cent of GDP) from Le 2.06 trillion (6.3 per cent of GDP) in 2018 and Le 2.58 trillion (7.0 per cent of GDP) in 2019. Wages and salaries amounted to Le 3.3 trillion (8.2 per cent of GDP) in 2020. This reflects the increased number of teachers recruited, the inclusion of tertiary institutions into the government payroll as well as improved conditions of service for health sector workers, teachers and university lecturers.
 - e. Total capital expenditures increased to Le 3.03 trillion (7.4 per cent of GDP), below the revised budget of Le 3.40 trillion but higher than the amount of Le 2.0 trillion (6.4 per cent of GDP) in 2018 and Le 2.1 trillion (5.7 per cent of GDP) in 2019. The increase was mainly due to paying contractors for water and energy projects and exchange rate depreciation.

Table 5: Total Expenditures (in millions of Leones)

Details	Jan-Dec 2019, Actual Exp.	% of GDP	Original Budget	Revised Budget, (Jan-Dec) 2020	Actual (Jan-Dec) 2020	% of GDP	2020 (Jan-Dec) Variance (Budget Actual)
Total Expenditure and Net Lending	7,681,854	20.4	9,254,079	10,291,022	10,193,069	24.6	(97,953)
Recruitment Expenditure	5,798,798	15.4	6,380,423	6,886,055	7,069,947	17.2	180,892
Wages and Salaries	2,571,584	6.9	3,174,476	3,338,817	3,263,502	8.0	(75,325)
Non Salary, Non-Interest Recurrent Expenditure	2,091,689	5.1	1,980,909	2,286,709	2,594,529	6.3	307,820
Goods and Services	1,180,494	3.1	1,138,762	1,031,949	1,423,446	3.5	391,497
Subsidies and Transfers	911,195	2.4	842,147	1,254,760	1,171,083	2.9	(83,677)
Total Interest Payments	1,127,526	3.0	1,225,038	1,260,530	1,208,916	2.9	(51,614)
Domestic Interest	883,927	2.4	1,104,521	1,089,519	1,088,540	2.7	(979)
Foreign Interest	99,958	0.3	120,517	171,011	120,377	0.3	(50,634)
Capital Expenditure	1,883,056	5.0	2,873,656	3,404,967	3,026,121	7.4	(378,846)
O/W Domestic	747,133	2.0	1,060,031	1,504,550	1,317,166	3.2	(187,384)
Foreign	1,135,922	3.0	1,813,625	1,900,417	1,708,955	4.2	(191,462)
Contingency	(62,053)	(0.2)	(3,760)	(58,800)	(22,320)	0	36,480
Change in Areas	(207,926)	(0.6)	(266,000)	-	-	0	0
Non-Iron Ore GDP	37,574		43,569	41,028	41,028		

Source: Ministry of Finance, Budget Bureau and Public Debt

Fiscal deficit, deficit financing, and public debt

- a. The overall fiscal deficit, including grants, was Le 2.31 trillion (5.8 per cent of GDP) in 2020 from Le 1.28 trillion (3.1 per cent of GDP) in 2019 and Le 1.81 trillion (5.6 per cent of GDP) in 2018.
- b. This compelled the government to finance the 2020 deficit amidst COVID through borrowing from domestic and external sources (incurring additional public debt).
- c. The foreign financing (external debt) amounted to Le 805.24 billion, while domestic financing (domestic debt) was Le 1.44 trillion in 2020 (see **Table 7** for details).
- d. This brought *the total stock of public debt* end of 2020 to Le 31.48 trillion (76.3 per cent of GDP) from 69.1 per cent of GDP in 2018. In US\$ terms, total debt increased by 14.01 per cent between 2019 and 2020—external debt stock stood at Le 20.09 trillion (63.7 per cent of the total debt) in 2020, against a share of 62.5 per cent in 2019; while domestic debt stock recorded Le 11.40 trillion (36.2 per cent of the total debt) in 2020 against a share of 37.5 per cent in 2019.

Table 6: Fiscal Deficits and Financing from Jan – Dec 2019 to Jan – Dec 2020

Category	Jan – Dec 2019 Financing Actual	Jan – Dec 2019 Financing (% of GDP)	Jan – Dec 2020 Revised Budget	Jan – Dec 2020 Financing (% of GDP)	Jan – Dec 2020 Financing Actual	Jan – Dec 2020 Actual (% of GDP)
Balance on commitment excluding Grants	-2,264,167	-6	-4,924,605	-12	-4,608,704	-11.2
Balance on commitment including Grants	-1,280,234	-3.1	-2,049,325	-5	-2,306,171	-5.6
Basic Primary income Balance	-719	0	-1,822,458	-4.4	-1,690,833	-4.1
Total Financing	1,280,234	3.4	2,049,325	5	2,306,171	5.6
Foreign	278,436	0.7	552,380	1.3	692,391	1.7
Borrowing(Loans)	630,442	1.7	1,078,465	2.6	1,112,172	2.7
External Debt Amortization	-352,006	-0.9	-526,085	-1.3	-419,781	-1
Domestic Financing(net)	1,123,056	3	2,568,002	6.3	2,686,803	6.5
Bank	949,742	2.5	2,556,057	6.2	2,740,000	6.7
Central Bank	171,746	0.5	1,351,008	3.3	746,409	1.8
o/w W&Ms	117,169	0.3	57,340	0.1	-157,172	-0.4
Commercial Banks	777,996	2.1	1,205,049	2.9	1,993,591	4.9
Non-Bank	174,214	0.5	11,945	-	-51,197	-0.1
Float	-122,158	-0.3	-1,071,057	-2.6	-1,073,023	-2.6
Nominal GDP (GDP Excluding iron ore) Le bn	37,574,000		41,028,000		41,028,000	

Source: Ministry of Finance, Budget Bureau

Table 7: Public Debt Service

	2019			2020				% Change in Total Debt Service
	Principal	Interest	Total Debt Service	Principal	Interest	Total Debt Service	% Share	2019 to 2020
Domestic	143.6	884.2	1,027.90	353.99	1,090.32	1,444.31	64.20%	40.51%
External	352	100	452	385.46	419.78	805.24	35.80%	78.15%
Total	495.6	984.2	1,479.80	739.45	1,510.10	2,249.55	100.00%	52.02%

Source: Ministry of Finance, Public Debt

Monetary policy operations

- a. COVID-19 seriously challenged the traditional role of the monetary authority in stabilising the overall macroeconomy during the period under review.
- b. The authorities faced the daunting task of containing inflationary pressures and stabilising the exchange rate while supporting national efforts to reduce the impact of the pandemic on the economy through the implementation of the QAERP and Medium-Term National Development Plan.
 - i. The following were key measures undertaken by the Bank of Sierra Leone through the Monetary Policy Committee to keep a fine balance between competing policy and socioeconomic needs amidst this crisis:
 - Cutting the Monetary Policy Rate by 150 basis points, from 16.50 per cent in February 2020 to 15.00 per cent by March 2020 and then to 14.0 per cent in December 2020;
 - and adjusting the Standing Deposit and Lending facility rates downward to 12 and 19 per cent, respectively.
 - ii. Creation of a Le 500 billion Special Credit Facility at a concessionary interest rate to finance the production, procurement, and distribution of essential goods and services;
 - iii. Provision of foreign exchange resources to support the private sector for the importation of essential commodities; and
 - iv. Extension of the reserve requirement maintenance period for the commercial banks from 14 days to 28 days.
 - c. These measures were complemented by the active participation of the BSL in the secondary market to inject liquidity into the banking system.

Summary of macroeconomic performance

Table 8 summarises progress towards achieving planned macroeconomic targets by 2023. The narrative in the table is self-explanatory, covering the status of eight key indicators as presented on Page 27 of the MTNDP: *inflation, budget deficit, domestic revenue ratio, expenditure ratio, wage bill ratio, current account deficit, foreign exchange reserves, and public debt ratio*, decoupled from five compact targets on Page 27 of the MTNDP.

Table 8: Summary of Macroeconomic Performance: MTNDP 2018/19-2020/21

MTNDP Indicator and targets	Status 2020/21, from 2018/19
Attaining and maintaining single-digit inflation;	After trending downwards for most of the year, inflation remained double digits by 2021. Domestic prices are projected to remain elevated mainly on the back of high and rising food and energy prices, higher shipping costs, and the accelerated depreciation of Leone in the third quarter following the uncertainties from the announcement of the redenomination of the Leone by the central bank.
Reducing the budget deficit, including grants, to not more than 3 per cent of GDP.	The fiscal deficit, including grants, narrowed to 5.6 per cent of GDP in 2018 and improved to 3.1 per cent in 2019. Both shocks to domestic revenue and additional spending to combat the pandemic were the main drivers for the widening deficit in 2020 to 5.8 per cent in 2020.
Increasing domestic revenue collection to 20 per cent of GDP.	Domestic revenue increased to 13.7 per cent of GDP in 2018 and 14.6 per cent of GDP in 2019. The economic fallout from the pandemic and measures adopted by NRA to cushion the effect on businesses continue to limit domestic revenue collection efforts. As a result, domestic revenue dropped to 13.3 per cent of GDP in 2020.
Keeping government expenditures within budgetary limits of around 24 per cent of GDP.	Total expenditure and net lending are estimated at 25.7 per cent of GDP in 2020, up from 21.3 per cent of GDP in 2019 and 21.4 per cent of GDP in 2018. The sharp increase in total expenditures and net lending accommodated significant health and social spending increases to save lives and livelihood.
Ensuring that the government wage bill is kept at the sustainable threshold of 6 per cent of GDP.	After falling to 6.3 per cent in 2018, the wage bill increased to 7.0 per cent in 2019 and 8.2 per cent in 2020. The increase in the wage bill in 2021 accounts for 1,600 health workers, hiring additional teachers to support the free quality education, and salary increases for university lecturers.
Reducing the current account deficit, including official grants, from 14 per cent of GDP in 2018 to an average of around 11.5 per cent.	The current account deficit, including grants, was 12.4 per cent of GDP and 14.4 per cent of GDP in 2018 and 2019, respectively. The current account deficit improved to 6.8 per cent of GDP in 2020.
Building foreign exchange reserves to a minimum of three months of import cover.	Gross international reserves of the BSL are projected to reach US\$ 947 million in 2021 (equivalent to 6.2 months of imports) from US\$ 677 million in 2020 (equivalent to 4.6 months of imports) and US\$ 507 million in 2019 (equivalent to 4.3 months of imports). The projected sharp increase in reserves is an increase in export receipt, loans and grants from development partners, fiscal and balance of payment support from the IMF under the ECF programme and a projected increase in remittances.
Maintaining the public debt at the sustainable threshold of not more than 70 per cent of GDP in nominal terms and 55 per cent of GDP in present value terms.	Public and publicly guaranteed debt is projected to reach 76.2 per cent of GDP in 2021, slightly below the 76.3 per cent of GDP recorded in 2020. Public and publicly guaranteed debt was also 69.1 per cent of GDP and 72.6 per cent of GDP in 2018 and 2019, respectively. While debt levels remain sustainable on a forward-looking basis, the risk of external and overall debt distress remains high, and the COVID-19 shock has elevated these risks.

Key challenges to macroeconomic development

- a. The outbreak of the COVID-19 pandemic disrupted the global economy; effects spilling over to weak economies like Sierra Leone;
 - b. Generally having a weak private sector and limited economic diversification of production activities;
 - c. The banking sector is still underdeveloped, while there is continuing dominance of informal activities in the running of the economy;
 - d. The rate of financial exclusion in the economy is high at about 80 per cent;
 - e. Infrastructural development in energy, roads, water, and ICT remains challenged to stimulate the economy.
- b. Increase investment in the health sector, with special emphasis on scaling up disease monitoring and surveillance system (early response) and clinical and response mechanism;
 - c. Increase investment in infrastructure, such as energy, roads, water, and ICT, as a critical precondition for private sector development, as well as improving the functioning of institutions and the rule of law;
 - d. Increase development cooperation within and beyond the sub-region aimed at strengthening domestic socioeconomic resilience, including scaling up healthcare systems, increasing deployment of digital and other technological solutions, reduction in public debt exposure, among a range of others;
 - e. Generally, scale-up implementation of the Integrated National Financing Framework, with special emphasis on gender financing and increasing women's contribution to local production and revenue generation;
 - f. Increase transformation in formalising the informal sector and strengthen the banking and financial sector to increase inclusivity.

Recommendations

- a. Increase investment in building the resilience of the economy through promoting private sector development and economic diversification;



Progress on Higher Level National Impact Indicator Targets Attributable to All MTNDP Policy Clusters

Happiness and Human Development

Table 9 presents the progress status on 4 indicators under this dimension, contained in the Results Framework of the MTNDP, pages 12 and 13. From the table, the *Human Capital Index value (covering health, education and survival to adulthood dimensions)* was recorded at 0.36 in 2020, slightly rising above the 2017 baseline value of 0.35 but falling below the target of 0.378 for the year; data was not provided for 2019. The *HDI covering Health, Education and Standard of living dimensions* also recorded an increase from 0.419 in 2017 to 0.452 in 2020 and fell short of the 2020 target of 0.453; data is not available for 2019.

Life expectancy has been increasing since the cessation of the rebel war in 2002, estimated at 51.5 years by the 2015 Population and Household Census, which provided the baseline in Table 9. In 2019, data from the World Bank recorded a significant increase in this indicator at 54.696 years, surpassing its target of 52.960. The upward trend continues to 2020 at 54.81 and 2021 at 55.18, close to the 2023 target of 56 years, surpassing 2020 and 2021 targets. The *Global Happiness Index Score* assumed a continuous downward trend from the 2018 baseline to estimates in 2019 and 2020 (slightly during 2018-2019, followed by a higher margin during 2019-2020) and falling below targets (self-explanatory in **Table 9**).

Table 9: Fiscal Deficits and Financing from Jan – Dec 2019 to Jan – Dec 2020

Indicator	Baseline and Source of Data	2019		2020		2021		2023 National Target
		Target	Actual	Target	Actual	Target	Actual	
Human Capital Index (HCI) value covering health, education and survival to adulthood dimensions (range 0 to 100, higher the better)	0.35 (World Bank 2017)	0.364	-	0.378	0.36	0.392	-	0.42
HDI value covering health, education and standard of living dimensions	0.419 (UNDP HDR 2017)	0.436	-	0.453	0.452 (UNDP/HDR 2020)	0.47	-	0.504
Life expectancy at birth in years	51.5 (SSL 2015 Census)	52.96	54.696 WDI	53.72	54.81 Macro Trends	54.48	55.18	56
Global Happiness Index	Score: 4.571, ranking: 113 out of 156 (World Happiness Report 2018 of the WSDSN)	4.697	Score: 4.374, ranking: 129 out of 156 (World Happiness Report 2019 of the WSDSN)	4.823	Score: 3.926, ranking: 139 out of 153 (World Happiness Report 2020 of the WSDSN)	4.948	-	5.2

Poverty and inequality

As noted earlier, following the eruption of the pandemic, the *poverty headcount incidence (national poverty line)* was estimated to have increased from the baseline of 56.8 per cent (2018 Sierra Leone Integrated Household Survey) to 58.9 per cent in 2020. According to the country's Comprehensive Food Security and Vulnerability Analysis survey of 2020,⁵ it rose above the target (Table 10). However, the *National Multidimensional Poverty Index* dropped from an

estimated 64.8 per cent in 2017 to 57.9 per cent in 2019, falling below the target for that year.⁶ The *multidimensional child poverty index* decreased to 66 per cent in 2019, from the baseline of 77 per cent in 2016 higher than the target for the year.

The country's *Global Hunger Index* score (range from 0 to 100, the lower, the better) dropped from 34 in 2011 baseline to 31.3 in 2019, exceeding its target for the year. The *inequality-adjusted Human Development Index* dropped to 28.2 in 2019 from a baseline of 36.5 per cent in 2017, falling below its target of 35.36 per cent.

⁵ See the World Bank Update (2021, pp.38-39). Before the COVID outbreak, the last comprehensive living standard measurement survey of Sierra Leone (the Sierra Leone Integrated Household Survey of 2018, SLIHS2018) estimated the national income poverty at 56.8 per cent; which went up to 58.9 per cent in 2021 based on during 2018-2020, according to a follow up country's Comprehensive Food Security and Vulnerability Analysis (CFSVA) survey conducted in 2020/21 by the World Food Programme

⁶ The Oxford Poverty and Human Development Initiative (OPHI) and Statistics Sierra Leone cooperated with MoPED to derive the National MPI based on the Multiple Indicator Cluster Survey 2017 (MICS2017), serving as baseline.

Table 10: Status of poverty and inequality

Indicator	Baseline and Source of Data	2019		2020		2023 National Target
		Target	Actual	Target	Actual	
% Poverty headcount incidence (national poverty line)	56.8 (SSL/SHIS 2018 Preliminary)	55.6	-	54.2	58.9 (CFSVA) survey of 2020 ⁷	50
Multi-dimensional Poverty Index (%)	64.8 (Stat-SL/OPHI MICS2017)	70.4	57.9 ⁸ (UNDP HDR)	68.3	-	62
Child Poverty Index	77 SSL/UNICEF (2016)	75.6	66% SSL/UNICEF	74.2	-	70
Global Hunger Index (range 0 to 100, the lower, the better)	34 World Bank (2011)	33.2	31.3 Global Index trends	32.4	31.3 Global Index trends	30
Inequality adjusted HDI (%)	36.5 (UNDP HDR 2017)	35.36	28.2 (UNDP HDR 2019)	34.22	-	30.8

Note: *The MPI baseline measure was revised from 72.5 per cent initially programmed at the time of the Plan to 64.8 per cent in the Final National MPI Report produced by OPHI/Stat-SL later in 2019 based on MICS2017 data.

Economic development-related indicators

In 2018 (see **Table 11**), the *growth of GDP (inclusive of iron ore)* stood at 3.7 per cent as the baseline, which increased to 5.4 per cent in 2019, slightly falling short of its target of 5.5 per cent. Following the COVID-19 outbreak, it dropped to 2.2 per cent

in 2020, falling below the 5.0 per cent target. The *unemployment rate* increased from 4.3 per cent in 2015 to 4.6 per cent in 2019, rising above the target of 4.14 per cent that year; data is not available for 2020. A rising trend was also noted for the *Gini coefficient index* in 2019 from its baseline in 2011, as shown in the table, surpassing the target for the year; data is not available for 2020.

⁷ See the World Bank Update (2021, pp. 38-39). Before the COVID outbreak, the last comprehensive living standard measurement survey of Sierra Leone (the Sierra Leone Integrated Household Survey of 2018, SLIHS2018) estimated the national income poverty at 56.8 per cent; which went up to 58.9 per cent in 2021 based on during 2018-2020, according to a follow up country's Comprehensive Food Security and Vulnerability Analysis (CFSVA) survey conducted in 2020/21 by the World Food Programme.

⁸ See <http://hdr.undp.org/sites/default/files/Country-Profiles/SLE.pdf>

Table 11: Economic development-related indicators

Indicator	Baseline and Source of Data	2019		2020		2023 National Target
		Target	Actual	Target	Actual	
% growth of GDP (inclusive of iron ore)	3.7 MoF (FSS 2018)	5.5	5.4 (MoF)	5.0	-2.2 (MoF)	5.4
% unemployment rate as defined by the ILO	4.3 SSL/ILO (LFS 2015)	4.14	4.36 (ILO estimate)	3.98	-	3.5
Gini index (range 0 to 100, the lower the better)	34 World Bank (2011)	33.2	35.7 World Bank (2018)	32.4	-	30

Governance, transparency and accountability

From **Table 12**, Sierra Leone scored 50.9 and ranked 26th in the 2018 *Mo Ibrahim Index of African Governance* (scored out of 100 points), which slightly increased to 51.0 with a ranking of 24th in 2020, registering 1.5 points below its target for the year. Concerning the *stage in the fragility spectrum of the New Deal (from crisis to transformation to resilience)*, the country's overall ranking is maintained at stage-3 of transition in

2019, albeit an improved score from 3.0 in 2016 to 3.2 in 2019, towards reaching the end of Plan target of stage-4 transformation to achieve resilience; it is 2019 rating meeting the target for that year. The 2019 score was still quoted for 2020 status, as the Fragility Assessments providing these ratings are not conducted annually.

The *World Bank Country Policy and Institutional Assessment (CPIA) overall score and ranking* favourably increased from its baseline of 3.2 in 2017 to 3.36 in 2019. They then dropped to 3.1 in 2019, below its target for the year.

Table 12: Governance, transparency and accountability

Indicator	Baseline and Source of Data	2019		2020		2023 National Target
		Target	Actual	Target	Actual	
Overall score on the Mo Ibrahim Index of African Governance IIAG (Score out of 100)	Score of 50.9 out of 100, ranking 26th Mo Ibrahim (2018)	Scored 51.7	-	52.5	51.0 and ranked 24th (Ibrahim index of Africa Report 2020)	55
Stage in the fragility spectrum of the New Deal (from crisis to transformation to resilience)	Stage 3: Transition Fragility Assessment Report (2016)	Stage 3-Transformation (Fragility assessment 2019)	Stage 4-Transformation (Fragility assessment 2019)	Not set	Stage 4-Transformation (Fragility assessment 2019)	Transformation (stage 4)
World Bank CPIA overall score and ranking (scored from 1 to 6 points)	3.2 World Bank CPIA (2017)	3.360	3.1 (World bank CPIA 2019)	3.520	-	4.000

The foregoing has provided a status update on the national indicator targets attributable to results coming from all eight policy clusters of the MTNDP that we now turn to present.



Cluster One: Human Capital Development

Progress is presented under this cluster on all its six planned sub-clusters: a) free quality basic and senior secondary education; b) strengthening tertiary and higher education; c) health care improvement; d) environmental sanitation and hygiene; e) social protection; and f) lands and housing.

Among Development Partners supporting this Cluster

IMF; FCDO; World Bank; AfDB; USAID; Irish Aid; EU; IDB; Germany; Russia; Japan; Kuwait Fund; OPEC; United Nations

1.1 Free Quality Basic and Senior Secondary Education

Strategic objective:

To significantly improve and increase access to quality basic and senior secondary education in both formal and non-formal settings, providing modern, free basic and secondary education services that are safe, inclusive, equitable, corruption free, and relevant to needs to impact productive economic activity.

Key policy targets:

- By 2023, implement free quality basic and secondary school education.
- By 2023, increase access, equity, and completion rates at all levels of schooling (formal and non-formal) above the 2018 rates.
- By 2023, improve the basic and senior secondary learning environment at all levels above the 2018 rates.
- By 2023, review and strengthen educational systems and governance architecture for improved quality education.

Progress towards the strategic targets and objective

Table 1.1 presents the progress status on 12 of the indicators under this sub-cluster contained in the Results Framework from which data was obtained. From the table, *adult literacy rate for*

ages 15+ significantly improved to 62 per cent in 2019, from the baseline estimate of 51.4 per cent in 2015. The *percentage of the female population with at least some secondary education at the JSS level* was 20.1 per cent in 2019. This is above its 2017 baseline of 19.2 per cent but below the annual target of 21.4. The percentage of the male population was estimated at 33.0 per cent in 2019.

This is above the 2017 baseline of 32.3 but slightly below the annual target of 33.4 per cent.

The *percentage of recurrent national budget allocated to the basic and secondary education sub-sector* increased from 18.9 per cent in 2018 to 21 per cent in 2019, and 22 per cent in 2020. The *proportion of girls completing primary education* increased from 65.4 per cent in 2018 to 79.7 per cent in 2019 and 84.6 per cent in 2020, as well as for *boys completing primary education*, from 66.6 per cent in 2018 to 79.6 per cent in 2019 and 83 per cent in 2020. The *proportion of girls completing the JSS* increased from 48.7 per cent in 2018 to 68.1 per cent in 2019, and 73.8 per cent in 2020. For boys, the *percentage increased from 53.6 per cent in 2018 to 68.9 in 2019 and 73.9 per cent in*

2020. The *proportion of girls completing SSS education* increased from 15 per cent in 2018 to 41.7 per cent in 2019 and 43.2 per cent in 2020. The *boys' completion rate* increased from 22 per cent in 2018 to 45.2 per cent in both 2019 and 2020. The table shows that the completion rates have all been over targets in the MTNDP.

The *SSS Gross Enrolment Rate (GER)* was 68.3 per cent in 2015, dropping to 56.5 per cent in 2019 and 59.1 per cent in 2020. The *GER for girls* marginally increased from 58.3 per cent in 2015 to 58.5 per cent in 2019, dropping to 57.5 per cent in 2020. This can be attributed to the disruption of schooling by the COVID-19 pandemic from 2019 to 2020/21.

Table 1.1: Free Quality Basic and Senior Secondary Education Statistics

Indicator	Baseline Data (including year)	2019		2020		2023 National Target
		Target	Actual	Target	Actual	
Adult literacy rate (literacy rate ages 15+)	51.4 SSL (2015 Census)	53	62 SSL	55.5	-	60
% Female population with at least some secondary education (JSS level)	19.2 UND HDR (2017)	21.4	20.1 UND HDR (2019)	23.5	-	30
% Male population with at least some secondary education (JSS level)	32.3 UNDP HDR 2017)	33.4	33.0	34.6	-	38
% of the recurrent national budget allocated to basic and secondary education	18.9% MOF/MBSSE	-	21% MOF/MBSSE	20%	22% MOF/MBSSE	At least 20%
Proportion of girls completing primary education %	65.4 MBSSE (Edu sector plan 2018, school census)	70	79.7% MBSSE	79.9	84.6% MBSSE	88.5
Proportion of boys completing primary education, %	66.6 MBSSE (Edu sector plan 2018, school census)	70	79.7% MBSSE	80	83% MBSSE	88.9

Girls completing JSS education	48.7 MBSSE (Edu sector plan 2018, school census)	57	68.1% MBSSE	57	73.8% MBSSE	83.9
Boys completing JSS education	53.6 MBSSE (Edu sector plan 2018, school census)	60	68.9% MBSSE	60	73.9% MBSSE	84.5
SSS Gross Enrolment Rate (GER) %	68.3 SSL (Census 2015)	70	56.5% SSL	63	59.1% SSL	70
SSS Gross Enrolment Rate (GER) for girls %	58.3 SSL (Census 2015)	60	58.5% SSL	73	57.5% SSL	80
Girls completing SSS education	15 MBSSE (Edu sector plan 2018, school census)	20	41.7% MBSSE	24	43.2% MBSSE	35
Boys completing SSS education	22 MBSSE (Edu sector plan 2018, school census)	24	45.2% MBSSE	28	45.2% MBSSE	40

Among other results delivered in the period under review at the output level, some of which may have contributed to the results in Table 1.1

Food, teaching and learning materials, school infrastructure and enrolment

- a. Food was provided for children in over 1,000 piloted government and government-assisted schools across the country during 2018-2021; benefiting a total of 404,836 pupils, with more schools approved by the government following the launch of the Free Quality School Education Programme in the 3rd quarter of 2018, covering a total of 91 out of 207 chiefdoms of Sierra Leone.
- b. Among schools supported, Le 20.41 billion worth of feeding was provided to Government Boarding Schools.

- c. Tuition fee grants and teaching and learning materials (TLMs) were supplied to more than 7,600 government and government-assisted schools, covering pre-primary, primary, junior and senior secondary levels.
- d. For instance, in 2018/2019 academic year, the Government procured and distributed about Le 45.40 billion worth of TLMs; more specifically, more than Le 8 billion was used to procure exercise books, while Le 155.98 billion was used for core textbooks.
- e. With funds from the Islamic Development Bank, 335 additional classrooms were constructed in existing schools. Mercury International constructed a girl school in Port Loko District out of a pledge to build 20 classrooms each year for four years, while the Global Partnership for Education constructed 30 blocks (= 60 classrooms) in three districts: 20 blocks in Pujehun, 6 in Bombali and 4 in Kambia District.

- f. Support also came from the European Union, which rehabilitated 100 Junior Secondary Schools in Bombali, Port Loko, Bo and Kenema.
- g. Accordingly, national enrolment significantly increased by about 800,000, covering pre-primary, primary, junior and senior secondary since 2018.

Community learning centres and non-formal education

- a. A total of 58 community learning centres were established at the chiefdom level to support non-formal education across the country focusing on out of school girls, 20 of which have been housed in existing school facilities.
- b. The MBSSE introduced the Accelerated Learning Programme in 202 primary schools at chiefdom headquarters that accommodate at least 10,250 out of school children.
- c. Additionally, **three** Early Childhood Development Centres (**two** in Moyamba and one in Bombali Districts) were constructed with support from the Japanese Government; coupled with another **three** of the same centres (**one** in Kambia, **one** in Pujehun and **one** in Moyamba District) constructed with support from Orange Sierra Leone.
- d. And another (Ultra-Modern) Early Childhood Development Centre was constructed at Moyamba Junction in the Moyamba District by Mercury International.

Recruitment of Teachers and school inspection, curriculum development and general services

- a. About 5,000 teachers were recruited in different schools across the country, and 2,000 teachers offering sciences who had retired or resigned were replaced.
- b. A total of 160 inspectors of schools for the 16 districts of Sierra Leone were recruited and deployed to increase monitoring and supervision of schools across the country.
- c. National Basic Education Curriculum framework was developed; subject syllabuses for Basic Education revised; while the education system is reverted to the 6-3-3-4 system, from 6-3-4-4.
- d. And about 50 school buses were procured and distributed to local councils across the country, while ramps were provided in schools to ensure a disability-friendly educational environment.

Challenges

- a. Funding constraints to support the sector while noting that resources allocation at various sub-sectors is not even as some sub-sectors are more resourced than others.
- b. Most of the allocation is for recurrent spending leaving little or no room for capital investment.
- c. There is overcrowding in schools due to a lack of furniture and physical space to expand the existing school infrastructure.
- d. The class sizes are still very large.
- e. Due to COVID-19, the recruitment of key staff for the Ministry was delayed.
- f. Teacher supply is limited, and teachers are unwilling to cover remote areas.
- g. Understaffing in the Directorate of Curriculum and Research.
- h. **Three** out of the 22 local councils do not have school buses due to bad road networks.
- i. The Directorate of Curriculum and Research is understaffed; school authorities have low compliance with written rules and regulations.

Recommendations

- a. Increase funding for the sector.
- b. Rehabilitate the feeder roads leading to councils without buses so that they can be provided with school buses.
- c. Build the capacity of the sector directorates by recruiting additional staff and training existing staff.
- d. Improve teachers' working conditions.
- e. Increase use of online technology, increasing use of virtual meetings with key stakeholders.
- f. Ensure that the above challenges are all generally addressed.

1.2 Strengthening Tertiary and Higher Education

Strategic objective:

To increase equitable access to quality technical and higher education that promotes research, innovation, and entrepreneurship for growth, stability, and national development.

Key policy targets:

- By 2023, increase access to quality higher education.
- By 2023, increase access to functional adult literacy education.
- By 2023, implement a universal civic education program.
- By 2023, improve the quality of research and academic excellence at tertiary levels.

Progress towards the strategic targets and objective

Here, five indicators with data have been reported; data is not available on most of the indicators programmed in the results framework. The *student loan scheme status from Table 1.2, the preparation of legislation for establishing a commission for the scheme* was advanced in 2019, with the full draft done in 2020. The final Student Loan Scheme (SLS) Act 2021 received cabinet approval, and the Secretariat operationalised in that year while starting preparations for tabling the legislation in parliament. Thus, while the scheme had not become operational during 2019-2020 as planned, laudable efforts were made in this direction.

For the status of internet facilities to boost research

in public universities & tertiary education, effective internet services were provided in all higher learning institutions. However, the facilities are not at an excellent level yet. On the four IDB and GoSL TVET Technical and Vocational institutions to establish and operationalise in Sahn Malen, Masingge, Kono, and Kambia Towns during 2019-2020, all four planned (two in 2019 and two in 2020) were completed and operationalised.

The ranking of the University of Sierra Leone (USL) and the University of Njala in the ranking web of universities in the world: The University of Sierra Leone was ranked 8,560th in 2020, increasing its performance by 2,529 points from 11,089th in 2018; while Njala University retrogressed at 11,506th in 2020, from 10,336th in 2018, falling by 1,170 points. No targets were set for the period under review, but USL has exceeded its target for 2023 (the end of the current MTNDP), ranking 11,069th.

Table 1.2: Strengthening Tertiary and Higher Education Status

Indicator	Baseline	2019		2020		Target 2023
		Target	Actual	Target	Actual	
Status of the Student Loan scheme	Preparation advanced (MTHE, TEC, NASSIT (2018))	Scheme kickstarted	Preparation of legislation for the establishment of a Commission for the scheme advanced (MTHE)	Scheme fully operational	Draft Legislation has received cabinet approval, preparing to be tabled in parliament	Scheme fully operational
# Of IDB/GoSL TVET tech/ Voc institutions Sahn Malen, Masingge, Kono, and Kambia are completed and operationalized	Not set	2 IDB/ GoSL TVET Operationalized	2	2 IDB/ GoSL TVET Operationalize	2	All 4 completed and operationalized
Status of internet facilities to boost research in public universities & tertiary education	Poor and unstable access MTHE& (TEC) 2018	Excellent and stable access	The ministry has made a robust move to ensure there are good and effective internet services providers in all higher learning institutions now (MTHE)	Excellent and stable access	There is an effective internet facility available (MTHE)	Excellent and stable access
Ranking of the University of Sierra Leone in Ranking Web of Universities	11,089 Ranking Web of Universities (July 2018)	-	11,089 Ranking Web of Universities (July 2018) www.webometrics.info	-	8,560	11,069
Ranking of Njala University in Ranking Web of Universities	10,336 Ranking Web of Universities (July 2018)	-	-	-	11,506	10,316



Among other results delivered during the period under review at the output and implementation level

- a. At least 54,000 students have enrolled in the 2020/21 academic year in government supported universities, compared to 29,723 in 2018, following the establishment of the Ministry of Technical and Higher Education in 2018 to improve governance and service delivery in post-secondary education and the creation of three new universities in the Western Region, Eastern Region and Southern Region.
- b. The Universities Act, 2021 passed into law in 2021 to effectively repeal and replace the Universities Act, 2005; the President of the Republic of Sierra Leone relinquished the position of Chancellor of all Public Universities and new Chancellors were appointed, installed and orientated; and two new universities were established as follows:

- i. *Eastern Polytechnic is now Eastern Technical University.*
- ii. *Milton Margai College of Education and Technology, now Milton Margai Technical University.*
- c. The Education Management Information System (EMIS) was strengthened to support the sector, and Learning Management System was introduced and operationalised in public Universities. The Technical Vocational Education and Training Management Information System (TVETMIS) platform is being developed, while the Integrated Certification System (ICS) platform has been operationalized and piloted in 30 institutions.
- d. The TVET Unit was revamped and upgraded to a Directorate in the new Ministry to scale TVET activities.
- e. Competency Based Training curriculum (speaking to the development of value chains) was produced and used in TVET institutions.

- f. Resource centres were rehabilitated in 6 Teacher Training Institutions in the 5 regions of the country.
- g. The review of the Education Sector Plan (ESP) has been advanced, and the first draft ESP 2022-2026, produced.
- h. To help in improving the conditions of Service for Teachers and motivate teachers, a total of 217 teachers with at least 10 years of experience were awarded Government Grant-in-Aid (GIA) for university education.
- i. Government has extended Teacher Training to all districts and rehabilitated Distance Learning Resource Centres in most Teacher Training Institutions (FTC, MMCET, Makeni and Port Loko) and procured equipment and high-speed internet connectivity already installed for the refurbished centres.
- j. The GIA Policy has been reviewed, making provisions for TVET students and extending the opportunity to PWDs in private Tertiary Institutions from 2022 onwards. The GIA award process is decentralized, prioritising the following groups: Female students pursuing Science, Technology, Engineering, Agriculture and Mathematics (STEAM), persons with disabilities, children of teachers who have taught for 10+ years, and the Forces.
- k. Between 2018 -2021, a total of 2,696 STEAM were awarded free tuition in all public tertiary institutions:
- Total GIA awarded from 2018 to 2021 Academic year = 7,704
 - Total of International scholarships (2018 -2021) – 408 in 17 countries
- l. Eleven (11) Government Technical Institutes (GTI) have been established and operationalized in 10 districts, with six (6) more to be constructed, and Forty-two (42) other TVET institutions across the country provided financial support for equipment and tool through the Skills Development Project.
- Also, there is a lack of infrastructural facilities to establish the Education Management Information System (EMIS) for TVET and Higher Education.
 - There is very limited office space to accommodate all MTHE staff.
 - There are many lapses and duplications in the interventions by development partners in the sector with no policy guidelines and procedures for the implementation, coordination and harmonization of partner supported activities in the Higher Education sub-sectors, thereby making monitoring a serious problem.
 - Transport and other logistics are limited to enhancing monitoring and oversight functions.
 - Government budgetary allocation to the ministry is inadequate to support TVET and Higher Education institutions effectively.

Recommendations

- The legal document that permits the Ministry of Tertiary and Higher Education is yet to be developed. There is an urgent need to have this documentation in place.
- Improve the general financing landscape for the sector, ensuring that minimum logistics, accommodation, staffing, and other facilities are provided for the functioning of the Ministry.
- The ministry still needs clarity on the ownership of certain public assets and liabilities following its separation from the Ministry of Basic and Senior Secondary Education.
- Improve the Education Management Information System (EMIS) infrastructure for TVET and Higher Education.
- Provide support for capacity building in the sector.

Challenges

- Although massive recruitment for critical positions occurred, more personnel are required for the tertiary and higher education sector.

1.3 Healthcare improvement, and 1.4 Environmental sanitation and hygiene

Strategic objectives:

Sub-cluster 1.3:

To transform the health sector from an under-resourced, ill-equipped, and inadequate delivery system into a well-resourced and functioning national health-care delivery system that is affordable for everyone and accessible to all.

Sub-cluster 1.4:

To provide, with minimal impact on the environment, acceptable, affordable, and sustainable sanitation services for urban and rural households and institutions through inter-sectoral coordination, integrated development, and community-based management.

Key Targets:

Sub-cluster 1.3:

- By 2023, expand and improve on the management of free health care.
- Continuously improve disease prevention, control, and surveillance.
- By 2023, improve health governance and human resource management.
- By 2023, increase modern diagnostic and specialist treatment within the country and improve on secondary health delivery systems.

Sub-cluster 1.4:

- By 2023, increase on-site sanitary construction incentives and test and implement output-based aid schemes at the district level.
- By 2023, reduce deaths and property loss from natural and human-made disasters and extreme climate events by 30 per cent.
- By 2023, reduce disease outbreaks in vulnerable communities by half.

Progress towards the strategic targets and objectives

Sub-cluster 1.3:

Table 1.3 presents the progress status of these sub-cluster indicators in the Results Framework of the MTNDP that data were obtained. Caution should be exercised in interpreting most of the indicators presented in the table. For most of them, the baseline estimates came from a survey series (the Multiple Indicator Cluster Surveys (MICS2017)). This survey series differs from the current status report, the Demographic and Health Survey (DHS2019). The baselines were obtained from MICS2017 for all mortality rate indicators, except maternal mortality; however, the current status is reported based on the DHS2019, which

also applies to all child growth (anthropometric) indicators. Most of these misaligned indicators in the data sources reported in Table 1.3 showed deterioration from MICS2017 to DHS2019, except for the underweight children indicator that reported some improvement in the mixed data source series, with wasted children showing a stagnated performance. In planning the MTNDP (2019 to 2023), the earliest survey after setting the baselines on the MICS2017 is DHS2019, previously conducted in 2013. The subsequent MICS was yet to be conducted when this report was prepared and could not be compared with the baseline MICS2017 for most indicators. The inconsistency of the data source is not unique to this sub-cluster. It cuts across all policy clusters — a lesson to document as a limitation in the current MTNDP to inform the formulation of the Results Framework of the successor Plan.

Given this background, it is important to report the current status of these indicators on DHS2019 compared to DHS2013 (since it is available) for a better appreciation of progress. Accordingly, we have noted underneath each of the MICS2017 baselines the corresponding DHS2013 data. From the table, the *maternal mortality rate per 100,000 live births* dropped significantly from 1,165 in 2013 to 717 deaths in 2019; as well as *under-five mortality rate per 1,000 live births*, dropping from 156 deaths in 2013 to 122 in 2019; and *infant mortality rate per 1,000 births* dropping from 92 deaths in 2013 to 75 in 2019; and *neonatal mortality rate*, from 39 to 31 deaths per 1000 live

births. This performance could draw a correlation from reductions in *stunted children* from 38 to 30 per cent; *wasted children* from 9 to 5 per cent; and *underweight* from 16 to 14 per cent, during the same period 2013-2019.

The *HIV prevalence* increased from 1.5 to 1.7 per cent among adults aged 15 to 49 from 2013 to 2019. Women 2.2 per cent in 2019 compared to 1.7 per cent in 2013; men 1.3 per cent in 2019 compared to 1.1 per cent in 2013). The *incidence of tuberculosis per 100,000 population* dropped from 313 per cent in 2013 to 295 per cent in 2019.

Table 1.3: Healthcare improvement

Indicator	Baseline	2019		2020		Targets 2023
		Target	Actual	Target	Actual	
Maternal mortality ratio (per 100 000 live births)	1165 (SLDHS 2013)	901	717 (SLDHS 2019)	800	NA	582.5
Under-five mortality rate (per 1,000 live births)	94 (SLMICS 2017) (Note: it was 156 for the 2013 DHS)	84	122 (SLDHS 2019)	71	NA	47
Infant mortality rate (per 1,000 live births)	56 (SLMICS 2017) (Note: it was 92 for 2013 DHS)	50	75 (SLDHS 2019)	43	NA	28
Neonatal mortality rate (per 1,000 live births)	20 (SLMICS 2017) (Note: it is 39 for 2013 DHS)	18	31	16	NA	10
Underweight among children 6-59 months (%)	11.7 (SLMICS 2017) (Note: it is 16 for 2013 DHS)	11.1	14 (SLDHS 2019)	10.7	NA	5
Stunting among children 6-59 months (%)	26.4 SLMICS (2017) (Note: it is 38 for 2013 DHS)	25	29.5 (SLDHS 2019)	24	NA	10

Wasting among children 6-59 months (%)	5.1 (SLMICS 2017) (Note: it is 9 for 2013 DHS)	4.5	5 (SLDHS 2019)	4	NA	3
Incidence of HIV/AIDs among 15-49-year-old (%)	1.5 SLDHS 2013	1.49	1.7 (SLDHS 2019)	1.49	NA	1.47
Incidence of tuberculosis per 100,000 population	313 (mdgs. un.org 2013)	250	295 (SLDHS 2019)	209	NA	104

Sub-cluster 1.4:

For **Table 1.4**, the same observation applies: we need to exercise caution to compare progress on DHS2019 with the MICS2017 baseline. Thus, we have again noted underneath each MICS2017 baseline the corresponding DHS2013 data, which we compare with the DHS2019 figures reporting the current status.

There was a significant improvement in all reported indicators from the DHS2013 to DHS2019, providing the current status as pertains to:

- The percentage of the total population using improved sanitation facilities increased from 10.6 per cent in 2013 to 55 per cent in 2019;*
- The percentage of the urban population using improved sanitation facilities increased from 21.9 per cent in 2013 to 84 per cent in 2019;*
- The percentage of the rural population using improved sanitation facilities, increasing from 5.4 per cent in 2013 to 33 per cent in 2019; and*
- Diarrhoea disease prevalence rate: 6-11 years, dropping from 18.6 per cent in 2013 to 9.1 per cent in 2019.*

Table 1.4: Environmental sanitation and hygiene

Indicator	Baseline	2019		2020		Targets 2023
		Target	Actual	Target	Actual	
% of the total population using improved sanitation facilities	16 (SLMICS 2017) (Note: it is 10.6 for DHS 2013)	20	55 (DHS 2019)	25	NA	50
% of urban population using improved sanitation facilities	27 SLMICS (2017) (Note: it is 21.9 for DHS 2013)	33	84 (DHS 2019)	38	NA	60
% of the rural population using improved sanitation facilities	7.9 SLMICS (2017) (Note: it is 5.4 for DHS 2013)	14	33 (DHS 2019)	20	NA	52
Diarrhoea disease prevalence rate: 6-11 years	18.6 DHS 2013	16.4	9.10 (DHS)	13.2	NA	7.4

Among other results delivered during the period under review

- a. Budgetary allocation to the health sector increased from 6 per cent in 2018 to 11 in 2021; over 4,000 health workers were recruited in 2018, and over 216 ambulances were distributed across all 16 districts of Sierra Leone in 2018 to deliver emergency services speedily.
- b. To actualise the Sierra Leone Social Health Insurance Scheme, a Secretariat was established with budgetary support from the government.
- c. Two hundred and fifty CHCs were supplied with laptops for data inputting and analysis; whereas 800 tablets were distributed to health facilities to digitalise health information systems at the primary health care level. This enhanced the digitalisation of Integrated Disease Surveillance and Response (IDSR) system, facilitating real-time disease surveillance.
- d. Accreditation was received for the training of surgeons, obstetricians, physicians and paediatricians towards promoting local post-graduate medical training to ensure retention of specialists, with the training of the first set of specialists in Obstetrics and Gynaecology, Paediatrics and Surgery ongoing.
- e. Public-private partnership (PPP) was encouraged in the health sector—PPP policy was developed in this direction, whose implementation was started at Connaught Hospital for pharmaceutical product management.
- f. Furthermore, a quality improvement programme was established to improve the quality of health care services provided at health facilities.
- g. The Allied Health Workers Bill was enacted into law, permitting the legal recognition of critical middle-level staff in the health sector.
- h. The MoHS undertook both internal and external management and functional review to improve the delivery of its functions and mandates; implementation of the recommendations of these reports is in progress.
- i. To improve coordination of development partners in the sector, the MoHS strengthened the implementation of the Service Level Agreement with all NGOs, ensuring regular monitoring of the Agreement to track the implementation of their activities and prevent double dipping in the use of funds.
- j. A database was created to capture information on all partners and their resources in the sector.
- k. The Health Service Commission completed the recruitment of over 4,000 health workers, with plans to delink the Commission from the Public Service Commission advanced.
- l. A revised scheme of service for health workers was developed to reflect the current realities of the sector; the scheme is now with the HRMO to facilitate approval.
- m. A GPS tracking system was installed on all drug distribution trucks; and a National Medical Supplies Agency was established to manage drugs and medical equipment procurement, storage, and distribution—efforts reinforced with the establishment of community drug monitoring systems.
- n. A Master Facility list of all health facilities in the country together with their coordinates was developed and now used for planning service delivery.
- o. The following frameworks were developed to guide programme implementation: a National Health and Sanitation Policy, National Health Sector Strategic Plan, Universal Health Coverage Roadmap for Sierra Leone, Health Financing Strategy, Health Management Information System Policy, Research for Health Policy, and Monitoring and Evaluation Strategy.
- p. With support from the government and partners, the King Harman Road and Rokupa Hospitals in Freetown were rebuilt; and a total of eight Community Health Centres were constructed across the country to improve peripheral healthcare services in readiness for the Universal Healthcare.
- q. The MoHS commenced the implementation of Mobile Clinics with integrated PHC services in rural communities to improve access to specialised services in Eyecare and Oral health. The Ministry and partners recruited 8,700 Community Health Workers nationwide to carry out community-based services and facilitate referrals to health facilities.

Challenges

- a. Late and inadequate funding from the Government of Sierra Leone to strengthen

- health systems for health security, quality health care and services, disease prevention and control; and limited funding to fully take over management of the national ambulance system, linking peripheral health units with secondary and tertiary hospitals;
- b. Low human resources for healthcare in quantity and quality for the required specialised skill mix to achieve Universal Health Coverage;
 - c. Weak paper-based health management information system and low capacity of PHUs staff to use the digital systems;
 - d. Weak enforcement of healthcare-related laws and regulations as a result of the inadequate capacity of professional regulatory bodies and community support structures;
 - e. The MoHS has overlapping structures and disjointed coordination structures that make integration of resources and services difficult;
 - f. There is poor coordination and alignment of donor funding to government health priorities and poor resource tracking of donor funding and support.
 - g. Outdated laws, regulations and structures that impede integration, effectiveness, efficiency and gender mainstreaming.
 - h. There is an inadequate supply of drugs and commodities to provide health care services at service delivery points, low funding, and weak coordination of Environmental Health and Sanitation activities.

Recommendations

- a. Increase government allocation to the sector and improve timely disbursement of financial resources for service delivery; furthermore, there is a need to ring-fence adequate funding to support ambulance operations nationwide.
- b. Train more doctors and midwives, and provide specialised training for health workers to improve required skills for service delivery.
- c. Support the ongoing efforts to digitalise health data nationwide and healthcare reform through legislation and regulations.
- d. Implement the internal and independent Management and Functional Review recommendations, and strengthen structures to align donor funding with government health sector priorities.
- e. Provide seed money for proper operations of the National Medical Supplies Agency and the Free Healthcare Initiative.
- f. Support the implementation of the Sierra Leone Social Health Insurance to achieve Universal Health Coverage and increase funding for Environmental Health and Sanitation activities nationwide while strengthening coordination of activities.



1.5 Social protection

Strategic objective:

To provide a stronger relationship between the state and citizens with enhanced human capital development by effectively managing risks and vulnerability and empowering livelihood development for sustained social cohesion and nation-building for the people of Sierra Leone.

Key policy targets:

- By 2023, establish an integrated national identity card system.
- By 2023, establish a social safety net fund for emergency response.
- By 2023, all persons working in the formal sector have social security.
- By 2023, provide social protection to at least 30 per cent of vulnerable populations (including persons with disabilities, older persons, and children).
- By 2023, establish an integrated birth registration system.

Progress towards the strategic targets and objective

There was data inadequacy to report on the indicators contained in the Results Framework under this sub-cluster; thus, progress reporting is limited to highlighting key general deliverables/ outputs achieved from implementation, as follows:

- a. At least 2,300 youths were supported in cocoa and coffee plantation operations through the National Commission for Social Action (NaCSA), supporting another set of 3,400 in rice cultivation in various districts since 2018, with 40 per cent female participation.
- b. Also, through the Commission's coordination of the social protection programme, 3,400 youths were employed in garbage collection and disposal operations across the country.
- c. At least 10,000 Persons with Disabilities (PWDs) were provided with COVID-19-related support, including food and protective equipment, while another set of 10,962 was provided with emergency cash transfers during this pandemic.
- d. Generally, more than 36,000 household heads were provided with cash transfers to alleviate their poverty in the 16 districts of Sierra Leone.
- e. Regarding business financing, over 320 Micro-Enterprise Groups were trained and organised in value chain development and provided with start-up grants; while launching various credit schemes across the country.
- f. Twenty-nine thousand low-income informal sector workers in the five district headquarter towns/cities of Makeni, Bo, Kenema, Port Loko, and Western Urban received one-off cash transfers.
- g. Up to 38,000 beneficiaries (low-income workers in small businesses, tourism and entertainment industry) received one-off COVID-19 Emergency Cash Transfers in Western Area Urban.
- h. 253 Households with a population of 1000 families of the residual caseload, previous locally integrated refugees, vulnerable community members and persons with specific needs received COVID-19 intervention cash grants and preventive materials.

Challenges

- a. Biometric IDs for emergencies take time and may not be cost-effective.
- b. The high number of persons in need of support versus limited funds is a huge challenge.
- c. There is limited funding to cover communities outside the SLCDD II Rural Growth Poles (RGPs).
- d. Rough terrains challenge access to project locations where CICs and many beneficiaries reside.
- e. The funds available are less than the number of youths that the project intervention can provide.
- f. There is limited access to project locations due to the poor road network.
- g. Delays by some donors to give "No Objection" result in significant delays that lead to time overruns.
- h. Delays in the disbursement and shortfalls in Donor and Government counterpart funding affect the timely achievement of project targets.

Recommendations

- a. Use of cost-effective laminated and bar-coded ID cards for beneficiary identification.
- b. More intensive monitoring and assessment of projects are needed to minimize the delays in project completion, while penalties should be implemented for defaulting project contractors.
- c. Increase and ensure timely release of funds to support activities, both on the part of the Government and the donors.
- d. Utilise key lessons from the implementation of activities. Example:
 - i. Community sensitisation has eased the provision of support to beneficiaries; this should be sustained in project work.
 - ii. Conducting verification of beneficiaries outside of Freetown proved to be a better approach to the targeting for support to intended beneficiaries; this strategy should be sustained; This strategy saves back and forth movement to the field and saves time.

iii. Involving community stakeholders and forming the CIC makes targeting and payment less difficult. Working with the ACC also yielded huge dividends in ensuring that intended beneficiaries received due support.

These should be sustained with new social protection and general support programmes.

iv. Government of Sierra Leone to improve on the payment of counterpart funds as some donors threaten to cease operations.

1.6 Lands and housing

State strategic objective:

To ensure effective land management and administration that is environmentally sound and sustainable for equitable access to and control over land, including providing affordable housing for low- and middle-income groups to alleviate poverty and promote economic growth.

Key policy targets:

- By 2023, there is a 50 per cent reduction in the number of land-related cases in courts and, ultimately, the number of land conflicts disaggregated by region.
- By 2023, establish a National Land Commission with a corporate strategy, business plan, charter, and migration strategy.
- By 2022, draft the Freetown Structural Plan and ensure urban structure plans for other cities are validated and approved.
- Develop a National Cadastral Records Management System and Strategy for mapping and digitization of all plots, streets, and roads in the country.
- Develop a National Spatial Development Plan and Strategy that will facilitate the establishment of an integrated network for human settlements that are socially inclusive, environmentally resilient, and economically sustainable.

Progress towards the strategic targets and objective

Data was only obtained on three indicators for the sub-cluster. From **Table 1.6**, the target of 5 per cent for 2019 was achieved for the *percentage of the total adult population with secure tenure rights to land, with legally recognised documentation and who perceive their rights to land as secure, by sex and type of tenure*, whose status is reported for that year at 15 per cent; baseline was not set.

For the *number of structural plans developed for human settlements nationwide* in 2019 and 2020 (one for Freetown and one for Bo City), none of these plans was developed. Although, the process leading to their development was underway. This also goes for the *number of housing units [to have been] delivered nationwide in compliance with National Building Code & zoning regulations* indicator, with targets of 1,000 for 2019 and 3,000 for 2020: none was delivered, tangible milestones, including mobilising investors, were underway, as reported in the next section.

Table 1.5: Lands and housing status

Indicator	Baseline	2019		2020		Targets 2023
		Target	Actual	Target	Actual	
Percentage of the total adult population with secure tenure rights to land, with legally recognized documentation & who perceive their rights to land as secure, by sex & type of tenure	Not established	5%	15% MLHCP	10%	18% MLHCP	20%
Number of structure plans developed for human settlements nationwide	No structure plan existed for towns, cities and other urban areas MLHE (2018)	1 for Freetown	0 MLHCP	1 for Bo	0 MLHCP	1 for Makeni
Number of housing units delivered nationwide in compliance with National Building Code & zoning regulations	Not established	1,000	0 MLHCP	2,000	0 MLHCP	10,000

Among other results delivered during the period under review, some of which are necessary for the achievement of higher indicator results

Policy and legislative framework and system development

- a. Developed and gazetted the Customary Lands Rights Bill to enhance tenure security of customary land rights and improve access to land in the Provinces. The enactment of the Bill is currently awaited, alongside the National Land Commission Bill to improve good land governance in the land sector.
- b. Secured Cabinet approval for the development of a Land Title Bill, while the feasibility study for the National Urban Policy was completed to address the issues of urbanization and ensure effective planning in towns and cities.

- c. Funding was secured for the review and development of the following in 2022:
 - i. Town and Country Planning Act (Cap. 81) of the Laws of Sierra Leone 1960 (as amended in 2001) to ensure effective development control;
 - ii. National Building Code (Act and Regulations) to support housing development, setting up standards for and production of local building materials;
 - iii. Land Title Registration Bill to transition from the registration of instrument to that of title; and
 - iv. National Housing Policy to promote investment in housing development 2023.
- d. Developed Standards Operating Procedures (SOPs) for the processing of the application for survey plan, leasehold, freehold, and planning and building permit;

- e. Project funding was secured to develop a GIS-based Land Information System, national spatial data infrastructure and geodetic network and establish and operationalise a National Land Commission at the national and regional levels.

Service delivery and capacity building

- a. Established Complaints and Investigation Committee to address land conflicts. Report and recommendations approved by Cabinet for implementation; a new Directorate of Complaints and Investigation be set up;
- b. Established a Land Bank with Six thousand (6,000) acres for housing development in the Western Area.
- c. Established a Land and Environmental Crime Unit in partnership with the Sierra Leone Police.
- d. Cabinet approved the following projects for housing development:
 - i. New Lungi Financial City in Port Loko District – TAF Africa Global in The Gambia;
 - ii. Salone Smart City in the Western Area;
 - iii. Five thousand housing units in the Western Area by African Gulf International Corporation Inc. (SL) Ltd.;
 - iv. Ten thousand sustainable, low-cost houses with solar power, parks & schools by Xeros Group;
 - v. Five thousand affordable housing units by Blue Rose Limited Real Estate Developers;
 - vi. Six thousand affordable housing units by Malcin Investment in the USA;
 - vii. Affordable housing by Clever House Africa; and
 - viii. City regeneration projects by JL Properties in Ghana.
- e. Over 1,500 acres of state land was reclaimed from land grabbers in the capital city of Freetown.
- f. Recruited staff to senior management positions, covering surveys and lands, country planning and housing.

Challenges

- a. Outdated laws and regulations;
- b. Poor logistical support and inadequate budgetary allocation;
- c. Capacity problems, including weak staff strength in terms of quantity and quality;
- d. There are no effective synergies among MDAs that are relevant to the land development sector;
- e. An outdated cadastre system widens the gap between the land registry at the Ministry of Justice and the cadastre system at the Ministry of Lands.

Recommendation

- a. Increase funding to the sector to ensure review of all outdated laws and regulations and provide the requisite logistical support and capacity for the sector;
- b. Increase coordination among MDAs and other actors in the sector;
- c. Update the cadastre system, ensuring alignment with the land registry at the Ministry of Justice and the cadastre system at the Ministry of Lands.

Cluster Two: Diversifying the Economy and Promoting Growth

Progress is presented under this cluster on all its **seven** planned sub-clusters: 2.1 Improving the productivity and commercialization of the agricultural sector; 2.2 Improving the productivity and sustainable management of fisheries and the marine sector; 2.3 Revitalising the tourism sector; 2.4 Manufacturing and services; 2.5 Improving the management of oil and gas exploration/production; 2.6 Improving the management of mineral resources, and 2.7 Promoting an inclusive rural economy.

Among Development Partners supporting this Cluster

EU; World Bank; Japan; Irish Aid; USAID; Germany; IDB; FCDO; Abu Dhabi; United Nations

2.1 Improving the productivity and commercialisation of the agricultural sector

Strategic objective:

To improve performance in the sector as a basis for moving up the value chain into industrial agriculture activities. This requires enhancing the productivity and competitiveness of the agriculture sector, facilitating the capture of the entire value chains of key crops, ensuring food security, and contributing to stabilizing the macroeconomic environment for sustainable, inclusive economic growth, job creation, and poverty reduction.

Key policy targets:

- By 2023, achieve 90 per cent food self-sufficiency.
- By 2023, increase youth and women's participation in integrated agricultural value chains by at least 30 per cent.
- By 2023, develop the value chain for at least two agricultural products.

Progress towards the strategic targets and objective

Table 2.1 presents progress in several indicators under this sub-cluster in the MTNDP Results Framework; data is obtained only for 2020; records

are not obtained for 2019. The *annual national rice self-sufficiency* increased from 61 per cent in 2018 (baseline) to 64.23 per cent in 2020, falling below the target of 71 per cent. The area of *irrigated land cultivated* outperformed its targets in 2020 at 3,773 hectares (actual), above 2,525 (target), but accounting for a reduction from the baseline

estimate of 5,024 hectares in 2018; the disruption from the COVID-19 restrictions could be a major factor. The distance of *feeder roads rehabilitated (km)* underperformed against its target in 2020 and its baseline, as shown below.

The remaining indicators from **Table 2.1** for which targets were met in 2020 are as follows:

- a. Number of farmers cultivating rice twice or more in one production season.
- b. Number of poultry feed mills established by the Private Sector.
- c. Number of Vaccine cold chains provided.
- d. Annual production of Sweet potato (000' MT).
- e. Annual production of Groundnut (000' MT).
- f. Annual production of Maize (000' MT).
- g. Annual production of sorghum (000' MT).
- h. Annual production of sesame (000' MT).

- i. Annual production of Coffee (000' MT).
- j. Annual production of Cashew nut (000' MT).

Of these indicators, except groundnut and sweet potato that had indicators below their baseline values in 2018, the rest also had their actuals over their baselines, as the table clearly shows.

And the remaining indicators from **Table 2.1** for which targets were not met in 2020 are as follows:

- a. Number of youth contractors trained.
- b. Slaughterhouses refurbished and upgraded by local councils.
- c. Number of Lab technicians trained.
- d. Annual production of Cassava (000' MT).
- e. Annual production of Cacao (000' MT).
- f. Annual production of Oil palm (FFB) (000' MT).

Table 2.1: Improving the productivity and commercialisation of the agricultural sector

Indicator	Baseline including year	Progress 2019		Progress 2020		Targets 2023
		Target	Actual	Target	Actual	
Ha. Of IVS rehabilitated	"4,032.57 MAF"	1,205	-	1,450	"820.15 (MAF)"	2,185
No. of youth contractors trained	"973.3 MAF"	972	-	1,403	"74 (MAF)"	2,671
Number of farmers cultivating rice twice or more in one production season	"415 MAF"	520	-	640	"710 (MAF)"	1,130
Number of poultry feed mills established by the Private Sector	"0 MAF"	1	-	2	"4 (MAF)"	5
Number of Vaccine cold chains provided	"0 MAF"	5	-	2	"9 (MAF)"	2
Slaughterhouses refurbished and upgraded by Councils	"0 MAF"	3	-	3	"2 (MAF)"	3
Number of Lab technicians trained	"5 MAF"	5	-	5	"2 (MAF)"	0

Annual production of cassava (000' MT)	"3,735,398 MAF"	2,601,980	-	2,667,289	"1,690,168 (MAF)"	2873220
Annual production of Sweet potato (000' MT)	"205,876 MAF"	160,975	-	165,015	"195,016 (MAF)"	177,756
Annual production of Ground nut (000' MT)	"80,324 MAF"	21,152	-	21,683	"58,814 (MAF)"	23,357
Annual production of Maize (000' MT)	"15,259 MAF"	23,558	-	24,149	"26,549 (MAF)"	26,014
Annual production of sorghum (000' MT)	"59,688 MAF"	50,396	-	51,661	"72,551 (MAF)"	55,650
Annual production of sesame (000' MT)	"7,554 MAF"	6,073	-	6,225	"9,182 (MAF)"	6,706
Annual production of Cacao (000' MT)	"63,583 MAF"	51,389	-	52,678	"19,3156 (MAF)"	56,746
Annual production of Coffee (000' MT)	134,867	99,263	-	101,755	"163,931 (MAF)"	109,611
Annual production of Oil palm (FFB) (000' MT)	"5,912,557 MAF"	738,162	-	756,689	"110,386 (MAF)"	815,110
Annual production of Cashew nut (000' MT)	"1,915 MAF"	1,570	-	1,610	"58,202 (MAF)"	1,734

Among other results delivered during the period under review

- a. Machineries were established in all 15 agricultural districts to ensure farmers have easy access to power tillers, tractors, and combine harvesters, promoting commercial agriculture. With this, over 600 assorted tractors and 200 power tillers were procured and distributed for farming activities, leading to cultivation of over 16,500 hectares of land since 2018, including 8,000 hectares of youth farms; the rings hired 279 operators, mostly youths, nationwide.
- b. E-Extension platform was established to ensure farmers and the public have easy access to information, update on weather condition, best agronomic practices and market information.
- c. Cabinet approved the adoption of a major policy shift in the agriculture sector to increase the role of the private sector in the procurement and distribution of agricultural inputs to increase transparency in the delivery of agricultural services to farmers.
- d. Agricultural Credit Facility was established to provide credit to private agro-dealers for the importation and distribution of

- agricultural inputs (seeds, fertilizer and other agrochemicals):
- i. Within this Special Agricultural Credit Facility, the Bank of Sierra Leone provided Le 100 billion to pre-finance the procurement of agricultural inputs at an interest rate of 5 per cent;
 - ii. Financial institutions participated in this Facility under the guidelines set by the Bank of Sierra Leone; and
 - iii. About Le16 billion of the facility was utilised during the period under review.
- e. The e-Voucher system domiciled at the Rokel Commercial Bank was also established to ensure farmers have easy access to inputs and improved varieties of seeds and agrochemicals (fertilizers and pesticides):
- i. About 5,000 farmers were registered as potential beneficiaries under the system;
 - ii. An amount of Le60 billion was deposited into the Voucher System for the 2021 planting season as the pilot year;
 - iii. The pilot year prioritized the rice value chain; and
 - iv. About Le8.2 billion worth of seeds were distributed to farmers through the system.

Challenges

- f. Financial resources are inadequate for data collection at all levels; and insufficient Field Extension workers, with many currently working as volunteers.
- g. Late disbursement of Government budgetary allocation is a major bottleneck for the cropping calendar—agriculture currently receives below the proposed 10 per cent of the national budget in breach of the Maputo and Malabo agreements.
- h. The limited funds from the Government for project counterpart financing impede the implementation of critical projects.
- i. The budgetary allocation to the livestock division is grossly inadequate to carry out any meaningful livestock development programme.
- j. Low salaries and unequal pay, and the grading system in the public sector demotivate workers.
- k. Access to financial services such as credit and savings facilities remains a serious

constraint, as most farmers are not benefiting from loans to procure inputs.

- i. Due to limited research and extension service support, technology development, dissemination, adoption, and feedback are weak.

Recommendations

- a. Improve agricultural sector financing, ensuring that Government budgetary allocation to agriculture increases to 10 per cent in compliance with the Maputo and Malabo declaration by ECOWAS Heads of State.
- b. Provide more support produce more veterinarians, considering the provision of scholarships to pursue studies in veterinary medicine.
- c. More logistical support is needed to enhance the capacity of field staff to perform their duties.
- d. Increase cooperation between the Local Councils and local authorities in implementing the project while supporting land development initiatives to enhance the uptake of improved technologies.
- e. Strengthen support for research and extension services while ensuring that Farmer-Based Organisations' activities are sustainable, coupled with the need to support farmers with records and bookkeeping.
- f. Increase supervision of Financial Services Associations and Community Banks, including ensuring their yearly audits, coupled with the need to increase funding for Apex Bank that supervises these associations and banks. It needs to be professionally managed and free of government.
- g. A major lesson learnt is that having mechanical cultivation driven by private sector service providers could yield sustainable results in agriculture. This was drawn from a successful pilot undertaken by the Ministry of Agriculture by running mechanical cultivation through a private service provider scheme for farmers. Therefore, there is a need to scale up this scheme.



2.2 Improving the productivity and sustainable management of fisheries and the marine sector

Strategic objective:

To begin the industrial processing of marine products and to promote responsible, environmentally sound, and sustainable fishing and aquaculture practices through good governance while contributing to poverty reduction and wealth creation in Sierra Leone.

Key policy targets

- a. By 2023, the fisheries sector generates at least US\$15–20 million in government revenue and contributes at least 16 per cent to the country's GDP.
- b. By 2023, sustainably manage and protect marine and coastal ecosystems to avoid significant adverse impacts, including by strengthening their resilience, and take action for their restoration in order to achieve healthy and productive oceans.
- c. By 2023, effectively regulate harvesting;
 - End overfishing and illegal, unreported, and unregulated fishing;
 - Stop destructive fishing practices; and
 - Implement science-based management plans to restore fish stocks in the shortest time feasible, at least to levels that can produce maximum sustainable yields as determined by their biological characteristics.

Progress towards the strategic targets and objectives

Table 2.2 presents the status of indicators from the MTNDP Results Framework under this sub-cluster that clear data was obtained. From the table, the *number of fish stock assessment surveys undertaken leading to the quota management system* was **five**, above the target of **four** for 2020 and the 2018 baseline figure of **zero**; One Fish stock assessment survey was reported for 2019. Concerning the *number of fish cold chains established in districts*, **four** (**one** in Kono-Gbeseh market; **one** in Moyamba; **one** in Kailahun- Market, and **one** in Moyamba Town) were established, below a target of **five** for 2020, and a baseline

estimate of **two**. By 2019, no new *fish cold chain* was established; however, the MFMR was in the preparatory stage to construct new fish cold chains.

In 2019, the *export earnings made from fish and fishery products*⁹ was Le 8.2 billion, higher than the 2018 baseline estimate of Le 5.5 billion (for import + export), dropping to 5.6 billion in 2020 but remaining higher than the baseline. Transshipment values for 2019 and 2020 were below the baseline, comparing Le 6.3 billion and Le 1.9 billion, respectively, to Le 7.6 billion in 2018. Targets were not set for both years under review¹⁰. Transshipment is part of export as the fish are transferred to other vessels solely for export.

Table 2.2: Fisheries and the marine sector

Indicator	Baseline and year	Progress 2019		Progress 2020		Target 2023
		Target	Actual	Target	Actual	
Number of fish stock assessment surveys undertaken leading to the quota management system	"Scientific Observer Program (ScOP) – 1st annual report on the status of Fish stocks*a MFMR"	0	1	4 legs each – 2 Pelagic & 2 Demersal conducted.	"5 legs each- Pelagic & Demersal of independent surveys undertaken MFMR"	3
Number of a Fish cold chains established in districts	"12 Makeni, Bo, Kenema, Shenge, Sulima MFMR"	2	-	5	"4: 1- Kono-Gbeseh market; 1 Moyamba; 1 Kailahun Market, 1 Moyamba Town MFMR"	14
The amount of export earnings made from fish and fishery products	"5.5 Billion in 2018; (+ export) 7.6 Billion in 2018; (Transshipment)"	Not set	"8.2 Billion in (+ export) [MFMR 2019] 6.3 Billion (Transshipment)"	Not set	"Le 5.6 Billion (USD576,000) Le 1.906 billion (USD 196,000) Transshipment"	Not set

⁹ This earning is from the levy/taxes and not the value of the fish and fishery product exported.

¹⁰ It is difficult to set a target for transshipment as this is mainly determined by the operators of fishing vessels as to whether they would like to transship or not.

Among other results delivered during the period under review

- a. Six (6) commercial fish farms developed across the country.
- b. Revenue from fisheries increased from US\$ 8.4 million in 2017 to US\$ 11.2 million in 2019, dropping to 8.9 million in 2020, mainly attributed to COVID-19.
- c. Plans were advanced on the establishment of a National Fish Harbour, with minutes of the meeting signed in December 2020 on behalf of the Government of Sierra Leone and China on carrying out a Chinese Feasibility Study concerning the Fish Harbour Project to be implemented with China Aid—the main elements of the project being the following:
 - i. Construction of a 390-meter breakwater and one 3000 GRT industrial fishing vessel berth, with a length of 134 meters and width of 30 meters;
 - ii. Construction of a 70-meter canoe berth by the breakwater slope or revetment and one fish harbour administrative building with a land area of 200m²;
 - iii. Construction of one fish market with a land area of 360m² and one fish harbour, water supply station, one fish harbour living sewage treatment plant and one substation for supporting the facilities mentioned above; and
 - iv. Construction of roads with the necessary water, drainage and electricity supply systems connect the port gate to the fish harbour administrative building, fishing market and the berth apron.
- d. The Chinese Government provided a grant of US\$ 55 million for the construction of the Harbour and its ancillary structures at Black Johnson, Western Area Peninsular; initial project activities have already begun, including:
 - i. The environmental and related impact study was started to be completed in January 2022;
 - ii. The Ministry of Finance provided funds amounting to Le 13.76 billion to compensate landowners at Black Johnson;
 - iii. Verification of land documents with the Office of the Administrator and Registrar General and site verification with the landowners undertaken to commence compensation of verified authentic landowners soon; and

- iv. An MOU was being finalised between the MFMR and SLP Engineering Section to construct a perimeter fence.
- e. The construction of the Fish Harbour will ensure a 100 per cent landing of all fish caught before a proportion can be exported.

Fish cold chains

- a. Five cold rooms were constructed in Sulima in Pujehun District, Buedu and Todola in Kailahun, and Moyamba to reduce post-harvest fish losses and improve the quality of fishery products to meet the required accepted standards for export to the international market.
- b. Plans were advanced to install five solar-powered cold rooms in Bonthe, Tombo in the Western Rural District, Conakrydee in Port Loko District, Shenge in Moyamba District and Goderich in the Western Rural District, with support from UNDP.

Monitoring and Research

- a. Illicit marine operations were drastically curtailed with improved monitoring and surveillance capability, having a state-of-the-art Vessel Monitoring System (VMS).
- b. A joint fisheries survey by Sierra Leone and Chinese researchers using the research vessel (R/V ZHONGYU KE 212) was deployed in the Sierra Leone waters for fish stock assessment towards ensuring efficient and sustainable management of the country's water resources and has conducted a total of five (5) legs of surveys for assessing both pelagic and demersal fish stocks.
- c. A transboundary fisheries survey for Demersal and Pelagic Fisheries Resources and Ecosystems in the Western Gulf of Guinea was conducted in countries from Liberia to Guinea-Bissau, covering the continental shelf (20 m to 100 m depth) and the slope (100 m to 500 m depth) within the Exclusive Economic Zones. The survey also included recording physical, chemical, and biological oceanographic conditions (plankton). This survey was conducted under the auspices of the NORAD/FAO Programme using the research vessel *Dr Fridtjof Nansen* from 22 August to 23 September 2019.

Contribution to GDP

- a. The sector contributed an average of 12% to GDP and provided huge revenue to the state from export and other levies.

Challenges

- a. There are challenges in revenue generation, and these include porous coastal borders through which fish are smuggled from the country resulting in a loss of revenue.
- b. There is a shortage of expertise in ascertaining the true Gross Registered Tonnage (measurement of the volume of vessels) on which licensing royalties are levied.
- c. Revenue generation dropped significantly in 2020 due to the COVID-19 pandemic when the general operations of fishing vessels declined.
- d. MFMR is a Growth Ministry, but the poor salary structure is not motivating.
- e. Seagoing staff, especially those undertaking Fisheries law Enforcement, are uninsured.
- f. For years, senior staff in critical positions have not been promoted to substantive positions.
- g. The absence of a fish harbour complex is an enduring problem for the effective implementation of the FAO Port State Measures Agreement (PSMA) and shore-based fish processing and dry-docking activities in the fish value chain. Tuna fishing vessels are not inspected at our ports because there is no fishing harbour.
- h. Some crew members are not adequately trained to operate the Fisheries Patrol Vessel, *the Sorie Ibrahim Koroma, SIK*. The current captain, engineer, and other support crew members are not on government payroll but on contract. Payment of their allowances has to continue for the time being until a situation when those in training would have been qualified to navigate and maintain the SIK adequately.
- i. The high prevalence of fish smuggling around coastal border areas undercuts revenue potential.
- j. The Ministry lacks a Radar System to detect unlicensed fishing vessels when their AIS is switched off.
- k. Vehicles for extension services are old and inadequate.
- l. Late disbursement of funds affects the implementation of planned activities.
- m. The COVID-19 pandemic, causing restrictions on the movement of people and vehicles and the associated travelling protocols,

significantly affected the performance and achievements of desired outputs.

- n. An inadequate supply of affordable pelleted or formulated aquaculture feeds and fingerlings in the country affects fish farming.
- o. The number of extension workers is inadequate to enhance proper fish pond management.
- p. Many abandoned ponds exist around the country and are not contributing to the achievement of fish farming goals until they are reconstructed and properly followed up to increase pond yields.

Lessons from the Implementation of Aquacultural Activities

- a. Fish Farming skills are still not widely adopted, and aquaculture operations largely depend on MFMR and NGO interventions.
- b. Community ponds are still regarded as no man's ponds.
- c. Semi commercial ponds owned by private individuals are doing better than Community ponds.
- d. Extension Personnel is still needed to support fish pond management procedures such as brushing and feeding.
- e. Integrated aquaculture practice (rice and fish) is feasible and highly appreciated.
- f. Improvement in the production of formulated feeds increases the sizes and weight of fish farm animals.
- g. Late disbursement of funds delays the implementation of activities resulting in poor yields.
- h. Collaboration between Line Ministries, NGOs, and Local Councils is imperative to support the development and sharing of useful information across different actors.
- i. Fish Farmers and Extension Workers in Aquaculture require more training in Basic aquaculture practices.

Recommendations

- a. Adequate and timely disbursement of Government funds for fisheries management activities, including sea surveillance and

- other MCS related activities, must be ensured.
- b. Condition for existing captains and crew need improvements.
- c. Newly recruited sailors and engineers need specialized training to meet the SIK level required for manning.
- d. Provide adequate vehicles to enhance land-based fisheries management activities.
- e. Provide adequate budgetary support to cushion donor-funded projects that phase out at the end of projects.
- f. Ensure recruitment of adequate technicians for extension support.
- g. Provide adequate office space for MFMR workers.
- h. Ensure the procurement and utilization of improved technology- Radar System; detect unlicensed fishing vessels whose AIS are switched off).

2.3 Revitalising the tourism sector

Strategic objective:

To increase state revenue, provide jobs, and promote the cultural heritage of the country through improving the policy and legal environment and developing the relevant infrastructure through a holistic approach to diversified tourism in Sierra Leone.

Key policy targets:

- By 2023, develop and upgrade at least three strategic historical and cultural sites.
- By 2023, increase skill capacity in the hospitality industry by a quarter.
- By 2023, increase annual revenue and contribution to GDP by at least 100 per cent.

Progress towards the strategic targets and objectives

Table 2.3 presents progress on indicators under this sub-cluster contained in the MTNDP Results Framework that data was obtained. Performance in 2020 on *revenue contribution to the national economy* from tourism fell below the US\$ 40 million targets, recording US\$15.4 million in actual receipt in the year, also falling below the 2015 baseline estimate of US\$ 23 million. This could not be surprising given that tourism has been one of the most hit sectors by the COVID-19 pandemic; data not obtained for 2019. The same goes for the following indicators that fell below target in 2020, as the table clearly shows:

- a. *Tourism contribution to GDP*—2020: target 4.8 per cent, actual 0.9 per cent.
- b. *The number of new jobs created*—2020: target 59,782, actual 2,890.
- c. *No. of tourist arrivals*—2020: target 50,000, actual 28,000.
- d. *Amount of tourist receipt*—2020: target US\$ 65 million, actual 15.4 million.
- e. *Percentage of tourism facilities developed*—2020: target 55 per cent, actual 52 per cent.
- f. *Percentage of [touristic] sites accessible*—2020: target 58 per cent, actual 56 per cent.

Three of these indicators scored values in 2020 below their baselines: tourism contribution to GDP, number of new jobs created, and amount of tourist receipt. The rest exceeded their baseline figures, which is encouraging despite not meeting their targets. Data for these indicators were not obtained for 2019.

The last two indicators in the table (number of tour packages and historic sites developed) recorded values above both their targets and baselines for 2020; data is not available for 2019.

Table 2.3: Revitalising the tourism sector

Indicator	Baseline	Progress 2019		Progress 2020		Target 2023
		Target	Actual	Target	Actual	
Revenue contribution to national economy	"23M UNWTO (2015)"	30M	-	40M	"\$15.4m MOTCA"	100M
Tourism contribution to GDP	"4.50% World Travel and Tourism Council (2018)"	4.70%	-	4.80%	"0.9% MOTCA"	5.40%
Number of new jobs created	"46,000 jobs World Travel and Tourism Council (2018)"	52,440	-	59,782	"289 MOTCA"	88,569
No. of tourist arrivals	"24,000 UNWTO (2015)"	40,000	-	50,000	"28000 MOTCA"	75,000
Amount of tourist receipt	"US\$ 23M UNWTO (2015)"	US\$ 50M	-	US\$ 65M	"US\$ 15.4m MOTCA"	USD 100M
Percentage of tourism facilities developed	"50% National Tourist Board (NTB)"	52%	-	55%	"52 (NTB)"	65%
Percentage of sites that are accessible	"50% National Tourist Board (NTB)"	55%	-	58%	"56% (NTB)"	75%
Number of tour packages developed		1	-	2	"10 MOTCA"	5
Number of historic sites developed		0	-	1	"3 MOTCA"	3

Among other results delivered during the period under review

- a. Marketing of the sector was heightened with the development of tour packages; the sector officials attended and engaged tour operators in international trade fairs in various continents, including the recent Scandinavian market, attracting tour operators like Peter Cooks, including travelling writers.
- b. Danish visitation and Budapest-Freetown Rally were major international tourism activities for Sierra Leone from late 2019 to early 2020, attracting thousands of tourists despite COVID-19, including African Americans tracing their DNA to Sierra Leone as home.
- c. Human resources in the sector were improved, recruiting 5,200 qualified personnel among the 13,700 jobs created in 2019. A 2019 National Tourism Survey, covering 459 cultural and hospitality facilities nationwide, revealed that 48.6 per cent of sector personnel had requisite training, 46 per cent of Hotel Managers had diplomas, 17 per cent bachelors, and 27 per cent Master's Degrees, and 2.0 per cent had PhD Degrees.
- d. The Tourism education curriculum was improved, with new universities like the Limkokwing, the University of Makeni and the Institute of Public Administration and Management in the University of Sierra Leone and other Colleges offering Tourism as a major course with high student enrolment, 2020 declared the year of domestic tourism.
- e. Accessibility to touristic sites was significantly increased. Accessibility to touristic sites was significantly increased. While jetties were constructed at Bonthe and Bunce Islands, the Sierra Leone Roads Authority (SLRA) approved the construction of priority roads to all major sites across the country. The MTCA and MAFFS proposed 15 ecosystem areas to form a network of tourist sites, with eight being terrestrial ecosystems and seven wetlands, which collectively cover 529 km² (about 7.7 per cent of the size of Sierra Leone). The 15 sites are:
 - i. Loma Mountains National Park
 - ii. Tingi Hills
 - iii. Western Area Peninsular National Park
 - iv. Gola Rainforest National Park
 - v. Kangari Hills Non-Hunting Forest Reserve
 - vi. Kambui Hills Forest Reserve
 - vii. Tiwai Island Game Sanctuary
 - viii. Lake Sonfon Sanctuary
 - ix. Mamuta-Mayosso Wildlife Sanctuary
 - x. Yawri Bay
 - xi. Mape and Mabesi Lakes
 - xii. Sierra Leone River Estuary
 - xiii. Sherbro River Estuary
 - xiv. Turtle Islands
 - xv. Scarcies River Estuary
- f. Other activities undertaken and financing secured for the sector included:
 - i. The conduct of a Competitive Assessment of Tourism in Sierra Leone through a Cluster Base Approach by the World Bank Group;
 - ii. Provision of Le 4.8 billion to support the Tourism and Hospitality Sectors by the Government of Sierra Leone; and
 - iii. Provision of US\$ 3.0 million from the World Trade Organization to develop the sector.

Challenges

- a. The covid-19 pandemic caused a drastic reduction in international arrivals and receipts. The occupancy rate in accommodation facilities dropped to about 70 per cent due to the closure of major high-end hotels, resorts and attraction sites during the period under review.
- b. Restricted tourism travel into the country and other domestic tourism activities seriously weakened the contribution of tourism to the GDP.
- c. Many facilities seized operations during COVID, which led to massive loss of employment, hindering the creation of new jobs; a drop in recruitment affects the required pool of skilled workers in the sector.
- d. There is a general shortage of skilled labour and technical services, including ICT training and digitalisation facilities for effective coordination and marketing.
- e. The inadequacy and lack of equipped regional offices to monitor rural tourism and cultural assets lead to;



- An inability to undertake robust monitoring and supervision to enhance standards, compliance and effective service delivery; and
 - Poor transportation and infrastructure including bad roads and a lack of safe and reliable sea and land transportation to islands, including coastal areas and islands.
- f. There is a high variance between funds allocated and disbursed to the sector coupled with late disbursement.
 - g. There is a weak inter-MDA collaboration, functions overlap, and limited partnership and collaboration between the central government and the private sector.
 - h. The use and loss of lands of high tourism potential for other purposes; while there were illegal environmental activities and lack of protection of sites causing destruction of tourism development areas and the loss of tourism assets, including lands designated for development of tourism sites.
 - i. A low level of awareness of the socio-economic relevance of tourism and culture among the public and private sector reduced cooperation.
 - j. There are still limited standards of jetties, Eco lodges, and other amenities at touristic sites. This discourages tourists and investors and limits the sector's supervision and activities at potential tourist sites across the country.
 - k. Climate change causes loss of touristic sites and wildlife; damage to biodiversity;
 - l. The corona pandemic and its restrictive measures, causes the inadequate capacity to support affected workers and businesses; and a temporary halt on the construction of tourism and leisure facilities.
 - m. There is an unfavourable image and poor maintenance of cultural and touristic

sites; high cost of destination; and limited experience and coordination to administer this report.

Recommendations

- a. Ensure timely release and adequate budgetary support, including capital budget;
 - Support institutional and staff capacity building;
 - Provide additional staffing with capacity and equipped offices; and
 - Ensure digitalisation of the tourism sector to enhance e-governance and marketing on digital platforms.
- b. Provide safe and reliable transportation, especially sea transportation and infrastructural development across sites, and ensure effective monitoring and supervision of tourism and cultural assets, facilities and activities, and periodic tourism surveys.
- c. Provide skills training to community women and youths, including the media, CSOs and local authorities; ensure adequate protection of existing Tourism Development Areas and effective inter-MDA coordination and public-private partnership.
- d. Establish a link with tourism markets at the regional level in Africa; boost attraction for the return of Budapest-Freetown Rally, Danish and root tourism of African-Americans.
- e. Put in place strategies to raise the profile of ecotourism opportunities that Sierra Leone has a huge competitive advantage over other tourist destinations;
 - Promote and enhance existing community and NGO-led ecotourism projects;
 - Develop specific attractions, including wetland boardwalks, bird hides and trees, and top canopy walkways.
- f. Enhance the conservation and visitor experience by establishing safaris and rebuilding populations of indigenous animals, such as forest elephants, pygmy hippo and dwarf crocodiles, in selected protected areas and promoting a range of ecotourism accommodation from tented camps, community shelter Eco lodges, and homestays, to luxury lodges—giving keen consideration for recently identified potential sites like Sulima and Tobanda Beach.
- g. And leverage more international support and finance for the sector.

Key lessons learnt during the period under review include that effective government support is critical for the sector to thrive; ecotourism is built around local entrepreneurs and the engagement of communities; presidential visits and tours to touristic sites are necessary for the attraction of public and private sector investments; while the involvement of students, youths and women in the sector is critical to its success—thus, the need to consider these lesson; noting further that the rural sector has great potentials and opportunities for the development of touristic assets, but stakeholders and potential investors are not adequately knowledgeable about the vast opportunities that exist in the country, which should also be given consideration; continuous robust national research and surveys are essential for the promotion of such knowledge.

2.4 Manufacturing and services

State strategic objective:

To improve and expand the manufacturing and services sectors for value addition and job creation and contribute to sustainable and inclusive economic growth.

Key policy targets:

- By 2023, improve the Ease of Doing Business ranking to higher than 2016.
- By 2023, increase the contribution of manufacturing to GDP from 2 per cent to 5 per cent.
- By 2023, increase the contribution of services to GDP from 36 per cent to 45 per cent.

Progress towards the strategic targets and objectives

Table 2.4 presents progress data on indicators from the Results Framework under this sub-cluster that data was obtained. From the table, in 2020, the *contribution of manufacturing* to GDP was 4.5 per cent above its 3.2 per cent target; registering an increase from the 2017 baseline figure of 1.96 per cent; data was not provided for 2019. The *ease of doing business ranking* was 163 in 2019 of the 190 economies surveyed, slightly unfavourably deviating from the target ranking of 161 for the year, while it was 159 in 2020 as targeted for the year.

The 2019 estimate remained the same as the 2018 baseline ranking, with 2020 registering an improvement.

Inflation in 2019 was managed well with the rate of 13.90 per cent. This was relative to the 15.20 per cent target and the baseline of 17.49 per cent in 2018. The rate went up in 2020 at 17.5 per cent over the target for the year at 14.40 per cent, reversing performance to the baseline level. —The global economic disruptions spilling over to national economies during the peak of the COVID-19 pandemic could not be disassociated from these macroeconomic effects.

According to plans, as contained in the Results Framework of the MTNDP (Page 92 of Volume 2), establishing a *free [economic] zone area and board* was not expected until the last year of plan implementation in 2023. However, this was already achieved in 2020, as shown in the table. And as to the *number of informal firms formalised*, 400 of these were formalised in 2020, as shown in the table. This however fell below the target of 600 and equal to the baseline figure of 2018. No data was provided for 2019 performance.

Table 2.4: Manufacturing and services

Indicator	Baseline	2019		2020		Targets 2023
		Target	Actual	Target	Actual	
Contribution of Manufacturing to GDP	"1.96% (WB 2017)"	2.00%	-	3.20%	"4.5% (MOTI)"	5.00%

Ranking in ease of doing business	"163/190 (WB 2018)"	161/190	"163/190 (MOTI)"	159/190	159/190	153/190
Inflation rate	"17.49% (Stat-SL 2018)"	15.20%	"13.90% (UN CCA)"	14.40%	"17.5% (UN CCA)"	9.00%
Establishment of free zone area and board.	0	0	-	0	"1 (MOTI)"	1
Number of informal firms formalized	"400 (MOTI, NRA 2018)"	Not Set	-	600*	"400 (MOTI)"	4000*

* No baseline and targets were defined at the time the MTNDP was formulated (see Volume 2 of the Plan, Page 92); baseline and targets were set during the mid-term review process of the Plan.

Among other results delivered during the period under review

- A five-year Trade Facilitation Action Plan was developed to guide its trade modernisation efforts, with support from the World Bank Group's Trade Facilitation Support Programme.
- The Freetown seaport, accounting for 80 per cent of the country's trade, benefited from early trade improvement efforts during the period under review.
- Sierra Leone significantly moved towards full compliance with the World Trade Organization's Trade Facilitation Agreement (WTOTFA).

Challenges

- There is an unpredictable release of funds to improve the infrastructure and business regulatory environment.
- There are delays in implementing some key activities caused by COVID-19, given the gloomy overall global financial outlook and resource constraints associated with the pandemic.

Recommendations

- There is a need to implement a downward review of the tax burden levied by NRA on Industries and Commercial enterprises.
- The EPA needs to implement a downward review of Fees Charged to Industries.
- Sustain availability of forex for petroleum imports and essential commodities to hedge against price increases in trade.
- There needs to be logistical support and timely disbursement of funds to complete programmes and activities of the Trade Ministry.
- Develop a more robust public relations campaign strategy.
- Explore other financial options other than GoSL and traditional donors.

2.5 Improving the management of oil and gas exploration/ production

State strategic objective:

To revitalize the oil and gas industry through sustainable exploration and an expansion of its scope and, at the same time, build the capacity of the sector for operational excellence.

Key policy targets:

- By 2023, mainstream transparency and accountability practices in the sector, according to the 2016 Extractive Industries Transparency Initiative standards.
- By 2023, establish a petroleum commission.
- By 2023, formulate and promulgate legal frameworks and laws for the sustainable development of oil and gas exploration and development.

Progress towards the strategic targets and objective

No targets for the planned new oil and gas recoveries were programmed for 2019-2022 preceding the end of this Plan in 2023. In 2023, six new recoveries were targeted to inform the establishment of oil and gas exploration partnerships for sustainable development. **Table 2.5** presents a status update on planned indicators that data was available under this sub-cluster as the Results Framework contains.

There were **zero** targets for the period under review (2019 to 2020). However, some progress was made in the end-of-plan target of six recoveries, coming from a baseline of four recoveries:

- 2019:** Technical studies were conducted based on freshly acquired additional 2D seismic data and existing legacy 2D and 3D seismic data by the International Oil Corporations (IOCs) to identify leads and ranking prospects and ultimately drill exploration wells.
- 2020:** Contracts were signed with Geophysical Company to acquire 2D Long offset data, surveys were planned, Environmental Impact Assessment Study was conducted, and corresponding disclosure meetings were held in targeted communities.

Regarding the indicator on the *number of explorations and local content laws passed*, the target of having one exploration and one related local content law passed for 2020 was not achieved but work towards this was ongoing; zero targets were set for 2019. The indicator on the number of legal frameworks developed and promulgated, the two planned in 2020 were all met; no data was provided for 2019, coming from a baseline of one in 2011.

The *establishment of the Petroleum Regulatory Commission* was not envisaged (planned) to be achieved in the years preceding the end of the plan in 2023. It was targeted to have been established in 2023. However, the status towards 2023 suggests that even by that time, the commission's establishment could not have been materialised because the establishment has "a precedent relationship with the commercial discovery of petroleum". In the period under review, the commercial discovery of petroleum had not been achieved.

Table 2.5: Improving the management of oil and gas exploration/ production

Indicator	Baseline and Year	Progress 2019		Progress 2020		Target 2023
		Target	Actual	Target	Actual	
Number of new discoveries made	"4 (Petroleum Directorate 2018)"	0	"Technical studies conducted based on freshly acquired additional 2D seismic data, and existing legacy 2D and 3D seismic data by International Oil Corporations (IOCs), towards identification of leads and ranking of prospects, and ultimately drilling of exploration wells (Petroleum Directorate)"	0	"Contract signed with Geophysical Company for the acquisition of 2D Long offset data; and survey planned, Environmental Impact Assessment Study conducted, and corresponding disclosure meetings held in targeted communities (Petroleum Directorate)"	6
Number of exploration and local content laws passed	"1 (Petroleum Directorate 2011)"	0	-	1	"Work in progress (Petroleum Directorate)"	3
Number of legal frameworks developed and promulgated	"1 Petroleum Directorate (2011)"	1	-	2	"2 (Petroleum Directorate)"	3
Establishment of Petroleum Regulatory Commission	"0 Petroleum Directorate (2018)"	0	-	0	"Chances of achieving the establishment of the commission in 2023 are remote because it has a precedent relationship with the commercial discovery of petroleum, which was yet to happen during 2019-2020 (Petroleum Directorate)"	1

Among other results delivered during the period under review

- a. The government commissioned a nationwide airborne geophysical survey; and completed data analysis to inform the effective and efficient management of the country's mineral wealth.
- b. Executive Clearance was secured to promulgate an amendment to the Petroleum Exploration and Production Act 2011. Work

with the Law Officers Department began to draft the amended version of the legislation to provide for onshore exploration activities.

- c. Efforts were advanced towards ensuring web-enabled real-time financial reporting and dissemination of related information.
- d. Two personnel were trained in petroleum areas.

Challenges

- a. The COVID-19 pandemic adversely impacted the exploration budgets. IOCs reviewed their portfolios and shifted focus to their reserves and producing assets at the expense of frontiers such as Sierra Leone. Most key performance indicators (KPIs) have a precedent relationship with downstream activities that depend on the attraction and retention of companies affected by global challenges. Once the initial decision to commence exploration is not made, most other planned activities contingent on the exploration would be affected.
- b. Efforts towards establishing the Petroleum Regulatory Commission were derailed because of "a precedent relationship with the commercial discovery of petroleum"; that is, the discovery must be at a commercial level before the establishment could be pursued, which was not accomplished during the period under review.
- c. Also, the global call for green energy prompted international operators to diversify their operations by incorporating renewable energy into their energy mix. This call reduced the total quantum of exploration budgets.

- d. Funding constraints have limited the directorate's ability to undertake some of its planned projects, such as the creation of Petrophysical and geochemical laboratories and training to improve the job-related competencies of its personnel and other critical stakeholders.

Recommendations

- a. Potentially, the hydrocarbon sub-sector is the game changer for oil-dependent economies. Demand for fossil fuel, particularly in developing countries, is projected to increase shortly, as reflected in the current increase in the global price. Therefore, the necessary national investments must be made in this sector through budgetary allocations to finance planned activities.
- b. Improve financing for the sub-sector—decision-makers must better analyse the pros and cons of budget proposals to understand the costly consequences of budget cuts across sectors.
- c. Ensure inter-MDA cooperation on project implementation relating to oil and gas.



2.6 Improving the management of mineral resources

Strategic objective:

To improve the governance and management of the mining sector, including value addition for employment, poverty reduction, community benefit, environmental rehabilitation, and revenue generation.

Key policy targets:

- By 2023, increase mining revenue from 10 per cent of domestic revenue in 2017 to 20 per cent.
- By 2023, increase the share of the mining sector's contribution to GDP from 5 per cent in 2017 to 20 per cent.
- By 2023, undertake environmental rehabilitation in five mined sites in the country.

Progress towards the strategic targets and objective

Here, no clear data was obtained to report on the indicators contained in the Results Framework. Reporting is therefore done at a lower results level, highlighting key deliverables produced, as follows:

- a. The National Mineral Agency under the supervision of the Ministry of Mines undertook X-Calibur Airborne Geophysics (XAG) which commenced the nationwide Airborne Geophysical Survey of Sierra Leone in December 2019.
- b. The survey covered 547,543-line kilometres moving into January 2020, with all flight lines accepted by the QAQC firm (Reid Geophysics Ltd) in 2020, marking the 100 per cent completion milestone of the nationwide airborne geophysical survey data acquisition phase.
- c. The XAG completed processing the raw airborne geophysics data in March 2020, which was signed off on in the same month by the QAQC contracting firm (the Reid Geophysics Ltd (RGL)).
- d. Backup copies of all raw and processed data were sent to the NMA/MMMR via DHL and received in June 2020 by the Director General of the NMA.

- e. Data interpretation which XAG subcontracted to Patterson Grant and Watson (PGW), a Canadian Geophysics firm, was completed and signed off on by RGL on the 30th of September, 2020.
- f. Also, the Ministry reviewed the Mines and Mineral Act to diversify the sector for rapid investment and intervention by private sector companies.

Challenges

- a. There are overlapping functions with other MDAs in the administrative oversight of the mines and minerals sector.
- b. Funding is required to undertake the review and enactment of the proposed Act and regulations.
- c. Some of the provisions contained in the EIRA 2018 are inconsistent with the fiscal provisions in the reviewed MMDB and most of the Mining Lease Agreements (MLAs).
- d. There are concerns from various stakeholders (i.e. Community, MDAs, CSOs and Donor Partners) on specific provisions relating to Artisanal and Small-scale mining in the proposed MMDB.
- e. Challenging issues are envisaged in the transition from the current polygon system with existing licenses to the proposed block system.

Recommendations

- a. The high-level policy decision must address the overlapping functions between and amongst MDAs.
- b. High-level policy decisions must address the inconsistency between the EIRA, the MMDB and the MLAs.
- c. Stakeholder consultation/engagement is required to address issues relating to the new provision in the MMDB relating to Artisanal and Small-scale mining.
- d. Block system must be swiftly implemented and criteria set for the losing and gaining of blocks as this assists in the designation of areas for artisanal miners.
- e. National Minerals Agency to engage Development partners to ensure continued support to attain full formalization of this sub-sector.

2.7 Promoting an Inclusive Rural Economy

State strategic objective:

To ensure that rural communities have better opportunities to participate fully in the economic, social, and political life of the country.

Key policy targets:

- By 2023 establish a special economic/ industrial zone outside Freetown.
- By 2023, ensure more rural inhabitants are out of extreme poverty than in 2018.
- By 2023, ensure more rural inhabitants have access to credit with a flexible repayment structure than in 2018.
- By 2023, ensure rural access to basic ICT and Internet connection to drive e-commerce is expanded beyond that of 2018.
- By 2023, ensure more districts benefit from social and infrastructural improvement than in 2018.

Progress towards the strategic targets and objective

Data is not available to report on the indicators in the Results Framework under this sub-cluster. However, some deliverables were achieved, which are reported as follows:

- a. Towards establishing Special Economic Zones (SEZ), SEZ and industrial policies were drafted with support from the United Nations Economic Commission for Africa, awaiting validation.
- b. Regarding alleviation of extreme poverty, as noted under the social protection sub-cluster in Cluster 1, at least 36,000 household heads were provided with cash transfers to alleviate their poverty in the 16 districts of Sierra Leone that had a strong rural focus.
- c. Also, the percentage of the rural population using improved sanitation facilities increased from 5.4 per cent in 2013 to 33 per cent in 2019, as reported earlier.

- d. The National Micro Finance MUNAFA Fund was rolled-out, targeting 5,328 beneficiaries for loans, covering rural communities.
- e. A total of 10 financial service providers were recruited, and 1000 SMEs-owner women trained in business development services, with a rural coverage.
- f. And access to investment capital was provided for 100 Agro-Processing SMEs through the Sierra Leone Agro Processing Competitive Project; 98 were linked to big businesses, with 18 supermarkets now selling made-in-Sierra Leone goods nationwide, with direct and indirect impact on the rural economy.
- g. As reported in Cluster 3 on ICT, the *percentage of the population using internet* increased from 12 per cent in 2018 to 18 per cent in 2019. This further increased to 21 per cent in 2020 and 22 per cent in 2021. While data was not disaggregated to reflect rural penetration, efforts in this direction included rural considerations.

Challenges and recommendation

Challenges: - Financing has been a major problem, coupled with the effects of the COVID-19 pandemic. Following the eruption of the pandemic, as noted in the introductory chapters, the incidence of national income poverty increased from 56.8 to 58.9 per cent from 2018 to 2020, according to the country's Comprehensive Food Security and Vulnerability Analysis (CFSVA) survey of 2020.¹² Although the CFSVA notes that the urban areas, especially the Freetown settlements, have been most affected in terms of deprivation driven by COVID-19, rural poverty was noted to have remained at best constant, rather than falling, as desired in the MTNDP. According to a United Nations Report, the food insecurity was reported to have reached 63 per cent in Sierra Leone, not including rural inhabitants, in June 2020, from 53.3 per cent in August 2019.¹³

Therefore, as a *recommendation*, efforts should be doubled at the global, regional and national levels to end COVID-19, diversify the economy, and support general policy regimes and institutions that can increase resilience among the population and the economy.



¹² See the World Bank Update (2021, pp.38-39). Before the COVID outbreak, the last comprehensive living standard measurement survey of Sierra Leone (the Sierra Leone Integrated Household Survey of 2018, SLIHS2018) estimated the national income poverty at 56.8 per cent; which went up to 58.9 per cent in 2021 based on during 2018-2020, according to a follow up country's Comprehensive Food Security and Vulnerability Analysis (CFSVA) survey conducted in 2020/21 by the World Food Programme.

¹³ See Report of the UN Socioeconomic Impact Assessment for COVID-19

Cluster Three: Infrastructure and Economic Competitiveness

Progress is presented under this cluster on all its seven planned sub-clusters: a) energy; b) transforming transportation systems; c) improving water infrastructure systems; d) waste management; e) information and communications technology; f) presidential infrastructure initiatives g) fostering private sector growth and manufacturing.

Among Development Partners supporting this Cluster

World Bank; EU; China Exim Bank; FCDO; AfDB; Korean Exim Bank; Kuwait Fund; IDB; Japan; USAID; Abu Dhabi; OPEC

3.1 Energy

Strategic objective:

To produce/generate and distribute adequate electricity and power from renewable and clean sources for increased access by the majority of the population.

Key policy targets:

- By 2023, restore electricity in all district headquarters and cities.
- By 2023, increase electricity generation from 25 to 60 per cent.
- By 2023, increase installed electric capacity from the current 100 megawatts to 350 megawatts.
- By 2023, increase the country's capacity for renewable energy (solar and hydro) contribution to 65 per cent.
- By 2023, 30 villages and eight towns in each district are connected to the national grid or off-grid standalone schemes.

Progress towards the strategic targets and objective

Table 3.1 presents the progress status on indicators under this sub-cluster, contained in the Results Framework, regarding the strategic objective of producing/generating and distributing adequate electricity and power from renewable and clean sources for increased access by most of the population. The *percentage of the population*

with access to electricity was at a baseline of 15 per cent in 2018. This was targeted to improve to 21 per cent in 2019, which was met in excess at 25 per cent that year. By the end of 2020, 30 per cent had access against a 27 per cent target set for that year. Data recorded for 2021 was already available on some of the energy indicators, unlike the majority of the sub-clusters, where annual data is available after the year has ended. The table shows that access to electricity in 2021 was recorded at 32 per cent, meeting its target for that

year. Data for 2021 was provided in November when the sectoral consultations on this review were organised.

The *proportion of households with access to electricity* increased over the past three years. This is relative to the baseline, meeting all established targets for 2019, 2020 and 2021. A 7.0 percentage point increment was registered in 2019 to 22 per cent, from a 15 per cent baseline in 2018. This increased to 22.9 per cent in 2020 and 25.4 per cent in 2021, above their targets. *Installed generation capacity* under the management of EGTC was not quite successful in meeting the target set: for 2019, only 176MW was achieved against 260MW; in 2020, out of a target of 360, only 180MW; and in 2021, out of 460, only 253MW was met.

The *proportion of the households with access to electricity* also increased over the past three years relative to the baselines, meeting all established targets on these indicators for 2019, 2020 & 2021: registering a 7.0 per cent increment in 2019 to 22 per cent, from 15 per cent baseline in 2018; increasing to 22.9 per cent in 2020, and 25.4 per cent in 2021 above their targets. *Installed generation capacity* under the management of EGTC wasn't quite successful in meeting the target set: for 2019, only 176MW was achieved against 260MW; in 2020, out of a target of 360 only 180MW was met; and in 2021, out of 460, only 253MW was met.

The *number of district headquarter towns with reliable electricity supply* was also not quite achieved as planned, but very close to the target number of headquarter towns that got electricity supply: in 2019, out of 10 headquarter towns planned, nine were able to get access to electricity supply, and that number was maintained up to 2021, without meeting yearly targets.

On the *percentage of electricity generated that is lost in the process of transmission and distribution*: More of the electricity generated was lost than anticipated in the process of transmission and distribution during the years 2019, 2020 and 2021, but with a decline (although slightly) as the years went by in 2019, 44 per cent of electricity was lost compared to the target of 34 per cent; 39 per cent lost in 2020 compared to the target of 30 per cent, and 38 per cent lost in 2021 against the targeted 27 per cent.

No data was provided for 2019 for the *length of the transmission grid (km)* planned to be increased across the country. However, information was obtained for 2020 and 2021. In 2020, 549 km was produced below the target of 700 km; it increased to 682 in 2021, although, again, it fell short of the 950 km target. There was insufficient data on the *fraction of the population with access to improved ecologically friendly stoves* for 2020 and 2021. Data was only provided for 2019, in which 20.2 per cent of the population had access to improved ecologically friendly stoves, not far below the 23 per cent target for the year.

Table 3.1: Energy

Indicator	Baseline	2019		2020		2021		Target 2023
		Target	Actual	Target	Actual	Target	Actual	
Percentage of population with access to electricity	15.0% (MoE 2018)	21%	"25% (MoE)"	27%	"30% (MoE)"	32%	"32% (MoE)"	44
Percentage of the households with access to electricity	13.5% (DHS 2013)	15.00%	"22.0% (MoE)"	17%	"22.9% (MoE)"	18%	"25.4% (MoE)"	22
Installed generation capacity under the management of EGTC (MW)	"167.62 (MoE 2018)"	260	"176 (MoE)"	360	"180 (MoE)"	460	"253 (MoE)"	650

Number of districts headquarter towns with reliable electricity supply	"9 (MoE 2018)"	10	"9 (MoE)"	11	"9 (MoE)"	13	"9 (MoE)"	16
Percentage of electricity generated that is lost in the process of transmission and distribution.	"38% (EGTC 2016)"	34%	"44% (MoE)"	30%	"39% (MoE)"	27%	"38% (MoE)"	20%
Length of the transmission grid (km)	"200 (EGTC 2016)"	450	-	700	"549 (MoE)"	950	"682 (MoE)"	1,500
Percentage of the population with access to improve ecologically friendly stoves	"18% (SE4ALL)"	23%	"20.2% (MoE)"	28%	-	36%	-	

Among other results delivered during the period under review

Electricity generation, transmission, and distribution

- The Karpowership agreement was signed for 5 years and ratified in Parliament, and the rehabilitation process for the 24,000 hours of maintenance of power plants at Blackhall Road (16.4MW) and Kingtom (10MW) commenced.
- Construction of the CLSG line was advanced in the country: the substation at Teloma (Kenema District) was completed; 33 V interconnection projects of Kenema and Koidu with CLSG Transco were ongoing; the 161V interconnection project of Bumbuna substation with CLSG Transco, the substation at Bumpeh (Koidu District), and that of Bumbuna/Yeiben had progressed very well; as well as the erection of towers and stringing of lines (CLSG/WAPP 225kV Network) across the country—a total of 39 communities to be electrified along with the CLSG/WAPP 225kV Transmission Network.
- With improved energy mobilisation, in light of the development of the CLSG project and other sources, at least 5 villages and two towns in each district will join the national grid or be connected off-grid on standalone solar each year.
- An expansion of the transmission grid has been underway, increasing the annual regular kilometric coverage. A 225 V Northern corridor linking CLSG and WAPP and Yiben-Bathkanu-Port Loko-Paloko/Waterloo was funded by India Exim Bank. Moreover, there have been ongoing discussions with potential developers for the 225 V Southern corridor transmission line (the Paloko/Waterloo-Rotifunk-Moyamba-Rutile-Pujehun), coupled with developing feasibility studies for the Northern corridor 66 kV/33kV transmission line (the Pepel-Lungi-Port Loko- Kambia- Lunsar) and the Eastern corridor 66kV/33kV transmission line (the Mano junction-Segbwema-Daru-Pendembu-Kailahun-Koindu).
- The World Bank provided funding for the expansion/upgrading of the 33 kV/11 kV grid in Freetown, which is expected to be completed in the second half of 2022, while EDSA expansion of the Western Area distribution network to cover 33 unserved communities progress very well.
- And a vendor supply process for electricity meters was initiated to overcome the shortage of meters.

Policy and regulatory environment

- A package of 13 electricity regulations was developed and ratified by Parliament.

- b. Cost-reflective tariff agreed with all 3 mini-grid operators under the Rural Renewable Energy Project, while EPA guidelines were developed for small renewable and mini-grid projects.
- c. A 5 MW Solar ERA project in Bo District PPA was amended with a new tariff, agreed with the developer. Another 50 MW Solar (Planet Core) PPA was amended. Site selection was completed, and preliminary project activities started while the developer is awaiting financial close to going into more effective works.

Electricity supply in district headquarter towns and cities

- c. Works were started to install distribution networks in seven provincial District Headquarter Towns (Kabala, Kambia, Moyamba, Kailahun, Pujehun, Bonthe and Matru Jong Town). Plans were put in place to construct generation facilities following the completion of these distribution networks. The erection of distribution poles was significantly progressing; distribution transformers were already delivered at the various sites.
- d. Procurement of electrical materials (distribution poles, cables and conductors) for the rehabilitation and expansion of the Bo-Kenema 33kV Distribution Network Project continued, with warehouses established at Yamandu in Kenema and Bo Airfields for their storage; an additional substation in Bo and another in Kenema to be installed with the provision of 50,000 prepaid metres.
- e. Installation of new distribution transformers and stringing of distribution lines in the Western Area Rural and Urban were advanced. Moreover, there were ongoing engagements with potential IPPs and T&D investors with MOUs to expand generation, transmission, and electricity distribution across the country.
- d. Advanced negotiation for Bekongor Hydro Power Plant (160 MW) with the potential developer is ongoing with a developer for Bumbuna II and Yieben (143 MW). An ESIA with a biodiversity action plan was submitted to the EPA in this direction. The Government had written to AfDB and AFREXIM Bank to secure a Partial Risk Guarantee, alongside an engagement with DFID and EU for grant funding and concessional loan.

Other deliverables

- a. These relate to improvement in governance at all sector levels, including conducting a technical audit of the energy sector, public entities and efforts made to improve service delivery in the sector through the Millennium Challenge Corporation support.
- b. Details can be obtained from the energy sector institutions on these and other deliverables not mentioned in this report; more can also be obtained from the MTNDP Annual Progress Reports for 2019 and 2020 and other national reports.

Challenges

Investment in low-cost renewable energy (solar, hydro, wind, and biomass)

- a. A World Bank study was undertaken and completed for grid-connected solar PV power plants. Delivery of 6 MW Solar Power Park at Newton was advanced, with project design completed, equipment delivered to site. The installation works (including PV panels and cabling) were completed, and technical commissioning tests were done. Further, plans were well underway to supply power to the 161kV line from Bumbuna to Freetown.
- b. The procurement of distribution transformers for electrification of the Newton community was almost completed during the period under review. The commissioning of the power plant was expected after some areas of Newton had been electrified.
- a. The expenses of EDSA are too high and are driven by:
 - i. Technical inefficiency, high commercial (including illegal connections and electricity theft) and technical losses are at 40 per cent;
 - ii. The rising cost of energy-mix generation is due to a growing share of the thermal component from 36 per cent in 2018 to 51 per cent in 2019; and
 - iii. The inflation and depreciation of the Leone currency, with the bulk of power payments done in US\$.
- b. The EDSA revenue collection rate is too low and is constrained by:
 - i. Short supply of prepaid meters; and delay/non-payment of post-paid meter bills, especially for MDAs;



- ii. Commercial inefficiency (collection loss of 14 per cent in 2018), and inadequacy of power supply, as well as inefficient tariff structure (given too large social band and too low retail tariff in Leones);
 - iii. Load shedding and unreliability of the Transmission & Distribution networks; while there have been high operating costs and Government subsidies, besides the Bumbuna seasonal capacity issues;
 - iv. Revenues from the low tariff are used to pay for costly HFO/Diesel Generation in the Dry Season—energy supplies with a dependency on diesel, and High Fuel Oil (HFO) plants could be difficult to sustain; and
 - v. Demand will outstrip supply in the next 2-3 years and results in power outages and deficits unless new power sources are secured.
- c. Other challenges include:
- i. Lack of public capital investment;
 - ii. Lack of public funds for equipment overhaul (as relates to unavailability of thermal generators of EGTC; and unavailability and poor performance of Goma hydropower plant); and
 - iii. Lack of public funds for sector deficit liquidity support and payment guarantees, with growing payment arrears to IPPs and EGTC.

Recommendations

- a. There is a need to transition from heavy fuel oil, exploring alternatives such as renewables and natural gas;
- b. Increase funding for the sector and public participation in financing the provision of services;
- c. Increase monitoring and supervision of the operations of the sector.

3.2 Transport

Strategic objective:

To plan, develop, and implement infrastructure development in an integrated, holistic, and cross-sectorial manner that will increase connection and safety for better utilization and broader benefit across the country.

Key policy targets:

- Expanded public transport facilities in all major cities by upgrading jetties for water transport and launching a railway rehabilitation project, thereby expanding inter-urban transport.
- By 2023, all laws, rules, and regulations of direct importance to the sector are revised and reconciled, removing all conflicts in legislation that affect the smooth and effective governance of institutions within the transport sector.
- By 2023 domestication of all nine International Maritime Organization mandatory instruments.

Progress towards the strategic targets and objective

For the aviation sub-sector

Table 3.2 presents indicators with data under this sub-cluster. From the table, the 60 per cent target for *Aviation Safety Rating by International Civil Aviation Organization (ICAO)* was not achieved in 2020. Safety rated only at 40 per cent for 2020 and approximately 45 per cent for 2021, exceeding the 2013 baseline reported by ICAO; data was not provided for 2019. The 2021 *annual number of International Passengers passing through FNA* reported in November that year was about 130,000, below the target of 260,000 and the 2017 baseline figure of 200,000; which could be attributed to disruptions of air travel by the COVID-19 during the period under review. Whereas the target for 2020 on the *Aviation Security Rating by ICAO* of 78 per cent was not met, progress on this indicator was very close to this target at 71.6 per cent, progressing well from the baseline of 64 per cent in 2014. A figure for 2021 rating reported in November of the year estimated 77 per cent against a target of 80 per cent.

Progress towards *enhancing the quality and quantity of landing and parking areas at the Freetown International Airport*. In 2020, the target of having 1 runway in good condition and

completing works on widening parking capacity for 4 wide-bodied aircraft were not met. A contract for the New Airport Terminal Building Project and related facilities to include Runway Rehabilitation and expansion of the Parking Facility was signed and ratified in the well of parliament. By November 2021, works on 1 runway, additional terminal, and parking capacity for 10 wide-bodied aircraft commenced as planned, and 10 per cent of works were completed; data not provided for 2019.

Indicators reported under the Land (Road) Sub-Sector are as follows (Table 3.2)

Tremendous progress was made concerning the *number of Government-owned School Buses servicing Government run schools* daily nationwide: 50 buses were on the road in 2020, against a target of 35 and a baseline of 15; no additional bus was planned for 2019. The *proportion of vehicles licensed that successfully passed road-worthiness tests annually* were 35 per cent in 2019, below a 40 per cent target but above a baseline of 11 per cent; 2020 recorded progress of 20 per cent, against a 50 per cent target. In November 2021, 40 per cent was reported for the year against 55 per cent targets.

The next set of indicators reported are as follows (**Table 3.2**):

- a. *Number of road accidents— 2020:*
 - Reduced to 2,796 from a baseline of 3,200 but not reaching a target of 2,700;
 - By November 2021: drastically reduced to 1,920, below the baseline figure of 3,200 and target of 2,450; no data for 2019.
- b. *Number of road audits completed annually to identify accident-prone areas—2020:*
 - No audit was undertaken, while two were planned;
 - By November 2021: a total of five audits were undertaken beyond the three that were planned;
 - None of these was conducted at the time the MTNDP was done in 2018; and
 - No data was reported in 2019.
- c. *Proportion of driver's licenses issued after successful completion of a practical driving examination—2020:*
 - Sixty per cent was reported above a target of 40 per cent and baseline of 30 per cent;
 - By November 2021: 50 per cent was achieved above a target of 45 per cent and the baseline of 30 per cent; and
 - No data was reported for 2019.
- d. *Proportion of urban roads (3,104 km total) covered with significant road furniture and markings—2020:*
 - Progress of 15 per cent was recorded above a target of 12 per cent and a baseline of 8 per cent; and
 - No data was reported for 2019 and 2021; 2021 was not meant to be covered under this review.
- e. *Cumulative distance of all-weather roads (km) constructed—2019:*
 - It was increased to 1,228.8 km (48.8 km additionally constructed), from 983 km as a baseline, but drastically falling below a target of 1,376 km (a 196 km to have been additionally constructed); and
 - No data was provided for 2020 and 2021.
- f. *The number of ratified IMO instruments that are domesticated—2019:*
 - Although **none** was planned for this year, a total of **six** Mandatory Bills were drafted and reviewed by stakeholders for submission to parliament, coming from a **zero** baseline; and

- Although data was not provided for 2020, in 2021, by November that year, another **six** instruments were domesticated.

Other Indicators reported on the Sea (Marine) Sub-Sector are as follows (Table 3.2)

Several operational tuggers or pilot boats are *in operation*; however, there was no target for 2019. Approval for no-objection towards procurement of the boats was granted by the National Commission for Privatisation (NCP), coming from no availability of such boats at the time of the MTNDP. In 2020, there was a plan to have prepared to procure documents and send them to the National Public Procurement Authority (NPPA) for approval and tendering process, ensuring request for restrictive bidding was forwarded to the Authority, and securing preparation approval tendering of procurement. Progress in this vein only entailed the granting of an approval for no objection for the initiation of the procurement process. In 2021, an evaluation of tender and negotiation and award of procurement contract was planned; by November that year, procurement document had been sent to NPPA for approval, and the tendering process began, with procurement process estimated at 75 per cent towards the award of the contract.

As to the progress towards *installing buoys in danger zones in Sierra Leone's water*, with none of these ever installed at the time of preparing the MTNDP, the 2019 target was to have the preparation approval and tendering of procurement tender by NPPA. Progress was measured in terms of having a budget approved for tendering the procurement and installation of aids to navigation (buoys, beacons and lanterns) in the danger zone; no data for 2020 and 2021. Thirty-one *MDAs used the Sierra Leone National Shipping Company (SLNSC) for clearing and forwarding services in 2019. This was against a target of 30 for 2020. Sixty used the services in 2021 against a target of 40. By November 2021, 31 utilised the service against 50, from a baseline of 17 when preparing the MTNDP.*

For having in place *functional waste reception facilities*, preparation of tender for the installation of waste reception facility was planned in 2019. However, nothing was achieved, coming from zero in 2018 and earlier. In 2020, awarding the contract for the installation of waste reception was planned; however, the current administration reviewed an existing procurement process initiated by the previous Government administration through the NCP. The target for 2021 was to ensure the commissioning of 1 waste reception facility. However, by November,

when the consultations on this mid-term review were done, no commissioning had happened in light of the slow progress in the previous years toward this deliverable—the NCP had reviewed the procurement process, with a 75 per cent completion rate by November 2021.

Concerning the *procurement and installation of oil spill emergency preparedness equipment*, the preparation of tender for the procurement of the equipment was planned for 2019, but nothing was done. Much later, the planned supply and delivery of the equipment for 2021 was realised; one was procured.

The *status of rehabilitation works on the Tagrin Ferry Jetty* came from zero at the time of preparation of the MTNDP. The target for the end of 2019 was the preparation of tender for the facility's rehabilitation works, but this was not achieved. The target for 2020 was for the execution of rehabilitation works; here, funds were solicited from MoF for the rehabilitation of the Terminal. For 2021, the target was to have the rehabilitation works completed and commissioned. Here, progress included approval of funding from MoF to commence the procurement process and request approval from NPPA for procurement process secured, procurement process initiated and the contract awarded, and rehabilitation works begun with 30 completions by November 2021.

The *feasibility study report status of the conversion of the Nitti Seaport to a commercial port*. Coming from zero baselines, the plan was to prepare a

tender for the conversion in 2019, but nothing was accomplished. For 2020, the plan was for the execution of the conversion works but was only initiated by the presidential infrastructure initiative unit; while in 2021, a 15 per cent of commissioning of the completed new Nitti commercial port was planned to have taken place, but achieving only 5 per cent; no data for 2021.

For the *number of trained and certified coxswains*, 450 were trained and certified in 2020, reaching a total of 950 in 2020, as there were 500 already when the MTNDP was launched; no data for 2019 and 2021. Regarding the *status of developing a Sierra Leone Ports Master Plan*, coming from **nil** in 2018, the target for 2020 was to have this Master Plan developed. However, only Terms of Reference and guidelines were designed, with nothing happening in 2019. And in terms of having *operational maritime rescue sub-centres* in place, the target for 2020 was to have **one** sub-centre commissioned, but only a contract was awarded.

Finally, policy actions were also geared towards having *functional passenger ferries*, coming from only two as a baseline. The target for 2020 was to have **two** new passenger ferries procured and commissioned. However, only a Technical Committee was set up to develop Technical Specifications of modern ferries and develop an engineering design for the rehabilitation of berthing facilities/jetties at Government Wharf, Kissy and Tagrin in Freetown that best fit modern ferries to be procured.

Table 3.2: Transport

Indicator	Baseline	2019		2020		2021		Target 2023
		Target	Actual	Target	Actual	Target	Actual	
Aviation Safety Rating by International Civil Aviation Organisation (ICAO)	18% (ICAO)	40%	-	60%	18% (MTA)	65%	44.5% (MTA)	75%
Aviation Security Rating by International Civil Aviation Organisation (ICAO)	64% (ICAO)	75%	-	78%	71.6% (MTA)	80%	77% (MTA)	85%
Annual number of International Passengers passing through FNA	200,000 (IATA)	220,000	-	240,000	-	260,000	129,979 (MTA)	300,000

Quality and Quantity of Landing and Parking Area at Freetown International Airport	1 Runway in fatigued conditions; and parking capacity for 4 wide-bodied aircraft (SLCAA) Safety oversight Audit Report	1 Runway in fatigued conditions; and parking capacity for 4 wide-bodied aircraft's improvement designed and approved	-	1 Runway in good condition; and parking capacity for 4 wide-bodied aircraft works completed	The contract for the New Airport Terminal Building Project and related facilities, including Runway Rehabilitation and expansion of the Parking Facility, has been signed and ratified in the well of parliament. (MTA)	Works on 1 Runway, additional Terminal and parking capacity for 10 wide-bodied aircraft commence	Works commenced, and 10% of planned works done (MTA)	Works on 1 Runway, additional Terminal and parking capacity for 10 wide-bodied aircraft completed and effectively functioning
Number of Government-owned School Buses servicing Government run Schools on a daily basis nationwide	15 (SLRTC)	0	0	35	50 (MTA)	-	-	-
Proportion of vehicles licensed annually that successfully passed road-worthiness tests	11% (MTA)	40%	35% (MTA)	50%	20% (MTA)	55%	40% 524463 new vehicles passed (MTA)	65%
Number of road accidents	3200 (SLP)	2950	-	2700	2796 (MTA)	2,450	1,920 (MTA)	1,920
Annual number of International Passengers passing through FNA	200,000 (IATA)	220,000	-	240,000	-	260,000	129,979 (MTA)	300,000
Number of road audits completed annually to identify accident-prone areas	0 (SLRSA)	1	-	2	0 (MTA)	3	5 (MTA)	5
Proportion of driver's licenses issued after successful completion of a practical driving examination	30% (SLRSA)	35%	-	40%	60% (MTA)	45%	50% (MTA)	50%

Proportion of urban roads (3,104 km total) is covered with significant road furniture and markings	8% (SLRA)	10%	-	12%	15% (MTA)	15%	-	20%
Cumulative amount of all-weather roads (total distance - Km) constructed	983KM (SLRA)	1,180 km (197 km additionally constructed)	1,228.8 km (48.8 km additionally constructed SLRA 2019)	1,376 km (196 km additionally constructed)	-	1,573 km (196 km additionally constructed)	-	1,966KM
Number of ratified IMO instruments that are domesticated	0 (IMSAS)	0	6 (MTA)	3	-	5	6 (MTA)	9
Number of operational tug or pilot boats in operation	0 (SLPA)	0	Approval for no objection granted by NCP; Procurement document sent to NPPA for approval and tendering process; Request for restrictive bidding also forwarded to NPPA for approval (MTA)	Preparation approval and tendering of procurement by NPPA	Approval for no objection for the initiation granted by NCP (MTA)	Evaluation of Tender, negotiation and award of procurement contract	Procurement document sent to NPPA for approval and tendering process begun Procurement process is initiated and ongoing at 75%. (MTA)	
Quantity of buoys installed in danger zones	0 (SLMA)	Preparation approval and tendering of procurement tender by NPPA	Budget approved for tendering the procurement and installation of aids to navigation (buoys, beacons, lanterns etc.) in danger zone. (MTA)	Evaluation of tender, negotiation & award of procurement contract	-	-	20 (MTA)	-
Number of MDAs using SLNSC for clearing and forwarding service	17 (SLNSC)	30	31 MDA's adhere to section 31 of the Finance Act 2019 (using SLNSC)	40	60 (MTA)	50	31 (MTA)	70

Number of functional waste reception facilities	0 (SLPA/IMO Audit)	Preparation of tender for the installation of the waste reception facility	0	Award of contract for the installation of waste reception	The previous administration initiated an existing procurement process; however, this was reviewed by the current administration in 2020 and made a recommendation for the entire process to be reviewed by NCP. 100% (MTA)	Commissioning of 1 waste reception facility	0 NCP is currently reviewing the procurement process for a comprehensive conclusion. 75% (MTA)	
Procurement and installation of oil spill emergency preparedness equipment	0 (SLMA)	Preparation of tender of procurement of oil spill emergency preparedness equipment	0 (MTA)	Award of contract for the procurement of oil spill emergency preparedness equipment	-	Supply and delivery of an oil spill emergency preparedness equipment	1 Completed (MTA)	
Status of rehabilitation works on the Tagrin Ferry Jetty	0 (SLPA/SLRA/SLMA)	Preparation of tender for the rehabilitation works on Tagrin Ferry jetty Terminal	0 (MTA)	Execution of rehabilitation works	Funds were solicited from MoF for the rehabilitation of Tagrin Ferry Terminal. (MTA)	Commissioning of completed rehabilitation work	MoF approved funding to commence the procurement process. Request approval from NPPA for the procurement process. Procurement process initiated and contracted awarded. Rehabilitation work is ongoing at 30%. (MTA)	
Status of the feasibility study report (conversion of the Nitti Seaport into a commercial port)	0 (SLPA/SLMA/MTA/MoF/NPPA)	Preparation of tender for the conversion of Nitti seaport into a commercial port	0 (MTA)	Execution of conversion work	The presidential infrastructure initiative unit initiated this. (MTA)	15% Commissioning of completed new Nitti commercial port	5% Process is ongoing (MTA)	-
Number of the trained and certified coxswain	500 (SLMA)	700	-	950	450 (MTA)			-
Status of developing a Sierra Leone Ports Master Plan	0 (AFDB/SLPA)	Not set	-	Sierra Leone Ports master Plan is completely developed	TOR and guidelines designed/developed (MTA)			-
Number of operational maritime rescue sub-centres	0 (SLMA)	Not set	-	One Maritime rescue sub-centre is commissioned	Contract awarded (MTA)			-

Number of functional passenger ferries	2 (SLPA/ SLMA/ MTA/MoF/ NPPA)	No data	No data	Two new passenger ferries are procured and commissioned	A Technical Committee has been set up to develop Technical Specifications of modern ferries and develop an engineering design for the rehabilitation of berthing facilities/jetties at Government Wharf, Kissy and Tagrin to best fit modern ferries to be procured (MTA)			-
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Among other results delivered during the period under review

- a. A National Vehicle Fleet Policy for use across Government was developed to control the cost of procurement, management, and disposal of all Government vehicles across MDAs. A vehicle loan scheme was successfully rolled-out to all qualified public employees to subsequently achieve a zero-fleet policy, expected to save the Government US\$ 120 million in vehicle procurement costs and US\$ 175 million in vehicle maintenance costs over five years.
- b. A US\$50 million grant was secured from the World Bank to support the modernisation of public transport through the Sierra Leone Integrated and Resilient Urban Mobility Project, which aimed at delivering coordinated and modernised public transport interventions across selected corridors. The following were among key specific deliverables:
 - i. Works started for the construction of Market and Transit Terminal at the West and East-End of Freetown (one at Lumley and another at Approved School); designs for both the terminal and market for the West Corridor completed and approved by the World Bank, with procurement processes leading to the award of contract and Social and Environmental Safeguards matters at an advanced level of implementation; and
 - ii. Designs were ready, and procurement processes advanced to construct eight Pedestrian Overpasses at selected locations in Freetown; Phase 1 covered the construction of four. Two at the East-End of Freetown (at Shell and Jui Communities) and two at the West End of Freetown (Wilberforce and Lumley Communities).
- c. A total of 50 school buses were procured and handed over to various Local Councils across the country in support of the Free Quality School Education Programme in Sierra Leone; alongside the successful procurement and delivery of 30 vehicles and 100 motorbikes for the operations of the National COVID-19 Emergency Response Centre (NACOVERC) in the fight against the global pandemic.
- d. A range of other deliverables was achieved; these can be obtained from MoPED, in the transport sector progress submitted towards the preparation of this Mid-Term Review Report, covering the Ministry of Transport's policy and oversight role and the operations of the following agencies under the Ministry:
 - i. Achievement of The Sierra Leone Airport Authority.
 - ii. Achievement of The Sierra Leone Civil Aviation Authority.
 - iii. Achievement of The Sierra Leone Maritime Administration.
 - iv. Achievement of The Sierra Leone Ports Authority.
 - v. Achievement of The Sierra Leone National Shipping Company.
 - vi. Achievement of The Sierra Leone Road Safety Authority.
 - vii. Achievement of The Sierra Leone Road Transport Corporation.
- e. The technical wing of the Ministry of Transport was strengthened to ensure effective coordination of these agencies. This helped synchronise the respective agencies' activities towards achieving the MTNDP's sector **strategic objective** of "planning,

developing, and implementing infrastructure development in an integrated, holistic, and cross-sectorial manner that will increase connection and safety for better utilisation and broader benefit across the country.”

Challenges

- a. Inadequate funding to undertake the implementation of key projects and activities.
- b. COVID-19 negatively affected the implementation of programmes and projects.
- c. Sustaining effective coordination and performance of many agencies under transport remains a challenge amidst fiscal constraints.

Recommendations

- a. Increase financing sources for sector activities.
- b. Cooperate with partners and communities in managing the COVID-19 pandemic in Sierra Leone.
- c. Further strengthen the professional wing of the Ministry of Transport to scale-up coordination and monitoring of the various sector agencies.
- d. Encourage joint inter-agency planning and reporting while enhancing individual accountability responsibility for expected results.



3.3 Improving Water Infrastructure System

Strategic objective:

To increase access to clean potable water for the population and to improve sanitation through relevant infrastructure.

Key policy targets:

- The percentage of the population with access to safe drinking water increases from 59.6 per cent to 80 per cent by 2023.
- The percentage of the population with access to an improved water source within a total collection time of 30 minutes increases from 69 per cent to 85 per cent by 2023.
- The percentage of the population with access to unreliable or limited water services is reduced from 24 per cent to 7 per cent by 2023.

Progress towards the strategic targets and objective

Full data was only provided on one indicator (*status of establishing the National Water Resource Management Agency*) under this sub-cluster, as contained in the Results Framework. Therefore, most of the progress reported is on delivering key products/outputs not programmed in the Results Framework.

Regarding the *status of establishing the National Water Resource Management Agency (NWRMA)*—the full-data indicator—the target was to have this achieved by the end of the MTNDP implementation in 2023, ensuring that the established agency is capacitated and fully functional. This target was already achieved by November 2021; the NWRMA is now in existence.

With regard to efforts towards having *population with access to safely managed water will* increase from 59.6 per cent in 2018 to 80 per cent by 2023, full information was not provided on this indicator, except for the cities of Bo, Kenema, and Makeni, for which the average population access is now 69.6 per cent, serving a total population of 348,247 out of 500,446 in the three municipalities combined. About 70 per cent of 11 Water Gravity Schemes were completed in Kono District, serving a population of 29,097 out of 41,567; and 67 per

cent of 67 planned Solar Powered Boreholes were completed serving a population of 251,250 nationwide.

The following presents a summary of progress on delivering key products/outputs towards increasing *access to safe water within minimum policy distance*, in addition to the previous efforts:

- a. In Freetown, 554 water kiosks, 55 boreholes and 270 public stand posts were constructed and became functional, serving about 784,000 people per day.
- b. Through the Millennium Challenge Corporation (MCC) Threshold Programme, two District Metered Areas (DMAs) were established as a pilot to *observe reliable water supply and reduced non-Revenue Water in the network*. Eleven water kiosks (4 in Aberdeen and 7 in Kingtom, all in Freetown) were approved for installation to serve many households across the demarcated DMAs.
- c. Regarding compliance with the World Health Organisation's standards on quality of water, 69 per cent of water quality tests conducted across the GVWC network revealed positive compliance to these standards, as well as the Sierra Leone standards for drinking water quality specification 2010; and there has been regular water quality monitoring.

- d. The number of GVWC customers increased by 5.0 per cent by November 2021, from 21,000 customers in 2018 in Freetown, owing to effective customers care, network expansion and infrastructural development. It excludes the close to 800,000 customers served through bowsers, boreholes, and public stand posts.
- e. A Loss Control Unit to ensure effective leakage management in the operations of the GVWC was created in 2020 to undertake leakage monitoring and control across the water supply network. With this, 80 per cent of the 1,270 water leakages reported in 2020 were resolved before the end of the year.
- f. Accordingly, annual revenue increased by 50 per cent from 2018 to 2020, doubling revenue since 2016; a trend projected to continue for the next five years as new investments in water supply systems are implemented.
- g. To increase access to water for the low-income population, GVWC embarked on constructing water kiosks co-managed by the communities on a subsidised basis. Most of these water kiosks are filled through regular browser supplies, which have increased access to water in most hard-to-reach communities in Freetown.
- h. Water mains of between 3 to 6 ft. in diameter were extended into various communities to ensure easy connections to households and reduce the unlawful diversion of water and cutting of pipes; all new pipes were buried beyond easy reach to pipe cutters.
- i. Studies were underway to develop new water sources at Rokel River, No 2 River, Orogu Valley and Big Water Schemes located in Western Rural Districts. The full development of just two of these sources led to resolving the Western Area's decades-old water supply problems.
- d. There is a negative public attitude towards cutting GVWC water pipes and illegal connections in Freetown.
- e. Urban expansion to hard-to-reach areas is highly costly, limiting the water supply to the residents.
- f. Delay in the approval of SLRA water pipe construction across roads in the city.
- g. Delay in payment by consumers (especially government) for water consumed.
- h. There is encroachment into the GVWC water catchment areas in the city.
- i. Deforestation and pollution have been a threat to an adequate safe water supply.

Recommendations

- a. Enforce policies for catchment protection and protected areas of the GVWC's Main Dam at Mile 13, where the reservoirs are being encroached upon by human activities.
- b. Strengthen coordination with other water services related MDAs, such as SLRA, EPA, Ministry and Environment, to utilise optimal synergies in the sustainable delivery of water to the public.
- c. There is limited value in investing in major infrastructure if the system is not financially sustainable. Therefore, there is a need to replicate District Metered Areas and the pro-poor service delivery model strategies to help GVWC optimise services and revenue.
- d. Replicate results-based financing in the water sector and Performance Incentives.
- e. Institutionalise the use of 'virtual DMAs, informed by the delays in DMA construction, ensuring grouping of customer accounts into geographic areas and getting the utility (GVWC) to analyse and use custom reports for these areas each month.
- f. Strengthen Management Information Systems and Monitoring and Evaluation (M&E) in the sector; and build staff incentive schemes into capacity building projects, focusing capacity building interventions around outcomes.
- g. Support the development of new water sources, and link support to efficiency gains in current services.
- h. Ensure timely monitoring and evaluation of works to enhance completion of projects.

Challenges

- a. There is more room for improvement in the water sector policy & legislative environment.
- b. Improve institutional and human capacities to meet the growing demand for water access.
- c. Some resources allocated to the sector were diverted to meet emergency needs related to COVID 19 crisis, slowing down the finalisation of the WASH Policy intervention.

- i. Ensure timely availability of funds to avoid delays in payment to service providers and the obstruction of critical activities; ensure that procurement processes are adequately followed.
- j. Ensure that land arrangements for water projection construction are finalised before the commencement of the project to avoid land disputes.

3.4 Waste Management

Strategic objective:

To properly dispose of waste in a manner that is less harmful to human health and the environment while exploring the potential for employment, innovation, energy, and agriculture.

Key policy targets:

- All cities and district headquarters have sewage and solid waste disposal systems.
- Waste disposal systems include recycling in all cities and district headquarters.
- Increased awareness on proper disposal of waste.

Progress towards the strategic targets and objective

Here, data was not available to report status at the indicator level, as programmed in the Results Framework. Thus, progress is reported on products/outputs delivered outside the results matrix, including strategic activities undertaken during the period under review:

- a. Waste Storage Facilities and Municipal Solid Waste (MSW) collection vehicles/trucks and tricycles were procured and distributed across District Headquarter Towns and Cities.
- b. Nationwide awareness campaigns were undertaken on the risks linked to MSW management and related impacts of inadequate waste disposal while monitoring compliance with MSW management protocols.
- c. Furthermore, the government successfully decentralised waste management to district and city councils and provided technical training for waste producers and other sector stakeholders at the district level.
- d. To enhance the household waste collection in informal communities and hard to reach areas, with funding from the EU, the UN International Organisation for Migration and Mayors Migration Council, the Freetown City Council (FCC) procured and distributed about 120 tricycles and other sanitation tools to more than 80 micro-enterprises groups in the Western Area. This covered at least 32,000 households, employing over 1,200 youths to date.
- e. Also, with funding from the Foreign Commonwealth and Development Office (FCDO), in collaboration with CRS, the FCC advanced the construction of 7 solid waste transfer stations—construction completed at the Macauley Street and Cline Town locations.
- f. The FCC secured land to construct transfer stations at Allen Town, Lumley, Approved School, and Shell Community sites—3 of those sites were being provided to FCC on a 15-year lease from the Ministry of Lands.
- g. Through the *Klin Kemena project*, the Kenema City Council in the Eastern Region completed the mapping of the Kenema city

- into satellite stations and the placement of litter bins in identified places and outlets within the city for waste collection, employing over 50 youths.
- h. Welt-Hunger NGO provided 4 vehicles for Sewage Waste Management and 1 vehicle for sludge in Makeni City in the Northern Region.
 - i. The Bo City Council in the Southern Region created a semi-autonomous waste management department, relocated the township dumpsite 5 miles out of the city, and drafted a sustainable Waste Management Strategy 2020 for the City.

Challenges

- a. There is limited knowledge of issues related to waste management in cities, towns and general communities.

- b. The utilisation of public - private partnerships (PPP) arrangements for waste management is highly constrained by a limited understanding of their operations.
- c. Non-existence of monitoring mechanisms for waste management in city/district councils.
- d. Lack of resources for effective waste management

Recommendations

- a. Improve awareness about issues related to waste management nationwide
- b. Increase leverage of the PPP model in waste management
- c. Improve monitoring mechanisms for waste management in local councils
- d. Increase coordination and technical and financial support for effective waste management

3.5 Information and communication

Strategic objective:

To improve ICT services for increase access and affordable cost to ensure it is integrated into all development initiatives for growth, innovation, entrepreneurship and building a digital economy.

Key policy targets:

- All cities and direct headquarter towns are accessible by modern ICT services, especially internet.
- By 2023, 30 per cent of the population is penetrated by broadband.
- By 2023, mobile penetration is increased to 80 per cent of the population up to chiefdom level.

Progress towards the strategic targets and objective

Table 3.4 presents the progress status on indicators under this sub-cluster captured in the Results Framework towards improving ICT services and

provided data, as the *percentage of the population using internet* consistently increased from the baseline figure of about 12 per cent in 2018, to 18 per cent in 2019, about 21 per cent in 2020 and 22 per cent in 2021; and all actuals exceeded annual targets, as shown in the table. The *percentage of people with access to internet broadband*

consistently went up from the baseline figure of about 14 per cent in 2018 to 28 per cent in 2019, 35 per cent in 2020 and 49 per cent in 2021, and all actuals exceeded annual targets.

The *percentage of the population covered with mobile services* virtually stayed the same at around 80 per cent over the past three years. This was relative to a baseline of 57 per cent in 2018, all above the planned targets. The *number of mobile-broadband subscriptions per 100*

inhabitants dropped from the baseline estimate of 20.4 subscriptions in 2018 to 17.6 in 2019 and 18.2 in 2020. The table shows that it peaked in 2021 at 22.40 subscriptions per 100 inhabitants, falling below targets. *The percentage of [Sierra Leone's] territory (72,000 square km) covered by mobile voice services* increased from 70 per cent in 2018 to 80 per cent in 2019, 85 per cent in 2020 and 93 per cent in 2021, registering significant steady progress in this area; with all actual figures being above planned targets.

Table 3.4: Information and communication

Indicator	Baseline	2019		2020		2021		Target 2023
		Target	Actual	Target	Actual	Target	Actual	
Percentage of the population using the internet	11.8% (MIC 2018)	14%	18.07% (NATCOM)	16%	20.57% (NATCOM)	19%	22.40% (NATCOM)	25%
Percentage of the population covered with broadband internet services	14% (MIC 2018)	17%	27.89% (NATCOM)	20%	35.00% (NATCOM)	20%	48.64% (NATCOM)	30%
Percentage of the population covered with mobile services	57% (MIC 2018)	61%	80% (NATCOM)	65%	80.1% (NATCOM)	69%	80.3% (NATCOM)	80%
Number of mobile-broadband subscriptions per 100 inhabitants	20.4 (MIC 2018)	26	17.61 (NATCOM)	32	18.20 (NATCOM)	38	22.40 (NATCOM)	50
Percentage of the territory (72,000 square kilometers) covered by mobile voice services	70% (MIC 2018)	74%	80% (NATCOM)	78%	85% (NATCOM)	82%	93% (NATCOM)	90%

Among other results delivered during the period under review

- a. Part V of the Public Order Act 1965 that criminalised libel and sedition was repealed, and the Independent Media Commission Act 2020 was approved.
- b. Twenty-two information attachés were recruited, trained, and deployed in various Sierra Leone Missions abroad. This was to support foreign services and help facilitate the marketability of the Medium-Term National Development Plan and related programmes overseas— critical for encouraging investors into the country.
- c. Twenty-five information officers were recruited and assigned to various MDAs to increase public awareness about service delivery processes and outcomes within the public sector—critical for accountability for results.
- d. Public awareness was raised on Safer Internet Use and Trafficking in Persons.

- e. Six radio suitcases to rural communities were procured and distributed to bridge the communication gap in the respective communities to expand coverage of the national broadcaster (SLBC) and support community radio stations in remote areas.
- f. Public development reporting and accountability were enhanced through the inaugural media retreat on implementing the Government's manifesto commitments and the Medium-Term National Development Plan.
- g. The National Fibre Backbone II project was implemented.

Challenges

- a. Limited and untimely disbursement of funds, delaying the effective and timely implementation of programmes; the communications and information directorate in the Ministry of Information and Communication generally lacks the necessary resources (including human,

financial and material wherewithal) to enhance its mandate.

- b. There is a challenge with the adoption of the legal framework policies.
- c. Up to date, audio-visual equipment has been inadequate for outreach activities.
- d. Computers, office space and data storage facilities are inadequate.

Recommendations

- a. Provide adequate resources to develop and implement more relevant legal and regulatory instruments to enhance public sector service delivery.
- b. Provide the necessary support to ensure the effective monitoring and supervision of the National Fibre Backbone II project.
- c. Support the scaling-up and roll-out of key e-government services and the development and implementation of a National Data Centre and Rural Connectivity Project.



3.6 Presidential infrastructure initiatives

These are a set of crosscutting critical interventions that GoSL has drawn from various Policy Clusters to constitute a special presidential focus, given their perceived high socio-economic impact and multiplier effects, as summarised in the following strategic objectives and policy targets.

Strategic objective:

The strategic objective of the Presidential Infrastructure Initiatives is to provide vital infrastructure that can have a positive impact on the socio-economic development of the country and can create jobs through public-private partnerships.

Key policy targets:

- Five thousand jobs are created in the country.
- Commuting between Freetown and Lungi is made easy.
- Water supply is available in Bo and Kenema cities.
- Traffic congestion is eased in Freetown.
- Abundant electricity and power supplies exist in all cities and district headquarters towns.
- Adequate accommodation for governance is available nationwide.
- Freetown is a destination for major international events and conferences.
- Adequate housing exists for Freetown's population.
- Port services are expanded to provincial areas.

Progress towards the strategic targets and objective—key products delivered

No monitoring indicators were developed for this sub-cluster. It is drawn from other sub-clusters whose performance informs the progress status reported in this sub-cluster, as summarised in the following key products/outputs.

- a. Phase I Construction of the University of Science and Technology in Kono commenced.
- b. The pre-feasibility study of the Lungi Bridge was completed by the Office of Presidential Infrastructure Initiative (OPII) Team, comprising Sierra Leonean engineers and technical experts, in 2019. It was collectively revised in 2020 with Eiffage (a French Construction company) to reduce the cost and constructability of the project—the revised bridge design is for a four-lane bridge with the same cable-stayed design at a revised cost of US\$ 1.2 Billion.
- c. The OPII successfully planned, designed, and negotiated a project for the construction of a New Airport Terminal at the Lungi International Airport; a US\$ 270 million project that was approved by the cabinet and ratified by the parliament of the Government of Sierra Leone—project works have been in progress, including the construction of the following: a new airport passenger terminal, a new VIP/Presidential Terminal, a new Air traffic Control Tower, a new parallel taxiway and associated apron areas, a new Fire Service & Search and Rescue facility, a new cargo facility, a new 1.4 Mega Watts solar power, a new fuel farm, the refurbishment of the existing runway, and the provision of the necessary navigational aids; construction is expected to complete by the end of 2022.
- d. The Limkokwing University – Regent Road construction was completed; a 2.5 Km road was completed with street markings, signage, and solar streetlights.
- e. The OPII facilitated engagements with the Ministry of Finance, the Ministry of Works

- and Public Assets, the SLRA and other stakeholders on the completion of the remaining section of the Tokeh – Lumley Road Project; ensuring revision of the cost for this portion from US\$ 28,310,072.1 (contractor estimate) and US\$ 26,386,414.60 (SLRA estimate) to US\$18, 626,199.40 (OPII estimate).
- f. A pilot feasibility study was in progress to construct MDA Campuses in Kono, Bo, Bonthe and Kambia Districts. The study is expected to be completed by the end of March 2022 and to house all ministries, departments and agencies and provide other facilities such as common conference halls, parking lots, day-care centres, centralised canteens, recreational areas, and facility maintenance areas; located at each district headquarters.
 - g. The OPII provided engineering supervision for the construction of the NASSIT office facility at Port Loko, where works have been in progress; while the Office also conducted a detailed study for the installation of 35 traffic signals, the construction of 6 pedestrian bridges and 2000 streetlights at critical intersections of the city—the report was submitted to the President in March 2021, awaiting funding to implement the project.
 - h. In recognition of the dilapidated state of most of the bridges in Freetown, OPII proactively undertook a condition survey and inspection of all municipal bridges in Freetown in February 2019. This was followed by the development of a bridge maintenance programme and management system, the survey report covering the following bridges, whose construction is expected to be funded by the Road Maintenance Fund Administration:
 - Aberdeen Bridge; Congo Cross Bridge
 - Congo Town Bridge; Existing Juba Bridge
 - Kington Bridge; King Jimmy Bridge
 - Kroo Bay Bridge; Old Railway Line Bridge; and Tengbeh Town Bridge
 - i. Also, a 150-bed hospital development was started in the Kerry Town proposed Medical Village in the Western Area by the EASI Construction and Trading (SL) Limited Company to cover diagnosis and treatment of cancer, among others. The Medical Village is expected to house the following facilities for which a drone survey of the 301 acres identified for the village was done: Warehouse, NMSA Administrative Building, National Public Health Agency facility, National Blood Bank, National Oxygen System, Midwifery and Nursing School, Cardiovascular and Renal Treatment centre, National Diagnostic and Cancer Treatment Centre, Guest Houses, Quarters for Health Workers, Restaurants and Pharmacy Outlet. A similar Medical Village was proposed for construction between Bo and Kenema cities. A proposed tentative land space of 500 acres has been identified, awaiting site visits and land accusations.
 - j. The OPII collaborated with the SLRA to construct the collapsed Savage Street Bridge in Freetown; the bridge collapsed on 17th September 2020, speedily reconstructed by the China Railway Seventh Group (CRSG); works were completed in December of the same year.
 - k. Furthermore, the technical assessment was planned by the OPII for the rehabilitation and reconstruction of 11 selected Girls' Boarding Homes across the country. These include Harford Secondary School for Girls Moyamba, St. Andrews Secondary School Bo, Jimmi Government Secondary School Jimmi, Holy Rosary Secondary School Pujehun, Galliness Peri Secondary School Bumpeh, Holy Rosary Secondary School Kenema, Pendembu Vocational Secondary School Pendembu Kailahun, Koidu Girl's Secondary School Koidu Kono, Government Girl's Secondary School Mathura, Guadalupe Secondary School Lunsar, and Konsu Secondary School Makeni.

Challenges

- a. There is non-responsiveness or cooperation from some critical line ministries.
- b. Lack of cooperation from other utility companies like EDSA and Guma regarding utility-related projects in cities.
- c. Lack of funding.

Recommendations

- a. Presidential Projects should be given Executive Clearance to ensure speedy implementation

- b. There is a need to educate key officials of line ministries on financial structuring, modelling and private sector engagement such as Build, Operate and Transfer and Design Built, Operate and Transfer—this can improve private sector involvement in project development and implementation.
- c. The OPII should be allowed to raise funds internationally for its projects without the usual governmental protocols while given the statutory mandate to implement all strategic infrastructure projects above a certain financial threshold.



3.7 Fostering private sector growth and manufacturing

Strategic objective:

To improve the general business environment to attract private investment, with greater local ownership and competition.

Key policy targets:

- Industrial and economic zones are established in all regions nationwide.
- Number of registered firms increases by 300 per cent and the list of manufactured goods increases by 200 per cent.
- World Bank Doing Business index rating is improved (aiming to be in the first hundred).

Progress towards the strategic targets and objective

The manufacturing sector's share of GDP rose by 4 per cent from its initial baseline of less than 2 per cent. Rising to 6 per cent in 2019, it progressed to 8 per cent in 2020 and 10.5 per cent in 2021, reaching all annual targets. Global Competitiveness Report ranking dropped in the years 2020 and 2021 to 131 from 134 in 2019, according to the World Economic Forum; while the World Bank's Doing Business ranking maintained a steady rate of 163 from 157 in 2019 and 2020; statistics were not provided for 2021, which was not the main focus of this report for the entire year. **Table 3.6** captures the progress on indicators under this sub-cluster

in the Results Framework to boost the private and manufacturing sectors.

The *ranking for start-up businesses* dropped drastically from 81 to 55 in 2019, with an initial baseline of 53. This peaked at 58 in 2020. The ranking for dealing with construction permits remained the same as the 2018 baseline ranking (182), although it was above the target for the year, dropping to 181 in 2020. *The ranking for electricity* in 2019 was 178 as the baseline but above the target for the year. It rose to 181 in 2020 and exceeded the target for the year at 166. *Ranking for getting credit* rose to 161 in 2019 and 165 in 2020, from the baseline figure of 159 and above the respective targets.

Table 3.6: Fostering private sector growth and manufacturing

Indicator	Baseline	2019		2020		2021		Target 2023
		Target	Actual	Target	Actual	Target	Actual	
Manufacturing sector's share of GDP	<2% (MTI)	2.0%	6.0% (MTI)	3.0%	8% (MTI)	4.0%	10.5% (MTI)	5%
Global Competitiveness Report ranking (out of 138 countries)	132 (MTI)	131	134 (MTI)	130	131 (MTI)	129	131 (MTI)	127

World Bank's Doing Business ranking (out of 190 countries)	160 (WB)	157	163 (MTI)	154	163 (MTI)	151	-	145
World Bank's Doing Business ranking for Starting a Business (out of 190 countries)	83 (WB)	81	55 (MTI)	80	58 (MTI)	78	-	75
World Bank's Doing Business ranking for Dealing with Construction permits (out of 190 countries)	182 (WB)	176	182 (MTI)	170	181 (MTI)	164	-	150
World Bank's Doing Business ranking for Getting electricity (out of 190 countries)	178 (WB)	172	178 (MTI)	166	181 (MTI)	160	-	150
World Bank's Doing Business ranking for Getting Credit (out of 190 countries)	159 (WB)	155	161 (MTI)	150	165 (MTI)	147	-	140

Other results delivered in the period under review that could have contributed to the performance of some of the indicators discussed:

- a. Plans were underway to resuscitate the Koindu International Market, which revives a major trade corridor for commerce in the Manor River Basin. The African Continental Free Trade Area (AfCFTA) is gradually taking root, with efforts to ensure coordination and collaboration across the various sectors.
- b. The *national industrial and cooperative* policies were revised. The special economic zone policy was drafted, and the cabinet developed and approved the agribusiness policy and national trade policy and strategy. These frameworks are geared toward providing information to SMEs on available opportunities in the Agri-business sector; reviving the cooperative movement as a key determinant of economic prosperity; and repositioning Sierra Leone to harness

emerging opportunities in the Global Market, especially within the trade framework arrangements of the AfCFTA, ECOWAS and Mano River Union.

- c. The National Micro Finance MUNAFA fund was rolled-out, targeting 5,328 beneficiaries for loans; 10 financial service providers were recruited, and 1000 SMEs-owned women were trained in business development services.
- d. Also trained were the first cohort of 25 agribusiness SMEs in the country; the second cohort of 40 SMEs already recruited—the training was focused on selected value chains nationwide, including female youth.
- e. Provided access to Capital for 100 Agro Processing SMEs through the Sierra Leone Agro Processing Competitive Project.
- f. Established community stores in eight districts that created market competition and sustained supply of essential commodities; and linked 98 SMEs to big businesses, with 18 supermarkets now selling made-in-Sierra Leone goods nationwide.

- g. Established 20 block farms in 17 chiefdoms, all geared towards enhancing rural earnings for sustainable livelihood in the underlying communities, increasing job opportunities for women and youths and market access to farmers.
- h. A framework was developed for the establishment of the consumer protection commission. Under the West African Competitiveness Project, *aftercare* services were provided for six businesses that impacted export volumes and the sustainability of others. Sixty SMEs in tourism, digital technology, light manufacturing, and the circular economy benefited from capacity building and technical support, making them investment-friendly.
- i. The European market ranked Sierra Leone third in the world for the sale of organic cocoa, while Coffee *Stenophylla*, which is indigenous to Sierra Leone, had global recognition as the most superior flavoured coffee.
- j. A total of 10 companies were approved for the ECOWAS Trade Liberalization Scheme and were already exporting under the scheme.
- k. Through a scaled-up incentive regime for the private sector, potential investment was attracted in the trade and business industry. This led to the signing of over 10 agreements in various sectors of the economy, including food and beverages, agro-forestry, construction and others—also recognising that the *National Revenue Authority launched a comprehensive tax incentive manual*.
- l. Two of the agreements made Sierra Leone a net exporter of Vegetable Oil and increased job opportunities for employment.
- m. And the country now has a bilateral trade agreement with The Gambia that has removed requirements for residential permits for *citizens* of the two countries and facilitates commerce between them; improving registration processes, which has led to the incorporation of 1558 new companies.

Challenges

- There is gross staffing deficiency in the trade sector, inadequate and late disbursement of government funds, and inadequate logistics (including means of transport to enhance coordination).
- There is inadequate office space and staff presence in the rural districts.
- Data generation was a constant challenge in the sector.

Recommendations

- a. Increase financing for the sector and timely availability of allocated resources.
- b. Increase the human and logistical capacity of the sector.
- c. Ensure adequate time for consultations to prepare key national documents such as the MTNDP Mid-Term Review Report.
- d. There needs to be an inter-sectoral collaboration in the data production process.

Cluster Four: Governance and Accountability for Results

Progress is presented under this cluster on all its ten planned sub-clusters: 4.1 Political development for national cohesion; 4.2 Fighting corruption and illicit financial flows; 4.3 Strengthening public financial management; 4.4 Strengthening audit services; 4.5 Promoting inclusive and accountable justice institutions; 4.6 Building public trust in state institutions; 4.7 Strengthening public service delivery; 4.8 Strengthening decentralisation, local governance, and rural development; 4.9 Strengthening security institutions, and 4.10 Strengthening external relations for integration.

Among Development Partners supporting this Cluster

World Bank; European Union; FCDO; Irish Aid; AfDB; United Nations

4.1 Political Development for National Cohesion

Strategic objective:

To ensure a democratic and cohesive society that is peaceful, stable and tolerant.

Key policy targets:

- By 2023, set up a peace and National Cohesion Commission.
- By 2021, review the legal and regulatory framework with a view to eliminating anomalies that are inconsistent with a developmental state, especially those dating back to the colonial period.
- By 2020, introduce massive civic education to improve public knowledge on civic responsibilities and obligations and the roles of public institutions, including the constitutional mandate of political parties.
- By 2023, the Political Parties Registration Commission has decentralized operations to all districts.
- By 2023, a national Council for Civic Education and Development is established in order to create a critical mass of Sierra Leoneans with knowledge about political issues and the development state model.

Progress towards the strategic targets and objective

Table 4.1 presents status update on some indicators under political development for national cohesion as contained in the result framework. Sierra Leone sets a shining example of nations transitioning from armed conflicts to maintaining peaceful cohesion. The Global Peace Index Ranking baseline was 35th in 2018, targeted to improve to 34th in 2019 but obtained a rank of 50th that year. In 2020, the country was ranked 56th, performing below its target. By November 2021, progress was made, with the ranking moving from 56th in 2020 to 46th in 2021, although falling below the target.

The *percentage of peace and political stability* among political parties improved from 30 per cent in 2018 to 40 per cent in 2019. It remained the same for 2020 and 2021. In 2021, political stability did not meet its target of 50 per cent but rather recorded the same percentage (40) as the previous year. The *extent of regulating the conduct and activities of political parties* by the Political Parties Registration Commission (PPRC) improved from its 2018 baseline of 50 per cent to 55 per cent in

2019 and 70 per cent in 2020 and 2021. However, it performed below the target of 60 per cent in 2019 and 70 per cent in 2020 and 2021. Furthermore, *the percentage of public confidence in the political parties* increased from its 20 per cent baseline in 2018 to 25 per cent in 2019, despite not meeting its estimated target of 30 per cent. By the end of 2020, public confidence increased to 40 per cent, exceeding its target of 35 per cent, whilst 2021 recorded the same per cent as the previous year.

The indicator on *the number of districts with representation from PPRC* remained the same at 5 per cent. However, the *percentage of political cohesion and peace attained* increased from 40 per cent baseline in 2018 to 50 per cent in 2019 and remained the same for 2020 and 2021. The *percentage of political accountability and transparency in the political parties* remained at 20 per cent for 2019, improving to 30 per cent in 2020 and 2021. Significant efforts have been made toward establishing the *Peace and National Cohesion Commission* over the past years, exceeding its target before the end of the plan period in 2023. And the *review of the Commission's regulatory framework* was ongoing, as a National Consultative Conference on the review of the 2002 PPA was held, and the Law Officers Department drafted the Bill.

Table 4.1: Political Development for National Cohesion*

Indicator	Baseline 2018	2019		2020		2021		Target 2023
		Target	Actual	Target	Actual	Target	Actual	
Global Peace Index (GPI) ranking of 163 countries and territories	35 out of 163 Countries (www.visionofhumanity.org)	34	50 (www.visionofhumanity.org)	33	56 (www.visionofhumanity.org)	32	46 (www.visionofhumanity.org)	30
Percentage of peace and political stability between and among political parties	30% (PPRC 2018)	40%	40% (PPRC)	40%	40% (PPRC)	50% ^{*a}	40% (PPRC)	75% of Political cohesion is achieved
The extent of regulating the conduct and activities of political parties	50% (PPRC 2018)	60%	55% (PPRC)	80%	70% (PPRC)	80%	70% (PPRC)	90% of Balanced monitoring of Political Parties

Percentage of public confidence in political parties	20% (PPRC Internal report)	30%	25% (PPRC)	35%	40% (PPRC)	40%	40% (PPRC)	75% of public confidence in political parties
Number of districts with representation from PPRC	5 (PPRC)	8	5 (PPRC)	11	5 (PPRC)	15	5 (PPRC)	16
Percentage of political cohesion and Peace attained	40% (PPRC)	60%	50% (PPRC)	60%	50% (PPRC)	60%	50% (PPRC)	55% of Political cohesion and peace attained
Percentage of political accountability and transparency in the political parties	20% (PPRC)	-	20% (PPRC)	-	30% (PPRC)	-	30% (PPRC)	40% of Political accountability and transparency in Political parties is attained
Review the legal and regulatory framework of the PPRC	50% (PPRC)	50%	50% (PPRC)	55%	60% (PPRC)	60%	60% (PPRC)	90% of the Legal and regulatory framework reviewed and strengthened*g
Percentage of the populace informed about the mandate of political parties	50% (PPRC)	50%	60% (PPRC)	60%	70% (PPRC)	60%	70% (PPRC)	90% of the populace well informed about the mandate of political parties*h
Percentage of the establishment of the National Peace Commission	0% (PPRC 2018)	Not set	50% (PPRC)	Not set	100% (PPRC)	Not set	-	-

*Note: Some targets were set provided by PPRC during the review process of the MTNDR.

Among other results delivered during the period under review

- a. Sierra Leone exited the Formal Agenda of the UN Peacebuilding Commission Configuration, a mark of achievement in walking out of fragility towards resilience and sustainable development.
- b. The PPRC supported the All-Political Parties Youth & Women Associations with capacity building skills in political participation related matters.
- c. The PPRC supported the All-Political Parties Association (APPA) National Delegate Conference.

- d. PPRC officially established the National and Regional Multi-Party Forum for Political Parties for constant engagement with Political Parties.

Challenges

- a. The Political Parties Registration Commission continued to be constrained with low staff strength and a weak Legal and Regulatory Framework.
- b. Inadequate logistical/financial support for the commission.

- c. There is a low capacity of PPRC staff to deliver its mandate.
- d. There are insufficient budget allocation and delay in the disbursement of funds.
- b. There is a need for institutional-capacity building support for the commission, including providing requisite staff to enable the institution to deliver on its mandate.
- c. The Commission should be visible in all districts across the country.

Recommendations

- a. Timely and adequate funds should be provided to PPRC.

4.2 Fighting Corruption and Illicit Financial Flows

Strategic objective:

To reduce corruption significantly through the empowering of the Anti-Corruption Commission to prevent, investigate and prosecute corruption in all its forms and scale up the fight against illicit financial flows in Sierra Leone to increase domestic revenue to finance development programmes.

Key policy targets:

- Implement 100 per cent of the Auditor-General's annual recommendations for reducing corruption.
- By 2023, develop and implement more services in sectors compared to what existed in 2018.
- By 2023, establish a division of the High Court for corruption trials, with adequate facilities for judges and other personnel.
- By 2023, establish an oversight and inter-agency coordination mechanism to combat all forms of corruption, especially illicit financial flows.

Progress towards the strategic targets and objective

Table 4.2a presents progress on indicators under this sub-cluster as contained in the Results Framework. Sierra Leone recorded remarkable progress in the *Transparency International Corruption Perception Survey ranking*, from 130th in 2018 to 119th in 2019 and 117th in 2021, outperforming the annual targets of 128th and 120th for 2019 and 2021. On the *Mo Ibrahim Governance index ranking*, Sierra Leone has recorded steady progress from its baseline of 26th in 2018 to 24th in

2019, slightly above its target of 25th, maintaining this rank in 2020 and 2021, falling below targets.

The *estimates from the World Bank governance indicators on voice & accountability, control of corruption, government effectiveness, regulatory quality, and the rule of law* showed constant progress during 2019-2021, relative to 2018 scores, as **Table 4.2a** depicts. However, targets were not met in most of them. Much more progress was needed in *political stability and the absence of violence/terrorism-related* World Bank governance indicators, such as the scores in the table show.

Table 4.2a: Status Update on Key Impact level Indicators for Fighting Corruption and Illicit Flow

Indicator	Baseline 2018	2019		2020		2021		Target 2023
		Target	Actual	Target	Actual	Target	Actual	
Ranking on Transparency International	130 (www.transperncy.international.org)	128	119 (www.transperncy.international.org)	125	117 (www.transperncy.international.org)	120	117 (www.transperncy.international.org)	113
Ranking on Mo Ibrahim Governance Index	26 Mo Ibrahim	25	24 Mo Ibrahim Index	24	24 Mo Ibrahim Index	23	24 Mo Ibrahim Index	21
Estimate from world Bank Governance indicators-voice & accountability	-0.21 (WB 2017)	-0.16	-0.12 (WB)	-0.12	-0.09 (WB)	Not set	-0.08 (WB)	0
Estimate from World Bank Governance indicators-control of corruption	-0.59 WB	-0.5	-0.43 (WB)	-0.4	-0.36 (WB)		-0.3 (WB)	0
Estimate from World Bank Governance Indicators-Government effectiveness	-1.21 WB	-1	-1.13 (WB)	-0.8	-1.02 (WB)	-0.6	-	0
Estimate from World Bank Governance Indicators-Political stability and absence of violence/ Terrorism	0.03 WB	0.1	-0.05 (WB)	0.15	-0.24 (WB)	0.2	-	0.25
Estimate from world Bank Governance Indicators-Regulatory quality	-0.9 WB	-0.8	-0.88 (WB)	-0.6	-0.86 (WB)	-0.4	-0.8 (WB)	0
Estimate of World Bank Governance Indicator-Rule of law	-0.79 WB	-0.6	-0.77 (WB)	-0.5	-0.4 (WB)	-0.79	-	0



Progress towards the strategic targets and objective

Table 4.2b presents a progress report on indicators under this sub-cluster as contained in the Result Framework. The *number of service charters estimated to be developed and implemented* in sectors was at a baseline of 10 in 2018 and increased to 14 in 2019. It remained at 14 in 2020, against a target of 18, and 20 in 2021, below its target. The *percentage of established & functional Integrity Management Committees (IMCs) in MDAs* increased significantly from its 2018 baseline of 60 per cent to 65 per cent in 2019, 84 per cent in 2020, and 79 per cent in 2021, meeting targets of 65, 70 and 75 per cent for the three years, respectively.

The Number of Anti-Corruption related policies developed and monitored: Out of 10 policies targeted to have been developed in 2019, only one was developed, coming from a 2018 baseline of 6. In 2020 and 2021, the number of policies developed

increased to 6 and 9, respectively, falling below its targets for the two years. Furthermore, the *number of prosecutors appointed to handle corruption cases* was 5 in 2019, 2020 and 2021, from a zero baseline, slightly exceeding its target of 2019 but below the target of 2020 and 2021. The ACC has made a remarkable effort to recover funds paid to the consolidated fund. The *revenue recovered and paid into the consolidated fund* increased significantly from Le 1.65 billion in 2019 to Le 8.5 billion in 2020 and Le 5.69 in 2021, exceeding targets for 2020 and 2021 and 2018 baseline, as shown in the table.

Table 4.2b: Status Update on Key Outcome Level Indicators for Fighting Corruption and Illicit Flow

Indicator	Baseline	2019		2020		2021		Target 2023
		Target	Actual	Target	Actual	Target	Actual	
Number of service charters developed & implemented in sectors	10 (ACC)	14	14 (ACC)	18	14 (ACC)	22	20 (ACC)	30
% of established & functional Integrity Management Committees (IMCs) in MDAs	60% (ACC)	65%	65% (ACC)	70%	84% (ACC)	75%	79% (ACC)	85%
Number of Anti-corruption related policies developed & monitored in public sector	6 (ACC)	10	1 (ACC)	14	6 (ACC)	18	9 (ACC)	26
Number of prosecutors appointed to handle corruption cases	0 (ACC)	4	5 (ACC)	6	5 (ACC)	8	5 (ACC)	-
Revenue recovered and paid into the consolidated fund	Le 1.5 Billion (ACC)	Le1.65 Billion	1.65 (ACC)	Le 1.8 Billion	Le 8.0 Billion (ACC)	Le1.95 Billion	Le 5.69 Billion (ACC)	Le2.24 Billion

Other results delivered during the period under review:

- a. Sierra Leone recorded a score of 83 per cent in 2021 on the MCC Control of Corruption Indicator.
- b. It ranked 3rd out of 35 countries in Africa on Government effectiveness in fighting Corruption, according to the Global Afro-Barometer 2019.
- c. A Special Court was established for corruption cases with 5 dedicated Special Judges.
- d. Far more corruption cases are now reported, with many convictions and recoveries of stolen monies and assets.
- e. ACC expanded its offices in all the regions of Sierra Leone and made its personnel available at the community level to increase

public knowledge and understanding of corruption issues.

- f. Amendment of the Anti-Corruption Act strengthened civil powers, making Asset Declaration Regime an effective and efficient tool in the fight against corruption.
- g. Penalties for serious corruption offences were enormously increased, making corruption very expensive.
- h. Over 80 per cent of MDAs and 100 per cent of local councils now have Integrity Management Committees (IMCs) with a mandate to provide a supportive environment to ensure that the recommended actions in the National Anti-Corruption Strategy (NACS) are relevant to the entity and addressed within the stipulated time.
- i. The ACC had a Memoranda of Understanding with Audit Service Sierra Leone and the Public Accounts Committee of Parliament to investigate the Auditor General’s Reports.

Challenges

- a. Lack of cooperation from some MDAs.
- b. Poor record keeping and the frequent transfer of staff across MDAs affect the effective implementation of the National Anti-Corruption Strategy Action Plan.
- c. Lack of funds hampers the effective review of MDAs.
- d. Lack of funds to implement activities and programs.
- e. The COVID-19 Pandemic and its accompanying containment measures constrain the work of the Anti-Corruption Commission.
- f. Resource constraints remain a major challenge to combating illicit financial flows.

Recommendations

- a. The agencies should be provided with adequate funds to intensify the fight against corruption and illicit financial flows.
- b. Community monitors should be equipped with appropriate gear to carry out their duties effectively.
- c. Government should improve on the logistical support to the ACC.
- d. The Judiciary should ensure the assigned Judges exclusively focus on the ACC cases.
- e. The Government of Sierra Leone to allocate more funds or support for the recruitment of prosecutors.

4.3 Strengthening Public Financial Management

Strategic objective:

To advance the prudent, efficient, effective, and transparent management and use of public financial resources within the new PFM Strategy 2018–2021, with a special focus on implementing instruments aimed at improving revenue generation; effectively addressing fiscal risk; improving public debt management; advancing integrated financial management information systems; strengthening procurement and public asset and payroll management; and improving ICT and e-governance.

Key policy targets

- By 2021, conduct Public Expenditure Reviews in education, health, and energy-related MDAs.
- By 2023, establish a comprehensive national fixed asset register.
- By 2023, fully implement public financial management reforms for local councils and decentralization.

Progress toward the strategic targets and Objectives

Table 4.3 presents status updates on indicators under this sub-cluster as contained in the Results Framework. The *Revenue to GDP ratio* recorded an increase of 14.6 per cent from 14 per cent in 2018, although it fell below its 16 per cent target. A drop to 13.3 per cent in 2020 is mostly attributed to the effects of the COVID-19 pandemic that disrupted economic activities. However, it rose to 15.4 per cent in 2021 (as of November estimates), against a 17 per cent target. The *World Bank CPIA scored* Sierra Leone at 3.0 in the 2019 rating, below the baseline of 3.2 in 2018 and the target of 2019. There was an improvement in 2020 to 3.1, but fell below the target of 3.3 for the year.

Sierra Leone made steady progress on the *MCC ranking on Government effectiveness* in providing quality public services, plans and implementing sound policies; it ranked 31 per cent in 2019, going up to 40 and 42 per cent in 2020 and 2021, respectively, compared to a 31 per cent baseline in 2018; but with only 2020 meeting its target. The *MCC ranking on fiscal policy* records shows the country remained the same in 2019 as the estimated in 2018 at 15 per cent. This falls short of the 22 per cent target, dropping significantly to 4 per cent in 2020, against its 29 per cent target for the year. It picked up to 18.8 per cent in 2021 (as of November), against a target of 36 per cent for the year. The *MCC score on trade policy*, at 60 per cent in 2019, showed a relative improvement in the country's openness to international trade from 60 per cent in 2018 to 70 per cent in 2020, exceeding its target. The estimate for 2021 showed a reduction as reported in November at 54 per cent, against a target of 66 per cent.

Table 4.3: Public Financial Management

Indicator	Baseline 2018	2019		2020		2021		Target 2023
		Target	Actual	Target	Actual	Target	Actual	
Revenue to GDP ratio	14% (MoF)	16%	14.4% (MCC 2019)	17%	13.4% (MCC)	18%	15.4 (MCC)	20%
World Bank's CPIA score	3.2 (WB 2017)	3.2	3.0 (World Bank CPIA Score)	3.3	3.1 (World Bank CPIA Score)	3.4	3.1 (World Bank CPIA Score)	-
MCC-Government effectiveness	31% (MCC)	35%	31% (MCC)	39%	40% (MCC)	43%	42% (MCC)	50
MCC-Fiscal Policy	15% (MCC)	22%	15% (MCC 2019)	29%	4% (MCC)	36%	18% MCC 2021	50%
MCC-Trade Policy	60% (MCC)	62%	60% (MCC)	64%	70% (MCC)	66%	54% (MCC)	70%
MCC-Inflation	7% (MCC)	16%	18.2% (MCC)	25%	16.9% (MCC)	33%	14.8% (MCC)	50%

Among other results delivered during the period under review

- a. The Integrated Financial Management Information System was rolled out to 57 MDAs in 2019 and fifty-eight (58) MDAs in 2020 and 2021.
- b. The Financial Accountability Module of IFMIS was rolled-out to 26 MDAs, and the Civil Service Module (CSM) was rolled-out to the Teaching Service Commission in 2019 after a comprehensive training.
- c. The electronic cash register was launched, and training on its use and public education was conducted. The system contains both software and hardware components linked to the National Revenue Authority (NRA) system to monitor transactions of business houses to track their tax liabilities and predict turnover.
- d. The coverage of Treasury Single Account (TSA) was extended to cash balances of all general government entities; now rolled out to a total of 16 MDAs.
- e. The first ever joint Public Investment Management Assessment (PIMA) was conducted in 2019 to comprehensively assess the quality of infrastructure governance at all levels of economic development.
- f. The Medium-term Debt strategy is developed yearly.
- g. The government introduced automation in its payroll, with all tertiary education institutions now automated in the central payroll system.
- h. The Independent Procurement Review Panel (IPRP) was reconstituted; a regional office opened in the southern region, and a Memorandum of Understanding was signed between the National Public Procurement Authority and the Anti-Corruption Commission.
- i. Sierra Leone passed 13 indicators, up from 11 in the 2021 scorecard on the MCC service delivery and governance rating—the consecutive passing of the scorecard increased the chances of being considered for the MCC Compact that would make available substantial financial resources for the implementation of transformational development projects.



4.4 Strengthening audit service

Strategic objective:

To provide more efficient and effective use of government revenue through sound fiscal management practices.

Key policy targets:

- By 2023, ensure that full annual performance audits are conducted.
- By 2023, conduct a revenue audit annually and submit it to Parliament.
- By 2023, set up a system to fully implement and follow up on all financial audit recommendations and those from the Auditor-General's Annual Report.

Progress towards the strategic targets and objective

Two indicators with data are reported in **Table 4.4** under this sub-cluster: a) the number of performance audit reports tabled in parliament

each year, which remained three during 2019-2021, short of one as per the target in each of the years under review, but increased from two in 2018 (baseline); and b) the number of revenue audits conducted annually & submitted to Parliament; which was one in 2019 and 2020, as in 2018 (the baseline); data had not been produced for 2021 yet.

Table 4.4: Audit Services

Indicator	Baseline 2018	2019		2020		2021		Target 2023
		Target	Actual	Target	Actual	Target	Actual	
Number of performance audit reports tabled in parliament	2 (ASSL)	4	3 (ASSL)	4	3	4	3 (ASSL)	4
Number of revenue audits conducted annually & submitted to Parliament	1 (ASSL)	0	1 (ASSL)	-	1 (ASSL)	-	0 (ASSL)	-

Among other results delivered during the period under review

a. Financial compliance and performance audits were regularly conducted with recommendations implemented and

effectively followed up by ministries, departments and agencies to maintain efficiency in service delivery.

b. Government saved millions of dollars by establishing a Fiscal Risks Management & Oversight Outfit in the Ministry of Finance.

- c. E-procurement was introduced in the public sector, and the online expenditure management system was scaled up.
- d. Several Specialised Audits are conducted annually, including a specialised audit in 2020 on the management of Visas on arrival.
- e. Four (4) Technical Audits were conducted for the Telecommunications, Energy, Civil Works and Social Security sectors with Financial and technical support from DFID and SAs of Kenya, Tanzania and Ghana.
- f. Audit Service provided training for the Parliament Account Committee (PAC) on reviewing the Annual Auditor General's Report.

Challenge

- a. More needs to be done to improve the implementation of audit recommendations.
- b. Financial and capacity constraints.

Recommendation

- a. Increase compliance with Audit Service Rules.
- b. Improve implementation of recommendations.

4.5 Promoting an inclusive and accountable justice institution

Strategic objective:

To ensure that all citizens benefit from a fair, impartial and effective Justice Sector through enabling increased access to justice, expedition of justice, protection of human rights and harnessing equal opportunities for economic development.

Key policy targets:

- By 2023, ensure that the number of cases awaiting judgement for six months is considerably lower than in 2018.
- By 2023, increase public confidence and trust in the justice sector as measured in periodic surveys.
- By 2023, all administrative districts have at least one resident High Court Judge.

Progress towards the strategic targets and objectives

Table 4.5 presents progress on indicators under this sub-cluster that data was provided. The following summarises the progress from the indicator tables:

- a. The country rating on the MCC rule of law remained the same in 2019 as in 2018 at 53 per cent. It increased to 58 per cent in 2020 and 63 per cent in 2021 but below set targets.

- b. The reach of the justice sector across the country rating remained the same in 2019 as in 2018. The public confidence in the justice sector, the development of a comprehensive Communications Strategy and the digitalisation of laws and jurisprudence and the design and implementation of electronic case management systems are also at the same level as in 2018. Indicators increased in ratings in 2020. The communication strategy's development was fully accomplished in 2021, whereas data was unavailable for others.

Table 4.5: Inclusive and Accountable Just Institutions

Indicator	Baseline 2018	2019		2020		2021		Target 2023
		Target	Actual	Target	Actual	Target	Actual	
MCC- rule of law	53% (MCC)	58	53% (MCC)	63	58% (MCC)	68	63% (MCC)	75%
Reach of the justice sector across the country	50% (MoJ)	-	50% (MoJ)	-	70% (MoJ)	-	-	-
Public confidence in the justice sector	50% (MoJ)	-	50% (MoJ)	-	70% (MoJ)	-	-	-
Comprehensive Communications Strategy developed	0% (JSCO)	-	0%	-	10% (JSCO)	-	100% (JSCO)	-
Digitalisation of laws and jurisprudence and design and implementation of electronic case management systems	0% (MoJ)	-	0%	-	10% (MoJ)	-	-	-

Other results delivered during the period under review

- a. The government has made significant strides in reforming the justice sector, accelerating access to justice for all, and introducing robust mechanisms for applying the rule of law as critical steps for promoting sustainable peace and development.
- b. Several operational formal justice institutions, including the ACC Specialized Court and the Sexual Offences Model Court, have been established.
- c. Legal aid services were expanded to cover more than 595,000 people, mostly vulnerable, from May 2015 to December 2021.
- d. The Legal Aid Board deployed 65 paralegals and 18 legal aid counsels nationwide to help with the expansion of legal aid provision to indigents and opened 787 child maintenance accounts at the Rokel Commercial Bank from July 2019 to December 2021.
- e. The Judiciary has expanded its communication department with the recruitment of a Head of Communications. The Justice Sector Coordination Office (JSCO) established a Communications Unit to ensure that the justice sector effectively engages with the public, thereby making the people part of the justice sector.
- f. The appointment, approval, and deployment of justice sector actors, including 22 Magistrates, seven High Court Judges, three Appeal Court Judges, and four Supreme Court Judges, have helped to improve public confidence in the Justice Sector.

4.6 Building Public Trust in State Institutions

Strategic objective:

To build trust in state institutions the implementation of strategies to strengthen national cohesion and ensure a peaceful, just and inclusive society. The aim is also to build a national spirit of cultural voluntarism for increased public acceptance and participation in national socioeconomic development programme; harnessing the energies and expertise of every Sierra Leonean towards nation-building and socioeconomic transformation; and to build citizens' confidence in state institutions that provide services to the general citizenry.

Key policy targets:

- By 2023, the level of public trust in state institutions is significantly improved compared to 2018.
- By 2023, about 50 per cent of the adult population express satisfaction that state institutions are functioning better than in 2018.
- By 2023, create a favourable space for human rights organizations to effectively promote transparency and accountability in an unfettered manner.

Progress towards the strategic targets and objective

There was not enough data to report on planned indicators under this sub-cluster; thus, progress reporting is limited to general deliverables and outputs summarised as follows (most of the deliverables here relate to those reported under other governance-related sub-clusters):

- a. The digitalisation of laws and jurisprudence and the design and implementation of electronic case management systems was done.
- b. The sustained operations of the Human Right Commission, the National Commission for Democracy, and the National Youth Commission helped in enhancing inclusion, peaceful coexistence, and democratic governance.
- c. The Government advanced the Justice Cowan Constitutional Review process to strengthen and protect citizens' human and constitutional rights.
- d. The Peace and National Cohesion Commission were established, and its functionality advanced.
- e. The National Commission for Democracy held workshops on civic consciousness for civic democratic and political experts and provided Public Education on elections and voting rights of citizens.
- f. The Human Rights Commission established Human Right Committees across the 16 districts and provided training on Human rights and the Universal Periodic Review of human rights records in the country.
- g. HRCSL engaged the Ministry of Gender and Children's Affairs to protect women's and children's rights and implement the Sexual Offences (Amendment) Act 2019.
- h. Regular monitoring of both public and private entities for compliance with human rights standards was undertaken.
- i. Reach of the Justice Sector across the country was increased: new Judicial districts were established in Moyamba, Port Loko, Kabala and Kailahun; six counsels were deployed to expand access to justice in the provinces.

Challenges

- a. There is inadequate and late disbursement of funds by the government to support the Peace and National Cohesion Commission.
- b. Inadequate personnel and logistics.

Recommendations

- a. Increase financial support for the Commission.
- b. Provide adequate personnel and logistics.
- c. Increase coordination among human rights, justice, security and governance institutions on the one hand and MDAs in general.

4.7 Strengthening Public Service Delivery

Strategic objective:

To create a lean, performance-oriented, highly motivated, modern, and efficient public service that delivers high quality services to the people of Sierra Leone in a timely and cost-effective manner.

Key policy targets:

- By 2023, quality social service delivery is available to every Sierra Leonean.
- By 2023, automate the processes for personnel recruitment and retirement.
- By 2023, establish and support the Wages and Compensation Commission.

Progress towards the strategic targets and objectives

Three indicators from the Results Framework are reported here, followed by general deliverables and outputs summarised as follows:

- a. *The percentage of recruitment processes updated to an automated system* increased from 40 per cent in 2018 to 55 per cent in 2019 and 65 per cent in 2020.
- b. The *MCC ranking on Government effectiveness* increased from 31 per cent in 2018 to 40 per cent in 2020 and 42 per cent in 2021.
- c. *The review of the 1982 Public Service Regulations* is at an advanced stage as nationwide stakeholders' consultative meetings have been held, Cabinet Paper approved, Final Draft gazetted and awaiting Parliamentary Approval. Consultative meetings were held at the district level on

the Review of the Civil Service Code and Regulations in 14 districts.

- d. *The establishment and functioning of the Wages and Compensation Commission* was 99 per cent completed by November 2021, with the National Public Sector Wages and Compensation Policy developed, approved by Cabinet and tabled at parliament for ratification.
- e. 6,113 qualified Sierra Leoneans were recruited into the Civil Service since 2018.
- a. A Civil Service Training Policy was developed to provide the general framework for comprehensive capacity building in the public sector and the running of the Civil Service Training College.
- b. A Technology Needs Assessment was undertaken with UN support to determine priority areas in the public sector requiring technological support the most.

Challenges

- a. COVID-19 restrictions.
- b. There is inadequate and delay in the disbursement of funds.

Recommendations

- a. Ensure the provision of adequate and timely disbursement of funds

4.8 Strengthening decentralization local governance and rural development

Strategic objective:

To strengthen local council operations and facilitate strong, inclusive collaboration and coordination mechanisms within local governance systems. The aim is to enhance the complete devolution process, strengthen chiefdom, ward and village development committees and facilitate synergies among local councils, ward committees and chiefdom administrations for effective service delivery.

Key policy targets:

- By 2023, complete the de-amalgamation of the remaining 27 chiefdoms.
- By 2023, operationalize the Local Councils Development Operational Guidelines in all 22 local councils.
- By 2020, complete the review of the Decentralization Policy and Local Government Act 2004.

Progress towards the strategic targets and objective

The following is a summary of general deliverables achieved under this sub-cluster; adequate data were not available on the indicators in the Results Framework:

- a. A total of 61 (77 per cent) of the 79 planned devolved functions were fully transferred to Local Councils.
- b. The 2010 National Decentralisation Policy was revised, and the new policy was approved by parliament; the process of revising the 2004 Local Government Act advanced.
- c. A capacity building plan was developed for the 22 local councils of Sierra Leone.
- d. District Development Coordination Committees (DDCCs) were re-established and

fully functioning in 12 of 16 districts of Sierra Leone for effective monitoring, supervision, and reporting on development progress at the community level; plans advanced to roll out the Coordination Committees to the remaining districts.

- e. Regional Coordinating Committees were established and chaired by the Regional Ministers.
- f. Government, in partnership with non-state actors, rolled-out an initiative to support village/chiefdom level development planning—the initiative is called the People's Planning Process or Wan Fambul Framework.
- g. More than 20 chiefdom plans were formulated through this Framework in pilot chiefdoms for integration with district and national development plans (see details in Cluster 8).



4.9 Strengthening Security Institutions

Strategic objective:

To have a security sector that is effective, efficient, highly apolitical and professional, one that can contribute significantly to sustainable development and the advancement of democracy and the rule of law and can ensure a robust response to national threats and emergencies.

Key policy targets:

- By 2023, ensure that the Republic of Sierra Leone Armed Forces are more modernized and mechanized than in 2018.
- By 2023, ensure that the early warning and response capacity of the security institutions is significantly higher than in 2018.
- By 2023, ensure that community engagement in security processes and functions is greater than in 2018.

Progress towards the strategic targets and objective

Table 4.9 presents the indicators' progress status under this sub-cluster in the Results Framework. The *quality of response to emergencies* improved from 0 per cent in 2018 (baseline) to 60 per cent in 2019 and 70 per cent in 2020; targets were not set. *The number of security policies [to be] developed* was the same in 2019 as in 2018 at 3; it increased to 8 in 2020. The same number of security meetings were held in 2019 (1,556) as in 218 (baseline) to increase *cooperation and collaboration*; it increased to 2,106 in 2020.

The construction of quarters and office spaces for PSCoords was targeted to have increased to 1 in

2019, two (2) in 2020 and three (3) in 2021, from zero in 2018 (baseline): the target for 2019 was achieved, constructing 1 office space, whilst no office space was constructed in 2020 and 2021; suggesting financial and related constraints. The same performance trend was observed for *procurement of vehicles for PSCoords (provincial security coordinators), construction of quarters and office spaces for DSCoords (district security coordinators), and procurement of vehicles for DSCoords*: the targets were met in 2019, but none in 2020 and 2021, coming from zero in 2018 (baseline), as shown in **Table 4.9**. Concerning the establishment of more CHISECs (chiefdom security committees), none was done during 2019-2021, as planned against the respective targets, coming from 15 in 2018 (baseline) (see the table).

Table 4.9: Security Institutions

Indicator	Baseline 2018	2019		2020		2021		Target 2023
		Target	Actual	Target	Actual	Target	Actual	
Quality of Response to emergencies	0 (ONS)*a	-	60% (ONS)	-	70% (ONS)	-	-	-
Review/develop key security policies	3 (ONS)	-	3 (ONS)	-	8 (ONS)	-	-	-
Cooperation and collaboration within the sector	1,556 coordination meetings held (ONS)	-	1,556 (ONS)	-	2,106 (ONS)	-	-	-
Construction of quarters and office spaces for PSCoords	0 (ONS)	1	1 (ONS)	2	0 (ONS)	3	0 (ONS)	5
Procurement of vehicles for PSCoords	0 (ONS)	1	0 (ONS)	2	0 (ONS)	3	0 (ONS)	5
Construction of quarters and office spaces for DSCoords	0 (ONS)	3	1 (ONS)	7	0 (ONS)	10	0 (ONS)	16
Procurement of vehicles for DSCoords	0 (ONS)	3	0 (ONS)	7	0	10	0 (ONS)	16
Establish more CHISECs	15 (ONS)	50	0 (ONS)	85	0 (ONS)	110	0 (ONS)	190

Among other results delivered during the period under review

- a. Progress was advanced in the development of the following strategic documents/processes: The National Security and Central Intelligence Bill (2021), The National Security Policy and Strategy, The Security Sector Review, The Military Aid to Civil Authority, Regulations for Private Security Companies, The ONS Terms and Conditions of Service, The National Threat Assessment, and The National Intelligence Requirements.
- b. The National Counter-Terrorism Bill 2021 was finalised and submitted to the Law Officers' Department for drafting.
- c. Several Military Officers were supported to pursue higher education, including doctoral masters and undergraduate degrees, to enhance the Armed Forces' capacity. Several other officers were pursuing various technical and vocational courses.

Challenges

- a. COVID-19 restrictions.
- b. The high staff attrition rate affects the capacity of the office of National Security.
- c. There are vehicles and other logistical constraints.
- d. Funding and resource unavailability.

Recommendations

- a. There needs to be adequate and timely disbursement of funds by the Ministry of Finance to the ONS to implement its programmes.
- b. There needs to be logistical support to the sector to ensure the effective implementation of programmes.
- c. Strengthen established platforms for increased cooperation and collaboration between the security sector and non-state actors; and between the security sector and the political class.

4.10 Strengthening External Relations for Integration

State strategic objective:

To rebrand and position the country strategically to take its rightful place in the community of nations so that it becomes a favourable destination through its attractive image.

Key policy targets:

- By 2023, ensure the number of trained/ career diplomats serving the country is higher than in 2018.
- By 2023, ensure the international image of Sierra Leone is more favourable than in 2018.
- By 2023, expand Sierra Leone's diplomatic missions and presence abroad.
- By 2023, ensure the level of representation in regional and international organizations is higher than in 2018.
- By 2023, ensure that the number of Sierra Leoneans serving in regional and international organizations is higher than in 2018.

Progress towards the strategic targets and objectives

While data on the indicators in the Results Framework was not provided, key general deliverables toward achieving the policy targets and strategic objectives were noted:

- a. Sierra Leone successfully exited from the Peacebuilding Commission configuration of the UN in 2020 as a demonstration of key achievements made in moving out of fragility towards resilience.
- b. GoSL ratified four bilateral agreements (the agreements on trade and economic cooperation, the elimination of double taxation for taxes on income, the prevention of tax evasion and avoidance, and protocol on cooperation in science) with the Government of the Republic of Turkey in 2021.
- c. Ratified the agreement with the Government of the Russian Federation on Visa-free travels for holders of Diplomatic and service passports in November 2021.
- d. In principle, Sierra Leone's United Nations Security Council (UNSC) seat bid in the Non-Permanent Category for 2024-2025 was endorsed by the Economic Community of West African States (ECOWAS) Council of Ministers & Summit of Heads of States in Accra, Ghana in June 2021.

- e. Sierra Leone had relations with at least 133 sovereign countries by November 2021.
- f. The government maintained 16 embassies and high commissions around the world.
- g. Cabinet approval was secured for the first ever Foreign Service Act to regulate the affairs of the Foreign Ministry.
- h. Completed the Sierra Leone Foreign Policy Guidelines.

Challenges

- a. Limited financial and technical support for the MFAIC and the implementation of foreign relations projects in general.
- b. Coordinating MDAs on foreign policy related matters remains a challenge.

Recommendations

- a. Provide more resources for the MFAIC and the implementation of foreign relations projects in general.
- b. Increase line MDAs' cooperation with MFAIC's operations.

Cluster Five: Empowering women, children, and persons with disability

Progress is presented under this cluster on its **three** planned sub-clusters: 5.1 Empowering women; 5.2 Children and adolescents; and 5.3 Empowering persons with disabilities.

Among Development Partners supporting this Cluster

Irish Aid; FCDO; United Nations

5.1 Empowering women

Strategic objective:

To promote the overall empowerment of women in the political, social, economic, and cultural spheres.

Key policy targets:

- By 2023, ensure that there are more women in leadership positions in government than in 2018.
- By 2023, ensure that more women are supported to engage in entrepreneurial activities than in 2018.
- By 2023, develop and implement a national data and information management system on gender-based violence cases.
- By 2023, drastically reduce by more than 50 per cent of the number of women experiencing GBV compared to 2018.

Progress towards the strategic targets and objective

Table 5.1 presents some of the developments related to women, capturing five impact level indicators for which progress data was provided. From the table, the *GDI (gender-development index, which is the sex-disaggregated Human Development Index, defined as a ratio of the female to the male HDI)* was estimated at 0.884 for 2020, against a target of 0.92, somewhat improving from the 2017 baseline estimate of 0.872—falling short of the target but exceeding

baseline. The *GNI (gender-based inequalities, reflecting the three dimensions of reproductive health, empowerment, and economic activity)* was 0.644 for 2020, against a target of 0.62 and a baseline of 0.645—underperforming its targets but showing progress against baseline.

The Demographic and Health Survey of 2019 captured the *Contraception Prevalence Rate for the age bracket 15-49 years*. Those aged 25-29 years are further in the use of contraceptives than the other women within the 15 to 49 bracket, associated with a 27 per cent Contraception Prevalence Rate above the target of 25 cents and

a 2017 baseline estimate of 22.5 per cent; no new survey was conducted for 2020.

The country's *Total Fertility Rate* remains unchanged during 2019 and 2020, estimated at 4.2, underperforming its baseline of 4.1 and the 2019 and 2020 targets of 4.1 and 4.0, respectively. The 2019 Sierra Leone Education Sector Analysis reports a marginal improvement in girls' upper secondary school education parity index from 0.92 in 2017 to 0.91 in 2019/2020.

For women in governance at all levels: The "proportion of seats held by women in parliament" marginally improved from 12 per cent in 2018 (baseline) to 13.6 per cent in 2020, falling below the target of 18 per cent; while the "proportion of female cabinet ministers" was estimated at 18.5 per cent in the same year against the baseline of the 12 per cent in 2018.

Furthermore, the *Gender Equality and Women's Empowerment (GEWE) policy* was re-developed, adopted and launched in 2020; a result targeted to have been accomplished in 2019—the one-year delay could have been attributed to financial and other constraints.

As to planned efforts towards the "review, finalisation and implementation of existing protocols and strategies regarding national referral on GBV and reduction of FGMC," laudable progress was made. The planned National Strategy on Sexual and Gender-Based Violence

(SGBV), which incorporates a revised National Referral Protocol and Pathway on GBV response, was drafted, while a National Male Involvement Strategy on GBV prevention was also developed and adopted.

In regard to the establishment of *Women's Empowerment and Development Funds*, one fund was established in 2020, achieving the target before the end of the MTNDP planned implementation in 2023 for which this target was set—project proposal was submitted to the Ministry of Finance, and Le 2.0 billion was allocated for the establishment of the fund.

The remaining indicators from **Table 5.1** for which targets were met as of 2020 are as follows:

- Number of safe homes established and operational.
- Number of National, Regional and District Committees meetings held on GBV NaC-GBV.

And the remaining indicators from **Table 5.1** for which targets were not met and delivery was in progress as of 2020 are as follows:

- Number of stakeholder engagement meetings held annually on the GEWE Policy.
- Number of capacity building sessions for National Steering Committee on SiLNAP.

Table 5.1: Women's development*

Indicator	Baseline (year)	Progress 2019		Progress 2020		Target 2023
		Target	Actual	Target	Actual	
GDI, based on the sex-disaggregated Human Development Index, defined as a ratio of the female to the male HDI	0.872 UNDP HDR (2017)	0.9	-	0.92	0.884 MSWGCA	1.0
GNI reflects gender-based inequalities in three dimensions – reproductive health, empowerment, and economic activity	0.645 UNDP HDR (2017)	0.63	-	0.62	0.644 (MSWGCA)	

Contraception Prevalence Rate	22.5% MICS (2017)	25	14% age 15-19 27% age 25-29 9% age 45-49 (MSWGCA)	28	14% age 15-19 27% age 25-29 9% age 45-49 (MSWGCA)	0.57
Total Fertility Rate	4.1 MICS (2017)	4.1	4.2 (MSWGCA)	4.0	4.2 (MSWGCA)	36
Upper secondary school education parity index for girls	0.92 MICS (2017)	0.90	0.91 (MSWGCA)	0.93	0.91 (MSWGCA)	3.8
Percentage of women represented in governance at all levels	12% (Elections Results/NEC)	15%	-	18%	13.6% (female parliamentarians) 18.5% (female cabinet ministers) (MSWGCA)	1.00
Review, finalisation and implementation of existing protocols and strategies regarding national referral on GBV and reduction of FGM/C**	National referral protocol on GBV 2010 available, as well as a Draft National Strategy for the reduction of FGM/C (MSWGCA 2018)	National referral protocol on GBV 2010 reviewed and disseminated	-	National Strategy for the reduction of FGM/C finalised, rolled out & implemented	The National Strategy was drafted (MSWGCA)	30%
GEWE Policy Developed	Advancement of Women and Gender Mainstreaming Policy (MSWGCA 2018)	GEWE Policy adopted	-	Target not set	GEWE Policy Developed MSWGCA	Not set
Status of the Review and revision of the Sexual Offence Act 2012	0 (MSWGCA 2018)	not set	-	Review completed*	Review completed MSWGCA	not set
Number of Women's Empowerment and Development Funds established	0 (MSWGCA 2018)	not set	0 MSWGCA	Target not set	1 MSWGCA	1
Number of safe homes established and operational	2 (MSWGCA 2018)	not set	0 MSWGCA	3	3 MSWGCA	not set

Number of stakeholder engagement meetings held annually on the GEWE Policy	1 (MSWGCA 2018)	6	0 MSWGCA	12	0 MSWGCA	32
Number of capacity building sessions for National Steering Committee on SiLNAP	0 (MSWGCA 2018)	5	0 MSWGCA	10	0 MSWGCA	21
Number of National, Regional and District Committees meetings held on GBV NaC-GBV	NaC-GBV established with clear TOR since 2008 (MSWGCA 2018)	6	0 MSWGCA	12	30 MSWGCA	30

Note: Several targets here were set during the review of the Plan, while some indicators were rephrased.

Among other results delivered during the period under review

- Strategic government policy interventions toward Gender and Women empowerment included the establishment of a separate Government Ministry for Gender and Children in 2020 and creation of a Sexual and Gender-Based Violence (SGBV) toll-free hotline to provide counselling and referral services to SGBV survivors, particularly during the COVID-19 pandemic.
- One Stop Centres for Sexual and Gender-Based Violence (GBV) cases were established in 6 districts, providing psycho-social support and free medical treatment and examination for survivors of SGBV.
- The Sexual Offences Act 2012 was revised, and a new Sexual Offences Amendment Act was enacted.
- A Women’s Empowerment and Development Fund was established.
- Gender Empowerment Bill was laid before parliament for passing; the Bill provided for a minimum 30 per cent gender representation for elective (Parliament and Local Councils) and appointive positions, equality in terms of employment opportunities and access to finance for women.

Challenges

- Limited budgetary allocation and the late disbursement of funds continued to hinder the effective implementation of programmes.
- Donor support is proving to be unpredictable, especially during the COVID-19 pandemic.
- There is limited human resource capacity to effectively coordinate the implementation of programmes and activities at regional and district levels.

Recommendations

- Strengthen gender mainstreaming across key MDAs, including gender budgeting. Implementation of the Gender Equality and Women’s Empowerment policy must be operationalised going forward.
- The provision of adequate and timely budgetary resources for programme implementation is essential.



5.2 Children

Strategic objective:

To ensure a 'children first' approach for the survival, protection, and development of children, including disabled and vulnerable children, as well as to prioritize the best interests of children at all times, with a special focus on addressing sexual violence, teenage pregnancy, child marriage, orphans, vulnerable children, child trafficking, child labour, and juvenile justice.

Key policy targets:

- By 2023, reduce the number of children suffering from violence, abuse, and neglect compared to 2018 levels.
- By 2023, address all inconsistencies in child-related policies and acts, especially those related to the age of consent for marriage.
- By 2022, the institutional and human capacity of the Ministry of Social Welfare, Gender and Children's Affairs to address child rights and child welfare issues is better than in 2018.
- By 2022, ensure that all Ministry of Social Welfare, Gender and Children's Affairs and district council offices are using the Child Protection Information Management System, with agreed reporting, service delivery, and referral systems.

Progress towards the strategic targets and objective

Table 5.2 below presents an update on children and adolescents' related outcomes and impact level indicators for which data is available. 2019 Demographic and Health Survey reports the current fertility rate among adolescents (per 1,000 women aged 15-19 years) at 102 for 2019 and 2020, against the 2019 and 2020 targets of 102 and 100 births, respectively, from a baseline of 101.

The remaining indicators from **Table 5.2** for which targets were met as of 2020 are as follows:

- Status of [having] New Child Justice Strategy and implementation plan.
- Development of Diversion Policy for children in conflict with the law.
- Number of districts that are using the PRIMERO for tracking cases and evidence generation.

- Existence of an updated map of service providers.

And the remaining indicators from **Table 5.2** for which targets were not met and delivery was in progress as of 2020 are as follows:

- The number of Acts of Parliament harmonised with the consistent age of consent for marriage.
- The enactment of the Adoption Bill;
- The status of the review of the Child Right Act (CRA);
- The status of reviewing chapter 44 of the Laws of Sierra Leone – Children's and Young Persons Act; and
- The development of strategies to address issues of street children.

Table 5.2: Children

Indicator	Baseline (year)	Progress 2019		Progress 2020		Target 2023
		Target	Actual	Target	Actual	
Adolescent fertility rate (per 1,000 women aged 15-19 years)	101 MICS (2017)	107	02	DHS 2019	100	102
Number of Acts of Parliament harmonized with the consistent age of consent for marriage	Draft of Child Right Act (MSWGCA 2018)	Target not set	-	Revised Child Rights Act	Revision of the CRA in progress (MoGCA)	Two Acts harmonised
Status of the New Child Justice Strategy and implementation plan	Outdated Child Justice Strategy (MSWGCA 2016)	Target not set	-	Updated Child Justice	Child Justice Bridge Plan/ Strategy - 2019 -2021 developed (MoGCA)	Child Justice Strategy Plan is developed
Adoption Bill enacted	Draft Bill (MSWGCA 2010)	Target not set	-	Reviewed Adoption Act	Adoption Bill In progress (MoGCA)	2010 Adoption Bill is revised and enacted %

Status of the review of the Child Right Act (CRA)	Child Rights Act 2007 (MSWGCA 2007)	Target not set	-	Revised Child Rights Act	CRA In progress (MoGCA)	Child Rights Act 2007 is revised
Status of reviewing chapter 44 of the Laws of Sierra Leone – Children’s and Young Persons Act	Chapter 44 of the laws of Sierra Leone (children’s and young person’s Act) (Ministry of Justice 2018)	-	--	Revised Child Rights Act	CRA in progress (MoGCA)	Chapter 44 of the laws of Sierra Leone is reviewed
Diversion Policy developed for children in conflict with the Law	Status of diversion guidelines/ policy (MSWGCA 2018)	-	-	Diversion Policy developed for Children in Conflict with the Law	Diversion guidelines and Policy framework developed (MoGCA)	Diversion guidelines are developed and implemented
Development of strategies to address issues of street children	0 (MSWGCA 2018)	-	-	Street children strategy developed	Strategy development commenced (MoGCA)	Strategy developed
Number of districts that are using the PRIMERO for tracking cases and evidence generation	14 (MSWGCA 2018)	-	-	16	14 districts were undergoing a systems update (MoGCA)	Not set
Existence of an updated map of service providers	0 MTNDP (Vol II)	Map update	-	Map updated	Map update (MoGCA)	Map updated

Among other results delivered during the period under review

- The Child Right Act 2007 has been reviewed, and recommendations have been sent to the Law Officers Department to draft the Child Rights Amendment Bill. Among the key recommendations are harmonising the age of consent for marriage and the prohibition of under-age FGM.
- A new Child Justice bridge plan was developed and adopted for 2020-2021.
- A new Diversion Guidelines and Policy Framework has been developed for children in conflict with the law. Two thousand nine hundred and ninety-two children, including those in conflict and contact with the law, were provided with services by Family Support Units.
- The Child Protection Information Management System (PRIMERO) software has undergone a system upgrade, with more than 750 child protection cases registered in 2021. The Government is now taking leadership in the management of the system.

Challenges

- There is inadequate and untimely disbursement of funds.
- There is limited staff capacity to cover other areas of the country.
- Inadequate logistics (such as vehicles) affect programme implementations undertaking routine monitoring.

Recommendations

- The Government should increase the annual subvention to child welfare related MDAs.
- Capacitate the MDAs with the requisite staff compliment.
- Provide adequate logistics and other resources.

5.3 Empowering Persons with Disabilities

Strategic objective:

To ensure the comprehensive review and implementation of policies and laws relating to disability, especially efforts to make public facilities disability friendly; to review and improve incentives for teachers in special needs institutions; to provide free health care for the physically challenged and the aged; and to provide livelihood support to persons living with disability for economic empowerment and self-reliance.

Key policy targets:

- By 2023, the proportion of persons with disability benefiting from social protection systems (cash transfers) is 20 per cent higher than in 2018.
- By 2023, the proportion of children with disabilities who are fully immunized is 15 per cent higher than in 2018.
- By 2023, support 60 skills and life skills training centres for PWDs.

Progress towards the strategic targets and objective

Here, data was not available on the indicators contained in the Results Framework of the MTNDP; thus, reporting is limited to key deliverables at the product/output level, summarised as follows:

- At least 10,000 persons with disabilities were provided with COVID-19-related support, including food and protective equipment.
- Development of a Free Education Initiative for all Persons with Disabilities (PWDs) at all levels was at an advanced stage.
- The Commission on Persons with Disability (NCPD) and National Commission on Children accelerated the participation and inclusion of children and PWDs in decision making and governance.
- The National Commission for Social Action (NaCSA) stayed the course of implementing and coordinating a wide range of social protection and economic empowerment programmes for these vulnerable groups, especially those at the risk of exclusion.
- The first country report on the status of implementation of the United Nations Convention on the Rights of Persons with Disabilities has been drafted.
- The 2011 Person with Disability Act has been Reviewed for the 2021 Person with Disabilities Act.

- In 2021, NCPD provided COVID-19 livelihood intervention to 30 organizations of PWDs in the form of small grant support.
- The House of Parliament and the newly built schools have been made disabled-friendly and accessible.

Challenges

- Late and limited funding makes it difficult to undertake disability-related programmes/activities.
- Lack of coordination to effectively fast track disability issues across the country.
- There is low staff strength and poor and weak institutional capacity.

Recommendations

- There is a need to restructure and strengthen Government institutions working on disability-related programmes.
- Funds should be disbursed adequately and timely.
- Government should equip the related institutions with the requisite staff to ensure that the needs of disabled persons and other vulnerable groups are met.
- There is a need for strengthened coordination and collaboration among Government MDAs and development partners working on disability-related programmes.



Cluster Six: Youth Employment, Sports and Migration

Progress is presented under this cluster on its **three** planned sub-clusters: a) empowering youth, b) supporting sports, and c) addressing migration challenges.

Among Development Partners supporting this Cluster

Japan; Germany; AfDB; United Nations

6.1 Youth

Strategic objective:

To support the youth to undertake viable and innovative business activities through start-up protects and to promote collaboration among them by taking advantage of their ingenuity for job creation. It is also to ensure the enforcement of labour laws for the benefit of youth in employment and business.

Key policy targets:

- By 2023, increase youth employment by 15 per cent, with special attention to gender equity.
- By 2023, ensure that the number of young people involved in entrepreneurial activities is higher than in 2018.
- By 2023, ensure that the National Youth Service and the Skills Development Project (technical and vocational education and training) are fully operational.

Progress towards the strategic targets and objective

Table 6.1 presents the progress status on indicators under this sub-cluster that data was available. The *proportion of the [youth] population engaged in wage employment* increased to 14 per cent in 2020, achieving the target of 14 per cent that year, rising over and above the 2014 baseline of 10 per

cent of the youth population that is engaged in wage employment. With regard to the *number of jobs created for youth*, 3,251 additional jobs were created by 2020, bringing it to 13,251 above the 2018 figure of 10,000. However, it fell short of the 2020 target of 25 850 and the 2019 target of 19,680. The *number of youths empowered to become self-reliant* increased from 14,000 in 2018 to 14,549 in 2020, below the target of 37,030 in 2020 and 28,150 in 2019.

Table 6.1: Youth empowerment status

Indicator	Baseline Data (including year)	Progress 2019		Progress 2020		Target 2023
		Target	Actual	Target	Actual	
Proportion of the population that is engaged in wage employment	10% (LFS 2014)	12%	-	14%	14% MoYA	20%
Number of jobs created for youth	10,000 (MoYA 2018)	19,680	-	25,850	13,251 MoYA	52,565
Number of youths empowered to become self-reliant	14,000 (MoYA 2018)	28,150	-	37,030	14,549 MoYA	66,879

Among other output/deliverables achieved during the period under review

- a. As also reported in Cluster One under Social Protection, between 2018 and 2021, the government supported 3,400 youths in rice cultivation across the country; while ensuring the engagement of another set of 3,400 in garbage collection and disposal operations across the country.
- b. A total of 28 car washing centres were in construction in different parts of the country to provide mini jobs to thousands of young males and females—10 of the 28 centres were completed and are functional. These centres generated 350 direct beneficiaries and 1,750 indirect beneficiaries.
- c. Seventy new boats with fishing accessories were constructed and distributed to the 7 coastal districts of Sierra Leone, which generated 1,400 direct beneficiaries.
- d. In agriculture, the Youth Ministry facilitated the creation of 501 jobs for youths, while the National Youth Commission promoted the recruitment of 1000 others in various organisations across the country.
- e. One thousand two hundred university graduates across the country were recruited, trained and deployed under the National Youth Service Scheme:
 - Eight hundred and four (67%) of them had already gained permanent employment at institutions they were deployed for internships; and
 - Hundreds were also trained by the Road Maintenance Skills Development and Training Schemes, while an additional 500 youth leaders underwent entrepreneurship education and 305 youth trained in different Tec-Voc skills.

6.2 Sports

Strategic objective:

To use sport as a key driver for education, entertainment, revenue generation, national cohesion and consolidation of peace.

Key policy targets:

- By 2023, recommence national competitions events for all sporting activities.
- By 2023, fully enhance the regulatory environment for the sports sector.
- By 2023, participate in at least one international competition annually.
- By 2023, complete at least one sports facility rehabilitation or construction project in the regions.

Progress towards the strategic targets and objective

Table 6.2 presents the progress status on indicators under this sub-cluster for which data was available. After 25 years, Sierra Leone qualified for the Africa Cup of Nations Football Tournament in Cameroon, meeting the target for 2021 in *international football competitions that the National Team qualified to play*, meeting the

target the year. In terms of the *participation of Sierra Leone in international sports competitions*, nine competitions were participated in, exceeding the target for 2021; data was not available for 2019 and 2020. Regarding the *number of districts with the staff of the Ministry of Sports deployed*, a total of seven districts had staff deployed to promote and supervise sporting activities for the development of the industry in 2021; falling short of the target by three in the year; data was not provided for 2019 and 2020.

Table 6.2: Sports

Indicator	Baseline Data (including year)	2019		2020		2021		Target 2023
		Target	Actual	Target	Actual	Target	Actual	
Number of international football competitions that the National Team qualified to play	0 (MoS, 2018)	0	-	-	-	1	1 AFCON 2020 (Cameroon)	-
Number of international sports competitions that Sierra Leone participated in annually	1 (MoS, 2018)	1	-	2	-	3	9 competitions participated in	5

Number of districts that Sports personnel are deployed	1 (MoS, 2018)	4	-	7	-	10	7	16
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Among other deliverables achieved during the period under review

a. Concerning enhancing the regulatory environment for the sports sector, the development of a National Sports Policy was in progress.

- b. A National Sports Development Fund was established and launched in 2021 with a seed capital of Le 1.0 billion.
- c. Proposal was submitted for the construction of 6 mini stadiums across the country.

6.3 Addressing migration

Strategic objective:

To ensure that internal and external migration is reduced and effectively managed.

Key policy targets:

- By 2023, the conviction rate of human traffickers is 5 per cent higher than the 2018 figure.
- By 2023, the general public, especially the youth, are more aware of irregular migrations, human trafficking and violent extremism.
- By 2023, provide protection services to all victims of human trafficking.

Progress towards the strategic targets and objective

Table 6.3 presents the progress status on three indicators under this sub-cluster contained in the Results Framework—the *number of youths embarking on irregular migration* reduced to 3,700 in 2020 from 10,000 in 2017. The numbers in 2019 and 2020 were below the target with 7,000 and 6,000, respectively. The end target of 4,000 for 2023 has been achieved (**Table 6.3**). Concerning the *number of young people being trafficked out of Sierra Leone annually*, the table presents a reduction to 1,200 trafficked persons in 2020, from 5,000 in 2017 (baseline). More than 4,000 were trafficked in 2019 and 3,000 in 2020, close to the end-programme target of 1,000 in 2023.

The *number of citizens repatriated by the Government from countries such as Libya, Niger and Kuwait* unexpectedly increased to 1,800 in 2020. This was above a reduction target of 600 in the year and 800 in 2019, from 1,100 in 2017 (baseline). The unexpected increase can be attributed to the fact that more persons than expected might have given themselves up for repatriation taking advantage of the opportunity provided by the Government and partners to return home. This suggests that the end-programme reduction target of 200 in 2023 is difficult to achieve.

As to the *number of annual media campaigns for youth on irregular migration, human trafficking, and violent extremism undertaken*, **one** campaign activity was undertaken in 2020, falling short of

the year's target of **two** campaigns but over the 2019 target of **one** and baseline of **zero** in 2017. The target of **five** campaigns per year by the end-programme of the programme 2023 could still be achieved with scaled up efforts. The *annual*

number of human traffickers and accomplices convicted in the courts of Sierra Leone increased to **five** in 2020, from zero in **2017** (baseline), although it fell short of the 2020 target of 10.

Table 6.3: Addressing migration

Indicator	Baseline Data (including year)	Progress 2019		Progress 2020		Target 2023
		Target	Actual	Target	Actual	
Number of youths embarking on irregular migration	10,000 (IOM 2017)	7,000	-	6,000	2,500 (IOM)	4,000
Number of young people being trafficked out of Sierra Leone annually	5,000 (IOM 2017)	4,000	-	3,000	1,200 (IOM)	1,000
Number of citizens repatriated by the Government from countries such as Libya, Niger & Kuwait	1,100 (MLSS 2017)	800	-	600	1,800 (IOM)	200
Number of annual media campaigns for youth on irregular migration, human trafficking, and violent extremism	0 (IOM 2018)	1	-	2	1 (IOM)	5
Annual number of human traffickers and accomplices prosecuted in the courts of Sierra Leone	7 (US State Department 2017)	20	-	25		40

Among other deliverables achieved during the period under review

- a. Border patrol officers were deployed at various border crossing points to prevent irregular migration.
- b. A regulatory framework for the recruitment of labour for overseas employment was developed and is being implemented.

- c. In 2021, the government received and reintegrated 328 stranded Sierra Leonean migrants in more than 10 sending countries— including 314 men, 8 women, 4 boys and 2 girls.

Challenges

- a. There has been generally limited funding to implement planned youth, sports and migration development programmes. Funds

- received could not come on time (were delayed), especially from the Ministry of Finance, given competing ends across MDAs in the face of the trying fiscal times posed by the COVID-19, coupled with a poorly developed private sector to stimulate the economy for effective revenue production for the state.
- b. Skills training for youth has been over-reliant on donor resources and thus cannot prove sustainable. However, there was weak coordination among line MDAs over youth programmes within a weak implementation framework—reliance on donors is also found in the sports and migration management sectors.
 - c. The retention rate for the National Youth Service internship programme is still low, while funding has also been limited to undertake a comprehensive youth sector programme review.
 - d. Stakeholder engagement in sports across the country was heavily restricted by the COVID-19 pandemic and related protocols and policies in managing the global crisis; restrictions that are also true for mainstream youth and migration activities have been undertaken across the country.
 - e. There has been insufficient staffing for awareness campaigns on irregular migration, human trafficking, and violent extremism in partnership with youth and women’s groups.
 - f. The Scope of work is wide for the awareness campaign on irregular migration, human trafficking, and violent extremism in partnership with youth and women’s groups;
 - g. The awareness campaign on irregular migration, human trafficking, and violent extremism exercise was put on hold as a result of the COVID-19 lockdown countrywide.
 - h. Delayed production of the policy and legal framework on migration (which still awaits adoption and endorsement by the government) affected the delivery of desired results in this area. Related delays included the review of the 2005 Trafficking in Persons Act and the penalty for convicted persons.

Recommendations

- a. Provide more predictable resources to support youth, sports, and migration programmes, ensuring that allocated funds are released on time.
- b. Increase coordination among MDAs working on youth, sports and migration issues while improving general implementation capacity and programme follow-up and review mechanism.
- c. Increase private sector participation in the youth, sports and migration development programmes;
- d. Establish youth development structures at border crossing points.

Cluster Seven: Addressing Vulnerabilities and Building Resilience

Among Development Partners supporting this Cluster

Japan; World Bank; United Nations

7.1 Building national environmental resilience

Strategic objective:

To increase the capacity of Sierra Leone to reduce vulnerability to external shock and effectively respond to and contain future emergencies.

Key policy targets:

- By 2023, put in place an environmental court to prosecute cases related to environmental infractions.
- By 2023, ensure that a policy is in place for the management of toxic chemicals and hazardous substances.
- By 2023, review and pursue land degradation neutrality targets.
- Progressively aimed regulations on ozone-depleting substances.

Progress towards the strategic targets and objective

Table 7.1 presents the progress status on most of the indicators (29) under this sub-cluster, contained in the Results Framework. With regard to the *status of establishing an environmental court* in Sierra Leone, this court was fully established in 2021, already ahead of its target in 2023. The *status of the EPA Act* was 80 per cent, completed before the end of 2021, with the revised Draft Act laid to parliament for enactment. On the *status of development and passing into law of six sector-*

specific Environmental Impact Assessment (EIA) regulations, 60 per cent of the work was done. This was concerning the planned holding of consultative workshops with policymakers to discuss EIA guidelines and regulations. Over 10 consultative technical sessions were held on agriculture, manufacturing, tourism and fishery draft guidelines and regulations.

About 90 per cent of work was done on the: *amending regulations on ozone-depleting substances (ODS); formulating regulations and enacting legislation on chemical management; formulating regulations and enacting legislation*

on toxic & hazardous substances. Ozone-depleting substances regulations were fully amended while awaiting the EPA-Act 2021 to be enacted. Also, regulations on chemical management and toxic & hazardous substances were validated and communicated to the Attorney General's Office for submission to parliament while awaiting the EPA-Act 2021. At the same time, some work on *formulating regulations and enacting legislation on Environmental Standards* was done with Sierra Leone's Standards Bureau. They were reviewed and approved by a constituted committee. These are standards on air quality, wastewater/effluence, noise quality, soil quality, hazardous substances, and good refrigeration practices. The standards approved are now gazetted.

Not much was accomplished concerning *developing, validating and operationalizing guidelines and procedures on ISO 14001 standards.* A lot has advanced on establishing a *National Climate Change Fund*, a Climate financing framework was developed and funding arrangement included in the reviewed EPA-SL 2021 Bill, which is awaiting enactment.

Twenty-two awareness campaigns were launched on climate change adaptation and mitigation issues, exceeding the 10 campaigns targeted in the MTNDP results framework. *Thirty-five coordination meetings [on climate change related issues] led by the National Climate Change Secretariat were held, exceeding the 10 meetings targeted in the results framework.* In 2021, coordination meetings and workshops were held to review and update the Nationally Determined Commitments and develop the initial National Action Plan and National Adaptation Management Action Plan on environmental issues while establishing a steering committee for the Capacity Building Initiative Transparency project.

With the adoption of sustainable mining practices amongst small-scale and artisanal miners, the Ministry of Mines drafted an artisanal mining policy. For *capturing environmental education in school curriculum, colleges and universities,* a concept note was developed. The regulatory framework for coastal and marine environmental protection was adopted, and the draft regulations are awaiting the reviewed EPA Act to be enacted. With respect to the development of *environmental standard documents for marine and coastal environments, specifically for offshore oil and gas exploitation,* the preparation of the standards was started but not completed.

With regard to the current *status of marine spatial planning implementation,* a desktop review of some aspects of Marine Spatial Planning Governance Arrangement for Sierra Leone was conducted; for increasing the *number of TV/Radio broadcasting days on the risks associated with chemicals and toxic & hazardous substances,* 50 TV/Radio discussions were held across the country; for the *number of enforcement officers [to have been] trained on the risks associated with chemicals and toxic, hazardous & ozone-depleting substances,* four workshops were conducted in this direction for the Chemical Management Association, and law enforcement officers in Gbalamuya, Gedema and Freetown; on the *status of the [formulation of] national strategy on plastic waste management,* a plastic policy was done and submitted to cabinet for approval For *status on setting Land Degradation Neutrality (LDN) targets,* adverts for the hiring of National and International Consultants to develop the PIF for the transformative project to achieve the targets was put out in the UNCCD¹⁴ website; for *status of monitoring and reporting to track the progress of achieving the LDN targets,* a notification was sent out to all UNCCD National Focal Points for UNCCD/LDN Reporting.

As to the *status of formulating and implementing a strategy for Mined Land Rehabilitation within the artisanal mining sector,* quarterly monitoring exercises over rehabilitation of mined out pits were conducted by the EPA and Mines Monitoring Officers; for the *status of land reclamation and rehabilitation programmes in Kono and around the Iluka Mining Company,* progressive rehabilitation of Iluka Mining Sites was undertaken; and for the *regeneration project along the Freetown-Makeni highway,* service providers (including CBOs) continued to implement the National Reforestation Project in the Bombali and Tonkolili Districts.

Domestication of *multilateral environmental agreements (MEA) domesticated into national policies, plans, programmes and projects* nine of these were approved by the government, and action plans were developed for domestication. Consultations were held on awareness raising on MEAs, and domestication of the Montreal Protocol was commenced. While other MEAs were begun to establish *mechanisms to improve compliance of ratified MEAs on chemical management and waste disposal in partnership with MAF, MOHS & MTI,* dialogues were initiated with MDAs on developing a Compliance Framework for

¹⁴ UNCCD is the United Nations Convention on Combating Desertification and Land Degradation

MEAs. The *level of support for transboundary initiatives on the environment* and workshops was organised to establish a governance platform on the Moa and Makoni River Basin issues. This

involved development and follow-up on the implementation of legal frameworks relevant to strategic action plans.

Table 7.1: Building national environmental resilience

Indicator	Baseline Data (including year)	Progress 2019		Progress 2020		Target 2023
		Target	Actual	Target	Actual	
Status of establishing an environmental court	0 (EPA 2018)	Not set	-	Not set	Court fully established MoENV	Environmental court is fully established
Status of the review of the EPA Act	0 (EPA 2018)	-	-	EPA Act is reviewed and updated	80% of review work done in 2020/2021 on the EPA and revised draft Act (EPA Act 2021) laid to parliament for enactment (MoENV)	The EPA Act to allow for prosecution of environmental infractions & respond to emerging environmental issues is reviewed MoENV*a
Status of development and passing into law of the six sector-specific Environmental Impact Assessment (EIA) regulations	0 (EPA 2018)	Not set	-	Not set	60% has been done—i.e., a technical working group has been established; a draft regulation is available for agriculture, manufacturing, tourism, and fishery sectors (MoENV)	By 2021, six sector-specific EIA regulations on agriculture, tourism, communication towers, sand mining, mini-grids and renewable energy and manufacturing MoENV*b
Number of consultative workshops held with policymakers to discuss EIA guidelines and regulations	0 (EPA 2028)	Not set	10	Not set	Over 10 consultative technical sessions held on agriculture, manufacturing, tourism and fishery draft guidelines and regulations (MoENV)	

Status of amending regulations on ozone-depleting substances (ODS)	0 (EPA 2018)	Not set	30%	Not set	90% work done— ozone-depleting substances regulations fully amended; awaiting the EPA-Act 2021 to be enacted (MoENV)	
Status of marine spatial planning implementation	0 (EPA 2018)	Not set	30%	Not set	90 % work done— regulations on Hazardous Chemicals and Pesticides Control and Management; Toxic and Hazardous Substances have been validated and communicated to the Attorney General's Office for submission to Parliament; awaiting the EPA-SL, Act 2021 to be enacted (MoENV)	Regulations on ozone layer depleting substances amended; regulations and legislations on chemical management, toxic and hazardous substances & environmental standards enacted
Status of formulating regulations and enacting legislation on Environmental Standards	0 (EPA 2018)	Not set	-	Not set	Environmental standards on (i) air, (ii) wastewater, (iii) noise, (iv) soil, (v) hazardous substances, and (vi) good refrigeration practices were approved by Sierra Leone Standards Bureau and the Environmental Protection Agency. These environmental quality standards are now Gazetted (MoENV)	
Status of developing, validating and operationalizing guidelines and procedures on ISO 14001 standards	0 (EPA 2018)	Not set	-	Not set	Work incomplete (MoENV)	Guidelines and procedures developed, validated and fully operationalised

Status of the establishment of a National Climate Change Fund	0 (EPA 2018)	Not set	40% work done on the establishment of the fund	Not set	Climate financing framework developed; and climate funding included in the reviewed EPA 2021 Bill, awaiting enactment (MoENV)	National Climate Change Fund established
Number of awareness campaigns launched on climate change adaptation and mitigation issues.	0 (EPA 2018)	Not set	-	Not set	22 MoENV	10
Number of coordination meetings led by the National Climate Change Secretariat	0 (EPA 2018)	Not set	-	Not set	35 coordination meetings and workshops held in 2021 during the review and update of the NDC, the development of the initial NAP, NAMA and the project steering committee of the CBIT (MoENV)	10
Status of capturing environmental education in the school curriculum, colleges and universities	0 (EPA 2018)	Not set	-	Not set	A concept note was developed to integrate environmental education into the primary and secondary school curriculum. (MoENV)	Environmental education and awareness raising are captured and taught in educational institutions
Status of the adoption of sustainable mining practices amongst small-scale and artisanal miners	0 (EPA 2018)	Not set	-	Not set	Artisanal Mining policy drafted by the Ministry of Mines (MoENV)	By 2021, sustainable mining practices adopted by small scale miners MoENV*c

Coastal and marine environment protection regulation	State of the Marine Environment Report and Integrated Coastal Zone Management Plan developed in 2014 (EPA 2018)	Not set	-	Not set	The regulatory framework has been developed, a stakeholder meeting convened, and the framework has been adopted—draft Regulation awaiting the reviewed EPA Act. (MoENV)	Marine Environment Report done and Integrated Coastal Zone Management Plan developed
Number of environmental standard documents for the marine and coastal environment, specifically for offshore oil and gas exploitation, developed	0 (EPA 2018)	Not set	-	Not set	Development of standards started but was not completed (MoENV)	2 documents developed
Status of marine spatial planning implementation	0 (EPA 2018)	Not set	-	Not set	Desk review of some aspects of Marine Spatial Planning Governance Arrangement for Sierra Leone conducted (MoENV)	Marine spatial planning implemented
Number of broadcasting days (TV and Radio) on the risks associated with chemicals and toxic & hazardous substances	0 (EPA 2018)	Not set	-	Not set	50 TV and Radio discussion programmes on the risks associated with chemicals and toxic & hazardous substances conducted across the country MoENV	150
Number of enforcement officers trained on the risks associated with chemicals and toxic, hazardous & ozone-depleting substances	0 (EPA 2018)	Not set	-	Not set	4 workshops were conducted—workshops organised for the Chemical Management Association, and law enforcement officers in Gbalamuya, Gedema and Freetown (MoENV)	200

Status of the national strategy on plastic waste management	0 (EPA 2018)	Not set	-	Not set	Plastic policy submitted to cabinet for approval (MoENV)	National Strategy on Plastic Waste Management implemented MoENV*d
Status of setting LDN (Land Degradation Neutrality) targets	0 (MLHE 2018)	Not set	High-Level Government Note in support of Targets signed and sent to UNCCD Secretaria	Not set	Adverts for the hiring of National and International Consultants to develop the PIF for the transformative project to achieve the targets put out on the UNCCD website (MoENV)	LDN targets established
Status of monitoring and reporting to track the progress of achieving the LDN targets	0 (MLHE 2018)	Note set	Annual monitoring of UNCCD work in Sierra Leone, including LDN, done	Not set	2021 notification for UNCCD/ LDN Reporting sent out to all UNCCD National Focal Points (MoENV)	Periodic monitoring and reporting on LDN targets accomplished
Status of formulating and implementing a strategy for Mined Land Rehabilitation within the artisanal mining sector	0 (MLHE 2018)	7,000	EPA and the Ministry of Mines developed guidelines for artisanal mines rehabilitation	Quarterly monitoring of rehabilitation of mined out pits conducted by the EPA and Mines Monitoring Officers (MoENV)	2,500 (IOM)	Strategy for Mined Land Rehabilitation developed
Status of land reclamation and rehabilitation programmes in Kono and around the Iluka Mining Company	0	7,000	Progressive rehabilitation of Iluka Mining Sites on-going	Progressive rehabilitation of Iluka Mining Sites had been on-going (MoENV)	2,500 (IOM)	Land reclamation and rehabilitation implemented
Status of the regeneration project along the Freetown-Makeni highway	0	7,000	Service providers (including CBOs) commenced implementation of the National Reforestation Project in the Bombali and Tonkolili Districts	Service providers (including CBOs) continued to implement the National Reforestation Project in the Bombali and Tonkolili Districts (MoENV)	2,500 (IOM)	Regeneration project implemented

Number of multilateral environmental agreements (MEA) domesticated into national policies, plans, programmes and projects	0 (EPA 2018)	7,000	-	Nine MEAs were approved, and Action Plans were developed for their domestication; consultations held on awareness raising on MEAs; domestication of Montreal Protocol commenced, while the process for other MEAs began (MoENV)	2,500 (IOM)	Two MEAs are domesticated—integrated into national policies, plans, programmes and projects MoENV*e
Number of mechanisms established to improve compliance of ratified MEAs on chemical management and waste disposal in partnership with MAF, MOHS & MTI	0 (EPA 2018)	7,000	-	Dialogue initiated with MDAs on the development of a Compliance Framework for MEAs (MoENV)	2,500 (IOM)	
Level of support for transboundary initiatives on the environment	10% (EPA & MLHE 2018)	Not set	-	Not set	Workshop organised to establish a governance platform in the Moa/Makoni River Basin on transboundary environmental issues— involving development and follow-up on the implementation of legal frameworks and Strategic Action Plans (MoENV)	Trans-boundary initiatives enhanced

Note: Some targets were set during the review process.

Among other results delivered during the period under review

- a. The Ministry of Environment was established in 2019, demonstrating political will and commitment to invest in environmental sustainability toward achieving the SDGs.
- b. Key climate-sensitive sectors and community hazards were identified and monitored to increase the country's capacity for early warning response to environmental disasters.
- c. Plans to monitor the rise in sea levels were developed to heighten the country's capacity for early response.
- d. More than 54 enforcement officers were trained in risks relating to toxic chemicals and hazardous & ozone-depleting substances.
- e. Six Environmental Acts, including the EPA Act of 2008, as amended in 2010 reviewed and approved by Cabinet. The revised Acts are currently in Parliament for ratification; a pre-legislative meeting was held.
- f. An inter-ministerial Committee on Catchment Areas was established to enhance good intra- and inter-ministerial collaboration on Environmental issues.
- g. Consultations to set up Regional Committees on key Environmental issues are ongoing.

Challenges

- a. The Attorney-General's Office had some administrative delays in processing regulations and legislation.
- b. Lack of a comprehensive communications policy and general support for Information Education and Communications (IEC).
- c. There is an inadequate deployment of requisite technology to ensure effective administration, follow-up and reporting on disaster-prone areas.
- d. There are limited funds to support the work of the Ministry of Environment and the National Disaster Management Agency.

Recommendations

- a. Ensure speedy processing of requisite regulations and legislations in the Attorney-General's Office.
- b. Facilitate the passing of environmental legislative instruments laid in parliament.
- c. Develop a communication strategy to facilitate service delivery in the Ministry and related agencies and support general IEC activities.
- d. Provide more financing and general logistical support to the environmental and disaster management sector.
- e. Consider setting up an IEC department within the environmental sector.

7.2 and 7.3 Forestry management and wetland conservation (7.2) and Disaster Management (7.3)

State strategic objective:

Sub-cluster 7.2:

To contribute to and enhance the holistic conservation and management of Sierra Leone's biodiversity in all ecosystems, for the benefit of present and future generations, through an integrated and concerted approach involving all stakeholders.

Sub-cluster 7.3:

To build and institutionalise a robust early warning and response system to effectively respond to disasters through reinforced governance and management architecture for national disaster-related issues.

Key policy targets:

Sub-cluster 7.2:

- By 2023, established a National Timber Agency.
- By 2023, declare at least two new Ramsar convention sites for wetland management.
- By 2023, ensure that wetlands Acts is in place.

Sub-cluster 7.3:

- By 2023, achieve 100 per cent completion status for the functioning and operations of a National Disaster Risk Management Agency.
- By 2023, achieve 100 per cent completion status in the development of Local Disaster Preparedness and Response Plans based on the Vulnerability and Capacity Assessment.
- By 2023, achieve 100 per cent completion status in the development of a flexible information system for data on disaster victims, internally displaced persons, missing persons, damaged and lost properties, and the reunion of families.

Progress towards the strategic targets and objectives

Information was not received concerning the progress made in these sub-clusters at the indicator level. However, we recorded some key deliverables achieved, summarised as follows:

- a. More than 2,000 hectares of forest were restored nationwide.
- b. More than 100 hectares of woodlots were also established.
- c. More than 300,000 trees were planted in all agricultural districts.
- d. About 3,000 trees were also planted in three flood-prone communities within the Western Area.
- e. Tree planting created over 20,000 temporary and permanent jobs at the community level, while at least 500 forest guards were recruited and deployed.
- f. More than 12 hectares of land were afforested to offset the degradation effect from the CLSG sub-regional energy project connecting Côte d'Ivoire, Liberia, Sierra Leone and Guinea.

- g. Daily routine patrols were carried out to deter encroachment along with coastal areas, forest reserves and other high conservation value areas.
- h. The National Disaster Management Agency was established to increase the state's early warning and response capability.
- i. Activation of the District Disaster Management Committee (incorporating community membership) and trained Disaster Risk Reduction volunteers across the country.
- j. Activated the National Situation Room on disaster-related issues and constantly conducted joint assessments to determine the level of destruction caused by disasters across the country, registering affected populations for emergency response and coordinating local and international partners responding to emergencies.
- k. Conducted a series of simulation exercises with community people on disaster occurrences and response requirements while holding town hall meetings and mounting awareness raising campaigns for communities in highly disaster-prone areas.
- b. There are insufficient human resources to manage forest regimes, a lack of GIS infrastructure and personnel, and inadequate logistical support (including speed boats, vehicles, motorbikes, GPS, rain gears, monitoring tools and camera traps) to enhance forestry management and reporting; while data on forest inventory is noted to be obsolete.
- c. Financial and technical inadequacies make it difficult to respond to disaster emergencies within the 72-hour standard time; while a lot more is needed to ensure that community people adhere to safety messages, local activities continue to impact the environment negatively.

Recommendation

- a. More and predictable funding is required for the forestry and disaster management sectors.
- b. Recruit more forest rangers, establish requisite GIS infrastructure, and ensure adequate logistical support to procure the requisite equipment for forestry management.
- c. There is a need for a comprehensive review and updating of all forestry-related legal frameworks and ensuring coordination in the sector, including the government MDAs, CSOs, Development Partners, research institutions, and the private sector.
- d. And undertake a comprehensive national forestry inventory stocktake.

Challenges

- a. The Forestry Division could not implement a substantial share of its planned activities for 2020 and 2021 due to a lack of resources.

Cluster Eight: Means of Implementation

Despite the unprecedented COVID-19-related challenges encountered following the launch of the MTNDP in February 2019, the government managed to stay the course of ensuring that highly strategic national development projects were implemented to the extent possible. It remained firm in mobilising resources to finance the national development plan through various reforms, including strengthening international development cooperation to complement domestic revenue mobilisation efforts. Various partners have supported the country's development agenda, including bilateral and multilateral agencies, non-governmental organisations, and the private sector. Strides were made to strengthen local public service delivery and promote science, technology and innovation,

national statistics, monitoring and evaluation, and general performance management. These areas are discussed in the next sections for the period under review (2019-2021), starting with specific resource mobilisation strategies implemented across the board, followed by a summary of actual resource flows recorded, before discussing coordination issues, local service delivery, data, M&E and performance management.

Among Development Partners supporting this Cluster

World Bank; United Nations

8.1 Among key strategies for resource mobilisation to finance the MTNDP

A range of domestic, private and international development cooperation strategies was undertaken, some of which involved scaling up traditional approaches to financing. These are summarised in the following headings.

Domestic resource mobilisation front

- a. The National Revenue Authority (NRA) made significant progress in getting the *Integrated Tax Administration System (ITAS)* project back on track following the disruption caused by the pandemic in the spring of 2020.
- b. It is now live for at least 1,000 large and medium-sized taxpayers, starting from the first quarter of 2021.
- c. Training was conducted for operational staff and pilot taxpayers in preparation for the new system's launch, allowing taxpayers to access an online NRA portal to register and de-register for taxes, file their returns, and receive their payment notices to take to the bank.
- d. The Authority has also been rolling out the *Electronic Cash Registers (ECR)* for the recording and transmission of *Goods and Service Tax (GST)* related transactions to help improve the country's GST compliance rate by automating the printing of GST receipts and transmitting transaction information directly to the NRA for monitoring compliance.
- e. The Finance Act 2020 included the necessary enabling provisions for the ECR programme alongside the completed draft ECR Regulations 2020.
- f. By mid-2021, NRA had received 5,000 ECR (ECR1) devices, including the necessary back-office software, servers and network equipment to allow for the automatic transmission of transactions to the NRA.
- g. Also, the Customs Services Department of the Authority continued to make progress



- in rolling out an Electronic Single Window system for customs transactions allowing importers to clear goods in 24 hours; the new system became operational in February 2021.
- h. Customs clearing documents to be submitted electronically linked with systems from other public ministries, departments and agencies involved in the duty waiver and the ECOWAS Tariff Liberalisation Scheme.
- i. Other milestones included the following: the construction of a new cargo inspection facility in 2020 at Queen Elizabeth II Quay to facilitate cargo handling operations; the setting up of a Customs Inland Office in Makeni, the Northern Region Headquarter City, to increase the collection of customs related revenues, ensuring reduction of smuggling of goods and services and related economical transaction; and the opening of an Inland Outstation Office in Kailahun Town in the Eastern Region to improve tax administration and compliance in this area.
- j. Tax compliance Block Management System was scaled up to decentralise tax collection administration further, establishing tax field offices in dense business areas; thereby increasing tax education uptake and reducing transaction and compliance costs for taxpayers.
- k. Digital and mobile financing, financial literacy, and deposit insurance planning are also at advanced stages. Women's contribution to domestic revenue mobilisation is taking centre stage within the ongoing Integrated National Financing Framework project to accelerate the delivery of the SDGs in the country.

Private sector development strategies

In the last two years, private sector development strategy has been conducted within the broad context of addressing the effect of the COVID-19 pandemic to keep the economy floating:

- a. Within the context of fighting the COVID-19 pandemic, the Central Bank of Sierra Leone had cut the Monetary Policy Rate by 150 basis points from 16.50 per cent to 15.00 per cent by March 2020, adjusting the Standing Deposit and Standing Lending facilities rates downward to 12.00 per cent and 19.00 per cent respectively.
 - b. The Bank created a Le 500 billion (about USD 50 million) Special Credit Facility at a concessionary interest rate to finance the production, procurement and distribution of Essential Goods and Services; providing foreign exchange resources to support the private sector for the importation of essential commodities.
 - c. It expanded the reserve requirement maintenance period for the commercial banks from 14 days to 28 days.
 - d. These measures were complemented by the active participation of the Bank in the secondary market to inject liquidity into the banking system. Accordingly, the next credit to the private sector, which had grown to Le 2,27 trillion (22.94 per cent) in 2019, further grew to Le 2.38 trillion (about 4.90) in 2020 despite COVID-19.¹⁵
 - e. From a long-term standpoint, the government embarked on intensive public-private dialogue series to enhance cooperation between the state and the private sector in mobilising resources for public service delivery, alongside establishing and running a National Investment Board in the Office of the Vice President.
 - f. And a handbook of tax incentives was released to encourage private investment.
- a. Various Country Partnership Documents between the government and partners remained active in the country during the period under review.
 - b. Regulations were strengthened to guide operations of development partners, including NGOs, to ensure effective external aid financing, currently implementing a national Development Cooperation Framework guiding these actors.
 - c. It continued to dialogue and engage all partners on national development issues within the Development Partners' Committee (DEPAC) meetings, now held at Ministerial (chaired by a Cabinet Minister and Co-Chaired by Development Partners) and at Presidential Level (chaired by the President).
 - d. Service Level Agreements (SLAs) were signed between NGOs and public sectors they operated in, mediated by the Ministry of Planning and Economic Development, which is responsible for the national coordination of NGOs.
 - e. Partnership arrangements continued to provide confidence in the government and country systems for external financing.
 - f. Furthermore, the responsibility of Sierra Leone in chairing international cooperation bodies provided additional levers for harnessing sustained international support for its national programmes.
 - g. For example;
 - a) The country has continued to be the Chair of the g7+ group of countries coordinating international efforts to address fragility issues in these nations since 2014; a chairmanship through which it was able to secure a UN Observer Status in 2020;
 - b) It recently led the UN Resolution on Survivors of Sexual Violence;
 - c) It is among nine countries in the world serving on Global Board for women, peace and security, and humanitarian Action Compact; and
 - d) It also assumed the presidency of the UN Women Board, leading the fight against gender inequality, and promoting women empowerment during the period under review.

Development cooperation and NGO Operations

Since the end of the civil war in 2002, Sierra Leone has maintained a good partnership framework with its development partners. It has seen sustained and effective cooperation and external development support to the country. From bilateral to multilateral sources, some of which have been coming through NGO channels. The following is a summary:

¹⁵ Macroeconomic Sector Progress Paper submitted to MoPED towards the preparation of the Annual Progress Report for the MTNDP (2021, pages 24-26).

Integrated National Financing Framework—an extension of development cooperation

Sierra Leone identified the instrumentality of Development Financing Assessments (DFAs) and Integrated National Financing Frameworks (INFFs) as critical tools recommended in the Addis Ababa Action Agenda on Financing for Development. Thus, key steps were undertaken:

- a. Without wasting much time following the passing of the SDGs in September 2015, it began the INFF process effective October 2018 following background engagement with partners earlier.
- b. It is among the very few and first cohort of UN member states that have designed DFA and INFF tools for better understanding of financing landscape and pursuing strategic alternative options (including innovative strategies) to leverage resources.
- c. It conducted a DFA in 2018 to inform the financing of the country's MTNDP (2019-2023) that identified 18 broad financing initiatives to pursue, including innovative and non-traditional methods.¹⁶
- d. In March 2020, it designed its INFF that articulates specific strategies to implement the 18 financing initiatives in the DFA Report.
- e. The INFF was developed within the country's Walking Out of Fragility Roadmap formulated in March 2020 to accelerate the implementation of the MTNDP and SDGs.
- f. Consequently, as soon as the integrated financing framework was concluded, the Government secured funding from the UN Global SDGs Financing Window through the Ministry of Planning and Economic Development to implement a key framework component, Strengthening Domestic Resource Mobilisation for Financing the SDGs.
- g. This project is being implemented in two sub-components:
 - a) Strengthening domestic revenue mobilisation through enhancing public and private dialogue and tax education and supporting the establishment of field revenue collection posts near business operations (see the section on domestic revenue mobilisation strategies presented above). This includes building local and district level capacity for monitoring revenue and expenditure flows, and
 - b) Deepening financial digitalisation and literacy to increase financial inclusion and capture informal economic transactions into formal financial operations.

8.2 Summary of resource flows to the MTNDP

This section presents the resources secured to finance projects and programmes informed by the MTNDP during 2019-2020/21, highlighting challenges in the process.

Domestic revenue, grants and expenditure

Most of the highlights here have been captured in the macroeconomic performance section in the introductory chapters. The following, thus, suffices:

- a. While the 2020 total revenues (including grants) of Le 7.81 trillion (19.0 per cent of GDP) was 6.0 per cent lower than the Le 8.30 trillion in the revised budget for the year (20.2 per cent of GDP), it was 17.1 per cent higher than the Le 6.67 trillion recorded in 2019.
- b. Sustained development cooperation with our partners and the international community provided revenue cushion at the GDP growth fallout from the COVID-19 pandemic. The revenue increase during 2019-2020 "was mainly a result of a substantial increase

¹⁶ See Sierra Leone MTNDP (2019-2023)

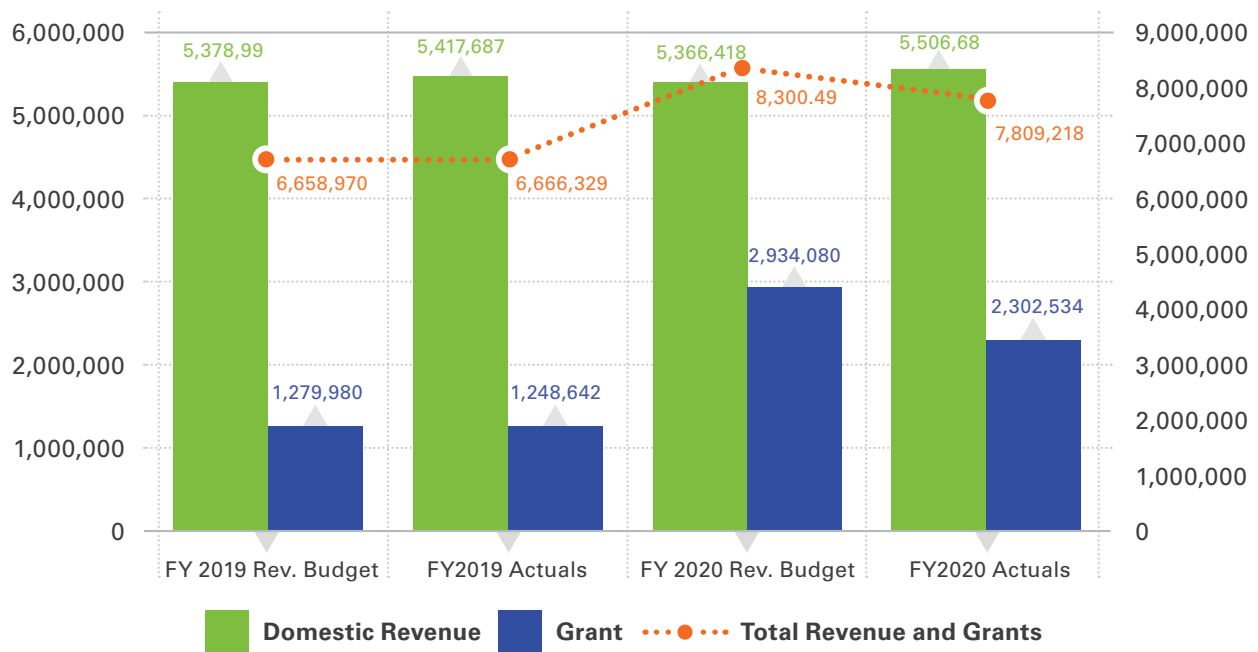
in grant resources from our development partners to mitigate and limit the spread of the virus, manage the economic fallout from the pandemic and expand social programmes to the elderly and vulnerable groups.”

- c. Domestic revenue mobilisation was also laudable despite the COVID-19 challenges, as shown in **Tables 8.2a** and 8.2. Actual total domestic revenue collected for FY2020 amounted to Le 5.5 trillion compared to a revised target of Le 5.4 trillion resulting in excess above the target of about Le 140.3 billion.
- d. Collections from Income Taxes were Le 2.0 trillion and above the target of Le 1.9 billion by Le 24.7 billion. Goods and Services Tax

was above target by Le 23.5 billion with total collections of Le 1.0 trillion. Customs and Excise Department collections amounted to Le 1.200 trillion compared to a revised target of Le 1.205 billion, recording a shortfall in performance by Le 5.2 billion. In contrast, mining royalties and licences amounted to Le 254.1 billion above Le 222.7 billion.

- e. Revenues collected from Other Government Departments, including TSA Agencies, amounted to Le 878.3 billion, exceeding the target by 48.8 billion. Road User Charges and Vehicle Licenses amounted to Le 118.5 billion compared to the Le 101.4 billion target, recording an excess of about Le 17.1 billion. This can be seen in **Table 8.5**.

Figure 8.2: Total Revenue and Grant (Million Leones)



Source: Generated by the author from the macroeconomic sector paper submitted for the SL-MTNDP 2020 Annual Progress Report

Table 8.2a: Domestic Revenue (Million Leones)

Particulars	FY 2019 Rev. Budget Le'million	FY 2019 (Jan – Dec) Actuals Le'million	FY 2020 Rev. Budget Le'million	FY 2020 (Jan – Dec) Actuals Le'million
Total Domestic Revenue	5,378,990	5,417,687	5,378,990	5,506,684
Income Tax Department	1,892,990	1,865,566	1,892,990	1,999,824
Goods and Services Tax	984,000	1,025,196	984,000	1,033,450

Customs and Excise Department	1,281,000	1,332,708	1,281,000	1,000,450
Mines Department	270,404	231,881	270,404	254,120
Other Departments	840,596	856,891	840,596	878,340
Road User Charges	110,000	105,444	110,000	118,500

Source: Ministry of Finance, Budget Bureau and NRA page 18

In addition to the strategies identified earlier under domestic revenue mobilisation:

- a. During the pandemic, the National Revenue Authority's resource mobilisation drive was anchored on a strategic Business Continuity Plan, which allowed the filing of tax returns by emails and engagement with taxpayers online and via SMS to sustain the payment of taxes during the pandemic.
- b. The Authority also adopted moral suasion techniques to convince and appeal to taxpayers to honour their obligations rather than having to accrue arrears that will later become burdensome to settle.
- c. The positive results were enhanced with the relaxation of COVID-19 restrictions later in 2020, leading to increased tax compliance and higher revenue collection in the 4th quarter of 2020.

Government development spending

- a. Government development budget generally shows some resilience, as depicted in **Figure 8.2b** and **Table 8.2b**, which present a rising trend in development disbursement from 2019 to 2020 from previous years, ranging from a Le 652.73 billion in 2015 to Le 747.13 billion in 2019 and Le 1.34 trillion in 2020.
- b. Disaggregated data from 2018 to 2019 is available. The *infrastructural and economic competitiveness cluster (Cluster 3)* of the MTNDP has generally commanded the highest capital financing from the Government budget, followed by *human capital development (Cluster 1)*, all of which impact various SDGs, as the alignment shows in **Table 8.2b**.

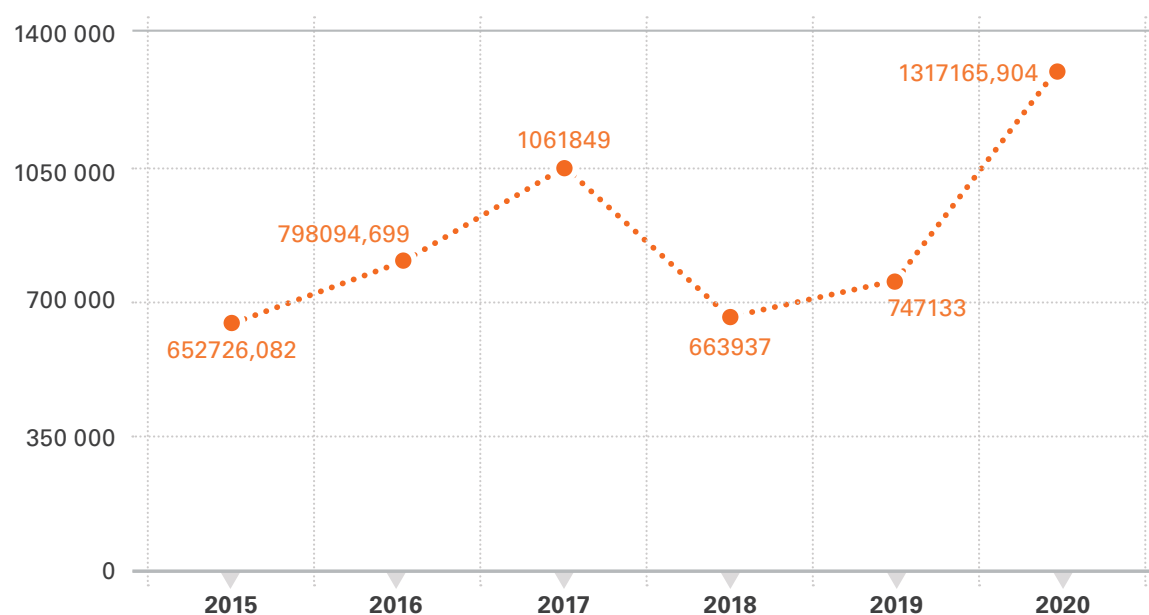
Government development expenditure and donor/NGOs resource support

Here, we present estimates of development spending on capital projects by the GoSL, compared with general donor support and NGO flows into the country by the policy clusters of the MTNDP, aligned to the SDGs for the period 2019-2020, where data was available.

Table 8.2b: Capital Development Spending from Government Budget by Clusters of SL-MTNDP and SDGs 2019-2020

The SDGs (United Nations 2030 Agenda)	S/Leone MTNDP (2019-2023)	2019 Le' M	2020 Le' M	Total
SDGs: 3, 4, 5, 6, 11, 13, 15, 17	1. Human Capital Development	44,479	366,327	410,806
SDGs: 1, 2, 7, 8, 9, 10, 11, 12, 13, 14, 15, 17	2. Diversify the Economy & Promote Economic Growth	9,547	163,592	173,139
SDGs: 7, 8, 9, 11, 13, 15, 16, 17	3. Infrastructure & Economic Competitiveness	592,986	668,384	1,261,370
SDGs: 16, 17	4. Governance & Accountability for Results	83,558	70,937	154,495
SDGs: 1, 2, 4, 5, 10, 17	5. Women, Children and Persons with Disability	Na	500	500
SDGs: 4, 10, 11, 13, 15, 16, 17	6. Youth, Sports & Migration	Na	12,150	12,150
SDGs: 11, 13, 15, 16, 17	7. Addressing Vulnerability & Building Resilience	Na	2,223	2,223
SDGs: 11, 13, 15, 16, 17	8. Means of Implementation	16,563	33,054	49,617

Figure 8.2b: Trend in development disbursement by GoSL 2015-2020



Source: The Ministry of Planning and Economic Development

- c. Although the *overall fiscal deficit*, including grants, amounted to Le 2.31 trillion or 5.6 per cent of GDP, the actual *total expenditure* and net lending amounted to Le 10.1 trillion compared to a target of Le 10.3 trillion resulting in an under expenditure of about Le 198.0 billion.
- d. This suggests that spending was carefully managed from 2019 to 2020, exceeding revenue flows.
- e. Indeed, the government generally ensured increased prudence in using public resources under Cluster 8 and Cluster 4, where PFM (public financial reforms) are discussed, capturing progress in Audit Service, Anti-Corruption e-financial governance.
- f. A list of specific development projects implemented during the period under review can be obtained from the Public Investment Management Department in MoPED.

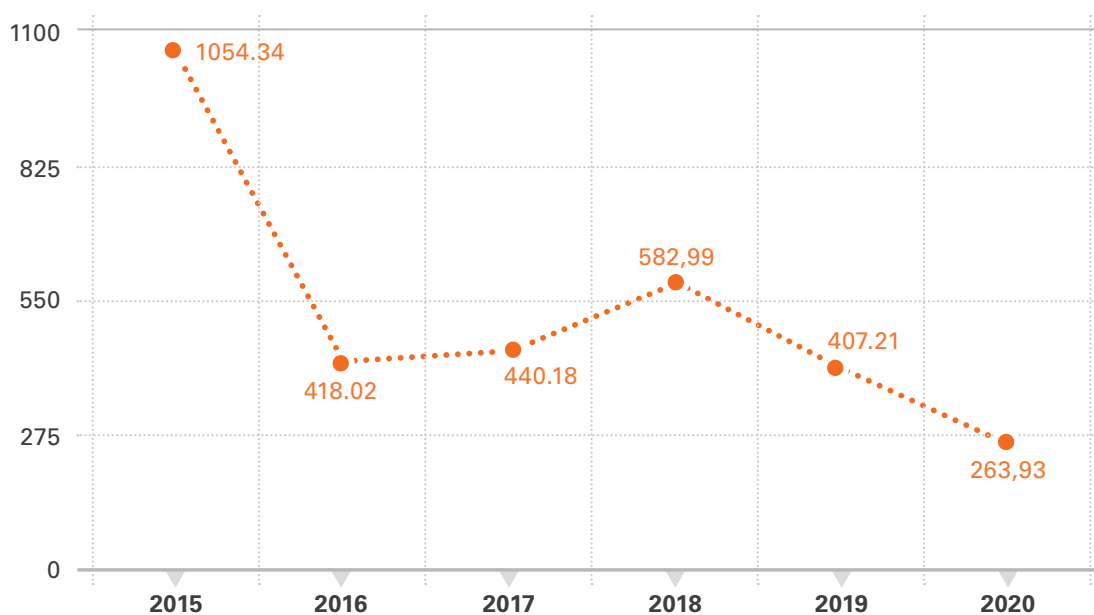
- b. We recognise that the entire global economy was enormously challenged and continues to be challenged, fiscally among others, from COVID-19, thereby constraining donor nations, including the G7 and the G20, to support weak nations.
- c. Nonetheless, **tables 8.2c** and **d** show appreciable support during 2019-2021 implementation across the various sectors and policy clusters of the SL MTNDP.
- e. During 2019-2020, health and then agriculture, energy, and power received the highest disbursement.
- f. **Table 8.2d** shows the distribution across both the clusters of the MTNDP and the 17 SDGs during the period under review.
- g. Worthy of note is that donor flows recorded here do not reflect direct budget support channelled through the Consolidated Revenue Fund of the state that could be used for various development purposes, including meeting recurrent government spending.
- h. It does not also directly capture support through NGOs, as reported in the next section—MoPED generated figures presented here through its Development Assistance Coordination Office's online development assistance database: <https://dad.synisys.com/dadsierraleone/#>.

External resource flows

We look at official development assistance (ODA) disbursements here as follows:

- a. **Figure 8.2c**, **Tables 8.2c** and **d** show that donor flows into the country have generally assumed a declining trend, consistent with global ODA decline. The data suggest that financing through development cooperation continued to be generally appreciable during

Figure 8.2c: General donor resource flows towards project financing 2015-2020



Source: Ministry of Planning and Economic Development, Freetown

Table 8.2c: Donor disbursement trends by sector/project 2015-2020 (in millions USD)

Sector	2015	2016	2017	2018	2019	2020	Total 2015-2020	Total 2019-2020
Public Financial Management	52.63	10.99	33.06	30.95	64.9	15.75	208.28	80.65
Transparency and democracy	35.76	11.36	14.57	15.46	10.71	6.63	94.49	17.34
Capacity Building of government agencies	49.45	22.24	12.56	35.97	15.59	18.75	154.56	34.34
Security Sector	4.91	2	0.26	0	1.34	1.07	9.58	2.41
Decentralisation	8.82	2.75	1.63	3.69	2.39	0.05	19.33	2.44
Justice Sector Development	6	1.93	1.82	0.83	1.78	0.01	12.37	1.79
COVID-19 Response						9.58	9.58	9.58
Disaster Relief	0	0	0	3.39	0	0	3.39	0
Private Sector Development	22.99	11.17	18.73	15.92	12.82	11.07	92.7	23.89
Youth Development	2.7	3.43	17.79	0.79	1.41	0.18	26.3	1.59
Agriculture, Rural development and Food Security	58.48	42.48	42.98	56.74	28.48	33.35	262.51	61.83
Infrastructure	31.03	7.8	4.19	33.02	22.58	1.91	100.53	24.49
Macroeconomic Management	113.56	29.63	22.49	91.26	18.1	0.1	275.14	18.2
Housing	0.18	0	0.53	0.88	0	0	1.59	0
Energy and Power	22.38	17.77	15.05	27.59	50.36	20.93	154.08	71.29
Road Network	43.26	60.12	33.99	10.89	7	1.17	156.43	8.17
Transport	0	0	0	2	1.23	0	3.23	1.23
Health	129.12	80.82	101.7	103.6	91.61	80.96	587.79	172.57
HIV/AIDS	0.38	0.37	0.25	1.48	1.07	0	3.55	1.07
Education	37.09	20.55	38.18	53.35	26.65	24.57	200.39	51.22
Water and Sanitation	31.02	26.74	32.2	39.81	23.93	22.24	175.94	46.17
Environment	3.54	2.62	12.5	17.8	9.15	4.43	50.04	13.58
Social Welfare	15.3	1.73	3.49	27.19	4.05	2.83	54.59	6.88
Gender	2.16	4.55	0.68	3.39	4.57	5.28	20.63	9.85
Mineral Resources and Mining	9.28	1.56	0.03	3.02	4.77	2.04	20.7	6.81
Information and Communication Technology (ICT)	0.41	0.76	1.82	0.22	0.38	0.69	4.28	1.07

Ebola Response	373.89	54.65	29.72	3.73	2.16	0	464.15	2.16
Population policy and administrative management					0.18	0.34	0.52	0.52
Total	1054.3	418	440.2	583	407.2	263.9	3166.67	671.14

Source: Ministry of Planning and Economic Development, Freetown

Table 8.2d: Donor disbursement by SL-MTNDP and SDGs 2018-2020 (in millions USD)

The SDGs (United Nations 2030 Agenda)	S/Leone MTNDP (2019-2023)	2018	2019	2020	Total
SDGs: 3, 4, 5, 6, 11, 13, 15, 17	1. Human Capital Development ¹⁷	184.14	176.93	137.34	498.41
SDGs: 1, 2, 7, 8, 9, 10, 11, 12, 13, 14, 15, 17	2. Diversify the Economy & Promote Economic Growth ¹⁸	21.97	34.26	35.39	91.62
SDGs: 7, 8, 9, 11, 13, 15, 16, 17	3. Infrastructure & Economic Competitiveness ¹⁹	80.09	125.54	35.77	241.4
SDGs: 16, 17	4. Governance & Accountability for Results ²⁰	103.89	149.45	42.26	295.6
SDGs: 1, 2, 4, 5, 10, 17	5. Women, Children and Persons with Disability ²¹	6.18	7.41	8.11	21.7
SDGs: 4, 10, 11, 13, 15, 16, 17	6. Youth, Sports & Migration ²²	9.91	7.41	0.18	17.5
SDGs: 11, 13, 15, 16, 17	7. Addressing Vulnerability & Building Resilience ²³	14.57	6.53	4.42	25.52
SDGs: 11, 13, 15, 16, 17	8. Means of Implementation ²⁴	2.22	5.00	0.52	7.74

¹⁷ COVID-19 Response, Health, HIV/AIDS, Education, Water and Sanitation

¹⁸ Agriculture, Rural Development and Food Security, Mineral Resources and Mining

¹⁹ Private Sector Development, Infrastructure, Energy and Power, Road Network, Transport, Information and Communication Technology (ICT)

²⁰ Public Financial Management, Transparency and democracy, Capacity Building of government agencies, Security Sector, Decentralisation, Justice Sector Development

²¹ Social Welfare, Gender

²² Youth Development

²³ Disaster Relief, Environment

²⁴ Population Policy and Administrative Management

NGO resource flows

Table 8.5 presents resources channelled through NGOs to deliver services to the people. These operations have been critical, especially for service delivery at the community level, including places and remote communities that many government institutions could hardly directly reach. The summary:

a. These organisations received significant resources from external (donor) sources not captured in **Tables 8.2c** and **d** (under general donor support) above.

b. From 2018 to 2021, about USD 1.36 billion was disbursed through this channel to undertake development activities by hundreds of NGOs.

c. The Human Capital Development policy cluster of the MTNDP received the highest disbursement. This is consistent with the Government's flagship development priority, at US\$ 993.58 million during the period under review; followed by the cluster on Women, Children and Persons with Disabilities at US\$ 184.10 million (**Table 8.2e**)—the data came from MoPED's NGO database maintained in its NGO Affairs Directorate.

Table 8.2e: NGO resource disbursements 2018/19-2020/21 (UD\$ million)

The SDGs	S/Leone MTNDP (2019-2023)	2018/19	2020/21	Total
SDGs: 3, 4, 5, 6, 11, 13, 15, 17	1. Human Capital Development	346.97	646.61	993.58
SDGs: 1, 2, 7, 8, 9, 10, 11, 12, 13, 14, 15, 17	2. Diversify the Economy & Promote Economic Growth	76.79	42.04	118.83
SDGs: 7, 8, 9, 11, 13, 15, 16, 17	3. Infrastructure & Economic Competitiveness	27.31	5.13	32.44
SDGs: 16, 17	4. Governance & Accountability for Results	7.07	2.59	9.66
SDGs: 1, 2, 4, 5, 10, 17	5. Women, Children and Persons with Disability	29.80	154.30	184.10
SDGs: 4, 10, 11, 13, 15, 16, 17	6. Youth, Sports & Migration	0.95	16.28	17.23
SDGs: 11, 13, 15, 16, 17	7. Addressing Vulnerability & Building Resilience	0.00	0.00	0.00
SDGs: 11, 13, 15, 16, 17	8. Means of Implementation	0.00	0.00	0.00
Total		488.90	866.94	1,355.84



8.3 Strengthening local service delivery system

The government continued to recognise the imperative of service delivery at the local government level for sustainable development. It has demonstrated this recognition through its scaled-up efforts to strengthen local development planning, coordination and reporting systems in its general framework of localising the National Plan and the SDGs in Sierra Leone. The summary:

- a. From October 2019 to October 2020, GoSL decentralised the MTNDP to all 16 districts and 22 local councils of Sierra Leone to place the people in the driver's seat of implementing the national plan. Cabinet ministers coordinated by MoPED engaged with key district and sub-district representatives. Participants included traditional leaders, local councillors, women and youth representatives, the disabled, NGOs, CSOs, decentralised government MDAs and core local council staff implementing the MNTD. Development partners included several UN agencies, with financial support provided by UNDP and UNICEF.
- b. A key outcome of these engagements was the resuscitation of the District Development Coordination Committees (DDCCs) to functionally, regularly, and sustainably follow up and report on implementing the national development plans and the SDGs at the local level.
- c. To date, 12 of the 16 districts have these DDCCs re-established and operational, with operations currently funded by UNICEF; however, plans are advanced to roll out these Committees to the 4 remaining districts. The revision of the 2010 National Decentralisation Policy and 2004 Local Government Act was supported by the European Union.

- d. The government partnered with Fambul Tok NGO in Sierra Leone and Catalyst for Peace USA to promote village and chiefdom level planning (mentioned earlier under progress on Cluster 4).
- e. This initiative is, called the People’s Planning Process or Wan Fambul Framework, has been piloted in 24 chiefdoms in Kailahun, Kono, Moyamba, Koinadugu and Falaba Districts with the following accompanying strategic milestones and structures:
 - i. 24 chiefdom plans were completely formulated or drafted to date, with the people leading their financing and implementation.
 - ii. 123 Peace Mother Groups were established within the Wan Fambul Framework, and 67 of these groups undertook joint economic/business ventures.
 - iii. At least 154 Community Welfare and Mediation Committees in 154 Sections were also established within the Wan Fambul Framework, and all of these committees undertook joint economic/business ventures.
 - iv. At least 1,990 villages were directly involved in the pilot village and chiefdom level plan formulation.
- f. And plans are at advanced stages to roll out the Wan Fambul Framework to all 190 chiefdoms of Sierra Leone.
- g. Discussions were advanced to establish Chiefdom Development Coordination Committees, counterpart to the DDCCs at the district level, to strengthen sub-national development coordination.
- h. The EU also supported the rationalisation of the government's human resource management mechanism, ensuring the harmony of operations between the Local Government Service Commission and the central Public Service Commission.
- i. Concerning **direct fiscal support**, government and development partners continued to provide recurrent and capital development assistance to the local councils, alongside system strengthening for service delivery.
- j. Over Euro 12 million was provided by the **European Union** to six Local Councils in Pujehun, Port Loko, Kambia, Bombali, Karene and Falaba Districts in targeted rural project support.
- k. At least US\$40 million has also been secured from the **World Bank** to continue to support general basic service delivery covering all the 16 districts of Sierra Leone. This support standardises district planning and promotes plan implementation and DDCC operations. It will support the roll out of public investment programme formulation in the district and strengthen district level M&E. This is coming up in the Bank’s Accountable Governance for Basic Service Delivery project, succeeding the Public Financial Management Improvement and Consolidation Project coordinated by MoF.
- l. The UN also funded the mentoring and coaching of Local Councils in resource mobilisation and expenditure management within Sierra Leone’s Integrated National Financing Framework.

8.4 Science, technology and innovation

A key policy action under the Human Capital Development Cluster of the MTNDP that GoSL is heavily committed to is to “*improve support to the teaching of science, technology, and innovation at universities and polytechnics through the special provision of special resources.*” It further aspires to “*establish the Directorate for Science, Technology, and Innovation (STI), initially anchored within the Office of the President*” (see page 49 of the Sierra Leone MTNDP 2019-2023). The plan captures STI as a fundamental driver of effective use of scarce public resources, consistent with the Addis Ababa

Action Agenda on Financing for Development (paragraphs 114-124 of the UN Resolution 69/313).

Summary of progress for STI in the MTNDP 2019-2021:

- a. Government established the Directorate of STI in the office of the presidency, which became central in implementing the plan in the last 2 to 3 years.

- b. The directorate supported strengthening the public expenditure management system by establishing online platforms for processing expenditure requests, approvals, reconciliations, and returns.
- c. It played a leading role in tracking progress in implementing GoSL's Human Capital Development flagship initiatives and the government's domestic resource mobilisation agenda.
- d. It supported the enhancement of financial inclusion through digital solutions and *literacy—targeting the participation of the informal sector in formal banking, especially as the sector continues to account for more than 50 per cent of economic operations in Sierra Leone.*
- e. The directorate also played a central role in providing the online application to manage COVID-19-related restrictions and policies in the country.
- f. A drone delivery corridor for health products was deployed to increase access to medical services for rural communities—an initiative also facilitated by the STI Directorate.
- g. These efforts included launching a Blockchain National Digital Identity System to enhance socio-economic transactions and public service delivery governance.
- h. In the last year, MoPED, together with the Directorate of STI, collaborated with an international firm *Small Globe Inc.* to conduct a technology needs assessment (TNA). The objective was to formulate a comprehensive national framework for STI deployment at all operational levels across the country, consistent with the UN's commitment to establishing a Technology Bank for LDCs.
- i. The TNA survey identified the core areas of focus for STI in Sierra Leone that align well with the MTNDP. The exercise brings out prioritised technologies that can effectively address the country's needs in the focal sectors.

8.5 Statistics, monitoring and evaluation, performance management and development communication

We witnessed commendable strides in the development of the national statistical system, as well as M&E and general performance management, summarised as follows:

National statistical system

- a. The government secured a US\$30 million grant from the World Bank under the Harmonising and Improving Statistics in West Africa Project to strengthen the country's statistical system, including the structural transformation of the institution at the national and district levels.
- b. This support enabled Sierra Leone to migrate from paper-based questionnaires to the computer-aided system to conduct the National Housing and Population Census and other statistical activities.
- c. It is generally aiding the transformation of the national statistical architecture by establishing modern offices with requisite equipment across the 16 districts of Sierra Leone.
- d. Statistics Sierra Leone successfully cooperated with many MDAs and development partners to generate credible data for the MTNDP and the SDGs, including:
 - i. Conducted national school censuses with the Ministry of Basic and Senior Secondary Education.
 - ii. Conducted the first tourism census with the Ministry of Tourism and Cultural Affairs.
 - iii. Conducted Labour Force Surveys with the Ministry of Labour and Social Security.
 - iv. Conducted gender studies with the Ministry of Gender and Children's Affairs.
 - v. Generation of agricultural data with the Ministry of Agriculture and Forestry.
- e. Several other milestones achieved through the work of Stats-SL included:
 - i. Training of the Sierra Leone Police on the compilation of crime statistics; and

- ii. Collaborating with universities and CSOs on data generation, analysis and dissemination.

Monitoring and evaluation

- a. The government established a National Monitoring and Evaluation Department (NaMED)—currently located in the office of the presidency—to enhance value for money with public projects through effective supervision and reporting.
- b. The Department facilitated the establishment of a web-based public project tracking system, which is at an advanced stage.
- c. It regularly monitored the government’s flagship programmes, including the Free Healthcare Initiative and Free Quality School Education Programme.
- d. A National Monitoring and Evaluation Policy was produced.
- e. An adequacy assessment of the Results Framework of the MTNDP was undertaken to rationalise indicators and targets for monitoring the Plan.
- f. During the review process, new policy actions, targets and indicators were introduced as some targets and indicators without data to be dropped going forward.

Service delivery and performance management

- a. Awareness of service delivery accountability and reporting was raised during implementation.

- b. The period under review saw scaled-up efforts in public sector performance management monitoring by the central government, focusing not only on the activities of MDAs but also state owned-enterprises (SOEs).
- c. Strategic sessions attended by the President on delivery and reporting were held with all public sector stakeholders from MDAs and SOEs.
- d. Various capacity building sessions were held with institutions, facilitated by MoPED, working closely with the Office of the President.

Development communication

- a. The government established the National Council for Civic Education and Development to increase public awareness of strategic development issues, ensuring that the national school system is adequately equipped with public socioeconomic knowledge.
- b. Since the establishment of the Council, public education on national development issues has been tremendously enhanced with frequent TV, radio and public square engagements.
- c. The council facilitated the re-introduced civic education as a subject in the school curriculum— core textbooks on the revamped subject are now available.

8.6 Managing risks to implementation: The case of the COVID-19 pandemic

Pages 182-183 of the MTNDP (Volume 1) noted the likelihood of major risks in implementing the Plan. Eventually, the COVID-19 pandemic broke out in December 2019, disrupting the global economy. The devastating effects of the pandemic spread across all nations, including Sierra Leone. Thus, this section extends progress reporting on Cluster 8 (Means of Implementation) to capture the government’s efforts in responding to and

recovering from this global crisis during the period under review. We have captured a summary of the effects of the crisis in the introductory sections.

Given the recent rocky past of the country with natural calamities before COVID-19,²⁵ GoSL immediately took steps to respond to the current global pandemic before the country could record its Index Case on 30th March 2020; heavily drawing

²⁵ Prior to the COVID-19 outbreak, Sierra Leone, together with Guinea and Liberia, had suffered the greatest devastation from the Ebola virus disease in history. Sierra Leone alone lost close to 4,000 lives to the epidemic out of more than 10,000 infections during 2014-16. In August 2017, more than 1,000 lives were also lost in the country to landslides and floods, mostly in its Western Region.



from its experience in fighting the Ebola virus disease in 2014-16. It quickly leveraged existing structures, partnerships, and experience in the EVD response, calling on all relevant partners who participated in the EVD fight to support the country's preparation and implementation of an integrated COVID-19 prevention and response plan. Twin national strategies were put in place:

- a. A National COVID-19 Health Preparedness Response Plan 2020.
- b. A Quick Action Economic Recovery Programme 2020.²⁶

The government also worked closely with the UN Country Team in Sierra Leone to undertake a socioeconomic impact assessment for COVID-19 and prepare a UN Response and Recovery Plan. Non-government government organisations also actively worked with the government at the central and local levels in response to the crisis.

A guiding principle around the government's response to the pandemic was *ensuring an effective response to the crisis within the continued implementation of Sierra Leone's Five-Year Medium-Term National Development Plan (2019-2023) that had been launched less than one year before the COVID-19 broke out.*

²⁶ These documents can be accessed from the Ministry of Health and Sanitation, the Ministry of Finance and the Ministry of Planning and Economic Development in Freetown.

8.6.1 The National COVID-19 Health Preparedness and Response Plan

The risks posed were classified into **primary** and **secondary** level risks that were appropriate and timely planned for to ensure that health response strategies to the pandemic were comprehensive:

- a. The *primary risks* were identified by tracking infected persons travelling from abroad and going after those undetected in the local communities. Major sources of these risks were airports, land border crossings, quarantine zones, hotels and homes, places of work and crowded spaces like public markets. Persons infected without symptoms entering the country were tracked while identifying and addressing anomalies in quarantine places carrying high-risk contacts.
- b. *Secondary risks* were drawn from analysis of the degree of mortality rates associated with the state of the effectiveness of the

national response system, tracking any alarming spike while paying attention to the mode of public adoption of behavioural change to control outbreaks. Attention was paid to the capacity to trace contacts, isolate cases, implement health protocols, and bury the dead arising from the virus, constantly checking with the strengthening of public education on the virus and messaging. The sources of risks pursued ranged from health facilities to communities and social media.

Financing the health response plan

- a. **Table 8.6.1** summarises the cost of responding to the pandemic within the health sector in 2020, capturing government and development partners' commitment across various response areas and funding gaps.

Table 8.6.1: Summary of COVID-19 GoSL Funded Response Plan (In Billion Leones)

No.	Response Area	National Plan cost	GosL	WB	IsDB	GF	Gap
1.	Point of Entry Management	7.33	2.3	3.7	0.5	0.0	0.9
2.	Quarantine Management	56.45	14.9	8.0	0.0	0.0	33.5
3.	Contact Listing and Tracing/ Surveillance	20	4.1	12.6	0.5	0.0	2.8
4.	Laboratory Operations	32.9	4.8	0.5	1.1	5.0	21.5
5.	Case Management	110	10.0	42.8	0.7	15.0	41.4
6.	Information and Social Mobilization	5.7	3	1.1	0.0	0.0	1.6
7.	Logistics [Transport and Supplies]	332.22	19.5	10.0	0.0	25.0	277.7
8.	ICT Systems	3	1.2	0.0	0.0	0.0	1.8

9.	Security	6	1.5	0.0	0.0	0.0	4.5
		1.6	0.4	0.0	0.0	0.0	1.2
		4	1.0	0.0	0.0	0.0	3.0
10.	Coordination, Command and Control	3.12	2.12	0.9	0.0	0.0	0.1
		6.13	1.13	5.0	0.0	0.0	0.0
Total		588.45	65.9	84.7	2.8	45.0	390.1

8.6.2 The Quick Action Economic Recovery Programme (QAERP)

Alongside actions taken within the health sector preparedness and response plan, economic measures were undertaken within the QAERP, structured around the following pillars (see also **Figure 8.6.2**):

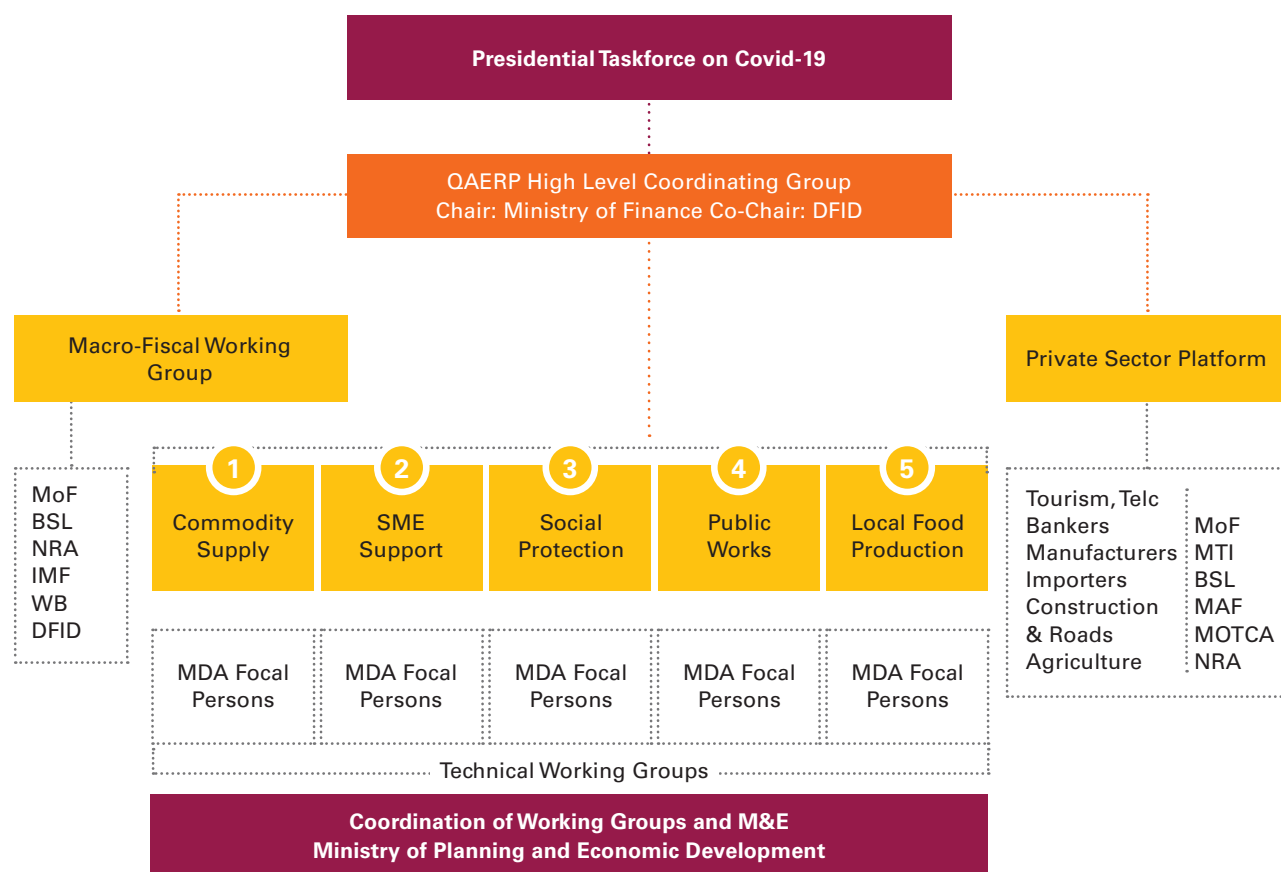
- a. Pillar I: Supply of essential commodities;
- b. Pillar II: Maintenance of local food production;
- c. Pillar III: Continued operations of critical small and medium enterprises;
- d. Pillar IV: Prioritising vulnerable populations through social protection; and

- e. Pillar V: Having critical public works sustained to engage especially the youth.

Alongside these pillars was a technical group undertaking macro-fiscal recalibrations to inform efforts at maintaining macroeconomic stability in COVID-19 financing; furthermore, there was also a private sector-wide stakeholder engagement. Above the Technical Working Groups was a High-Level Ministerial Coordination Group with a strong Development Partner representation that reported to a Presidential Task Force on COVID-19 above it.

Figure 8.6.2: Governance structure of the Sierra Leone Quick Action Economic Recovery Plan 2020

GOVERNANCE STRUCTURE FOR THE COORDINATION AND IMPLEMENTATION OF THE QUICK ACTION ECONOMIC RECOVERY PROGRAMME (QAERP)



Source: Sierra Leone Quick Action Economic Recovery Plan 2020, Ministry of Finance, Freetown

Financing the Economic Response Plan

Immediate response: The total financing required for the Quick Action Economic Recovery Programme across its Five Pillars was US\$ 151.95 million. By the end of July 2020, the Government committed US\$ 91.07 million (about 60 per cent) of its resources. Partners committed US\$ 23.354 million (about 15 per cent) to support the implementation of programme activities, leaving a gap of about US\$ -38.9 million.

Budget support during the pandemic: This was provided by the World Bank to the tune of US\$ 101 million; European Union Euro 15 million; and African Development Bank US\$ 24.5 million. This was to create additional fiscal space for the government to fund critical interventions toward mitigating the socioeconomic impact of the pandemic.

Debt relief: Additionally, Sierra Leone was classified as being among the particularly vulnerable

countries to benefit from the G20-Paris Club Debt Service Suspension Initiative (amounting to US\$ 9.7 million). This was to suspend the country's official bilateral debt payments through end 2020. It was also to benefit from a debt service relief of US\$ 22.7 million under the Catastrophe Containment and Relief Trust. And in June 2020, the IMF approved a Rapid Credit Facility of US\$ 143.2 million.

Among key measures and deliverables achieved in the Economic Recovery Programme

- a. Building and maintaining an adequate stock level of essential commodities at stable prices:
 - i. The Bank of Sierra Leone launched a credit facility amounting to five hundred billion Leone (Le 500 billion) to support the production, importation and distribution of essential commodities at a concessional interest rate.

- ii. Tax deferment to manufacturers and importers of essential commodities was implemented, including allowing importers to use bonds issued by insurance companies in place of commercial bank performance bonds and waiving application fees and three-month tax relief to the hospitality and aviation sectors.
- b. Providing support to hardest-hit businesses to enable them to continue operations and avert lay-offs of employees:
 - i. Expanded safety nets to vulnerable groups.
 - ii. Expand the Social Safety Net cash transfer programme from 35,000 to 100,000 households, with a dedicated quota for people with disabilities.
 - iii. Developed an emergency cash transfer scheme targeting 29,000 beneficiaries, including informal sector workers, mostly petty traders, and low paid workers in the tourism and other service industries.
 - iv. Provision of in-kind support to more than 11,000 persons with disabilities during the two rounds of lockdown.
- v. As part of the Supplementary Budget, Le 55 billion was allocated for the social safety net—it covered cash transfers, food assistance, and salary compensation for three months for workers in the hotel and recreation industry.
- vi. Cash transfer programmes are supported by a grievance redress mechanism (GRM) managed by the Anti-Corruption Commission (ACC) for transparency and social accountability.
- c. Supporting labour-intensive public works and assisting in the local production and processing of staple food items:
 - i. The procurement process was undertaken to rehabilitate about 1,200 km of trunk and feeder roads (which was expected to create jobs for nearly 5,000 youths and help link farmers to the market).
 - ii. A local food production COVID-19 response plan, focusing on large scale mechanical cultivation of rice and other food crops to boost local production and promote livestock production, was developed and implemented.

8.6.3 United Nations-Driven Response and Recovery Plan for Sierra Leone

In addition to the above response efforts, there was a UN-wide response and recovery programme that the Government of Sierra Leone helped put together, guiding the Organisation's support to the overall country's response and recovery from the COVID-19 within the continued implementation of the Sierra Leone MTNDP and SDGs. This has been undertaken under five UN Pillars:

- a. Health First;
- b. Protecting People;
- c. Economic Response and Recovery;
- d. Macroeconomic Response and Multilateral Cooperation, and
- e. Social Cohesion and Community Resilience. (See **Table 8.6.3** for the UN financial support.) This and other efforts discussed above, put together, could be considered efforts at recovering the Sierra Leone MTNDP and the SDGs from COVID-19.

Table 8.6.3: United Nations-Driven Response and Recovery Plan for Sierra Leone

Response Pillars	Total Required Resources US\$	Available Resources US\$	Funding Gap US\$
Health First	12,202,707	3,263,984	8,938,723
Protecting People	61,438,000	14,730,000	46,708,000
Economic Response & Recovery	20,970,000	8,137,000	12,833,000
Macroeconomic Response/Multilateral Cooperation	380,000	140,000	240,000
Social Cohesion & Community Resilience	2,525,000	445,000	2,080,000

Source: United Nations COVID-19 Socioeconomic Response Plan for Sierra Leone October 2020; United Nations Sierra Leone, Freetown

8.6.4 Support through NGOs

Many NGOs repurposed their resources to fight against the pandemic and mobilise new financing. For instance, 26 International NGOs developed a package of Le 232 million towards health and personal safety, social mobilisation, protection and livelihood. The effective national and district

level coordination of the COVID response and recovery involved the active participation of the NGO community. Those operating at sub-national levels were integrated into the district level coordination of the response efforts.

8.7 Challenges relating to the Means of Implementation Cluster

Financing and coordination

- As articulated in the macroeconomic performance section, revenue mobilisation for the MTNDP was badly affected by the COVID-19 pandemic during the 2019-2021 reporting period. This constrained the operations of the private sector, which was already weak before the pandemic, thereby limiting revenue flows through taxation and other channels.
- Several planned capital projects within the Public Investment Programme could not be implemented during this period due to domestic and external financing constraints.
- The CSOs and NGOs were constrained with the required technical and financial

resources to effectively play their critical role in the plan implementation process.

- More coordination among the numerous stakeholders at the central and local levels was generally needed to deliver more results. However, limited resources could not permit the holding of planned regular cluster and sub-cluster working groups to support follow-up and reporting on the implementation of the Plan.

Monitoring and Evaluation and the Results Frameworks

- There were constraints in the data systems and reporting in the public sector with too many players without effective coordination, whereas more efforts were needed in

- frontline monitoring of existing development projects.
- b. Many indicators in the Results Framework were without data (baselines and targets) at the launch of the Plan, most of which remained so to date, largely because of limited resources to undertake the necessary baseline assessments during the period under review.
 - c. Some indicators and qualitative targets were not properly defined in the Results Framework.
 - c. Increase effectiveness in public financial management in general, focusing on enhancing the fight against corruption and illicit financial flows, including tax compliance.
 - d. Increase sectoral coordination in the Plan implementation through the revival of technical working groups.
 - e. Deepen the national decentralisation programme and localisation of the SDGs through scaling up the people's planning process (*Wan Fambul Framework*) at the village and chiefdom level.

Recommendations

- a. Increase investment in the diversification of the economy and revenue sources and scale-up implementation of the Integrated National Financing Framework.
- b. Increase support for the transformation of the informal sector to increase its contribution to revenue while providing a better enabling environment for the private sector in general.
- f. Increase support for monitoring and evaluation, national statistical system and public engagements on plan implementation.
- g. Rationalise indicators and targets contained in the Results Framework, focusing follow-up and reporting on those for which full data is available—the rephrasing and re-definition of several indicators were already done during this review.





PART THREE

CONCLUSION AND STRENGTHENING IMPLEMENTATION GOING FORWARD

The preceding sections of this review report (in Part Two) have summarised progress made in implementing the MTNDP in the first two and a half years, including challenges encountered and lessons learnt. Indeed, laudable achievements were made towards achieving the strategic objectives of the National Plan and its goals for 2023 despite the enormous challenges summarised in the next sub-section. There was considerable resilience against the COVID-19 pandemic and related effects to ensure the

continued implementation of key programmes and projects of the MTNDP. The resilience was informed by the sustained cooperation and partnership built into the implementation of the Plan.

The next sections present key challenges and lessons learnt worth paying critical attention to in the remaining years of implementation. They are followed by general recommendations and strategic areas of focus.

9.1 Summary of challenges from implementation

- a. The COVID-19 pandemic was a leading barrier to achieving planned results in the first two and a half years of the MTNDP implementation. The pandemic globally broke out about **nine months** after the Plan was launched in February 2019, engendering widespread macroeconomic uncertainties for implementing the MNTDP. Implementation processes, including engaging communities across regions and districts, were disrupted at the pandemic's peak for a considerable period.
- b. While digital solutions (especially virtual space) strongly enhanced coordination and general management of the implementation during the pandemic, the digital divide between regions and districts in the country was a major challenge to engage all relevant locations effectively.
- c. Mobile network coverage in some rural communities was still a challenge, which contributed to the financial exclusion of many local economic actors.
- d. The private sector was weakened further during the pandemic, thereby increasing the dominance of informal economic operations, further limiting domestic revenue mobilisation towards implementing the Plan.
- e. Investment in critical infrastructures, such as energy, water, roads, and ICT, was a huge challenge in boosting private sector operations.
- f. Data systems and reporting in the public sector demanded that more investment is undertaken to improve the landscape for managing development results.
- g. Many indicators in the Results Framework were without data (baselines and targets) at the launch of the Plan, most of which remained so to date, largely because of limited resources to undertake the necessary baseline assessment during the period under review.
- h. CSOs and NGOs were critical in implementing the Plan but were constrained by the required technical and financial resources to play their role effectively.
- i. Furthermore, enhanced coordination among stakeholders at the central, sectoral and local levels was generally needed to deliver more results; however, there was considerable room for improved coordination, alignment and tracking of donor funding to sectoral priorities and frontline monitoring of development projects.
- j. And limited resources could not permit the holding of regular cluster/sub-cluster working groups to support follow-up and reporting on the implementation of the Plan.

9.2 Lessons learnt

- a. Diversifying sources of financing for National Plans with more emphasis on domestic resource mobilisation is critical for the sustainable implementation of projects and programmes.
- b. Development cooperation and sectoral/general stakeholder coordination remain critical dimensions to sustainable financing of plans;
- c. Decentralised systems with a highly people-centred approach are fundamental prerequisites for effective public service delivery.
- d. Entrenched digital solutions are inevitable in building resilient socioeconomic systems.
- e. Essentially, virtual organisational management spaces are critical to the insulation of operations during crises, coupled with their general default importance for sustainable development.
- f. Building risk management into plan implementation frameworks is fundamental to ensuring the continued implementation of plans during shocks.
- g. A strong political will is the most crucial requirement for the effective delivery of services.

9.3 General recommendations

- a. Diversify sources of financing for the National Development Plan through scaling up implementation of the Integrated National Financing Framework, exploring non-traditional/innovative ways of mobilising resources, including transforming the informal sector to increase its contribution to revenue.
- b. Strengthen development cooperation and alignment of stakeholder operations with the MTNDP.
- c. Prioritise external support towards building domestic capacity for revenue mobilisation, the fight against corruption and illicit financial flows, and public financial management in general.
- d. Scale up efforts to de-risk the economy to attract more private investment, strengthen property rights and good institutions, and uphold the rule of law while promoting peace and national cohesion.
- e. Strengthen e-governance in the public sector and sectoral coordination in the Plan implementation through the revival of technical working groups while increasing general public engagement and education in the process.
- f. Increase investment in infrastructures, such as energy, roads, water and ICT; and scale up mobile network coverage to support financial inclusion and other economic operation covering rural communities.
- g. Scale up the government's investment in human capital development, putting education at the centre, and health system strengthening, including disease monitoring and surveillance.
- h. Increase efforts to ensure environmental sustainability and effective national disaster management and empower women, youth, and persons with disabilities.
- i. Deepen the national decentralisation programme and localisation of the SDGs through scaling up the people's planning process (*Wan Fambul Framework*) at the village and chiefdom level, and strengthen collaboration with the civil society.
- j. Increase support for monitoring and evaluation, national statistical system, and public sector capacity and performance.
- k. Rationalise indicators contained in the Results Framework, focusing on follow-up and reporting on those for which full data is available.

9.4 Strategic areas of emphasis going forward with plan implementation from 2022 to 2023

Government's top priorities

- a. **Human Capital Development:** The Government's Flagship Human Capital Development Programme remains a top priority. The Free Quality School Education Programme continues to be high on the national agenda, noting that the MTNDP (2019-2023) is titled *Education for Development Programme*.
 - ii. It has diverse components: traditional industries (fisheries, tourism, and maritime transport), also new and emerging activities (offshore renewable energy, aquaculture, seabed extractive activities, and marine biotechnology and bioprospecting).
 - iii. Its main thrust is ensuring an integrated treatment of the various components linked to the need for sustainable utilisation of ocean resources.
 - iv. The idea of the Blue Economy first came up at the 2012 Rio + 20 UN Conference on Sustainable Development.
 - v. Africa Blue Economy and its components are estimated to have generated US\$ 296 billion, with 49 million jobs, projected to go up to US\$405 and 57 million jobs by 2030; and US\$ 576, with 78 million jobs by 2063.
 - vi. Accordingly, all nations with great Blue Economy potential, like Sierra Leone (with more than 500 km coastline), among coastal and island states, are advised to develop a national framework for implementation of initiatives in this direction.
 - vii. Following its participation in the International Conference on Blue Economy in Nairobi 2018, GoSL, through MoPED in partnership with other MDAs and UNDP, has advanced the process of developing a comprehensive national framework on the Blue Economy.
 - viii. Therefore, by implementing the MTNDP in the remaining two years and beyond, GoSL has *the blue economy* on top of its development agenda.
- b. **Presidential Infrastructure Initiatives:** It will continue to pay special attention to these initiatives, divided into short, medium and long term in the MTNDP (Pages 108-110 in Volume 1 of the Plan).
- c. **Western Area Peninsula Local Economic Development Initiative**—This is an emerging top GoSL priority, given the increasing population density along the peninsula, with a particular reference to youth development issues, realising the great potential for advancing livelihoods and addressing environmental and security issues.
- d. **Science, Technology and Innovation:** This continues to remain a key priority for the state, perceived as a critical pre-condition for the socioeconomic transformation of Sierra Leone through continued digitalisation of public service delivery processes and general development, drawing from findings from the Technology Needs Assessment survey that has just been conducted, whose report will soon be available.
- e. **Gender and Climate Change:** - These remain central in the public policy of Sierra Leone continuously, demanding sustained and special attention in the implementation of the current MTNDP and beyond.

Among the emerging issues

- a. **Blue Economy:** - This is an increasingly emerging topical issue across both the developed and developing countries to take advantage of; Sierra Leone has a huge potential to enhance development financing:
 - i. Blue Economy is about "increasing human well-being through the
- b. **Demographic Dividend:** - This has required enormous scaling up in the country, given its crucial dimension to the process of development and transformation in Sierra Leone; noting that, like other nations, Sierra Leone experiences an increased population bulge within the working age cohort with

youthful dominance that can only be taken advantage of for increased growth and sustainable development if the requisite investment in youth and related population segments is made. Going forward with the MTNDP, therefore, GoSL through MoPED is considering the following:

- i. Deepening the domestication of the 2017 Africa Union Roadmap on Demographic Dividend through enhancing investment in youths;
- ii. Preparation of a comprehensive national Demographic Dividend (DD) Profile and Monitoring Index;
- iii. Scaling up the tracking of progress in DD related initiatives; and
- iv. Ensuring increased general implementation of the National Population Policy and the country's ICPD (International Conference on Population and Development) commitment.

addressing barriers limiting their participation in formal production processes, labour market, and decision making.

- b. Increasing diaspora participation and inflow of remittances in the local economic processes.
- c. Scaling up investment in harnessing demographic dividend for the country, ensuring systematic domestication of the 2017 AU Roadmap²⁷ in this area, focusing on investment in youth.
- d. Sustaining the implementation of the project: *Strengthening Domestic Resource Mobilisation for Financing the SDGs*. This project focuses on:
 - i. Strengthening domestic revenue mobilisation through enhancing public-private dialogue, tax education, supporting field revenue collection through expanding Block Management System, and building local/district level capacity for monitoring revenue and expenditure flows; and
 - ii. Deepening financial digitalisation and literacy to increase financial inclusion through mobilisation and capturing informal economic transactions into formal financial operations.
- e. Strengthening development cooperation, paying great attention to economic diversification, building local capacity for resource mobilisation, illicit financial flows and private sector development.

Implementation of the integrated national financing framework

The following are the main focus in the implementation of the integrated national financing framework:

- a. Increasing women's contribution to the domestic revenue mobilisation through

9.5 Key policy actions, targets and indicators to focus on going forward

Moving forward with the implementation of the MTNDP for the remaining period 2022-2023, focus will not be on all key policy actions, targets, and indicators as initially programmed. Three hundred and twenty-seven KPAs, 548 targets and 686 indicators were programmed in the MTNDP (see **Annex 1**). A drastic reduction is expected, especially in the number of indicators and national level targets to report on for the remaining two years of implementation; and in the KPAs to a limited extent, given the following highlights.

Key policy actions

- a. While there were 327 KPAs programmed, 288 were implemented during the first two and a half years of the MTNDP (88.07 per cent).
- b. For the 288 implemented, expected outputs have either been completely delivered or actions were ongoing to deliver them.

²⁷ The 2017 African Union Roadmap on Harnessing Demographic Dividend through Increasing Investment in Youth

- c. Once some of the 288 KPAs reported during 2019-2021 had been undertaken and expected results fully delivered. Some would not necessarily be reported on in 2022 to 2023, as they may not involve a continuous process. For instance, the KPA on establishing the Commission for Peace and National Cohesion under Cluster 4, Sub-Cluster 4.1, KPA 4.1.2 (MTNDP page 113) has been delivered and not reported on during the second phase of the plan.
- d. For the remaining 49 KPAs that were not implemented, some may not be undertaken during this plan period because of resources, or they may no longer be relevant.
- e. During this mid-term review, new KPAs were suggested that will be considered going forward with implementation (see **Table 9.5**).

- b. Accordingly, we expect to track only 355 indicators with full information going forward from the 686 initially programmed indicators (see **Annex 1**) while incorporating new indicators introduced during the mid-term review (**Table 9.5**).
- c. We also expect to track only national targets with full information going forward.

Targets and indicators in the Results Framework

- a. Going forward, only targets and indicators with data will be focused on. At the time of launching the MTNDP, there were numerous relevant indicators without baseline data and targets. Data for these indicators was to

New KPAs, targets and indicators suggested during this Mid-Term Review

A few sectors' MDAs came up with new or amended National Targets, KPAs and indicators for inclusion in the next MTNDP progress reports. These sectors and their suggestions (new targets, KPAs and indicators) are presented in **Table 9.5**. This will be treated as an annex to the MTNDP going forward. The annual targets (2022 and 2023) for the new indicators will be developed as soon as this review report is launched.

Table 9.5: Suggested new national targets, KPAs and indicators

Name of MDA	New National Targets	New KPAs	New Indicators
Cluster 4: Governance and Accountability for Results			
Public Sector Reform Unit	By 2023, a new Public Sector Reform Programme developed and validated	-	Development of a new Public Sector Reform Programme that is validated and rolled out
	By 2023, Management and Functional Reviews to be conducted for all MDAs	-	Number of MDAs that benefit from Management and Functional Reviews
	By 2023, a system for effective tracking & monitoring of the implementation of MFR recommendations is in place	-	Number of beneficiary MDAs that have effective tracking & monitoring system

Audit Service Sierra Leone	By 2023, the annual number of a performance audit conducted be drastically increased	-	Number of performance audit reports tabled in parliament—this is to replace the “ <i>Status of annual performance audit</i> ” indicator in the MTNDP
	By 2023, the capacity of the Parliament Account Committee to review the Auditor General’s Annual Report is improved	-	% of Public Account Committee members with the capacity to review the Auditor General’s reports—to replace the “ <i>Report of training provided to Parliament Account Committee on the capacity to review audit report annual</i> ” indicator in the MTNDP
	By 2023, financial audit recommendations and those from the AGs Annual Report are fully implemented	-	% of Audit recommendations implemented by MDAs annually –to replace the “ <i>Status of implementation and follow up with all Financial audit recommendations and those from the Auditor General’s report</i> ” indicator in the MTNDP
Right to Access Information Commission (RAIC)	By 2023, 100 out of the 180 MDAs in Sierra Leone completed their Proactive Disclosure of Information (PDI) Scheme	-	% of the MDAs completing disclosure on the 22 Classes of Information provided in the RAI Act
	By 2023, 30 nationwide awareness campaign events undertaken to increase public knowledge of RAI Regulations	-	Number of nationwide campaign events undertaken
	By 2023, 100 out of the 180 MDAs completed their Annual Compliance Report (ACR)	-	% of the MDAs completing their ACRs
	Open Data Centres established in all 16 districts of Sierra Leone	-	Number of districts Open Data Centres established

Cluster 5: Women, Children and Persons with Disabilities

National Commission for Children (NCC)	By 2023, the National Commission for Children collaborated with key institutions to guarantee efficient monitoring of children's issues	Establish and implement effective monitoring procedures on child welfare concerns	Number of monitoring exercises undertaken on child welfare issues with a report prepared and disseminated to relevant institutions
	By 2023, plans to strengthen institutional cooperation on children's welfare formulated	Prepare detailed coordination strategies to ensure effective service delivery for the well-being of children	Number of detailed coordination strategies prepared
	By 2023, various research works on cross-cutting issues affecting children's welfare undertaken	Undertake research on sexual violence, teenage pregnancy, child marriage, orphans, vulnerable children, child trafficking, child labour and juvenile justice	Number of research works undertaken

9.6. Local level plan implementation 2022-2023

As noted earlier, the review utilised data from the report on the decentralisation of ownership of the MTNDP. The exercise was undertaken across the 16 districts of Sierra Leone from October 2019-October 2020 to enhance community understanding of the National Development Plan and to put the people at the centre of its

implementation. This exercise's outcomes were a *comprehensive list of priority projects identified by the 22 Local Councils of the country and their communities for GoSL's consideration in the remaining years of the MTNDP implementation.* This list is included as **Annex 2** to this report, guiding public investment at the local level.

References

Government of Sierra Leone Annual Progress Reports on the implementation of the Sierra Leone Medium-Term National Development Plan, 2019 and 2020; Ministry of Planning and Economic Development, Freetown.

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World Bank Report 2021: Sierra Leone 2021 Economic Update on Welfare and Poverty Effects of the COVID-19 Pandemic

Annex 1: Results System of the MTNDP

Cluster	Sub-cluster	# of Key Policy Targets; MTNDP Vol. 1	# of Key Policy Actions; MTNDP Vol.1	# of Specific National Targets 2023; MTNDP Vol. 2	# of Indicators; MTNDP Vol. 2	# of Indicators with complete Baselines Data and Annual Targets; MTNDP Vol. 2	# of Indicators without Baseline Data and Annual Targets to have been generated during implementation Vol. 2	# of Indicators Reported in this Review Report
Cluster One: Human capital development	1.1 Free quality basic and senior secondary education	4	17	53	67	40	27	12
	1.2 Strengthening tertiary and higher education	4	14	21	23	8	15	5
	1.3 Health care improvement Strengthening tertiary and higher education	4	8	47	50	29	21	9
	1.4 Environmental sanitation and hygiene	3	11	24	25	5	20	4
	1.5 Social protection	5	8	8	9	5	4	0
	1.6 Lands and housing	3	5	24	27	0	27	3
	Sub	23	63	177	201	87	114	33
	2.1 Improving the productivity and commercialization of the agricultural sector	3	11	10	40	40	0	20

Cluster Two: diversifying the economy and promoting growth	2.2 Improving the productivity and sustainable management of fisheries and the marine sector	3	8	4	9	5	3	3
	2.3 Revitalizing the tourism sector	3	9	8	16	9	7	9
	2.4 Manufacturing and services	3	7	8	10	9	1	5
	2.5 Improving the management of oil and gas exploration/ production	3	6	5	14	5	9	4
	2.6 Improving the management of mineral resources	3	12	9	16	10	6	0
	2.7 Promoting an inclusive rural economy	5	9	9	9	2	7	0
	Sub	23	62	53	114	80	33	41
Cluster Three: Infrastructure and economic competitiveness	3.1 Energy	5	7	8	7	7	0	7
	3.2 Transforming transportation systems	3	5	40	38	21	17	24
	3.3 Improving water infrastructure systems	3	5	8	8	7	1	0
	3.4 Waste management	3	5	7	0	0	0	0
	3.5 Information and communications technology	3	5	8	8	8	0	5
	3.6 Presidential Infrastructure Initiatives	9	6	NA	NA	NA	NA	0
	3.7 Fostering private sector growth and manufacturing	3	5	7	7	7	0	7
Sub	29	38	78	68	50	18	43	

Cluster Four: Governance and accountability for results	4.1 Political development for national cohesion	5	8	10	11	2	9	10
	4.2 Fighting corruption and illicit financial flows	4	6	17	17	13	4	8
	4.3 Strengthening public financial management	3	10	28	28	7	21	6
	4.4 Strengthening audit services	3	5	10	10	4	6	2
	4.5 Promoting inclusive and accountable justice institutions	3	18	4	5	1	4	5
	4.6 Building public trust in state institutions	4	7	7	7	1	6	0
	4.7 Strengthening public service delivery	3	9	5	5	1	4	0
	4.8 Strengthening decentralization, local governance, and rural development	3	10	9	9	4	5	0
	4.9 Strengthening security institutions	3	8	6	14	5	9	8
	4.10 Strengthening external relations for integration	5	15	8	8	0	8	
	Sub	36	96	104	114	38	76	39
Cluster Five: Empowering women, children & persons with disability	5.1 Women	4	11	21	27	14	13	14
	5.2 Children and adolescents	4	13	25	27	9	18	10
	5.3 Empowering persons with disabilities	3	5	10	11	10	1	0
	Sub	11	29	56	65	33	32	24

Cluster Six: Youth employment, sports and migration	6.1 Youth entrepreneurship (employment and empowerment)	3	5	7	18	5	13	3
	6.2 Sports	4	10	5	6	3	3	3
	6.3 Addressing migration challenges	3	9	5	7	7	0	5
	Sub	10	24	17	31	15	16	11
Cluster Seven: Addressing vulnerability & building resilience	7.1 Building national environmental resilience	17	5	22	48	24	24	28
	7.2 Forestry management and wetland conservation	30	5	3	7	3	4	0
	7.3 Improving disaster management governance	57	5	15	15	2	13	0
	Sub	104	15	40	70	29	41	28
Cluster Eight: Means of implementation	No clear-cut sub-clusters with indicators and targets were defined—implementation arrangement, financing, M&E, statistics and development communication were broadly defined.							
Total	39 clear-cut line sub-clusters/sectors (Clusters 1-7)	236	327	525	663	332	330	219

Broad results to derive from investment in all eight policy clusters								
Higher level national impact indicator targets attributable to all clusters	Happiness and Human Development	Attributable to all Broad Policy Targets and KPAs for Clusters 1-7 & Plan Coordination Activities in Cluster 8	5	5	5	0	4	
	Poverty and Inequality		7	7	7	0	5	
	Economic Development-Related		4	4	4	0	3	
	Governance, Transparency & Accountability		7	7	7	0	3	
Total	Four Broad Areas	23	23	23	0	15		
Grand Total		236	327	548	686	355	330	234

Annex 2: District development priorities

District	Sector Priorities	Sector Projects (Two Projects Per Sector)
Kailahun	Roads	Tondala - Kono (Sefadu) Road
		Pendembu - Manowa - Gbenka - Segbwema Road
	Health	BEMONC Centers in every Chiefdom
		Establishment of Cost Recovery Drugs Pharmacies and Manned by Government Pharmacists
	Energy	Construct and Expand networks to Communities
		Provide Solar Mini Grids to towns and villages
Kenema	Roads	Kenema - Zimi Highway
		Blama - Masingbi Highway
	Agriculture	Rehabilitate and construct feeder roads to link farmers to the market centres
		Provide subsidies to farmers
	Health	Construction and Rehabilitation of Health Facilities across the District
		Recruitment of Health Workers across the District and Motivate them to stay in Remote Communities
Kono	Education	University in Kono
		Provide Technical and Vocational Education in the 14 Chiefdoms
	Roads	Koidu - Kamiandor Guinea Border Road
		Koidu - Kenema - Bumpah Road
	Water	Construct 10 Wells with a Gravity system for the Chiefdom Head Quarters, Sections and Towns
		Pipe Borne Water across the District (Chiefdoms and Villages)

Bombali	Roads	Binkolo - Mayorlor Road
		Gbaendebu - Karene Junction Road
	Agriculture	Construction and Maintenance of Feeder Roads
		Increase supply of Fertilizers, Agro-chemicals and Simple Tools and Machines (production & processing)
	Energy	Expansion of Solarization and Security
		Expansion of Electricity to Chiefdom Headquarter Towns
Kambia	Roads	Samu - Kambia Road
		Kambia - Braimaia Road
	Agriculture	Provide agricultural inputs such as fertilizers, seedlings and machinery
		Provide more subsidies and micro-credit for rural farmers
	Health	Construct more health facilities at ward, chiefdom and district levels
		Provide suitable WASH facilities and electricity to all PHUs in the district
Koinadugu	Roads	Kakakura - Yafin - Alkalla - Masingbi Road
		Kabala - Mongo - Krubonla - Kono Road
	Energy	Electrification of the District Headquarters Town
		Solar Electrification of Chiefdom Headquarters and other Communities
	Health	Provide PHUs in Communities that are without
		Additional BEMONC Centers and strengthen existing ones
Port Loko	Agriculture	Timely supply of Agricultural Inputs
		Rehabilitation of Feeder Roads
	Roads	Kabathu Junction - Kamakwei Road
		Kalanbga Junction - By-Law Wharf Road
	Health	Increase allocation of Funds to the Health Sector in the District
		Improve Health Infrastructure, including Mortuary

Karene	Roads	Makeni - Kamakwei - Malina Wula Road
		Masakthaba - Port Loko Road
	Agriculture	Mechanized Rice Farming in the District
		Construction of Feeder Roads
	Health	Construction of Referral Hospitals (PHUs & BEMONC)
		Provision of Ambulances to the District
Falaba	Roads	Kabala - Kurubonla - Mansonfinya - Kono Road
		Mongo - Finwa - Bandakarifaia Road
	Health	District referral hospital with all facilities
		DHMT Comprehensive
	Water	Pipe borne water in District Headquarters Town
		Boreholes at Chiefdom and Ward levels
Tonkolili	Roads	Robol - Mile 91 Road
		Magburaka - Bumbuna - Bendugu Road
	Water	Provide funds to expand water supply services
		Provide adequate spare parts for maintenance
	Energy	Solar at all levels/communities
		Dedicated transformer from the Bumbuna line
Bo	Roads	Bo - Yilleh Road
		Koribondo - Blama Road
	Agriculture	Introduce Mechanized Farming in the District
		Introduce Value Addition in the Agriculture Sector
	Health	Build and Rehabilitate Health Centers and Equip them with more specialised Medical Facilities
		Provide Quality Drugs

Bonthe	Roads	Bo -Mattru Road
		Njabahun - Yargoi Road
	Agriculture	Rehabilitation of Feeder Roads
		Provision of Tools and Tractors to Farmers
	Energy	Improve Solar Energy (mini-grid)
		Develop Hydro Electricity in the District
Moyamba	Energy	Rehabilitation of the EDSA Power House in the District
		Increase the number of Filling Stations in the District, and such, every Chiefdom have one
	Roads	Moyamba - Shengay Road
		Moyamba - Songo Road
	Agriculture	Good road networks to connect rural areas to ease transportation for farmers
		Provide Agricultural Inputs such as Fertilizers, Seedlings and Machinery on time
Pujehun	Agriculture	Agro-Fishery Processing Industry in Pujehun
		Mechanized Rice Farming in Pujehun District
	Roads	Bandajuma - Gbondapi Road
		Pujehun - Potoru Road
	Water	Construct Solar Powered Boreholes across the District
		Construct and Rehabilitate Hand-Dug Wells with Pumps across the District
Western Rural	Health	More Health Centers that are disabled friendly
		Adequate supply of drugs
	Water	Gbongboma Water Project
		Construction of Water Directorate and Laboratory
	Energy	Sustainable and Affordable Energy in the whole district
		Establishment of alternative source of Energy (Solar Energy)

Western Urban	Health	Training of more Specialized Doctors
		Provide more Hospitals, Ambulances and Medical Equipments
	Water	Construct facilities/Water Infrastructures
		Implement the Rokel River Water Project
	Energy	Completion of Bumbuna Phase II
		Improve the Transmission and Distribution Networks

The first part of the document discusses the importance of maintaining accurate records of all transactions. It emphasizes that every sale, purchase, and payment must be properly documented to ensure the integrity of the financial statements. This includes recording the date, amount, and purpose of each transaction.

The second part of the document provides a detailed breakdown of the company's revenue streams. It identifies the primary sources of income and analyzes their contribution to the overall financial performance. This section also includes a comparison of current revenue trends with historical data to identify any significant changes or patterns.

The third part of the document focuses on the company's operating expenses. It details the various costs incurred in the course of business operations, such as salaries, rent, utilities, and marketing. This analysis helps to identify areas where costs can be reduced or optimized to improve profitability.

The fourth part of the document discusses the company's financial position and liquidity. It provides a clear picture of the company's assets, liabilities, and equity, as well as its ability to meet its short-term and long-term obligations. This section also includes a discussion of the company's capital structure and any financing activities.

The fifth and final part of the document provides a summary of the key findings and conclusions. It highlights the strengths and weaknesses of the company's financial performance and offers recommendations for future actions. This section is intended to provide management and investors with a clear understanding of the company's financial health and prospects.





GOVERNMENT OF SIERRA LEONE

