



IMPLEMENTATION OF THE SUSTAINABLE DEVELOPMENT GOALS IN SIERRA LEONE

Sierra Leone's SDGs Investment Plan

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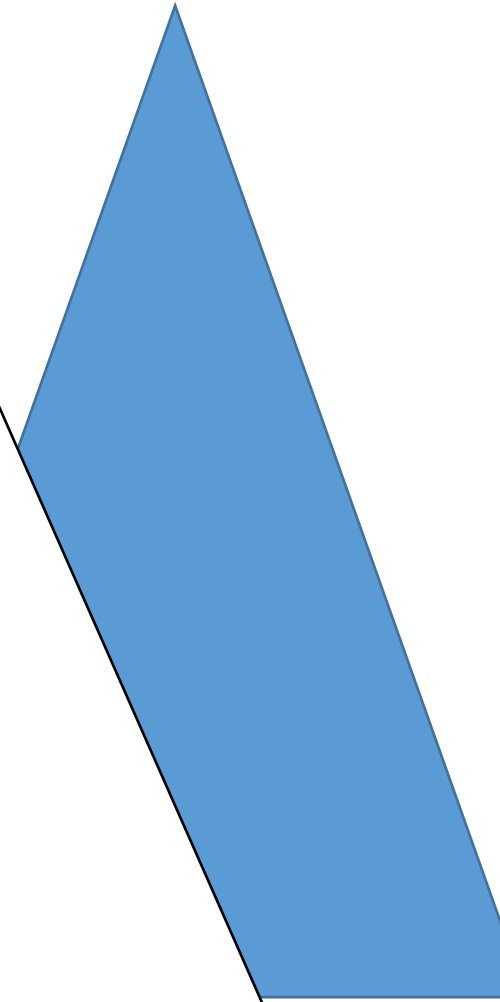
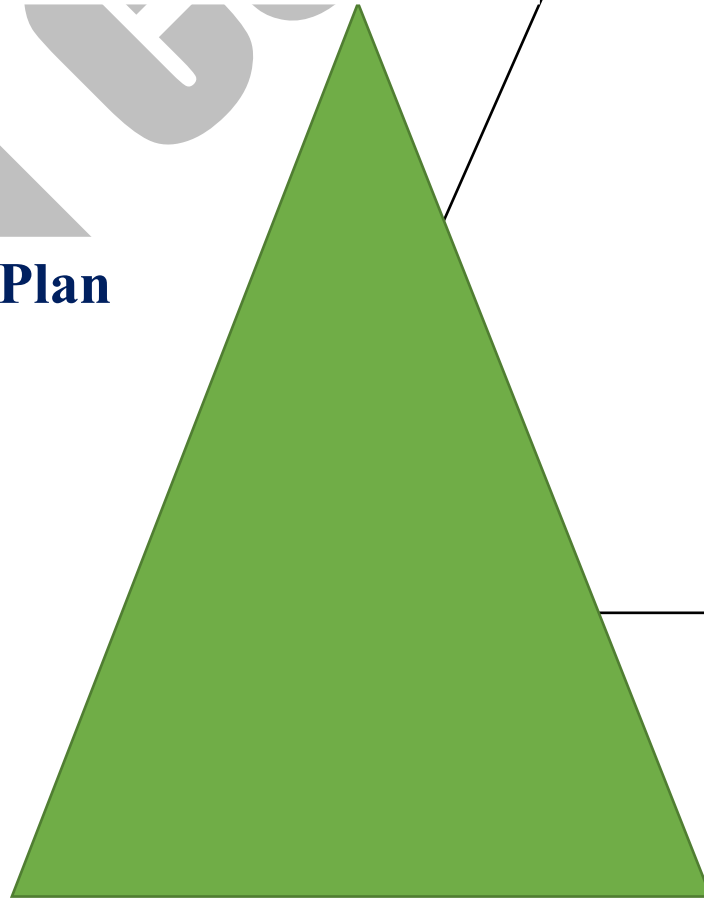


Table of Content

Table of Contents

Table of Content	1
Acronyms	2
Forward	3
Acknowledgement.....	3
EXECUTIVE SUMMARY	3
Section 1: General Background	5
A. Introduction to Agenda 2030 and the SDGs	5
B. The SDGs in the Context of Sierra Leone	6
C. Sierra Leone’s Current Development Plan.....	7
D. The SDGs, AU Agenda 2063 and Sierra Leone’s Plan.....	7
E. The Country’s Macroeconomic Framework 2030.....	8
Section 2: SDGs Needs in Sierra Leone	10
A. Reducing general poverty and Inequality prevalence: Goals 1,2&10.....	10
B. Human development—Goals 3,4&6	12
Health (Goal 3).....	12
Education (Goal 4)	15
C. Gender Parity: Goal 5	17
D. Employment, economic growth and competitiveness—Goals 7,8 &9.....	20
Employment.....	20
Tourism	22
Fisheries	24

E. Infrastructure and Economic Competitiveness—Goals 6,7,9& 17 (Water, Energy, Roads and ICT).....	25
F. Housing and Human Settlement: Goal 11.....	32
G. Environmental Management: Goals 12 &14	35
H. Environmental Resilience and Natural Resource Management: Goals 13&15.....	38
I. Governance, peace and security—Goal 16.....	41
Prioritisation of the Goals	43
Figure1: Relative weighting of the Goals	45
Section 3: Financing the needs	45
Key Investment Assumptions.....	45
Cost of the Needs.....	45
Cost Estimate Methodology.....	45
Summary of SDGs Cost Estimates	46
.....	57
The Financing Framework	58
Section 4: Implementation, monitoring and evaluation	62
Monitoring and Evaluation.....	64
Section 5: Risk and Risk Mitigation	65
Section 6: Conclusion	65

Acronyms

ACE	Africa Coast to Europe
AU	African Union
CSO	Civil Society Organization
DFA	Development Financing Assessment
EIA	Environmental Impact Assessment
EPA-SL	Sierra Leone Environmental Protection Agency
EVD	Ebola Virus Disease
FAO	United Nations Food and Agriculture Organisations
FDI	Foreign Direct Investment
FHI	Free Healthcare Initiative
GDP	Gross Domestic Product
GoSL	Government of Sierra Leone
GST	Goods and Services Tax
ICT	Information, Communication and Technology
JMC	Joint Maritime Committee
LAB	Legal Aid Board
MCC	Mellimum Cooperation Challenge
MDAs	Ministry, Department and Agencies
MDGs	Millennium Development Goals
MDGs	Millennium Development Goals
MDGs	Millennium Development Goals
MoPED	Ministry of Planning and Economic Development
MTEF	Medium-Term Expenditure Framework
MTNDP	Medium Term National Development Plan
NaCSA	National Commission for Social Action

NCCS	National Climate Change Secretariat
NEAP	NPPA National Protected Area Authority
NGO	Non-Government Organization
NRA	National Revenue Authority
ONS	Office of National Security
PFM	Public Financial Management
PRSP	Poverty Reduction Strategy Paper
SDGs	Sustainable Development Goals
SDGs	Sustainable Development Goals
T&D	Transmission and Distribution
TRC	Truth and Reconciliation Commission
UN	United Nations Orgainsations
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational Scientific and Cultural Organisation
UNIDO	United Nations Industrial Development Organisations

Forward

Acknowledgement

EXECUTIVE SUMMARY

A. General overview

Sierra Leone has made significant strides towards implementing the SDGs since the launch of the global development agenda in September 2015. The Government and people of Sierra Leone have embraced the global development agenda as a critical step towards addressing the country's numerous development challenges. Among the many SDGs domestication efforts pursued, the country has undertaken SDGs related sector policy studies leading to the production of fourteen sector policy papers. These include: a) economic diversification, covering agriculture, fisheries and tourism; b) education; c) poverty, inequality & social protection; d) health and nutrition; e) infrastructure, covering water, energy & road infrastructure; f) environment and natural resources, covering climate change and sustainable land use; g) justice, peace and security; h) environment and natural resources, covering sustainable production and consumption patterns as well as ocean and marine resources; i) human settlement; j) infrastructure, covering information, communication and technology; k) gender; l) local

governance; m) SDGs data sources and gaps; and n) the Sierra Leone development financing assessment. In these policy papers, sector experts have identified specific programmes and projects needed to achieve the SDGs and their targets by 2030, thus setting the stage for the production of this comprehensive SDGs investment plan for the country.

This Sierra Leone SDGs Investment Plan provides detailed costing of the identified programmes and projects in the sector papers and assesses the opportunities and challenges that exist for financing the SDGs within the framework of the country's Medium-Term National Development Plan (2019-2023).

Similar to the Medium Term National Development Plan (MTNDP), this investment plan charts a clear pathway towards 2030, through promoting sustained economic growth, enhancing social inclusion as well as an environmentally resilient economy for sustainable development in Sierra Leone.

B. Methodology

Following stakeholders' validation of the fourteen sector policy papers, the next important step in producing this investment plan were cost estimates for the identified needs. The methodology used in this plan is based on the *intervention-based methodology* on the basis of which indicative cost estimates for SDGs interventions and programmes are provided. Using the current national 2019-2021 Medium-Term Expenditure Framework as the baseline and guided by the existing macroeconomic framework, the cost estimates are then projected onto the remaining years for the implementation of the SDGs. The general

assumption is that most of the intervention areas would require sustained and incremental investment.

The process benefited from extensive stakeholder consultations and participation of sector and local council experts, desk reviews as well as lessons learnt from previous national development strategies and the MDGs.

D. The Country's Macroeconomic Framework 2030

The medium-term macroeconomic outlook is promising and the government is determined to maintain a stable macroeconomic environment through 2030. Efforts to achieve and maintain single-digit inflation, stabilize the exchange rate and economic growth will be underpinned by the diversification of the economy as articulated in the MTNDP (2019-2023) to reduce the reliance of the economy on one or few sectors. aimed at reducing the overall fiscal deficit, achieving single-digit inflation, stabilising the exchange rate, reducing the current account deficit, and narrowing down the overall balance of payment deficit.

E. SDGs Needs in Sierra Leone

The 17 SDGs have been regrouped into nine broad areas of needs for Sierra Leone and aligned with the national development priorities.

a) Reducing general poverty prevalence—Goals 1,2&10: Drawing from the multidimensional approach to poverty analysis, this needs area is focused on reducing poverty, hunger, vulnerabilities and inequalities among communities and households;

- b) Human capital development—Goals 3,4&6: consistent with government priority which underscore the importance of human capital in national development processes, interventions in this area will address critical human capital needs in terms of health, water and sanitation as well as education;
- c) Gender parity—Goal 5: Programmes and interventions are set out to accelerate progress to close gender disparities, with the aim to recognize and promote women's empowerment;
- d) Employment, economic growth and competitiveness—Goals 7,8 &9: Pursuing programmes towards the country's economic diversification drive, with an emphasis on expanding the tourism sector, fisheries as well as other economic sectors;
- e) Infrastructure and economic competitiveness—Goals 6,7,9& 17: efforts towards addressing the country's inadequate infrastructure through the provision of affordable and reliable energy, improved transport system, water infrastructure and reliable ICT infrastructure;
- f) Housing and human settlement--Goal 11: interventions are carefully crafted towards addressing housing, basic services, risk of disasters, air quality, waste management, and green public spaces, which are at the centre of human settlement planning and management.
- g) Environmental management—Goals 12 &14: Efforts towards sustainable exploitation of the environment and protection of the fish and ocean are addressed here;
- h) Environmental resilience and natural resource management—Goals 13 & 15: Environmental management and climate change adaptation programmes are addressed within this area; and

- i) Governance, peace and security—Goal 16: strategies to build trust in state institutions aimed at strengthening national cohesion and ensuring a peaceful, secured, just and inclusive nation are adequately articulated.

F. Relative Weighting of the Goals

Understanding the relative impact of the 17 SDGs on each other as well as the linkages among the SDG indicators and targets are explored in order to maximize synergies among goals and targets.

G. Cost of the plan

The total estimated costs for SDG implementation until 2030 amount to US\$ 22.94 billion. These costs are distributed across the nine broad areas as presented before and are further disaggregated into the different goals and specific interventions. It is inclusive of the cost of implementing the current MTNDP up to 2023—a five-year implementation plan for the SDGs— amounting to US\$8.15 billion, with an estimated financing gap of US\$1.55 billion for the aforementioned period. The remaining sum of US\$ 14.79 is the projected cost of meeting the SDGs needs beyond the MTNDP implementation up to 2030, based on the programmes identified.

F. The Financing Framework

Following the Addis Abba Action Agenda (AAAA) framework for financing post-2015 development needs, the Sierra Leone Development Financing Assessment (DFA) presents 19 recommendations for financing national development strategies, and the SDGs. It emphasizes

mobilisation of public and private resources including development cooperation for effective financing of the SDGs.

These DFA recommendations, including curbing illicit financial flows, increasing the tax base and revenue generation, and intensifying the fight against corruption, have been taken on-board to finance the SDGs needs.

Section 1: General Background

A. Introduction to Agenda 2030 and the SDGs

Lessons learned from across the globe in the implementation of the Millennium Development Goals provided insight to global leaders from 193 countries, who gathered in New York in September 2015 to adopt a new global development agenda at the UN Sustainable Development Summit that will shift the world towards a resilient and sustainable path. The global development agenda which emerged from this summit was dubbed Agenda 2030. The Agenda 2030 is essentially a plan of action for people, planet, prosperity, peace, and partnership, and typifies the global commitment for ending extreme poverty which was identified as a major inhibition against the attainment of sustainable development.

This Plan of Action adopted at the UN Sustainable Development Summit is guided by 17 Goals, known as the Sustainable Development

Goals (SDGs). Each goal is accompanied by a number of targets that are integrated and indivisible with their respective goals. In essence, one cannot conceive of the goals without the targets and vice-versa.

The SDGs cover socio-economic, political, environmental, and technological challenges that countries around the world grapple with on a daily basis. The Goals essentially aim at ending extreme poverty; ending hunger and achieving food security; ensuring healthy lives; ensuring inclusive and equitable quality education; achieving gender equality; ensuring the availability of clean and safe drinking water and enhancing sanitation; ensuring access to affordable energy; strengthening economic growth and decent work; building resilient infrastructure; reducing inequality; ensuring that human settlements are safe, resilient and inclusive; promoting sustainable consumption; combating climate change; supporting sustainable use of oceans, seas and marine resources; strengthening the sustainable use of terrestrial ecosystems, forests and combating desertification, land degradation biodiversity loss; promoting peaceful, just, and inclusive societies; strengthening the means of implementation and revitalizing the Global Partnership for Sustainable Development.

The 17 goals summarized above are not mutually exclusive. The attainment of any of the goals depends to a greater or lesser extent on the attainment of the other goals. The fundamental guiding principle in the implementation of the goals is “Leave No One Behind” and seeks the use of country systems, expertise and people in an inclusive effort to achieve the targets under each of the goals.

B. The SDGs in the Context of Sierra Leone

Sierra Leone has been at the forefront in the implementation of the SDGs since its inception in 2015. The country is inundated with development challenges ranging from governance challenges to a weak and undiversified economy, undeveloped human capital, poor development infrastructure, pervasive inequalities, endemic corruption, deforestation, etc. These challenges have almost become an albatross in a country that has had its own fair share of natural disasters, and disease outbreaks, notably the 2014 Ebola outbreak and the Mudslide Disaster in 2017 respectively, both of which claimed scores of lives.

The implementation of the SDGs in Sierra Leone is therefore considered and has been embraced as a critical step towards addressing the country’s development challenges. As a result, since they were announced in 2015, Sierra Leone has integrated the SDGs into its national development strategies. The SDGs have been simplified by critical stakeholders who are experts in their respective fields, to enhance effective implementation. The SDGs were aligned to the national budget and the results framework of existing national, sectoral, and district development plans. A comprehensive SDGs results framework was formulated for the country that led to the preparation of 14 SDGs related sector policy papers which informed this Investment Plan.

Nationwide sensitization campaigns on the SDGs have been held and civil society organizations acting as watchdogs, have been at the forefront of implementation.

Sierra Leone is among the 22 countries that subjected themselves to the annual Voluntary National Review (VNR) on SDGs at the first High-Level Political Forum (HLPF) in July 2016 in New York.

C. Sierra Leone's Current Development Plan

The MTNDP (2019-2023), titled "Education for Development" is Sierra Leone's development blueprint that will guide development processes in the country for the next five years. The Plan, which has eight policy clusters covering human capital development, the economy, infrastructure, governance, women and children, youth and migration, the environment and means of implementation, is thoroughly aligned with the 17 SDGs, and the plan shares the SDGs' principles of people, planet, prosperity, peace, and participation.

The MTNDP, like the SDGs, accentuates inclusion thereby adhering to the mantra of Leave No One Behind. The Ministry of Planning and Economic Development, the Government agency that coordinated the preparation of the plan ensured that Sierra Leoneans from all walks of life participated in the plan preparation process. Nationwide consultation was complemented by contributions from MDAs, Local Councils, and Chiefdom Councils. Civil society organizations, the private sector, students, etc., also made meaningful contributions to the final document.

As indicated inter alia, the MTNDP has eight policy clusters:

1. Human capital development;
2. Diversifying the economy and promoting growth;
3. Infrastructure and economic competitiveness;

4. Governance and accountability for results;
5. Empowering women, children, and persons with disabilities;
6. Youth employment, sports, and migration;
7. Addressing vulnerabilities and building resilience;
8. Means of implementation.

Each policy cluster is made up of several sub-clusters with their respective targets and prescribed policy actions to achieve identified targets.

Annex 1 depicts a summary of the policy clusters, the identified targets, and the accompanying policy actions to be undertaken by the Government and other key partners to achieve the five-year targets under each sub-cluster.

An important feature of the MTNDP is that for the first time in the history of national development planning in Sierra Leone, a full-blown Implementation Plan was developed to accompany the plan. The Implementation Plan is a monitoring tool that tracks outputs, outcomes, and impacts of the identified targets under all the clusters. This framework mirrors the SDGs Results Framework and is susceptible to periodic adjustments as the implementation progresses.

The SDGs, AU Agenda 2063 and Sierra Leone's Plan

Sierra Leone's MTNDP is aligned with the African Union (AU) Agenda 2063 and as indicated inter alia, to the SDGs. All three development strategies aim at building prosperous, sustainable, and

resilient societies with their people and the planet at the center of the development processes.

The AU Agenda 2063 seeks to foster inclusive growth and sustainable development; promote political unity, good governance, and the rule of law; strengthen regional peace and security; preserve cultural identity and value and broadly encourage peoples’ drive development. Similar to the SDGs and the MTNDP, the AU Agenda 2063 also promotes partnerships for achieving development targets.

For Sierra Leone, these linkages are critical as they give an indication that the country is pursuing its development goals within a regional and

global framework. As the country aspires to become a critical actor in the international arena, it has to show a strong willingness to incorporate global paradigms into its national development processes.

Table 2 below shows the interlinkages among these 3 sustainable development strategies.

Table 2: Interlinkages between the Sierra Leone MTNDP (2019-2023), the SDGs and the AU Agenda 2063

MTNDP Clusters	SDGs Alignment	AU Agenda 2063 Alignment
Human capital development	Goals 1,2,3,4,6,11 and 17	6 People driven development
Diversifying the economy and promoting growth	Goals 1,8,9,6 and 17	1 Inclusive growth and sustainable development
Infrastructure and economic completeness	Goals 7,9 and 17	1 Inclusive growth and sustainable development
Governance and accountability for results	Goals 16,10 and 17	2 Political unity 3 Good Governance and rule of law 4 Peace and security 5 cultural identity and value
Empowering women, children, and persons with disability	Goals 5,10 and 17	1 Inclusive growth and sustainable development
Youth employment, sports, and migration	Goals 12,10 and 17	1 Inclusive growth and sustainable development 6 People driven development
Addressing vulnerabilities and building resilience	Goals 13,14,15 and 17	6 People driven development 1 Inclusive growth and sustainable development
Means of implementation	Goal 17	7Partnership for Development

D. The Country’s Macroeconomic Framework 2030

The medium-term macroeconomic outlook is promising. The current macroeconomic challenges are expected to ebb away over the medium term as economic growth picks up, inflation moderates, and the exchange rate stabilises.

Real GDP growth is projected at 5.1 percent during 2019 and at an average of 4.8 percent from 2020 to 2023. Economic performance will be underpinned by the diversification of the economy as articulated in the MTNDP (2019-2023) to reduce the reliance of the economy on one or only a few sectors. In this respect, the Government will seek to increase public and private investments in agriculture, fisheries, and the tourism sector to improve productivity and value-addition. The government will also scale up infrastructure investment to improve the

competitiveness of the economy to promote sustainable economic growth and job creation.

In addition, the implementation of sectoral and structural reforms in agriculture, fisheries, tourism, and energy will improve the productivity of these sectors and support the expansion of economic activities. The resumption of higher-grade iron ore mining at the Marampa Mines and increased investments in diamond, rutile, and gold mining activities will also contribute positively to the growth prospects of the economy.

Inflationary pressures are expected to moderate over the medium term with year-on-year end-period inflation falling to a single digit of 9.0 percent by the end of 2022, from 14.0 percent at the end of 2019. Inflation is projected to remain in the single-digit thereafter. The projected decline in inflation will be driven by the expected stability of the exchange rate as exports increase in the medium-term, an increase in domestic food production, and a proactive stance of monetary policy supported by fiscal consolidation.

The overall fiscal deficit, including grants, is projected to reduce gradually to 3.2 percent of GDP by 2022, from a forecasted 3.6 percent of GDP in 2019. Excluding grants, the deficit will decline to 5.3 percent of GDP from 7.4 of GDP over the same period. Domestic revenue is projected to improve to 20 percent of GDP by 2023 as the Government has renewed its commitment to sustain the fiscal consolidation efforts started in 2018 as well as the introduction of additional measures including the automation of tax processes and procedures.

Total expenditure will average 21.5 percent of GDP over the medium-term. This will be achieved through the continued implementation of wage reforms, improved public procurement, and improved efficiency of domestic capital expenditures to create the fiscal space for the implementation of the Government's flagship Free Quality Education Programme, infrastructure projects, and social protection schemes.

The external sector will improve over the medium-term and exports will recover strongly following the drop in 2018, growing by 38.7 percent in 2019 with the resumption of iron ore mining at the Marampa Mines. Exports are projected to increase further by 21.6 percent in 2020 and 10.2 percent in 2021 before moderating to 7.2 percent in 2023. The growth in export will be driven by increased investments to expand the production of diamonds, rutile, and bauxite as well as in the production of cash crops including palm oil, cocoa, coffee, cashew, fish, and timber.

Imports are projected to grow by an average of 5.4 percent in 2019 and 5.8 percent during 2020 and 2021 before moderating to 2.3 percent in 2022. Import will rebound to 6.8 percent by 2023 reflecting largely the increase in economic activities as mining, construction, and agricultural activities expand.

The current account deficit (including official transfers) is projected to narrow to 11.7 percent of GDP in 2019 mainly due to the projected increase in exports. The current account deficit will narrow down to an average of 9.5 percent of GDP during 2020-2023. The improvement in the current account will be supported mainly by an improvement in the trade balance and the inflows of private transfers.

The overall balance of payments (BOP) deficit will narrow to 0.3 percent of GDP in 2019. The BOP position will turn positive (averaging 0.5 percent of GDP) during 2020-2023 as the trade deficit narrows as a response to faster growth in exports; higher FDI inflows as well as increased inflows from multilateral and bilateral donors to support the implementation of capital projects.

Gross foreign reserves are projected to average 3.5 months of import cover during 2020-2023, from 3.4 months of imports in 2019. Reserves accumulation will be supported by increased foreign exchange inflows from export proceeds, official and private inflows.

Broad money is projected to grow by 18.4 percent at the end of 2019 and 18.6 percent in 2020 reflecting the higher domestic bank financing of the budget deficit during the period. Thereafter, money supply growth will decline gradually to 13.6 percent by the end of 2023 as bank financing of the budget deficit falls to 1.4 percent of GDP.

The exchange rate will continue to be determined by the forces of the market (demand and supply). Accordingly, the exchange rate is projected to stabilize over the medium term as exports, FDI, and donor inflows increase.

Section 2: SDGs Needs in Sierra Leone

SDGs needs assessments

A. Reducing general poverty and Inequality prevalence: Goals 1,2&10

Overview

Reducing poverty, vulnerabilities and inequality has been central in the policy discussions of Sierra Leone since the end of the country's civil war 17 years ago. Since then, social protection has encompassed a great deal of the Government's work. Major efforts have been undertaken to address vulnerabilities and support Sierra Leoneans to live better and more fulfilling lives. This policy area also took a centre stage in the global development arena, especially in the implementation of the United Nations Millennium Development Goals (MDGs, 2000-2016), whose Goal 1 was to "Eradicate Extreme Poverty and Hunger." Despite its weak start at the inception of the MDGs in 2000, Sierra Leone remained committed to implementing the MDGs, paying great attention to this Goal through the implementation of social protection programmes among others. The National Commission for Social Action (NaCSA), a statutory government body that was primarily established to lead the post-war reconstruction, rehabilitation, and resettlement efforts, became transformed to spearhead the social protection and poverty alleviation agenda of the government. The achievements of NaCSA have immensely contributed to addressing poverty in post-war Sierra Leone.

The new UN global development agenda, the Sustainable Development Goals (SDGs), call on member states to redouble efforts to eradicate poverty and increase prosperity for all so that no-one is left behind by

2030, and countries such as Sierra Leone would have been able to reach at least their middle-income objective. Goals 1, 2, and 10 of the SDGs directly speak to the need to reduce poverty, hunger, and inequality.

Within the international development discourse, poverty considerations have gained prominence such that it has required the need to use the multidimensional methodology to measure the level of poverty at the household level. It has been widely agreed that multidimensional poverty measurement is one popular technique that normally reveals the real situation of the poor, especially for developing countries like Sierra Leone.

A multidimensional approach to analysing poverty provides a snapshot of the welfare status of the country based upon three dimensions: education, health, and standard of living. For the educational dimension; Literacy rate and school attendance were used as the main indicators to measure the situation of education in the country. Child mortality and immunization represent the indicators to provide insights on the health dimension while access to electricity, decent cooking fuel, dwelling, flooring, the sanitation and water situation, access to durable assets, and employment were all indicators which help to provide the position of Sierra Leone in the standards of living dimension.

Following the above analysis, data from the 2015 Census reveals that 68.3 percent of the population is multi-dimensionally poor in Sierra Leone. The country experienced a significant reduction in multiple deprivations from the 2004 Census, which recorded a national multidimensional poverty rate of 88.2 percent. Other studies, such as the UN's 2016 Global Human Development Report for Sierra Leone

suggested a less favourable rate of 77.5 percent on their multidimensional poverty index. In 2011, the traditional income/expenditure approach to poverty measurement revealed a poverty rate of 53 percent as compared to 2003/4 of 66 percent.

Challenges

1. A large proportion of financing for direct poverty reduction and social protection programmes currently comes from donors. While donors, especially the World Bank, remain committed and reliable development partners, the Government needs to step up its efforts in addressing poverty and inequality issues.
2. Many of the programmes implemented by NaCSA are limited in scope, especially in geographic terms—currently covering only a few districts. There is an urgent need for social protection programmes to be implemented nationwide in all districts and chiefdoms.
3. Managing expectations, accessibility and logistical constraints, especially in rural, and remote areas, make project delivery difficult. This has particularly been the case with the *Social Safety Net Programme* and the delivery of transfers.

Key Policy Objectives

The key policy objectives are:

1. Eliminate extreme poverty
2. Improve the country's Gini Coefficient

Key Targets

1. Reduce the proportion of the population in absolute poverty from 52.9% to 26.5%;

2. Eliminate extreme poverty;
3. Increase the share of the bottom 20% of income earners in total household income from 7.9% to 9.0%;
4. Reduce the Gini Coefficient from 35.5 to below 30

Programme Interventions

1. Sierra Leone Community Driven Development Project (SLCDD) 2
2. Relief and Resettlement (RR)
3. Pro-Poor Growth for Peace Consolidation 11 (GPC2)
4. Establishment of an Education Maintenance Allowance (EMA)
5. National Social Safety Nets Programme (NSSNP)
6. Rehabilitation of NaCSA Funded Schools and Health Centres in Selected Towns
7. Rehabilitation of Community Facilities
8. Establishment of a 'Sure Start' Scheme for babies and children
9. Support the Creation of Productive Assets
10. Support to Reparation Programme

Key cost inputs

1. Rice seedlings, fertilizers and farm implements
2. Support rice production across the country
3. Business start up funds
4. Poultry, piggery, cattle and related livestock
5. Research and development funds
6. Small infrastructural funds
7. Monitoring and evaluation

B. Human development—Goals 3,4&6

Health (Goal 3)

Universal health is a fundamental human capital requirement to ensuring inclusive economic growth and sustainable development. For this reason, the international community and national governments, especially those in the developing world, have remained steadfast in the promotion of programmes to improve healthcare service delivery systems. As in the Millennium Development Goals (MDGs, 2000-2015), the new global plan—the 2030 Agenda and SDGs—has highly prioritized the pursuit of better health outcomes across the world.

Sierra Leone was making significant progress towards achieving a number of health-related MDG indicators before the outbreak of the Ebola Virus Disease (EVD) in May 2014. The under-five mortality rate decreased from 286 deaths per 1,000 live births in 2005 to 156 deaths in 2013, against a target of 95 deaths per 1,000 live births. A similar drop was noted for infant mortality, from 170 in 2005 to 92 in 2013, against a target of 50 deaths. The infant mortality rate dropped to 56 deaths in 2017, and the under-five mortality rate dropped from 140 to 94 deaths during the same period. The proportion of children (12–23 months) immunized against measles increased from 59.7 percent in 2008 to 68 percent in 2013, against a target of 100 percent. The use of insecticide-treated nets by children under-five years increased from 5 percent in 2005 and 25.8 percent in 2008 to 49.2 percent in 2013, against a target of 100 percent.

Maternal mortality rate decreased from 2,300 deaths per 100,000 live births in 1990 and 1,800 deaths in 2005 to 1,165 deaths in 2013, against a target of 450 deaths. Births attended by skilled health personnel

increased from 33 percent in 2004 and 42 percent in 2008 to 59.7 percent in 2013, against a target of 100 percent. Contraceptive prevalence rate (for women aged 15–49, married or in union) increased from 2.6 percent in 1992, 5 percent in 2005, and 8 percent in 2008 to 16.6 percent in 2015, against a target of 30 percent. Between 2005 and 2015, antenatal care coverage increased from 81 percent to 2015, against a target of 100 percent.

The incidence of HIV prevalence among the population aged 15–24 years declined from 1.5 percent in 2005 and 1.3 percent in 2008 to 0.12 percent in 2015, against a target of zero percent. Access to antiretroviral drugs increased from 1.5 percent in 2004 and 5.4 percent in 2005 to 37.7 percent in 2015, against a target of 60 percent. Deaths associated with malaria reduced from 4,326 in 2013 to 2,848 in 2015, against a target of 1082 deaths. The proportion of tuberculosis cases cured under directly observed short courses treatment increased from 86 percent in 2006 to 87 percent in 2013, against a target of 85 percent. Progress with the MDGs can be attributed to a range of efforts by the Government, including the introduction of the Free Healthcare Initiative (FHI) introduced in 2010 for pregnant women, lactating mothers, and children under-five years.

Challenges

Despite this progress, it is apparent that Sierra Leone's health sector had some serious challenges, given the substantial distance the country had to stay from achieving MDGs 4, 5&6. Children were still dying of preventable diseases such as malaria, and the country was regarded as one of the worst places in the world to be pregnant. Global and national

estimates of the country's key health statistics and indicators have not been encouraging by any means.

The outbreak of the EVD with its attendant impact and demand on the health sector was indicative of the underlying remaining challenges that continued to face the country's healthcare system and its general socio-economic development. The EVD outbreak only exacerbated an existing fragile and difficult environment for healthcare, leading to the erosion of the gains made in the country's delivery system, especially under the flagship FHI that saw salary pay rise of about 200 percent for doctors and nurses.

The health delivery system continues to have limited structures, personnel, equipment, and infrastructures such as well-equipped laboratories and ambulance services, as well as inadequate Infection Prevention and Control mechanisms. Hence, the EVD had a fertile ground to spread rapidly around the country, reaching all 14 districts in a matter of a few months. More than 8,400 people were infected and close to half of them died including health workers, who were ill-prepared for the outbreak. About 296 health care workers were infected, out of which 221 died, including 11 specialized physicians.

To overcome these challenges and transform the health sector, the Government of Sierra Leone has committed to increasing national budget allocation to the health sector and has aligned its national development programs on health to the SDGs to enhance integrated implementation processes.

Key Policy Objective

1. Expand and improve on the management of free health care;
2. Continuously improve disease prevention, control, and surveillance;
3. Improve health governance and human resource management;
4. Increase modern diagnostic and specialist treatment within the country and improve on secondary health delivery systems.
5. Upgrading knowledge and skills of health care providers for efficient delivery of Reproductive Maternal New Born Child Health interventions.

Key targets

The key health and nutrition targets until 2030 that this investment plan focuses on are as follows:

1. Reduce maternal mortality from 1165 to 70 per 100,000 births;
2. Reduce under-five mortality from 156 to 25 per 100,000 births;
3. Reduce infant mortality from 92 to 12 per 1000 births;
4. Reduce incidences of tuberculosis from 313 to 0 per 100,000 population;
5. Increase the proportion of the population with access to affordable vaccines on a sustainable basis from 58 to 90 percent by 2030.

Key Policy Actions

1. Enhance the provision of quality RCH activities;
2. Increase access to quality integrated reproductive and child health services by improving the knowledge and skills of service providers at the health facilities;
3. Support advocacy and social mobilization activities at all levels,

4. Improve infection prevention and control in facilities;
5. Improve community sanitation;
6. Increase the national health-care budget allocation to 15 percent;
7. Establish a National Ambulance Service in all districts;
8. Strengthen the Health Management and Information System;
9. Recruit specialists;
10. Encourage public-private partnerships;
11. Strengthen the capacity of medical regulatory bodies through the review of the legal and policy regulatory framework in line with regional and international benchmarks.

Achieving any one goal under the SDGs requires planning for the future, in order to support present needs and those of generations to come. With strong commitments from and collaboration among all stakeholders, these programs will be fully implemented in Sierra Leone by 2030.

Key cost inputs

1. Hospital beds and accessories;
2. X- Ray and diagnosis equipment;
3. Expansion of District Medical Stores;
4. Ambulances
5. Capacity of health care workers
6. Community health centers;
7. Construction of new Staff Quarters.

Education (Goal 4)

Sierra Leone, in its MTNDP, has underscored the importance of placing the human being at the center of development processes. The country's vast wealth in natural resources can fully be harnessed by a healthy and well-educated population. In essence, beyond the natural resources that the country is endowed with, Sierra Leone's most valuable asset is its human resource. Therefore, education must be given the utmost priority. In other words, Sierra Leone's educational system needs to be well advanced to accelerate the achievements of development objectives outlined in the country's MTNDP, Vision 2035, and the 2030 Agenda and the SDGs. It can be argued that education is one of the most fundamental human capital requirements for inclusive economic growth, poverty reduction, and sustainable development.

In the area of inclusive education for all, Sierra Leone has made tremendous strides over the years. Successive governments and their partners have developed and implemented policies and programs that are geared towards improving access to education, equity, relevance, and system strengthening of the sector itself. Since the declaration of Education for All by world leaders in Jomtien, Thailand in 1990—which most people believe was a game-changer for education, especially in developing countries—Sierra Leone has made remarkable progress in ensuring that more children have access to education and the hitherto dismal gender inequity in education has steadily dwindled over the past three decades.

As reported in Sierra Leone's 2016 MDGs Report, "The proportion of pupils starting grade 1 who reached the last grade of primary education (the primary school completion rate) increased from 73 percent in 2011 to 76 percent in 2013, against a target of 100 percent. Gross primary education was recorded at 125 percent in 2015, in excess of the 100 percent target. The literacy rate (15–24 age group) for females increased from 37.4 percent in 2004 to 62 percent in 2013, while the male rate increased from 59.6 to 76 percent during the same period. On the whole, the literacy rate for 15 to 24-year olds increased from 47.9 percent in 2004 to 64.3 percent in 2013, against a target of 100 percent".

These achievements were made on the back of the introduction of free primary education, payment of examination fees for pupils at the primary, junior secondary, and senior school levels enabled by successive increases in government expenditure on education. Furthermore, the expansion of the free education program in September 2018 to include pupils in junior and senior secondary schools, has significantly boosted education access, and the emphasis on education quality promises positive outcome with the potential to transform the country into a competitive middle-income nation in the medium term.

Furthermore, the Gender Parity Index based on the gross enrolment ratio indicates that gender equity is close to being attained at the basic level of schooling, standing at or better than 1. With the introduction of the Free Quality School Education Programme, this positive trend is expected to continue, and some observers believe that this could ultimately result in more girls than boys being in senior secondary school. Special policies and programs have also been developed to

ensure that children with disabilities are included in the education system.

At the tertiary level, significant progress has been made especially in the area of establishing additional Technical and Vocational institutions as well as universities in the provinces. This development has increased access to higher and technical education by young Sierra Leoneans. The recent establishment of the Teaching Service Commission and the creation of a separate Ministry for Higher and Technical Education are among the institutional recalibration methods aimed at revamping the education in the country.

Challenges

Despite the achievements outlined above, challenges remain in the areas of quality of education, retention of pupils in the school, and coordination and management of the various interventions in the education sector. The disparity in education remains high between socioeconomic groups. Those with high income and located in urban centers receive far more educational opportunities than low-income groups and those living in rural areas, reflecting the link between educational outcomes and poverty. Accordingly, the Free Quality Education Program seeks to address, among other things, those factors that inhibit universal access to quality education by all irrespective of socio-economic status and place of residence, consistent with the *principle of leaving no one behind* the campaign of the SDGs.

To overcome these challenges and others, Sierra Leone has firmly committed itself to pursue the new global agenda, the SDGs, especially Goal 4 on Quality Education for All. This framework is crucial in the enhancement of international engagement and partnership to support

the implementation of the country's MTNDP, which has clearly articulated key strategies for the development of education. The Government has prepared the Education Sector Plan (2018-2020) that is aligned to the MTNDP. Cluster one of the MTNDP seeks to develop human capital and empower people to reduce poverty through education and other social dimensions such as health, water and sanitation, social protection, and land governance. It emphasizes quality education, as well as access to education. In sum, these plans are key instruments for the domestic implementation of SDG4 on education, and indeed all 17 Goals.

Key Policy Objectives

Attain 100 percent boys and girls school completion; 100 percent net pre-primary, primary and junior secondary enrolment; and equal ratio (1:1) for boys and girls in primary, junior and senior secondary school.

Key Targets

The key education targets for 2030 that this Investment Plan focuses on include the following:

1. Support all children to enter and complete school education;
2. Improve quality and relevance of education;
3. Substantially increase supply of qualified teachers;
4. Provide access to pre-school for children 3 to 5 years old;
5. Increase equitable access to higher education institutions;
6. Improve literacy rate for youth and adults;
7. Free higher education for the poor;
8. Attain one student in junior and senior schools, one lap top

Key Policy Programme/Interventions

1. Provide specialized facilities and structures that meet the needs of vulnerable pupils, especially girls and children with disabilities, in primary and secondary schools;
2. Establish a functioning Non-formal Accelerated Learning Centre in every district;
3. Establish a Multi-partner Education Basket Fund for development with an effective governance and oversight mechanism;
4. Increase teacher–pupil contact hours by eliminating the two-shift system and building additional classrooms;
5. Reduce the pupil–teacher ratio by recruiting additional trained and qualified teachers;
6. Develop a policy and legal framework to enhance public–private partnerships in the education sector;
7. Improve the capacity of the ministry, the School Inspectorate, School Management Committees, etc.;
8. Establish a national database with effective monitoring systems for all education programmes;
9. Organize campaigns working with vulnerable groups and leaders to encourage parents to send their children to school;
10. Constructing formal and non-formal early learning spaces, developing minimum standards, and training teachers and caregivers;
11. Construct new and upgrade existing facilities to allow for the projected increase in enrolment at the higher education level;
12. Use new information and communication technologies to expand access to higher education and skills training.

The SDGs have been incorporated into the national agenda which in turn is linked to government annual budgets. Therefore, there is a high likelihood of country ownership and there is the possibility of greater commitment among the population for Goal 4 focusing on Quality Education for All.

C. Gender Parity: Goal 5

Overview

Gender equality in the country is important in its own right, as part of the process of expanding equal freedoms for all (Sen. 2009). Closing the gap of the overall well-being between males and females is as much a part of development as is reducing income poverty. According to the *World Development Report: Gender Equality and Development*, closing these gender gaps matters for development and policymaking (World Bank, 2012). Greater gender equality can enhance economic productivity, improve development outcomes for the next generation, and make institutions and policies more representative. Another World Bank report posits that greater control over household resources by women, either through their own earnings or cash transfers, can enhance countries' growth prospects by changing spending in ways that benefit children (World Bank, 2011). The MTNDP sets out several transformational steps required to accelerate progress to close gender disparities, including the following targets by 2023:

- ensure that there are more women in leadership positions in government than in 2018;
- ensure that more women are supported to engage in entrepreneurial activities than in 2018;

- *develop and implement a national data and information management system on gender-based violence cases; and drastically reduce by more than 50 percent the number of women experiencing GBV compared to 2018.*

Several partners have been locked in a development network to continuously improve the gender inequality index since 2000. More girls are now in school as compared to 15 years ago, and most regions have reached gender parity in primary education. Women now make up to 41 percent of paid workers outside of agriculture, compared to 35 percent in 1990. There are now more women in public office than ever before, but encouraging more female leaders nationwide will help strengthen policies and legislation for greater gender equality.

Nonetheless, there are still gross inequalities in access to paid employment in some regions, and significant gaps exist between men and women in the labour market. Sexual violence and exploitation, the unequal division of unpaid care and domestic work, and discrimination in public decision making, all remain huge barriers. Acknowledging these remaining challenges, the MTNDP hopes to build on the aforementioned achievements to further ensure an end to discrimination against women and girls countrywide.

Consequently, following the domestication of the SDGs, there have been spirited discussions once again on bringing gender equality and its attendant effects to the fore. The dialogue acknowledges that women constitute approximately 51% of the country's population, with a gender inequality index of 0.65 (2015). This affirms that women's empowerment contributes significantly to national development and cohesion; that empowering women and promoting gender equality is

crucial to accelerating attainment of the SDGs; and that any attempt to reduce or end poverty requires providing equal opportunities for all individuals to fully optimize their potentials.

The fifth policy cluster of the MTNDP captures the aspirations of the fifth goal of the SDGs—to recognize and promote women's empowerment and ensure gender parity. Most importantly, gender parity is captured as a cross cutting issue among all policy clusters of the development plan. The policy context therefore plays a significant role in creating an enabling environment for the achievements of the targets of Goal 5.

Challenges

Notwithstanding the gains and political will towards women empowerment and ensuring gender parity, there remain crucial challenges which if not addressed, will hinder the achievement of the goal and progressed will be reversed. These challenges include, but are not limited to:

1. Limited financial support to fully implement the policies, plans and legislations aimed at promoting gender equality and women's empowerment and Ad-hoc gender responsive budgeting at national and local levels;
2. Weak implementation and enforcement of existing laws, policies and plans developed and enacted;
3. Weak coordination in implementing gender programmes countrywide;
4. Weak legislative environment, including the absence of an affirmative legislation on the minimum 30 percent quota for women in governance at all levels and sectors;

5. Entrenched patriarchy, cultural beliefs and practices remain a hindrance to advancement of women and girls;
6. Entrenched discriminatory provisions in the 1991 Constitution including section 27 (4) (d) and (e) and the Chieftaincy Act 2009;
7. Lack of a monitoring and evaluation framework of gender-disaggregated data and of indicators of gender impact on development.

Key Policy Objectives

1. Review and increase budgetary resources for the implementation of the sexual offences Act of 2012;
2. Strengthen the capacity of the Ministry of Social Welfare Gender and Children's Affairs and national non-governmental organisations to provide psychosocial services to all victims;
3. Stigmatize perpetrators of sexual violence;
4. Support legislation on political party registration/regulation that will require more women in leadership at all levels of political parties and institutions;
5. Strengthen legislative frameworks to promote gender balance including electoral frameworks quotas with sanctions legislature;
6. Legislate and enforce laws on violence against women; and
7. the modification of discriminatory laws.

Key Targets

1. Policy, legal and institutional capacities are strengthened across government sectors in order to enhance the enabling environment for the empowerment of women;

2. Women's economic empowerment and access to livelihoods opportunities are promoted with a view to establishing Sierra Leonean women as equal partners and participants in the socio economic and political transformation of Sierra Leone;
3. Social mobilisation and community engagement is undertaken to discourage and drastically reduce tolerance and social acceptance of violence against women and girls;
4. Advocacy and coordination mechanisms are strengthened across sectors and between local and national levels;
5. A robust data and information management system is implemented in order to build a better understanding of issues affecting women and girls and how they can be addressed.

Key Policy Actions/ programmes

1. Strengthen legislative frameworks to promote gender balances, including electoral frameworks: quotas with sanctions legislated and enforced; the decriminalization of violence and enforcement of laws and the modification of discriminatory laws;
2. Review and increase budgetary resources;
3. Strengthen the capacity of the Ministry of Social Welfare Gender and Children's Affairs and national non-governmental organizations;
4. Review policies and laws to ensure that they are gender responsive and strengthen institutional frameworks to prevent and respond to violence against women and girls;
5. Development of a National Strategy for the Reduction of Adolescent Pregnancy and Child Marriage,
6. Implement Women in Governance Support Programme.

Key cost inputs

1. Development of draft gender bill;
2. Coordination, Monitoring and Evaluation;
3. Development of a national gender strategy
4. Scholarship for girls;
5. Confidence building for women and girls.

D. Employment, economic growth and competitiveness— Goals 7,8 &9

Employment

Decent Work entails social dialogue and compliance with labour laws and relevant international labour standards, which take the form of conventions and recommendations. It also involves provision of opportunities for labour or work that is productive and provides an equitable income, security in workplaces and social protection for families, liberty for employees and employers to organize and take part in decisions that affect their lives. According to the International Labour Organization (ILO), decent work and productive employment are the key elements for achieving fair globalization and reducing poverty. In essence, decent work leads to increased productivity and by extension, increased economic growth and social development. Therefore, decent work is critical and pivotal to the fulfilment of broader government priorities and realisation of the SDGs in Sierra Leone.

The Ministry of Labour and Social Security belongs to the social services sector that promote the creation of employment as one of its core mandates. Sustainable employment creation invariably results to economic growth, for instance, through payment of taxes including pay

as you earn (PAYE). The Labour Ministry also generates revenue mainly through occupational safety and health inspections and the issuance of work permits to foreign workers. For instance, from January to June 2019, the Ministry generated over five billion Leones for the Government of Sierra Leone. The labour and employment sector have the potential to create more decent jobs, as well as substantially increase its revenue generating capacity.

However, following years of inadequate attention and support, the sector has not been adequately regulated and monitored, leading to low productivity particularly in the public sector. The inability to effectively promote job creation in the country has largely contributed to high levels of unemployment especially among the vulnerable groups including youth, and persons with disabilities, thereby posing serious threat to peace and stability.

Acknowledging the current unemployment situation in the country, the Government has committed itself to support and promote job creation.

Challenges

Several challenges preclude the sector from reaching its potential and meaningfully contributing to the country's development aspirations. These include:

1. Weak regulatory environment with inadequate labour market policies, outdated labour legislations, incomplete labour market information system to provide information on labour market trends and inadequate staff;
2. Insufficient infrastructure and office space to host the supervisory ministry, especially in the regions across the

country. This contributes to the ministry not being represented in most parts of the country;

3. Lack of adequate logistics in the form of vehicles and occupational safety and health inspection equipment, tools and testing machines including lathe and rope/chain testing machines and a testing bay for testing liquid petroleum gas cylinders to ascertain their material thickness and safety;
4. The supervisory ministry has over the years been underfunded. For instance, in the financial years 2018 and 2019 only 0.3% of the national budget were allocated to the Ministry.

Key Policy Objectives

The key strategic policy objective is to promote industrial harmony in workplaces, promote decent work through improved policy and legal environment and, through the conduct of effective and efficient labour inspection services.

Key Targets

1. Public administration activities in the area of national labour policy (e.g. labour administration) is promoted through collaboration and coordination with all public and private institutions including the Sierra Leone Labour Congress and Sierra Leone Employers' Federation, with a view to enhancing compliance with labour laws as basis for achieving decent work.
2. Policy, legal and institutional capacities of the Ministry of Labour and Social Security fostered to promote and facilitate increased productivity in workplaces in the country;
3. A reliable Labour Market Information System established to provide data on labour market trends in Sierra Leone.

4. Provide welfare assistance by way of cash transfers to over 89,000 vulnerable aged, who are above sixty years, and with no means of support;
5. Engage multinational enterprises effectively in order to promote the creation of decent and sustainable jobs through their activities and through their value and or supply chains; in a bid to reduce the high levels of unemployment in the country.

Key Policy Actions/programmes

1. Develop and or review policy and legislative framework to promote employment, industrial relations, social security, social dialogue, and equity at workplaces in Sierra Leone;
2. Complete the processes of developing a National Social Protection Policy, and the review of labour legislations;
3. Advocacy for increase on budgetary allocation and other resources;
4. Effectively supervise the National Social Security and Insurance Trust (NASSIT);
5. Engage multinational enterprises to create decent and sustainable jobs in the country;
6. Foster the capacity of the Ministry of Labour and Social Security and its social partners (that is, Sierra Leone Labour Congress and Sierra Leone Employers Federation);
7. Execute effective public education campaigns on labour administration and the Ministry's mandate.
8. Complete the process of restructuring the Ministry of Labour and Social Security into a directorate system, to enable it effectively and efficiently execute labour administration;
9. Establish labour based technology centres in the regional headquarter towns, to immediately create jobs in a fragile state like Sierra Leone;

10. Domesticated ratified International Labour Organization Conventions, and ratify and domesticate Violence and Harassment at Work Convention (Number 190) and the Social Policy Convention (Number 117).

Key Costs inputs

1. Occupational safety and health inspection tools, equipment and testing machines;
2. Co-ordination, monitoring and evaluation,
3. Construction of labour based technology centres in regional headquarter towns;
4. Develop Decent Work Programme (Phase two);
5. Automation of the Work Permit System;
6. Conduction of a labour force survey;
7. Construction and or reconstruction of office buildings in Freetown and in the regional and district headquarter towns.
8. Conduction of occupational safety and health inspections and integrated labour inspections.
9. Increase capacity in the sector

Tourism

Tourism has long been mooted of having the potential to support and lead sustainable development financing in Sierra Leone. This is clearly reflected in the current national development agenda where tourism is identified as one of key sectors to diversify the economy and promote growth.¹ In 2007, the sector's annual contribution to GDP was around US\$25 million, which shot up to about US\$37 million in 2017.

¹See the second policy cluster of the Sierra Leone New Medium-Term National Development Plan (2019-2023)

Tourism also accounted for about US\$42 million of Government revenue in 2012.

Overall, international tourism has experienced uninterrupted growth for the past eight years and is now considered the world's third-largest export sector. In 2017, destinations worldwide welcomed more than 1.3 billion international arrivals, with a growth rate of 7 percent, the highest since 2010. The sector witnessed 84 million more arrivals in 2017 than in 2016, generating an international tourism receipt estimated at US\$1.3 trillion, an increase of 7 percent as against 2016 (UN World Tourism Organization Tourism Highlights).

Africa, particularly Sub-Saharan Africa, received 57.8 million international visitors in 2016 and generated revenue of about US\$34.8 billion, with a growth rate of 4.7 percent as against 2015. For 2018, the tourism sector on the continent is forecasted to grow at a rate of up to 7 percent, surpassing projected growth rates for tourism in Europe.

Challenges

There are numerous challenges facing the tourism sector. These include, amongst others, a poor regulatory environment, a weak policy framework, an incomplete and outdated tourism master plan and tourism register, and poor institutional capacity to identify and market tourism products and services.

Another critical issue is inadequate infrastructure. Movement within Freetown and to the rural areas is poorly coordinated, while basic tourism infrastructure such as credit card facilities, shopping facilities, leisure facilities, and tourist attractions require enormous

improvements. In addition, there is poor maintenance of tourist sites. Therefore, there is a need to rehabilitate historical attractions (i.e. Bunce Island, a former settlement for slave traders, historical villages with descendants of slaves, Old Fourah Bay College, St. Charles Church, etc.) to improve visitors' experiences. Additionally, access to basic water facilities, constant electricity supply and access to efficient health care services are needed to support such investments and attract a broad range of visitors.

Additionally, Sierra Leone is a high cost destination compared to neighbouring countries. For example, the average cost of hotel accommodation per night is relatively high and not commensurate to the quality offered in other destinations in the region. Airfare from regional capitals to Freetown is also relatively high.

The shortage of skilled labour in the sector is another hindrance to its development. There is a need to address the inability of the Hotel and Tourism Training Institute to provide the quantity and quality of training demanded by the industry.

Finally, air pollution, deforestation, desertification, sand mining, encroachment on environmentally sensitive areas, poor sewage and waste disposal systems, and a dwindling wildlife population threaten the natural beauty and biodiversity of the country, thereby potentially reducing tourism opportunities.

Key Policy Objective

The strategic objective is 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 in form of a holistic approach to diversified tourism in Sierra Leone.

Key Targets

1. Restoration of protective/proclaimed sites in the Western Area and the Provinces, e.g. Old Fourah Bay college, Bunce Island;
2. Support to tourism related small & medium enterprises;
3. Support to adapting to climate change induced coastal risk management;
4. Construction of National Art Gallery;
5. Lumley Beach Development Project - Phase II.

Key Policy Actions/ programmes

1. Improve the policy and legal framework;
2. Promote competition in the sector to reduce costs and improve value for money;
3. Rehabilitate and develop historical and cultural sites through a holistic rehabilitation plan;
4. Create a human resources development plan, upgrade the existing school for hotel management, and collaborate with inter-national hospitality institutions;
5. Promote eco-tourism to ensure the protection of the country's rich biodiversity;
6. Support local entrepreneurs to promote tourism-based activities that link with the rural economy, harvest seasons, wildlife, farming practices, art, and culture;
7. Establish public-private partnerships and promote private sector involvement;

8. Promote adventure tours such as safaris, jungle tours, mountain trekking, etc.

Key cost inputs

1. Reclassification of tourism business enterprises;
2. Implementation of Lumley Beach Project Phase II;
3. Promote local crafts and link them to markets;
4. "Service with a Smile" campaign;
5. Local content plan and certification scheme
6. Increase capacity in the sector

Fisheries

The fishery sector has huge revenue potential for Sierra Leone but it has remained under exploited for several reasons. The country has a coastline of about 500 km, and enormous opportunities to practice aquaculture. Fish consumption in the country is one of the highest in the world—² an advantage which can serve as a strong incentive for private investment in the sector. The sector contributes to about 12 percent of total GDP per annum. Fish is a major source of animal protein for over 80 percent of the country's population, and at the same time a source of employment for over 500,000 Sierra Leoneans, with women at the forefront of many activities, particularly in the form of fish processing and marketing.³ Current estimates suggest that the

² Fishery and Aquaculture Country Profiles of the Republic of Sierra Leone, 2019, FAO: <http://www.fao.org/fishery/facp/SLE/en>

³ Sierra Leone fish value chain analysis with special emphasis on Tonkolili District

fisheries sector has the potential to generate employment up to at least one million people, with revenue potential of not less than \$60 million annually. A steady increase in sectoral revenue generation, mainly from fines, licence, and royalties, can be observed from 30.4 billion Leones in 2014 to 71.3 billion Leones in 2017. As of 22 August 2018, the sector had generated a total of 63.5 billion Leones, and is expected to exceed the total revenue generated in 2017. As noted in the MTNDP, this sector has the potential for rapid and inclusive growth, coupled with positive spill-over effects for food security and poverty reduction objectives.

Challenges

The following aspects are the identified challenges in the sector:

1. Lack of comprehensive fish stock assessment for an extended period, implying that the government lacks credible data and information to determine the number of fishing vessels that can fish sustainably in certain areas;
2. Lack of food safety authority to certify seafood using international standards, such as the European Union Export Market Certification;
3. There is no fishing harbor complex to accommodate shore-based fish processing and dry-docking activities in the fish value chain; and the
4. The Ministry of Fisheries and Marine Resources is unable to meet its commitments regarding the payment of subscription fees to international organizations such as the International Commission for the Conservation of Atlantic Tunas, the Sub-regional Fisheries Commission, INFOPECHE, and the Ministerial Conference on

Fisheries Cooperation among African States Bordering the Atlantic Ocean.

Key Policy Objective

The strategic objectives are to commence 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 Targets

1. The fisheries sector contributes to at least 16 percent of GDP which is about \$15-20 million in revenue generation by 2023.
2. Introduce sustainable management and protection of marine and coastal ecosystems to build resilience against adverse impacts and to restore healthy and productive ocean by 2023
3. End illegal, unregulated, unreported and overfishing.
4. Implement science-based plans to restore fish stocks and stop destructive fishing practices by 2023

Key Policy Actions/ Programmes

1. Construct cold room facilities for the preservation of fish and fishery products in every headquarter town throughout the country;
2. Develop commercialized fish farming in ponds and in the wild, in order to increase fish production and enhance diversified growth in the fisheries sector, including the promotion of commercial aquaculture investment;

3. Combat illegal, unregulated, and unreported fishing through continued installation of vessel monitoring systems in all licensed fishing vessels;
4. Enhance collaboration with the United States, the Sub-regional Fisheries Commission, and the African Maritime Law Enforcement Partnership to under-take regional fishery surveillance patrols and enforcement of fishery regulations and laws;
5. Harmonize laws and improve on the legal framework;
6. Secure the European markets certification for fish exports;
7. Construct fish harbour complexes, pro-mote the use of technology in the value addition chain, and mobilize the private sector to invest in fisheries and the marine sector.

Key cost inputs

1. Develop fish ponds across the country;
2. Surveillance and monitoring of marine waters;
3. Value chain analysis of the fishing sector;
4. Increase market share of fish within the Africa region;
5. Increase capacity in the sector.

E. Infrastructure and Economic Competitiveness—Goals 6,7,9& 17 (Water, Energy, Roads and ICT)

Adequate infrastructure in the form of affordable and reliable energy supply, improved transport system—including good road network—improved water infrastructure and reliable ICT infrastructure is not only essential for its intrinsic use but it is also a critical enabler of the

socio-economic development of any nation and for integration into the global economy.

However, in Sierra Leone, following years of neglect, especially during the decade long civil war, the poor state of infrastructure has largely limited economic diversification and expansions.

Acknowledging this, the Government of Sierra Leone in the MTNDP and in the 2019 Budget and Statement of Financial Policies, has committed itself to developing quality infrastructure for economic competitiveness through investment in stable and affordable energy supply, transportation network, water infrastructural systems and ICT. The following is a summary of current situational analysis of the key infrastructural sectors.

Overall Challenges for Infrastructure and Economic Competitiveness for SDGs 6,7, &17

A wide range of challenges are ahead, including:

1. Envisaged difficulties to secure needed investment funds to undertake all planned projects to improve the national infrastructural landscape.
2. Rapid population growth, climate change, deforestation, natural disasters, and a lack of adequate urban planning, political interference, and a significant proportion of the population living in poverty.
3. The capacity of relevant institutions coordinating nationwide implementation of all infrastructural projects requires a lot of capacity scaling up to be able to absorb investment resources channeled to their respective sub-sectors.

4. Sustainable infrastructure largely requires building capacity of local contractors which is currently very weak in the country, and as such most of the large infrastructural projects are contracted to foreign companies.
5. Constraints affecting efficiency and access of energy include dilapidated transmission and distribution system resulting in high technical and commercial losses, estimated at about 40 percent of units generated.
6. The energy sector also suffers from insufficient capacity generation, with only about 13 percent of the population having access to electricity from the national power grid.
7. The problem of low voltage quality due to an overburdened infrastructure by illicit users is a common place in the energy sector.

To realize SDGs2&8, economic transformation and the rest of the SDGs, critical actions will be needed to achieve targets designed to deliver SDG 6 on Water, SDG 7 on energy, and SDG 9&17 on roads and ICT.

Water

Sierra Leone has abundant water resources, with high rainfall (ranging from 2000mm in the North-East to 5,000mm on the Freetown Peninsula) and abundant river flows which are contained in over twenty major rivers. Notwithstanding this natural abundance, inadequate efforts have been made to ensure optimal planning and economic use. The coverage of the rural population by safe water supply facilities is still very low, at about 48%, albeit the remarkable success of the rural water supply programme that was achieved in the course of the

International Drinking Water Supply and Sanitation Decade (1981 – 1990).

During the phase of implementation of the MDGs, significant progress was made in promoting access to improved water in the country, however, the target was not met. Access increased from 36.7 percent in 1990 and 47 percent in 2005 to 63 percent in 2015, against a target of 73 percent. Moving into the SDGs phase, access would drastically increase if greater emphasis is being placed on water supply in rural areas, “which should take into account not only increasing coverage but also ensuring sustainability”.⁴

Following the interruptions of the Ebola epidemic (2014-2015), renewed commitment to the sector emerged within the framework of the country’s Post-Ebola Recovery Strategy and the MTNDP, which highly prioritizes water and sanitation services and is providing a solid path to long term, sustainable development. Progress in the sector in the coming years will require action on multiple fronts taking into account the limited financial and institutional capacities. Recent efforts have been scaled up in improving financial management and general sector policies and legislation. Decoupling the water component from the former Ministry of Energy and Water to establish the Ministry of Water Resources in recent times has been critical for the sustainable development of the sector. A large number of programmes are being undertaken across the sector by the Sierra Leone Water Company and non-governmental organizations with funding from Government and development partners.

⁴See Inception Report 2014, Ministry of Water Resources, Freetown, Sierra Leone

Key Policy Objective for SDG 6

The key objective for SDG 6 is to increase access to improved drinking water source from 62.6 to 100 percent; and improved sanitation from 48.7 percent to 100 percent by 2030.

Key Targets for SDG 6 on water

The targets planned to be achieved by 2030 for SDG 6 are:

1. The proportion of the population with access to improved drinking water source at national, rural & urban settings increases from 59.50% to 100.0%:
2. The proportion of households with access to safe drinking water increases from 60.60% to 100.0%:
3. The proportion of the population with access to improved sanitation & hygiene (national, rural & urban settings) increases from 48.70% to 100.0%:
4. The proportion of households with improved sanitation facilities increased from 49.00% to 100.0%;
5. The proportion of the population with access to improved sanitation & hygiene (facilities not shared) increases from 10.60% to 95.1%:
6. Freshwater withdrawal increases from 0.10% to more than 20%.

Key policy programmes/ interventions

1. Implement rural water supply project, including the construction of boreholes with solar power in various communities;
2. Implement the Small Towns & Urban Water Supply Programme, including, construction of pipe-borne water

schemes; construction of 45 industrial boreholes (Urban Wash Supply); install water supply in 200 schools (WASH)

3. Undertaking water sector reforms and improving quality and access to water supply services;
4. Provide institutional capacity building for water sector related institutions.

Key cost inputs

1. Construction of boreholes for water supply;
2. Small towns and urban water supply;
3. Rural water supply project;
4. Institutional capacity building.

Energy

i) Energy access is a high priority in the government's MTNDP and thus, the SDGs are timely for Sierra Leone. Sustainable electricity is among the major challenges faced by developing countries with no exception to Sierra Leone. Energy is recognized as a catalyst to socio-economic development and guarantees the most transformative impact on other sectors of the economy, particularly growth enhancing sectors such as agriculture, fisheries and tourism. In Sierra Leone, biomass dominates energy consumption, it is estimated to be over 80 percent of the total energy source, whilst imported petroleum products account for only 13 percent. While efforts made over the years have seen positive growth in energy consumption in the country, from 16,168 GWh in 2006 to 47,112 GWh in 2013⁵, the general level of electricity supply still remains far short of national demand. The constraints affecting

⁵See Tarawalli (2014), Ministry of Energy, Freetown, Sierra Leone.

efficiency of and access to energy can be enormously attributed to the high technical and commercial losses on the transmission and distribution (T&D) network, compounded by low voltage quality due to an overburdened old system.

Nevertheless, Sierra Leone has great potential in energy resources and opportunities for their productive exploitation. Some of the opportunities include: political will and stability; a tropical climate conducive for solar power; high levels of rainfall for hydropower; the development of the West Africa Power Pool (WAPP)—Côte d'Ivoire, Liberia, Sierra Leone and Guinea (CLSG) Power Interconnection Project; a large landscape of green vegetation for biomass; and a good environment for doing business.

These advantages have been pursued in previous national development strategies and in the current MTNDP, where improving the country's energy sector is one of the government's foremost objectives. The government views the sector as central in achieving the country's medium- and long-term development objectives, Sierra Leone's Vision 2035 aimed at eliminating absolute poverty and becoming a middle-income country.

Opportunities for supporting energy development in Sierra Leone include the United Nations Sustainable Energy for All (SE4All) initiative and prospects for the generation and expansion of hydro power across the country.

Key Policy Objectives for SDG7 on Energy

The key policy objective for SDG7 is to increase the proportion of households with access to electricity (national grid) from 13.5 to 92 percent by 2030.

Key Targets

Targets planned to be achieved by 2030 for SDG7 are:

1. Increase electricity generation from 25 to more than 70 percent;
2. The proportion of households using electricity for lighting increases from 13.50% to 27.00%;
3. Access to non-solid fuels (% of population) increases from 5.00% to 85.10%;
4. An increase in the country's capacity for renewable energy (solar and hydro) contribution to 65 %.

Key policy programmes/interventions

1. Increasing the generation of electricity from renewable energy sources and thermal plants, including an increase in the generation of electricity by developing an additional 400MW from renewable energy sources and installing an additional 600MW of thermal base load capacity.
2. Rehabilitation and expansion of the national transmission and distribution network,
3. Energy sector capacity building, including electricity sector reform projects: Result Based Financing—MCC; Sierra Leone Electricity & Water Regulatory Commission; Energy Sector Utility Reform Project (ESURP).

Key cost inputs

1. Rural electrification project;
2. Solar park project;
3. Rural renewable energy project;
4. Transmission and distribution lines;
5. Institutional capacity building;
6. Bumbuna water shed management project.

Roads

A good road network remains a precondition for sustainable development, propelling economic growth and supporting poverty reduction. The benefits of an improved road network in the rural areas of Sierra Leone cannot be overemphasized, as rural settlements hold more than 60 percent of the national population and more than 70 percent of the total poor, whose livelihoods have been disproportionately derived from subsistence farming. The national road transport network consists of an estimated 11,555 km of road, of which 8,555 km are either classified as Class A (primary), Class B (secondary) or Class F (feeder) roads, with local and township roads accounting for the remaining 3,000 km. The country has 1,031 km of paved road, representing 9 percent of the total road network, which is considerably low compared to the continental average of 18 percent.

Following prolonged period of underinvestment in the sector during the decade long civil conflict, in 2008/2009, the government together with its partners embarked on massive road reconstruction and rehabilitation programmes. The government has also improved the legislative environment leading to the separation of the Road Maintenance Fund as an entity from the Sierra Leone Roads Authority in 2013.

Notwithstanding, huge challenges still remain going forward for sustainable development with regard to the state of road infrastructure in Sierra Leone. About 40 percent of the classified network is in poor condition, with the rural areas mostly affected, where around half of the roads are in this state. Only 8 percent or 951 km of the classified and urban roads are paved.

Going forward with the SDGs, the country requires far more investments in a sustainable road network. For instance, to open up agriculture to effective commercialization, Sierra Leone would need to add at least 5,000 km of roads in the years to come.

Thus, recognizing the crucial role of an improved transport system in facilitating trade and general economic activities, the MTNDP has crafted specific policy actions towards improving the national infrastructure. It is, therefore, self-fulfilling that SDG 9—to build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation—was included in the 2030 Global Agenda.

Key Policy Objective

Key policy objectives for SDG 9 on roads infrastructure are:

1. Increase the proportion of primary paved roads in excellent/good condition from 35.51 to 100 percent;
2. Increase the proportion of secondary paved roads in excellent/good condition from 0.63 to 100 percent;
3. Increase the proportion of feeder roads in good condition from 34.20 to 100 percent and

4. Increase the proportion of urban roads in excellent/good condition from 15.14 to 100 percent.

Key Targets

The planned targets that are to be achieved by 2030 for SDG 9 are:

1. The quality of overall infrastructure (1-7) improved from 2.4 to 4.6;
2. The proportion of primary paved roads in excellent/good condition increased from 35.51% to 100%;
3. The proportion of secondary paved roads in excellent/good condition increased from 0.63% to 100%;
4. The proportion of feeder roads in good condition increased from 34.20% to 100%;
5. The proportion of urban roads in excellent/good condition from 15.14% to 100%.

Key Policy Programmes/ Interventions

1. Upgrading all primary and secondary road network to asphaltic concrete level;
2. Rehabilitate, reconstruct and maintain the urban road network;
3. Rehabilitate all feeder roads to surface standard level.

Key cost inputs

1. Rehabilitation of road network across the country;
2. Construction of major roads in all districts;
3. Construction of fly-overs in major districts;
4. Completion of major by-pass roads;
5. Construction of major township roads.

Information, Communications and Technology (ICT)

The global importance of ICT has led to numerous countries transforming this sector in order to catalyze socioeconomic activities in other sectors, in terms of increasing operational efficiency, productivity and transparency. Over the years, the Government of Sierra Leone has initiated several ICT related strategies aimed at guiding the development of the ICT sector and harnessing its huge potential for national development. In 2013, Sierra Leone started commercial use of the Africa Coast to Europe (ACE) submarine cable. The Sierra Leone Cable Limited Company (SALCAB) coordinates the national network infrastructure development and implementations through the management of the ACE submarine fibre optic cable and terrestrial fibre backbone networks. As part of government effort to create the enabling environment for growth of the ICT sector, the MIC through SALCAB has implemented the national terrestrial fibre backhaul which comprises of the Huawei and the ECOWAN project.

The sector has undergone tremendous reforms in the policy and regulatory framework, with the creation of new policies and acts. The country is now connected to the global ICT network, with the existence of four GSM Mobile companies: the SIERATEL semi-autonomous government company; the Orange Group that recently bought the Airtel Sierra Leone Company; Africell Sierra Leone; and the QCELL Mobile Network, all delivering mobile telephony and mobile data, as well as several internet service providers. Since the private entry into the telecoms market in 2000, the telecom sector in Sierra Leone has grown dramatically, with approximately 4 million GSM subscribers using mobile telephone services, of which, over one million have access to internet services. Apart from the mobile data internet services, there are

fixed wireless access (FWA) internet services, especially in the four regional headquarters.

The aforementioned progress has created the potential for economic expansion and productivity in every sector of the economy. Recognizing the enormous development opportunities presented by the emerging information age characterized by intensified science and ICT, the government included in its MTNDP strategic programmes for advancing ICT, which are aligned with the SDGs 9&17.

For Sierra Leone to fully achieve SDG9 &17 on ICT, the current challenges of inadequate and fragmented ICT infrastructure, inadequate legal and regulatory framework and the lack of requisite investment, among others, must be addressed.

Key policy objectives

1. Increase the proportion of research and development expenditures;
2. Increase the proportion of the population with mobile phones from 54.9 to 100 percent;
3. Increase fixed internet broadband subscribers
4. Increase proportion of the population using internet

Key Targets

1. R&D expenditures increase to 0.57 (as a % of GDP)
2. The proportion of the population with mobile phones increases from 54.9% to 100%;
3. Fixed internet broadband subscriptions per 100 inhabitants increase from **XX to XX**.
4. The proportion of individuals using the internet increases from 2.10% to 80.10%.

Key policy programmes/interventions

Key policy programmes/interventions for SDG9&17 focus on increasing the proportion of the population with mobile phones, increasing fixed internet broadband subscribers and increasing the proportion of the population using the internet:

1. Promoting and Supporting R&D initiatives in the ICT industry, including the creation of incentives for industries to setup ICT-related R&D centers in universities and research institutes;
2. Improving national connectivity and access, including closing the national fibre optic ring of about 167 km to connect the remaining major towns; and
3. Supporting policy regulation and an institutional framework, including providing enabling environment for electronic services and applications.

F. Housing and Human Settlement: Goal 11

Following its recent history of recurrent disaster, including flooding and lands slide, addressing human settlement, environmental protection and management have become major considerations in achieving sustainable growth and development in Sierra Leone. As clearly articulated in the MTNDP, the Government of Sierra Leone remains committed and determined to building resilience against natural disasters through improvement of national and local level population and social services planning, including estimation, programming and delivery of affordable housing needs; and enhancing delivery of weather services, early warning systems, and effectiveness of land use systems. Three policy clusters of the MTNDP—Cluster 1, Human Capital Development; Cluster 3, Infrastructure & Economic

Competitiveness and Cluster 7, Addressing Vulnerability & Building Resilience—are carefully crafted towards human settlement planning and management, thereby speaking directly to issues that are at the centre of the 11th SDG of making cities and human settlements inclusive, safe, resilient and sustainable.

The issues of primary concern to human settlements are housing, basic services, risk of disasters, air quality, waste management, and green public spaces. The right to housing is a fundamental human right as recognized in the Universal Declaration of Human Rights and International covenant on economic, social and cultural rights. However, recent reports on the context of housing and basic services have shown that the housing situation in Sierra Leone is appalling. The report of the 2015 housing and population census for example, shows that the country has an average household size of about 8.8 persons, indicating overcrowding/congestion. This situation is compounded by the lack of adequate water and sanitation facilities leading to health issues such as diarrhoea, malaria and cholera and even outbreaks, such as Ebola Virus Disease. Most of the poor housing conditions in the country are attributed to informal settlements, with more than 60 percent informal houses having insecure tenure. According to the Slum Dwellers International Annual Report of 2016, Sierra Leone has about 111 slum settlements across the five cities of the country that are generally characterised as informal settlements.

With rapid urbanization at a rate of 2.75 percent annually, the issue of waste management is becoming more and more pertinent to public health and disaster-risk management. In Freetown, for example, seven out of the ten leading diseases can be directly or indirectly related to the

manner of waste handling. The relevant diseases are Acute Respiratory Infection (ARI), malaria, diarrhoea, worm infestation, skin infection, typhoid fever, and eye infections. Also alluding to a similar conclusion is a 2015 study lead by the Njala University on the impact of urban traffic on ambient air quality in Freetown.⁶ To mitigate the high risk of respiratory tract and cardiovascular disease infections among sensitive populations, the study proffered policy options ranging from mitigating traffic congestion; removing high-polluting vehicles (especially poorly maintained heavy tonnage vehicles above 3 tons) from the roads and to improve public transportation options.

Notwithstanding the above situational analysis, a host of public and academic institutions as well as CSOs are currently working on a range of policies and strategies aimed at providing sustainable human settlement and enhancing environmental resilience. The Ministry of Lands, Housing and the Environment provides the overall policy oversight and direction in the housing sub-sector and environmental management (it issues building permits, conduct land registration and surveys); the Sierra Leone Housing Corporation is responsible for providing affordable housing for all levels of income brackets; the National Social Security and Insurance Trust (NASSIT) is also investing in housing through estates and financing a mortgage company (The Home Finance Company now called Mortgage and Commerce Bank); Office of National Security is primarily responsible for coordinating management of national emergencies; and the National Security and Central Intelligence Unit, specialising in the gathering, analysis and advising the state on intelligence and security related

⁶ for more information on the study, please visit

matters. Government has also established the Public Private Partnership (PPP) Unit for the involvement of the private sector in housing market to encourage private sector institutions.

Among the number of ongoing projects and initiatives related to SDG 11 are:

1. the Urban Planning Project,
2. Operation Clean Freetown,
3. Landslide Recovery Efforts, and
4. monitoring of the Impact of Urban Traffic on the Ambient Air Quality in Freetown.

As a complement to the Government's effort, the World Bank is also supporting a number of interventions, including:

1. the Freetown Urban Development and Disaster Risk Management project;
2. the Freetown Urban Transport project,
3. and the Multi-Sectoral Emergency Recovery project following the Freetown landslide and flood disasters in August 2017.

With regard to improving disaster preparedness and response systems, early warning mechanisms have been adopted to ensure readiness and appropriate actions prior to the occurrence of a disaster. The reintroduction of monthly national cleaning exercise has helped to keep the cities clean and mitigate the occurrence of flooding during the rains.

Sierra Leone's unwavering commitment to addressing environmental concerns was demonstrated in 2008 with the establishment of the Sierra Leone Environmental Protection Agency (EPA-SL). These

commitments are further emphasised in several policy statements and the President's Speech at the Occasion of the State Opening of Parliament in 2018, which emphasized strengthening resilience for inclusive growth that ties well with the interventions and efforts aimed at achieving SDG11.

Challenges

There are a number of challenges to consider with regard to the implementation of SDG 11 related interventions in Sierra Leone. For instance, the August 14th 2017 landslide exposed a number of issues surrounding human settlements, such as the precarious nature of many coastal informal settlements, limitations of the country's emergency response sector, and weaknesses in the environmental sector to manage urban development and solid waste. Therefore, a key focus of the Government in pursuing SDG 11 will be to address the key challenges that led to and facilitated the devastation of the landslide in Freetown. Addressing these challenges will be critical to building a resilient and robust disaster-risk management system that will ensure a rapid and effective response to any future natural disasters. These challenges include:

1. Limited central coordination, oversight, and planning of urban development, especially residential housing developments;
2. Rapid rural-urban migration leading to a more resource and land constrained urban environment;
3. Lack of centralised technical knowledge for infrastructure development and disaster response;
4. Scarce enforcement of environmental laws, such as air pollutant levels and development in protected areas;

5. Absence of clear leadership in managing cross-jurisdiction issues, such as waste management;
6. Constrained land and spatial availability in urban areas for green public spaces.

The housing and or human settlement sub-sector on the other hand are faced with key challenges including weaknesses in the formulation and enforcement of human settlement policies, plans and strategies, to ensure a rational configuration of settlement patterns and environmentally resilient housing across villages, towns and cities. Capacity building of the various MDAs involved in issues related to human settlements is generally inadequate, and the role of local legislative frameworks for regional and urban planning needs enormous strengthening.

The lack of private sector participation and adequate financing in the housing market is a major challenge that needs to be addressed.

Key Policy Objectives for SDG 11

The Key policy objectives for SDG11 on Human Settlements are to:

1. Reduce the proportion of the population living in informal settlements in the capital city;
2. Increase the proportion of the population in urban areas with access to improved water source (piped);
3. Reduce proportion of slum households;
4. Reduce the proportion of particulate matter in urban areas; and
5. Increase the total area of public green space over total urban green space.

Key Targets for SDGs 11

Planned targets to be achieved by 2030 for SDG 11 on Housing and Human Settlements are stated as follows:

1. Proportion of population living in informal settlements in the capital city is reduced from 16.8% to 5%;
2. Proportion of slum households in the capital city reduced from 16.7% to 2%;
3. Improved water source, piped (% of urban population with access) from 11.5% to 98.10%;
4. PM2.5 in urban areas (ug/m3) reduced from 23.9 to 9.9;
5. Proportion of urban solid wastes formally collected out of total urban solid waste generated in the capital city increases from 20% to 75%;
6. Total area of public/green space over total urban space increases from 36% to 45%.

Key Policy Programmes/Interventions

The following presents a summary of the programmes and interventions to be implemented towards achieving various targets, policy objectives and overall goal of SDG 11 on making cities and human settlements inclusive, safe, resilient and sustainable by 2030.

1. Undertake housing and spatial development, including: planning and managing spatial development of human settlements; improving access to adequate housing; and slum upgrading and prevention;
2. Provision of affordable homes in cities and communities, including promoting the production of local building materials

and youth; development of skills in the production and utilization of local building materials; a 5-10-year housing programme for the construction of 10,000 housing units in Provincial HQ Towns;

3. Promoting a regulatory environment for housing development, including: formulation and implementation of a National Housing Policy in Sierra Leone and strengthening institutional and legislative framework for effective housing delivery;
4. Strengthening disaster reduction and recovery management;
5. Promoting community preparedness and action on solid and liquid waste management, including: conduct training on hazards and prevention of poor waste management; establish a waste deposit/transit point or permanent dump site within communities; create a waste management structure nationwide; and providing proper toilet facilities
6. Freetown coastland and beach clean-up programme, including the preparation and mobilisation of resources to undertake the exercise; and disposal of garbage.

G. Environmental Management: Goals 12 &14

The economy of Sierra Leone is resource-intensive, and has been blessed with abundant natural resources in land and sea. Agriculture is the most dominant production sector of the country, which makes up the largest share of the country's GDP, estimated at 55 percent in 2017 and employing more than 65 percent of the labour force and accounts for about 10 percent of the country's total exports. 15.4 percent of arable land (close to 75 percent of land mass) is under agricultural cultivation. The increase in farming activities poses a major challenge

for the preservation of the forest as only 2.0 percent of the country's total land space is currently under protection for the conservation of nature. The fisheries sector is growing in importance, with a current GDP share of 12 percent, with Over 500,000 people directly or indirectly employed in this sector. The estimated fish biomass was about 450,000mt and shrimp biomass was estimated at around 2000mt from 2008 to 2010.

The Government of Sierra Leone in its fourth Generation Poverty Reduction Strategy Paper, MTNDP, prioritized agriculture and fisheries as some of the key growth sectors with the ability to contribute to the diversification of the economy and the creation of job opportunities, revenue generation and the alleviation of poverty. Sierra Leone's vision is to have an inclusive and green middle-income economy by 2035. To achieve this, the country will have to rely heavily on its natural resources, which should be environmentally, socially and economically sustainable. Thus, there is a need for sound policies to ensure sustainable production and consumption processes, in an environmentally friendly manner.

The country implemented the MDGs between 2000 and 2015, and made laudable effort towards achieving the targets of MDG 7 on environmental sustainability. The policy focus at that time was on ensuring access to improved drinking water source and access to improved sanitation facility. The environmental areas were important to pursue, while issues of sustainability of consumption and production and the conservation of life under water were not focused on in particular. Therefore, the SDGs are highly justifiable in continuing to

include environmental issues in the new global agenda, as captured in the SDGs 12&14.

In demonstration towards this commitment, the Government of Sierra Leone established key institutions towards managing the environment. The Environmental Protection Agency (EPA-SL) was established in 2008, to enforce strict regulatory laws, practices and procedures to restrict defaulters of environmental regulations. The National Protected Area Authority (NPPA) was established focusing on the efforts at coordinating programmes to ensure minimization of impact of socioeconomic activities on the environment and to guide against socioeconomic operations in protected areas. The National Climate Change Secretariat (NCCS) was also established under the EPA-SL to provide guidance and direction to the implementation of climate change related activities and advocate for the integration of climate change into the national planning processes to ensure a low emission and climate resilient development pathway.

In addition to the above, the country had developed policies and action plans to effectively achieve the global agenda. The National Integrated Waste Management Strategic Plan of 2016 aims at supporting national development by improving social and economic conditions in the country through reduction in waste generation and management of disposal and re-cycling. The National Environmental Action Plan (2014) was to secure all Sierra Leoneans a quality environment adequate for their health and well-being, restore, maintain and enhance the ecosystems and ecological processes, preserve biological diversity, raise public awareness, promote understanding of essential linkages between socioeconomic activities and environmental development.

Other strategic sectoral policies and regulations include: the Fishery Products Regulations (2007)—comprises of rules and regulations on waste management in the fisheries industry—; the Fisheries Management Plan; the 1994 Fisheries Management and Development Act; the 1995 Fisheries Regulations; the Coastal Zone Management Plan; Aquaculture Development Plan; the National Disaster Policy and Management Plan; and the National Biodiversity and Action Plan.

The above frameworks and policies have been implemented substantially, leading to considerable decline in reported cases of environmental abuse, including reduction of incursions into marine prohibited areas by fish trawlers and minimization of unregulated fishing practices by artisanal fishers. In combating Illegal, Unreported and Unregulated (IUU) Fishing activities, the Ministry of Fisheries and Marine Resources in 2009 set up the Joint Maritime Committee (JMC) to undertake fisheries protection and maritime security surveillance operations, with the subsequent establishment of a new data base system, where fisheries observers are deployed onboard all licensed fishing vessels to ensure daily catch data and other catch information are sent to the ministry through the ministry's operational Radio Room.

These initiatives and other sector wide programmes currently attract support from a range of development partners, including the US Embassy, World Bank and the African Development Bank, which provides environmental training to fishers in four major areas of the country.

Challenges

Albeit the significant progress made in the area of policy reforms and programmes/project implementations, effective and sustainable environmental and resource management continues to face serious challenges including:

1. The growing population and urbanization resulting in increased level of deforestation, erosion, landslides and insufficient sanitation and pollution;
2. The increasing level of timber logging, fuel and charcoal production have also served as hindrance to environmental protection in Sierra Leone which further resulted into higher level of deforestation, low water retention capacity of forest areas, high loss of biodiversity, increased in the level of erosion and sedimentation;
3. The lack of a comprehensive fish stock assessments poses a great challenge in combating IUU activities, as the ministry will not ascertain the number of fishing vessels that can accommodate sustainable exploitation;
4. The ineffective administrative systems, absence of coordination mechanism and potential conflicts of interest, weak regulatory frameworks and poor implementation capacity result to the duplication of efforts resulting to wastage of resources;
5. Limited resources and late disbursement of budgetary allocation to fully support proposed programmes/projects lead to limited output, insufficient implementation of programs, lack of monitoring and evaluation and limited logistics.

Nonetheless, there is still light at the end of the tunnel for Sierra Leone in its effort to achieve sustainable use of its natural resources and ensure a safe and friendly environment for its habitats. Sound

Environmental Management practices and policies and programmes/projects are therefore proposed in this investment plan with the view of achieving the targets set on SDGs12 and 14. These programmes/projects are carefully carved out within the framework national development plan.

Key Policy Objective

To increase revenue generated from production without overexploitation of the environment, ensure the protection of fish biomass and certain threatened species, and to ensure the promotion of improved sanitation for all.

Key Targets

The key environmental and resource management targets for 2030 which this investment plan focuses on include the following:

1. Reduce the portion of post-harvest losses in agriculture food production from 40% to 5%;
2. Reduce solid municipal waste from 0.50 to 0.1kg/person/year;
3. Increase proportion of marine sites completely protected from 50 to 78 percent;
4. Reduce proportion fish stock overexploited/collapsed from 3.20 to 0.1 percent by 2030.

Key Policy Action/ Programmes

1. Undertake fisheries protection and maritime security surveillance operations;
2. Install other radar systems around Bailor/Yelibuya in the North, Bonthe and Sulima, as well as in Southern axes of the fisheries waters of Sierra Leone;

3. Provision of fishing inputs including legal fishing gears;
4. Financial support to fishing communities;
5. Provision of tractors at District level with ploughs, harrows, and other accessories;
6. Provision of processing machine and value addition at District and Chiefdom levels;
7. Provision of storage facilities at national, district, chiefdom and sectional levels;
8. Improve the institutional and legal framework for the Integrated Waste Management programme;
9. Train waste management staff on how to handle waste disposal;
10. Improve Waste Management in public and private institutions;
11. Develop waste disposal infrastructure.

Key cost inputs

1. Enact Environmental Impact Assessment (EIA) regulations on agriculture, tourism, communication towers, sand mining, mini-grids and renewable energy and manufacturing industries
2. Establish and restore more areas of protection;
3. Monitor the usage of legal fishing gears;
4. Protected Area Management and Livelihood Project;
5. Regional Information dashboard.

H. Environmental Resilience and Natural Resource Management: Goals 13&15

Sierra Leone is endowed with a wide variety of natural resources, including large deposits of minerals, abundant fertile agricultural land,

a deep natural harbor, and wet tropical climate with a mean annual rainfall of about 3000 mm, among others. However, there is a general consensus that unsustainable management of the environment and exploitation of its natural resources poses a serious threat to the country's sustainable development and the livelihood of its citizenry. Government of Sierra Leone has therefore recognized that addressing environmental issues is a pre-condition for achieving sustainable growth and development. The country's current development blueprint, the MTNDP passionately emphasizes the need to promote economic growth and poverty reduction efforts that are green. Hence, environmental and natural resource management has been identified as one of the core priority areas in the MTNDP. The National Environmental Action Plan (NEAP) prepared by EPA-SL is a key instrument to operationalize the objectives of improving the environment and management of natural resources.

In the course of implementing the MDGs, real progress was made towards reaching the target on access to water, which increased from 36.7 percent in 1990 and 47 percent in 2005 to 63 percent in 2015, against a target of 73 percent. The Government has been cooperative in the implementation of international protocols on the environment and natural resource management, including effective implementation of the provisions of Articles 6 and 8 of the United Nations Convention on Biological Diversity and conducting a country study and elaborating the Sierra Leone National Biodiversity Strategy and Action Plan in 2003. This action plan provides the basis for the creation of a network of protected areas in representative ecosystems across the country for the conservation of at least 80 percent of the country's known species diversity. At present, a total of 15 protected areas have been officially

designated, including both terrestrial and wetland ecosystems, covering a total of 616,013.21 hectares (8.5 percent of the country's total land area).

There has been tremendous improvement in policy and regulatory framework relating to various aspects of the environment in the country. Challenges faced with ensuring sustainable utilization of forest ecosystems are embodied in the Forestry Act of 1988, Wildlife Conservation Act 1990, the National Environmental Action Plan of 1995, the National Biodiversity Action Plan of 2003, Environmental Protection Act 2000 and 2008 (amended in 2010)—comprehensive in terms of its coverage of the policy and legal issues surrounding biodiversity management—, the Mines and Minerals Act of 2009—with adequate provisions for Environmental Impact Assessment (EIA) requirement—, and the National Land Policy of 2015.

Challenges

While a lot has been done on the environment front and management of natural resources, there have been major challenges encountered in ensuring development sustainability from this angle. These include:

1. Weak institutional and technical capacity across the broader environmental sector is a serious challenge relating not only to sustainable environmental management, but also in defining and measuring national targets.
2. Limited legal and planning instruments for making environmental protection and management effective in the pursuit of sustainable national development—for instance, there is absence of adequate environmental sustainability elements in energy-related policy frameworks.

3. Programme implementation is generally noted to be slow as many international frameworks have not been ratified or harmonized with the national laws, policies and programmes of Sierra Leone, thus the country trails far behind in the implementation of many provisions of these conventions.
4. The lack of adequate and reliable data and information to ensure sustainable environmental analysis and management. The rapid expansion and intensification of human activities such as farming, mining, urban expansion and infrastructure development require accurate data and information for monitoring and evaluation to ensure sustainable environmental management practices.
5. The existence of overlapping and sometimes conflicting mandates on environmental management among key institutions responsible for the management of the environment.

It is hoped, nonetheless, that with the continued commitment of Government to addressing vulnerabilities and building resilience, as clearly articulated in the seventh policy cluster of the MTNDP, the country's aim of achieving good environmental protection, responsible natural resource management, strengthening disaster early warning and response systems for minimized vulnerabilities and increased national resilience will be fully realized. These objectives strongly resonate with SDG13 to take urgent action to combat climate change and its impact; SDG14 to conserve and sustainably use the oceans, seas and marine resources for sustainable development; and SDG15 to protect, restore and promote sustainable use of terrestrial ecosystems, sustainably

manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.

Key Policy Objectives for SDGs 13 & 15

To reduce climate change vulnerability from 0.20 to 0.09; reduce annual change in forest cover loss from 8.90 to 0.10 percent; and increase proportion of terrestrial sites of biodiversity importance that are completely protected from 8.2 to 20 percent.

Key Targets

The key environmental targets for 2030 that this investment plan focuses on include the following:

1. Reduce climate change vulnerability from 0.20 to 0.09
2. Reduce annual change in forest cover loss from 8.90 to 0.10%
3. Increase proportion of terrestrial sites of biodiversity importance that are completely protected from 8.2 to 20%

Key Policy Actions

1. Reduction of emission from deforestation
2. Community Stewardship on environmental management
3. Environmental Education and Sensitization Campaign
4. Improve management of chemicals and hazardous substances to reduce pollution and adverse effects on human health
5. Institutionalization of adaptation and mitigation measures for climate change and environmental risks
6. Enhance governance and regulations for coastal and marine environmental protection

7. Implement REDD+ and capacity building programme, including: carbon inventory on 100% of protected areas in SL; establishing Woodlot; environmental education and sensitization; and establishment public-private partnership for forest conservation
8. Enacting and enforcing environmental laws and regulations

I. Governance, peace and security—Goal 16

The 16th goal of the UN Sustainable Development Goals focuses on promoting just, peaceful and inclusive societies across the world. This goal is compatible with the Government of Sierra Leone's sustained focus on promoting justice, peace and security in the country and beyond since the end of the civil war in 2002. All national development plans (in the form of poverty reduction strategy papers, PRSP's) that Sierra Leone has implemented have had a standalone component on promoting peace, justice and security. The fourth policy cluster of the current national development blue print, the MTNDP, looks at *governance and accountability for results*, which clearly articulates strategic focus and objectives for improving justice, safety and security sector delivery systems. Some of the key government institutions working in SDG 16 related sector include the Legal Aid Board of Sierra Leone, The Justice Sector Coordinating Office, the Office of National Security, the Anti-Corruption Commission, the Sierra Leone police amongst others.

The capacity of justice and security sector institutions in promoting rule of law and good governance is critical to attaining peace and prosperity in fragile states like Sierra Leone. The country's desire to attain middle-income country status by 2035 and scale-up human development will not be achieved if there are no policies and efforts to enhance access to justice and promote the rule of law. This realization was re-echoed in the report of the Truth and Reconciliation Commission (TRC), which looked into the causes of the civil war. The report called for an improved access to justice and the introduction of robust mechanisms for the application of the rule of law.

A number of global assessments, namely the Afrobarometer study, transparency international has equally called for an improved judicial system and stronger fight against corruption. The establishment of the Legal Aid Board in 2015 has made considerable strides in addressing the overcrowding and prolonged detention of detainees especially for petty crimes. Additionally, the prison court system conducted across the country is a strong statement of intent on the part of the judiciary to address overcrowding in the prisons, and this has significantly contributed to building some level of trust by the public in the judiciary.

The anti-corruption commission is currently developing an anti-corruption strategy aimed at bringing corruption to the minimum not only in the public sector but also in the private sector and within religious institutions. One of the major successes of the National Anti-Corruption Strategy (NACS) is the mainstreaming of the fight against graft through the establishment of Integrity Management Committee (IMCs) whose responsibility is to drive the process of change and

strengthen integrity in their respective institutions. To date, about 95% of Ministries/Department/Agencies have established IMCs and efforts are being made to make them more functional with 70% of these IMCS providing quarterly updates to the NACS secretariat. Further, in recent past we have seen a recovery of monies and assets misappropriated by government officials.

Registration of children across the country is spearheaded by the National Civil Registration Authority, noting a good number of children are not registered especially in rural communities.

Challenges

While some reform measures have been taken and required institutions established to provide the required oversight yet problems persist.

1. Particularly troubling are cases in which investigations or indictments take place but convictions are never achieved. In the event where convictions are made the punishment is quite insignificant (e.g. convicting a 70-year-old man to a day in prison for sexually abusing a girl under the age of 5). Similarly, the fines imposed on convicted persons are convicted of corruption. The convicted is often only required to pay fines that are a small fraction of the total amount of funds stolen.
2. Similarly, in the security sector as a result of constant interaction between the security sector and governments officials, there is always the proclivity for senior government officials to attempt to influence sector assessments and advice.
3. The registration of births and deaths are still done manually and records are not automated.

4. Reforming the police force to conduct their activities in a manner consistent with provisions of the law regarding rights of suspects, detention and proffering correct charges for matters under investigation remains a huge challenge.
5. Laws protecting children are yet to be fully implemented countrywide and with the required institutions.

Key Policy Objectives

To build trust in state institutions through the implementation of strategies to strengthen national cohesion and ensure a peaceful just and inclusive society.

Key Policy Targets

1. To enhance human security through clearly defined safety and environmental policies and drug reduction demand;
2. To create a safe and enabling environment for peace and sustainable development;
3. To reduce corruption significantly through empowering the anticorruption commission;
4. To prevent, investigate and prosecute corruption in all its forms and scale up the fight against illicit financial flows in Sierra Leone so as to increase domestic revenue to finance development programs;
5. 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 Programs

1. Establish and/or strengthen community structures and mechanisms to detect and resolve violent conflict;
2. Adopt a new framework to ensure accountability and transparency in the public sector;
3. Detect and deter cross border tax evasion;
4. Strengthen the Judicial and legal service commission to become more independent in the discharge of its functions;
5. Support the expansion of legal aid services nationwide;
6. Strengthen the juvenile justice system and other provisions of the Child Rights Acts;
7. Improve policy and legislative framework to accelerate the justice sector reform process.

Key cost inputs

1. Reorganisation of Law Officers Department;
2. Staff training and capacity building;
3. Police post across the country;
4. Research and surveys;
5. Industrial court in all regions.

Prioritisation of the Goals

Relative weighting of the Goals

This session assesses the relative impact of the 17 SDGs on each other as well as the interlinkages among the SDG indicators and targets. Understanding the relative impacts of one goal on the other provides

concrete policy implications for programming and maximising synergies among the goals and targets. The assessment is done on a scale of 1 to 5, where a score of 1 denotes least impact of one SDG on the remaining 16, while 5 denotes highest impact on the other SDGs. Table 2 presents detailed guide on the relative weighting of the goals.

Thus, during the plan preparation process, sector experts and CSOs were engaged to assess and provide the relative weights of the SDGs from the perspectives of their respective institutions.

Table 2: Detail guide on the relative weighting of the Goals

1	2	3	4	5
The SDG assessed has impact on the other but not as meaningful towards achieving the targets set for the recipient goals	The SDG assessed has moderate impact on the other towards achieving the targets set for the recipient goals	The SDG assessed has considerable impact on the other towards achieving the targets set for the recipient goals	The SDG assessed has strong impact on the other; the targets for the recipient SDG could hardly be achieved without the SDGs assessed.	The SDG assessed has full impact on the other; the targets for the recipient SDG could hardly be achieved without the SDGs assessed. Eg. Health outcomes (goal 3) cannot be achieved without education, for instance (goal 4)

An impact indicates the effect a given SDG has in achieving the targets set for another goal. For instance, to be healthy requires knowledge and its use (education) to guide against health risks and acquire information as to the right medical treatment to apply for longevity. Children also need to be healthy to do well in education; and so on.

Figure is a matrix of the relative weightings of the goals. The result shows that goal 17 has the highest relative impact on the other goals, with a total score of 55. This score further emphasises the critical role of partnership and collaborative efforts towards achieving the SDGs.

Figure1: Relative Weighting of the Goals

It is therefore no coincidence that Sierra Leone is putting together this Investment Plan, to underscore the importance of pulling together both

SDGs	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	Total Score
1		4	3	4	2	2	2	3	1	3	3	2	2	1	2	3	1	38
2	3		4	3	2	2	1	2	1	3	2	4	2	1	2	1	2	32
3	4	5		5	3	5	2	4	2	3	4	3	4	3	4	3	2	52
4	3	5	4		4	3	5	5	5	4	3	3	2	3	2	3	3	54
5	4	3	2	3		2	2	3	3	5	2	2	2	2	3	4	3	41
6	4	3	4	3	3		2	3	2	3	3	3	2	4	4	2	3	44
7	3	3	4	3	3	3		4	4	3	3	3	4	2	3	2	3	47
8	4	4	3	3	2	3	2		2	4	4	3	3	2	3	2	2	42
9	3	3	3	3	2	4	4	3		3	3	3	3	3	3	2	4	46
10	3	4	3	3	3	3	2	4	2		3	3	1	1	2	3	1	38
11	3	4	3	2	3	4	2	2	3	3		3	3	2	4	1	2	41
12	4	4	3	2	3	3	2	3	2	3	2		4	4	4	1	2	42
13	3	3	2	2	2	3	3	3	3	2	3	3		4	4	1	1	39
14	3	3	2	2	2	4	3	3	2	3	3	4	4		2	2	2	41
15	4	4	3	2	3	4	3	3	3	3	3	4	4	4		3	2	48
16	3	3	3	2	3	1	1	2	3	5	5	5	5	3	4		3	48
17	3	3	3	3	3	4	3	4	4	3	4	4	4	5	4	4		55
Ave. Score	3.38	3.63	3.06	2.81	2.69	3.13	2.44	3.19	2.63	3.31	3.13	3.25	3.06	2.75	3.13	2.31	2.25	

public and private resources for financing the SDGs.

Closely following goal 17 in second place is SDG4 with a total score of 54, underlining the importance of quality education and general human capital development for achieving the SDGs in Sierra Leone. Goal three on ensuring good health and well-being has the third highest relative weighting score of 52. Other SDGs with high relative weighting scores are goals 15 and 16 at 48, goal 7 at 47 and goal 9 at 46.

Section 3: Financing the needs

The Addis Abba Action Agenda (AAAA) which is the global framework for financing development needs, emphasises the significance of additional public and private resources, supplemented by international assistance for realising sustainable development. Curbing illicit flows and intensifying the fight against corruption is critical to the mobilisation of domestic finance for development. Also, adopting a progressive tax regime, transparent, effective and efficient tax collection systems and integrating the informal sector into the formal economy that will help broaden the tax base is critical to enhancing domestic public finance for development.

Key Investment Assumptions

These are as follows:

- Broad based economy growth is expected with significant reduction in the imports of basic food commodities declining while export increases in the medium to long term

- Assumed some downward pressure on the exchange rate which is expected to be around Le 9000 over the next 10 years
- Prices of goods and services are expected to increase causing additional pressure on inflation
- We assumed investments on all clusters of the SDGs are different based on their order of priority by the government of Sierra Leone. Education is the flagship policy of the government followed by health and agriculture, as such huge resources are allocated to these three sectors compared to the rest of the other sectors.

Cost of the Needs

Cost Estimate Methodology

Meeting the SDGs targets remains critical for promoting sustained economic growth, enhancing social inclusion and environmentally resilient economy for sustainable development in Sierra Leone. However, given our poor performance with the MDGs, the general state of weak infrastructure—infrastructure related SDGs6,7,9&17 are considered to be necessary enablers of other SDGs in Sierra Leone—, the country would require significant investment in all of the goals for optimal performance with the 2030 agenda.

Thus, as mentioned by G. Schmidt-Traub⁷ (2015), Sierra Leone, like many other low-income countries would require sustained and

⁷ Investment Needs to Achieve the Sustainable Development Goals, Sustainable Development Solutions Network (SDSN), unpublished working paper, November 2015

incremental investment in the SDGs, especially in infrastructure, if we are to meet their respective targets by 2030. Some of these investments would generally involve huge capital investment (including cost of regular maintenance) for a sustained delivery of services.

Accordingly, our analysis has employed *Intervention-based methodology* to provide indicative cost estimates for SDGs needs identified in this plan. The first step was to identify the interventions or programmes needed to achieve the respective SDGs sector policy objectives and then spread them across the country according to the needs of the different regions. Cost estimates for inputs of the various interventions are then provided using the country's 2019-2021 Medium-Term Expenditure Framework (MTEF)⁸ as the base line. Assuming an inflation rate of 7 percent, the 2019-2021 MTEF estimates were projected into the remaining years of SDGs implementation. The estimation exercise is done using an excel spreadsheet. Consistent with medium-term expenditure programming and budgeting processes, this approach is often employed for the expansion of social services and provision/ scaling up of access to infrastructure services (G. Schmidt-Traub, 2015).

Summary of SDGs Cost Estimates

The financing requirement for implementing SDGs programmes in Sierra Leone are summarized in table three, with details, including projects and inputs provided in Annex xx. The total estimated cost of the SDGs for the remaining years of implementing the 2030 agenda is

US\$22,94 billion. Of this, cost of implementing the country's five-year medium-term plan (2019-2023)—a five-year implementation plan for the SDGs—is US\$8.15 billion, which has a financing gap of US\$1.55 billion. The remaining sum of US\$14.79 is the estimated cost of meeting the SDGs needs beyond the MTNDP implementation up to 2030. Based on the programmes identified (please see annex 1xz), SDG 9 (Build resilient infrastructure, promote inclusive & sustainable industrialization & foster innovation cost the most at US\$ 3.57 billion, followed SDG 7 (Ensure access to affordable, reliable, sustainable and modern energy for all) at US\$3.44, while SDG 14 (Goal 14. Conserve & sustainably use the oceans, seas & marine resources for sustainable development) costs the least at US\$ 3.78 million.

Given the indivisibility nature of the SDGs, the Sierra Leone SDGs investment plan has been crafted in such way that a single programme will be addressing the needs of more than one SDG. These programmes and their implementations will be done within the framework of implementing the MTNDP.

The country has already undertaken a comprehensive development financing assessment, which presented government and its partners different financing options for transformation and sustainable development of the country. By 2022, the SDGs investment plan will be reviewed to reflect the prevailing macroeconomic realities.

⁸ Government of Sierra Leone Budget Profile 2019-2021, Ministry of Finance.

Table 3: Cost estimates for meeting the SDGs needs

Table 3: Summary of financing requirement for SDGs in Sierra

SDGs / Programmes	Cost estimates (Million US Dollars)												
	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total
Total Cost of SDGs Needs	1,763.95	2,511.75	2,458.24	2,332.32	2,150.32	1,709.90	1,689.87	1,619.78	1,588.18	1,634.83	1,689.95	1,793.37	22,942.46
Goal 1: End poverty in all its forms everywhere	21.84	23.58	29.00	33.47	36.74	38.19	41.70	46.68	50.11	49.76	48.41	48.66	468.14
Promotion of Inclusive Rural Economy	6.00	8.00	9.00	10.00	7.00	7.20	7.92	8.71	9.58	10.54	11.60	12.76	108.31
Provision of appropriate social protection system at local level	1.34	1.40	1.45	1.52	3.18	3.29	3.07	2.95	2.94	3.70	3.36	3.24	31.43
Promotion of equal rights for women, poor & vulnerable to social-economic, financial & technological resources in districts /local areas	0.18	0.26	0.26	0.20	0.20	0.20	0.15	0.12	0.09	0.23	0.15	0.12	2.15
Building of resilience of the poor & vulnerable at the local level	0.22	0.47	0.48	0.48	0.60	0.60	0.44	0.48	0.54	0.54	0.54	0.55	5.96
Sierra Leone Community Driven Development Project (SLCDD) 2	2.12	1.46	1.02	1.24	1.50	1.80	1.90	2.10	2.25	2.40	2.55	2.70	23.05
Relief and Resettlement (RR)	0.73	0.00	0.00	0.00	0.00								0.73
Growth for Peace Consolidation 11 (GPC2)	2.53	2.94	5.71	6.91	8.37	9.79	11.45	13.40	15.68	13.01	10.80	8.96	109.57
National Social Safety Nets Programme (NSSNP)	2.56	3.76	4.20	6.30	8.70	8.82	9.30	9.90	10.35	10.80	11.25	11.70	72.12
Rehabilitation of NaCSA Funded Schools & Health Centres in selected towns	1.23	1.23	2.34	1.23	0.23	1.44	1.44	2.74	1.44	0.27	1.68	1.69	16.97
Rehabilitation of	1.23	1.56	1.78	2.24	2.24	1.44	1.82	2.02	2.74	2.76	1.68	2.14	25.78

SDG /Programmes	Cost estimates (Million US Dollars)												
	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total
Support the Creation of Productive Assets	0.19	2.50	2.75	3.25	3.75	3.60	4.20	4.20	4.50	4.50	4.80	4.80	43.04
Support to Reparation Programme	3.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.50
Goal 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture	124.32	165.89	175.25	184.68	197.62	200.10	201.40	202.52	205.40	210.06	212.74	223.83	2,303.79
Supporting aquaculture to meet protein needs of population in the hinter land	1.16	0.85	1.34	0.39	0.26	1.35	0.99	1.58	0.46	0.31	0.38	0.46	9.54
Advancing industrial fishing activities	5.46	5.78	4.73	5.08	4.91	6.33	6.76	5.58	6.05	5.89	7.13	8.70	72.40
Operationalizing all medium water management facilities across the country	1.06	0.90	0.85	0.77	0.75	1.23	1.05	1.00	0.92	0.90	1.09	1.33	11.85
Engaging and supporting large rice operators in the country	0.08	0.06	0.54	0.05	0.05	0.05	0.07	0.64	0.06	0.06	0.07	0.09	1.80
Engaging and supporting small and medium scale rice farmers	2.59	3.44	3.96	4.71	5.81	3.00	4.02	4.67	5.60	6.97	8.44	10.29	63.52
Supporting domestic supply of rice to meet institutional feeding requirement	0.60	0.35	0.18	0.13	0.12	0.70	0.41	0.21	0.15	0.14	0.17	0.21	3.38
Supporting value chain development and market for cassava crop	0.83	0.59	0.45	0.44	0.44	0.96	0.69	0.53	0.52	0.53	0.64	0.78	7.39
Developing Irish potato production in the country	0.60	0.40	0.30	0.20	0.10	0.70	0.47	0.35	0.24	0.12	0.15	0.18	3.80
Supporting animal husbandry development	6.50	6.06	6.02	6.00	6.02	7.54	7.08	7.10	7.14	7.22	8.74	10.66	86.08
Launching of "Eat What You Grow and Grow What you Eat" campaign	0.25	0.20	0.16	0.14	0.12	0.28	0.23	0.18	0.16	0.14	0.17	0.20	2.21
Capacity Development in the Sector	6.59	8.01	8.16	8.46	8.71	7.64	9.37	9.62	10.07	10.45	12.64	15.42	115.13
Support to District Crop Programmes	48.39	51.53	54.74	57.95	63.05	60.81	58.36	57.68	61.44	65.33	61.58	62.46	703.32
Support to district Livestock programmes	1.85	1.87	2.02	2.32	2.37	2.12	1.55	1.22	1.17	1.15	1.09	1.07	19.79
Support to district Fishery programmes	2.10	2.16	2.25	2.37	2.40	1.95	1.71	1.72	1.51	1.37	0.75	0.75	21.03
Provision of support to end malnutrition in local communities	46.28	83.69	89.55	95.68	102.53	105.45	108.61	110.40	109.92	109.48	109.71	111.23	1,182.55

SDG /Programmes	Cost estimates (Million US Dollars)												
	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total
Goal 3: Ensure healthy lives and promote well-being for all at all ages	96.18	105.50	122.76	137.05	122.95	116.21	115.08	116.84	124.33	126.15	135.34	143.12	1461.50
Health-care Improvement	69.92	79.69	88.38	94.78	95.61	90.36	91.02	93.70	97.03	101.01	105.66	111.04	1118.21
Reproductive & Child Health (RCH) Program	7.36	9.00	13.45	14.14	6.20	5.33	3.34	5.63	5.02	5.84	5.09	6.88	87.28
Upgrading Health Care facilities, knowledge & skills of health care providers for efficient delivery of RNCH interventions	3.89	2.72	6.90	12.58	5.58	2.96	2.46	0.45	3.86	2.07	5.77	4.77	54.00
Tuberculosis and Leprosy Program	0.71	0.75	0.75	0.75	0.75	0.75	1.09	0.75	0.75	0.75	0.99	0.75	9.54
HIV and AIDS Program	0.70	1.20	0.70	0.70	0.70	1.36	0.80	0.86	1.60	0.98	1.05	1.81	12.46
Child Health Program-EPI	0.63	0.58	0.33	0.53	0.33	0.69	0.55	0.36	0.64	0.58	0.50	0.69	6.41
Malaria Control Program	3.73	1.67	1.67	2.25	1.67	2.29	2.97	2.05	2.19	2.34	3.52	2.68	29.02
Support the reduction of maternal mortality in local communities	5.40	5.78	6.19	6.62	7.08	7.30	7.51	7.63	7.74	7.00	7.10	10.20	85.55
Provision of support to the reduction of child & infant mortality in local communities	1.44	1.55	1.65	1.77	1.89	1.95	2.01	2.04	2.07	2.10	2.13	0.86	21.47
Support to end TB, malaria, hepatitis, water-borne diseases & other communicable & neglected diseases in local areas	1.63	1.74	1.86	1.99	2.13	2.20	2.26	2.30	2.33	2.37	2.40	2.28	25.49
Provision of Universal health care coverage & improve access at the local level	0.67	0.72	0.77	0.83	0.88	0.91	0.94	0.95	0.97	0.98	0.99	1.01	10.63
Support to reduction of illness & deaths from hazardous chemicals & air, water & soil pollution & contamination	0.09	0.10	0.10	0.11	0.12	0.12	0.13	0.13	0.13	0.13	0.13	0.14	1.44

SDG /Programmes	Cost estimates (Million US Dollars)												
	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total
Goal 4: Ensure inclusive & equitable quality education & promote lifelong learning opportunities for all	166.52	205.69	171.01	194.94	239.54	221.70	229.21	213.76	231.11	254.30	234.25	233.37	2,595.41
Free Quality Basic & secondary Education	39.86	55.61	64.71	79.64	95.16	85.50	92.90	95.56	98.24	96.77	94.85	94.76	993.57
Tertiary and Higher Education	31.90	35.66	39.05	52.68	57.28	74.52	54.54	59.17	64.29	69.95	76.22	83.16	698.41
Support all children to enter school and complete school education	48.55	33.46	27.53	25.85	26.99	24.93	34.98	29.38	31.83	34.70	26.36	23.26	367.82
Quality and Relevance	8.52	8.67	8.52	8.52	8.29	8.31	8.31	7.54	7.49	8.17	8.57	9.25	100.16
Sustainably increasing the supply of qualified teachers	8.94	12.67	8.94	9.42	14.62	10.10	10.10	8.41	10.80	8.41	7.83	7.86	118.10
Increasing access to pre-school for children aged 3-5 years	2.49	2.49	2.49	2.49	2.49	2.51	2.54	2.57	2.59	2.62	2.64	2.67	30.59
Providing equitable access to higher education institutions	8.31	41.16	4.83	4.83	25.91	4.88	4.93	4.98	9.81	25.57	5.13	5.18	145.50
Improving literacy rate for youth & adults	12.69	10.35	8.95	5.10	4.63	8.34	14.07	2.80	4.05	1.01	8.77	5.30	86.06
Support to Pre-Primary school education services at district and local level	0.57	0.61	0.65	0.69	0.74	0.20	0.59	0.23	0.45	0.23	0.44	0.20	5.61
Support to Primary school education services at district and local level	1.52	1.63	1.74	1.86	1.12	0.78	2.03	1.02	0.51	2.24	1.12	0.56	16.12
Support to Junior Secondary School services at district and local level	1.52	1.62	1.73	1.85	1.11	0.78	2.02	1.01	0.51	2.22	1.11	0.56	16.02
Support to Senior Secondary School services at district and local level	1.41	1.51	1.61	1.72	1.03	0.72	1.88	0.94	0.47	2.07	1.03	0.52	14.90
Support to Adult Education services at district and local level	0.24	0.26	0.27	0.29	0.18	0.12	0.32	0.16	0.08	0.35	0.18	0.09	2.54
Goal 5: Achieve gender equality & empower all women & girls	36.98	41.39	43.39	116.82	51.91	56.51	59.67	62.93	66.17	69.77	73.32	75.89	754.73
Empowering Women	10.36	10.96	9.81	10.72	11.27	10.12	10.38	11.43	11.57	11.95	12.36	11.74	132.68
Gender Equality Support Programme	6.97	7.69	8.48	9.61	10.86	13.68	14.65	15.63	16.60	17.58	18.55	19.53	159.84

SDG / Programmes	Cost estimates (Million US Dollars)												
	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total
Women in Governance Support Programme	11.69	12.86	14.14	15.44	16.96	11.97	13.29	14.61	15.92	17.24	18.56	19.88	182.56
Legal & Policy Support for women & girls	7.29	8.54	9.26	79.35	10.87	18.81	19.71	20.60	21.50	22.39	23.29	24.18	265.78
Prohibition & Elimination of all forms of discrimination against women & girls at the local level	0.11	0.22	0.59	0.59	0.71	0.67	0.61	0.03	0.03	0.03	0.03	0.03	3.65
Provision of support to eliminate all harmful practices against women & girls in local communities	0.03	0.06	0.06	0.06	0.08	0.06	0.01	0.00	0.00	0.00	0.00	0.00	0.35
Support the valuation of unpaid activities & provision of social protection & promotion shared responsibility	0.23	0.37	0.37	0.37	0.41	0.41	0.39	0.09	0.09	0.09	0.09	0.09	3.00
Promotion of women's participation & opportunities for leadership at the local level	0.20	0.41	0.41	0.41	0.46	0.46	0.37	0.31	0.25	0.25	0.20	0.20	3.93
Provision of universal access to sexual & reproductive health & reproductive rights	0.12	0.27	0.27	0.27	0.29	0.31	0.26	0.24	0.22	0.25	0.23	0.23	2.94
Goal 6: Ensure availability and sustainable management of water and sanitation for all	98.78	124.85	150.35	125.55	120.12	60.51	61.34	58.65	57.48	42.92	41.66	40.55	982.51
Rural Water Supply Programme	48.75	60.88	87.70	59.09	47.49	17.53	18.30	16.35	14.87	14.28	13.45	12.66	411.37
Small Towns & Urban Water Supply	31.10	43.14	44.33	49.90	53.69	30.01	30.66	31.32	31.49	20.66	20.94	20.88	408.10
Water sector reform & improving quality & access to water supply services	9.32	9.03	10.16	11.27	12.57	8.43	7.73	6.30	6.26	2.93	2.43	2.32	88.76
Institutional support & capacity building	7.92	8.45	4.02	3.05	5.39	3.64	3.66	3.76	3.90	3.90	3.86	3.71	55.24
Provision of safe & affordable drinking water in all communities	1.21	2.62	3.15	1.60	0.44	0.37	0.45	0.36	0.38	0.39	0.39	0.39	11.76
Provision of safe water in rural, peri-urban & urban communities	0.45	0.63	0.68	0.59	0.48	0.48	0.49	0.50	0.53	0.70	0.53	0.53	6.62
Increase water-use efficiency, ensure sustainable withdrawals & supply of freshwater, & substantially reduce the number of people suffering from water scarcity	0.03	0.09	0.09	0.05	0.05	0.05	0.05	0.05	0.05	0.05	0.05	0.05	0.66

SDG /Programmes	Cost estimates (Million US Dollars)												
	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total
Goal 7: Ensure access to affordable, reliable, sustainable and modern energy for all	455.62	814.85	607.26	367.10	325.07	225.05	185.86	106.23	94.61	80.45	85.36	90.06	3437.51
Increasing the generation of electricity from renewable energy sources & thermal plants from 100 MW to 1,200 MW	397.80	731.25	517.07	291.28	255.19	197.92	150.88	73.60	71.97	60.07	56.45	52.70	2856.18
Rehabilitation & expansion of the National Transmission & Distribution Network	51.24	75.11	82.80	66.88	59.06	25.56	33.33	30.89	20.82	18.46	26.90	35.25	526.29
Energy Sector Capacity Building	6.59	8.49	7.39	8.94	10.82	1.57	1.65	1.74	1.82	1.91	2.01	2.11	55.05
Goal 8: Promote sustained, inclusive & sustainable economic growth, full & productive employment & decent work for all	49.05	74.67	72.24	72.81	67.05	67.29	67.84	71.04	68.57	66.99	80.96	98.40	856.91
Enhancing revenue mobilization in the Tourism sector	0.35	0.31	0.27	0.23	0.19	0.41	0.36	0.32	0.27	0.23	0.28	0.34	3.55
Developing beaches across the country	1.87	1.98	2.39	2.18	2.02	2.17	2.32	2.82	2.59	2.42	2.93	3.58	29.28
Promoting market for ancillary players in tourism sector	0.71	1.60	2.54	3.48	4.38	0.82	1.87	3.00	4.14	5.26	6.36	7.76	41.91
Promoting human capital development in tourism sector	1.08	0.64	1.00	1.07	1.21	1.25	0.75	1.18	1.28	1.45	1.76	2.14	14.80
Development of ecotourism sites and national monument & relics	11.34	12.27	11.43	13.13	17.07	13.15	14.36	13.48	15.62	20.48	24.78	30.23	197.32
Developing value-chain in the fishery sector	0.24	0.24	0.24	0.24	0.24	0.28	0.28	0.28	0.29	0.29	0.35	0.43	3.39
Increasing access to international market for fish	3.07	3.99	4.19	5.29	6.49	3.56	4.66	4.94	6.29	7.79	9.42	11.50	71.19
Developing the artisanal fisheries sub-sector	0.05	0.06	0.07	0.06	0.06	0.05	0.07	0.08	0.07	0.07	0.08	0.10	0.82
Improving institutional and regulatory environment for the sector	1.25	1.59	1.98	2.14	2.63	1.45	1.85	2.34	2.54	3.16	3.82	4.66	29.40
Developing & putting into operation the large belt of onion production in Sierra Leone	1.12	0.32	0.19	0.12	0.07	1.30	0.37	0.22	0.14	0.08	0.10	0.12	4.17
Expansion of oil crop production & development of oil value chain	1.62	0.92	0.59	0.51	0.46	1.88	1.08	0.70	0.61	0.55	0.67	0.81	10.39

SDG / Programmes	Cost estimates (Million US Dollars)												
	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total
Supporting production of cash crops	11.25	6.40	10.86	8.07	7.05	13.05	7.49	12.81	9.60	8.46	10.24	12.49	117.77
Developing the country's forestry and timber industry	0.56	0.26	0.24	0.20	0.18	0.65	0.30	0.28	0.24	0.22	0.26	0.32	3.70
Developing linkages for the agricultural sector in general	14.46	18.59	19.70	20.63	13.51	16.77	21.75	23.25	24.55	16.21	19.62	23.93	232.97
Provision of effective protection for children & vulnerable members of local communities	0.09	0.21	0.26	0.16	0.20	0.20	0.03	0.03	0.03	0.03	0.00	0.00	1.24
Construction & rehabilitation offices spaces for the Labour Ministry across the country		10.00	4.00	4.00	4.00	4.00	4.00						30.00
Provision of vocational guidance and training closely linked with employment		5.00	4.00	4.00	4.00	3.00	3.00	3.00					26.00
Promoting the ILO Multi-National Enterprises (MNE) declaration in Sierra Leone		3.00	3.00	3.00	3.00	3.00	3.00	2.00					20.00
Decent work programme for Sierra Leone (Phase II)		7.00	5.00	4.00									16.00
Human capacity development		0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30		3.00
Goal 9: Build resilient infrastructure, promote inclusive & sustainable industrialization & foster innovation	302.92	512.21	625.40	622.71	506.37	224.81	201.21	182.56	120.87	112.65	95.07	67.91	3,574.69
Upgrade all primary and secondary road network to asphaltic concrete level	248.96	408.55	491.15	423.68	294.38	155.16	142.08	125.27	65.05	61.44	39.24	28.99	2483.95
Rehabilitation/Reconstruction of all urban road network	31.86	59.81	80.75	61.70	63.21	21.84	26.21	27.11	17.14	8.70	9.30	9.40	417.03
Rehabilitate all feeder roads to surface standard level	-	3.54	3.73	3.94	4.16	4.39	4.63	4.88	5.15	5.43	5.73	6.05	51.63
Promoting and Supporting R&D initiatives in the ICT industry	3.35	6.65	10.92	12.73	14.17	14.23	11.86	10.44	9.10	8.58	7.93	7.63	117.57
Presidential Infrastructure Initiative	18.75	33.66	38.84	120.66	130.45	29.20	16.44	14.86	24.44	28.50	32.88	15.84	504.52

SDG / Programmes	Cost estimates (Million US Dollars)												
	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total
Goal 10: Reduce inequality within and among countries sustainable	1.26	7.36	9.98	12.01	14.37	15.94	18.21	19.74	21.82	23.62	25.11	25.41	194.84
Provision of support to politically, socially & economically empower women	0.70	0.70	0.70	0.82	0.93	0.92	0.56	0.49	0.02	0.02	0.01	0.01	5.88
Provision of support for policies aimed at achieving gender equality	0.06	0.12	0.11	0.10	0.07	0.07	0.00	0.00	0.00	0.00	0.00	0.00	0.53
Establishment of an Education Maintenance Allowance (EMA)	0.25	4.54	6.67	8.10	9.87	11.45	13.45	14.75	17.00	18.50	20.00	20.00	144.58
Establishment of a 'Sure Start' Scheme for babies & children	0.25	2.00	2.50	3.00	3.50	3.50	4.20	4.50	4.80	5.10	5.10	5.40	43.85
Goal 11: Make cities & human settlements inclusive, safe, resilient & sustainable	30.54	45.87	57.74	76.74	84.41	82.61	89.79	101.91	104.81	108.70	84.30	71.01	938.44
Spatial Development Planning	4.54	5.02	5.13	5.24	3.2	3.35	3.84	4.58	4.98	5.42	6.0	6.6	57.9
Provision of affordable homes in cities & towns	8.15	12.15	14.29	14.35	17.78	20.45	23.66	29	24.01	25.73	24.57	20.6	234.74
Promoting regulatory environment for housing development	0.38	0.34	0.45	0.7	0.62	0.75	0.85	0.69	0.69	0.77	1.12	1.33	8.69
Planning human settlements in compliance with zoning standards & regulations for Freetown/Western Area, Bo & Makeni	0.46	0.49	0.53	3.47	3.61	0.52	3	3.4	2.6	2.7	3	2.9	26.68
National Land Policy Reform Programme	1.97	1.93	4.24	4.64	5.53	2.73	2.05	1.6	1.9	1.86	1.55	0.94	30.94
Provision of decent, safe and affordable housing for all in Local Areas	0.91	4.55	5.46	6.83	9.10	9.10	13.65	18.20	20.48	20.48	4.55	4.55	117.86
Provision of universal access to safe, inclusive & accessible, green & public spaces for everyone	0.19	0.44	0.44	0.46	0.59	0.34	0.18	0.05	0.04	0.04	0.04	0.04	2.85
Promoting the production of local building materials and youth	0.15	0.15	0.29	0.35	0.43	0.51	0.60	1.20	1.80	2.40	3.00	3.00	13.88
5-10-year Housing Programme for constructing 10,000 housing units in Provincial HQ Towns.	5.00	10.00	15.00	20.00	25.00	25.00	25.00	25.00	30.00	30.00	20.00	10.00	240.00

SDG / Programmes	Cost estimates (Million US Dollars)												
	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total
Upgrading & prevention of slums & informal settlements	2.00	2.00	2.00	2.00	2.35	2.50	2.50	3.00	3.00	3.50	3.00	2.50	30.35
Waste Management	6.80	8.80	9.90	18.70	16.20	17.37	14.46	15.19	15.32	15.80	17.47	18.55	174.55
Goal 12: Ensure sustainable consumption and production patterns	31.93	26.08	20.18	19.88	21.11	4.00	12.16	11.89	10.06	10.32	10.83	12.69	191.13
Managing Natural Resources, incl. Minerals, Petroleum & Gas	13.73	10.75	5.91	4.18	3.89	1.40	9.25	7.78	5.13	3.70	3.84	4.11	73.67
Rehabilitation & Modernization of existing storage & processing facilities & equipment	15.92	13.14	11.90	13.67	14.86	0.83	0.67	1.83	2.81	3.87	4.86	5.76	90.13
Integrated Waste Management Plan	2.28	2.19	2.37	2.03	2.36	1.77	2.24	2.28	2.11	2.74	2.13	2.83	27.32
Goal 13: Take urgent action to combat climate change and its impacts	5.15	6.61	5.51	5.97	5.62	5.23	6.46	5.75	5.90	5.85	5.67	4.51	68.23
Redd + and capacity building Programme	1.24	0.90	0.56	0.24	0.46	1.23	0.70	0.53	0.64	0.61	0.88	0.72	8.71
Improve management of chemicals & hazardous substances to reduce pollution & adverse effects on human health	1.20	2.31	1.23	1.20	0.68	1.21	2.39	1.44	0.94	1.11	1.69	0.78	16.18
Institutionalization of adaptation & mitigation measures for climate change & environmental risks.	1.20	1.80	1.92	2.02	2.63	1.33	1.52	1.65	2.13	2.18	1.40	1.37	21.15
Enhance governance & regulations for coastal & marine environmental protection	1.51	1.60	1.80	2.51	1.85	1.46	1.85	2.13	2.19	1.95	1.70	1.64	22.19
Goal 14: Conserve & sustainably use the oceans, seas & marine resources for sustainable development	5.98	7.21	7.41	9.19	10.82	2.28	8.96	11.45	11.98	5.53	3.95	4.18	88.94
Establishing good governance in the fisheries industry	0.19	0.12	0.09	0.09	0.09	0.09	0.09	0.09	0.09	0.09	0.09	0.09	1.24
Reduction of Illegal, Unreported & Unregulated Fishing	0.68	0.55	0.36	0.27	0.15	0.07	0.10	0.07	0.07	0.08	0.07	0.07	2.53

SDG /Programmes	Cost estimates (Million US Dollars)												
	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total
Increasing sustainable management of fisheries and marine resources	5.12	6.54	6.96	8.83	10.58	2.12	8.77	11.29	11.82	5.36	3.78	4.01	85.17
Goal 15: Protect, restore & promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, & halt and reverse land degradation & halt biodiversity loss	12.62	13.38	16.14	14.81	12.79	15.06	10.12	10.08	9.80	9.39	9.66	10.92	144.76
Redd + and capacity building Programme	4.20	4.11	4.81	3.49	2.59	3.94	3.92	4.64	3.60	2.96	3.37	4.18	45.81
Establish and implementation of land degradation neutrality (LDN) targets	0.20	0.30	1.92	2.11	2.50	3.00	2.00	1.60	1.13	1.21	1.34	1.90	19.21
Enacting & enforcing environmental laws	0.80	0.50	0.70	1.40	2.10	2.40	1.75	1.20	0.73	0.76	0.87	1.00	14.21
Protected Area Management Programme	2.23	2.16	2.19	1.08	1.00	1.12	1.12	1.31	1.22	1.32	0.95	0.71	16.41
Support to district forestry programme at district & community levels	5.19	6.31	6.52	6.73	4.60	4.60	1.33	1.33	3.12	3.14	3.13	3.13	49.12
SDG16: Promote peaceful & inclusive societies for sustainable development, provide access to justice for all & build effective, accountable & inclusive institutions at all levels	87.19	96.08	98.15	102.51	105.83	106.86	121.07	130.69	152.30	183.49	213.27	241.97	1,639.41
Strengthening relevant national Security institutions to prevent violence and crime	4.41	5.16	6.03	7.06	8.26	5.16	6.03	7.06	8.26	9.66	11.30	13.23	91.61
Security surveillance and Monitoring	0.33	0.53	0.80	0.91	1.04	0.30	0.33	0.37	0.41	0.46	0.51	0.58	6.57
Strengthening Border Security & Immigration control system	15.24	17.84	20.87	26.05	30.26	17.84	43.34	50.71	59.33	69.41	81.21	95.02	527.11
Institutional support to the Sierra Leone Police	18.25	13.50	5.50	3.40	0.04	21.35	18.44	15.44	18.06	27.03	30.81	29.09	200.91
Institutional and capacity support to the Republic of Sierra Leone Arm Forces	9.27	14.46	16.93	14.48	9.27	10.84	4.79	1.17	1.17	1.17	1.17	1.17	85.90

SDG /Programmes	Cost estimates (Million US Dollars)												
	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total
Construction of Correctional Centres & Strengthening Correctional Services	10.15	10.09	7.10	4.50	4.57	11.88	1.97	1.97	1.97	1.97	1.97	1.97	60.11
Improving Public Confidence in the Justice Sector	3.02	4.34	5.80	6.23	6.72	3.80	4.41	5.11	5.94	6.91	8.04	9.37	69.68
Making Justice easily accessible & affordable locally for all	20.04	22.57	26.20	29.44	33.47	21.57	25.24	29.53	34.55	40.42	47.30	55.34	385.68
Expediting Justice	1.91	2.23	2.61	3.06	3.58	4.18	4.89	5.73	6.70	7.84	9.17	10.73	62.63
Respect for Rights and Accountability	2.13	2.50	2.92	3.42	4.00	4.68	5.48	6.41	7.50	8.77	10.26	12.00	70.07
Improving Commercial Law & Justice	0.97	1.16	1.38	1.62	1.88	2.04	2.39	2.79	3.27	3.82	4.47	5.23	31.02
Improving Communication & Stakeholder Engagement	1.47	1.72	2.01	2.35	2.75	3.21	3.76	4.40	5.15	6.02	7.05	8.25	48.13
Goal 17: Strengthen the Means of Implementation & Revitalize the Global Partnership for Sustainable Development	242.24	247.14	252.21	242.05	233.61	272.78	266.26	272.82	258.78	280.73	335.72	405.41	3,309.74
Improving National Connectivity & Access	26.57	35.80	36.88	40.23	34.25	21.02	18.86	19.33	17.40	17.58	17.80	18.05	303.77
Supporting policy regulation & institutional framework environment for ICT sector growth	1.19	3.17	3.22	3.28	3.34	2.97	3.04	3.10	3.16	3.23	3.30	3.37	36.37
Strengthening Statistical Systems, capacity building & increase budget allocation	9.16	6.02	12.61	10.87	13.01	10.63	7.74	13.64	13.00	14.43	17.45	21.29	149.86
Build Strong Partnership with Donor Agencies	0.10	0.10	0.10	0.10	0.10	0.12	0.12	0.12	0.12	0.12	0.15	0.18	1.41
Coordinate the Mobilisation of Public Finance	140.33	136.07	128.91	113.93	102.53	162.78	159.21	152.16	135.62	146.45	177.34	216.51	1771.84
Curb Illicit financial flows	12.44	10.58	9.47	7.56	7.74	14.43	12.38	11.69	9.93	10.66	12.90	15.74	135.51
Coordinate the Mobilisation of Private Finance	42.10	48.50	52.96	57.47	62.91	48.84	56.74	62.49	68.39	75.49	91.34	111.44	778.67
Coordinate the Mobilisation of Development Cooperation	10.34	6.90	8.05	8.61	9.73	12.00	8.18	10.29	11.17	12.76	15.44	18.84	132.31

The Financing Framework

The MTNDP which was launched by President Julius Maada Bio in February 2019, sets an ambitious vision for the country's sustainable development path in the next five years. However, as the country moves forward in achieving sustainable development during this period, it will be presented with opportunities and challenges in garnering finance to support needed investment and service delivery.

Since 2008, Sierra Leone have enjoyed an average 7% growth in overall financing despite year on year fluctuations particularly in private finance. The financing trend is dominated by domestic and international public finances. As the key driver of overall trend, public finance is more than doubled in real terms in the past 10 years driven by increased level of public borrowing and rising revenues, albeit not kept pace with rising public spending. Fiscal space remains low as public debt continues to rise while domestic revenue on remain low, equivalent to \$61 per person in 2017, limiting the financing space to support investments in line with the national development plan.

In summary, the current context is one in which public finance and development assistance continue to dominate and in which private finance remains nascent. Nevertheless, there are opportunities to grow public resources, mobilise new private investments, deepen the engagement of the diaspora and enhance collaboration with new and emerging development partners. Seizing on these will be an important step in delivering the MTNDP. Thus, MoPED, with the support of UNDP in 2018 commissioned the DFA mission to scan the entire financing landscape, map out trends and assess opportunities for financing the national development plan. This mission gave 19

recommendations to support the implementation of the MTNDP. See table four with a summary of the DFA recommendations.

Table 4: Summary of DFA Recommendations

Initiative	Description	Area(s) of the new MTNDP it would support	Potential impact	Complexity
PUBLIC FINANCE				
<i>Introduce a Goods and Services Tax lottery</i>	Incorporate the design of a lottery into the planned rollout of electronic cash registers. This would strengthen incentives for taxpayers to demand that their purchases are formally logged with the NRA	Increased GST receipts would boost fiscal space overall	High: GST accounts for over one-fifth of total revenue, although compliance rates are thought to be low	Medium: introducing a lottery is technically complex
<i>Boost large taxpayer auditing capacity</i>	Work with Tax Inspectors without Borders to strengthen the National Revenue Authority's capacity to audit large companies.	Increased company tax receipts would boost fiscal space overall	High: corporate income tax has stagnated, and corporate tax compliance is thought to be low	Low: Tax Inspectors without Borders offer capacity building in large taxpayer audits that have been successful elsewhere
<i>Revise levies and departmental charges</i>	Update the levies charged by MDAs to ensure costs are covered and to align to regional and international standards.	Increased levies and departmental receipts would boost fiscal space overall	Medium to high: levies account for 8% of total revenue and many are out of date	Low: potential quick win
<i>Build outcome information into the budget process</i>	Require MDAs to establish targets in their strategic plans; incorporate outcome information & a narrative for each MTNDP cluster within annual budget publications. These would be aligned to the targets specified within the results framework for the MTNDP.	A stronger result focus and alignment between the budget and MTNDP would help government invest more effectively	Significant over the medium to long term: building more results-oriented systems takes time, though it can yield significant efficiencies	Medium
<i>Create systems to track public spending on gender and climate</i>	Establish systems within IFMIS to track budgetary allocations and expenditure on cross-cutting pillars of the MTNDP, notably gender equality and climate resilience, which are partially monitorable under current systems.	Gender equality and women's empowerment; climate vulnerability and resilience	Significant within these sectors	Low/medium
<i>Publish tax expenditure reporting</i>	Publish estimates of revenue foregone through each individual tax exemption scheme; periodically review the costs and benefits of each scheme with respect to the objectives of the MTNDP.	Increased fiscal space and more strategic promotion of private investment	Medium: the impact would be over the medium- to long-term as exemptions are used more strategically and efficiently	Low

Initiative	Description	Area(s) of the new MTNDP it would support	Potential impact	Complexity
PRIVATE PARTICIPATION IN PUBLIC INVESTMENTS				
<i>Establish a diaspora bond</i>	Put in place the systems to issue and manage a diaspora bond that draws on the financial resources of Sierra Leoneans overseas to fund strategic developmental investments.	Likely specific investments in areas of interest to the diaspora	High: there is high engagement from the diaspora in national development	Medium/high: diaspora bonds require careful design & management to succeed
<i>Promote the investment of pension assets in infrastructure</i>	Establish mechanisms that promote the allocation of a proportion of pension assets in strategic long-term investments in infrastructure.	Investments in infrastructure	High: there are significant gaps in long-term finance for infrastructure that could be matched with pension assets	Medium/high
DEVELOPMENT COOPERATION				
<i>Engage SSC providers</i>	Develop a strategy that leverages the strengths and focus of cooperation from different providers of assistance.	Potential for increased assistance in economic sectors from SSC providers	Medium	Low
<i>Access Millennium Challenge Corporation funding</i>	The corporation offers significant five-year grants through its compact programmes, which are established on a competitive basis among countries. Sierra Leone is very close to meeting the criteria and a concerted push on key indicators could make the country eligible.	Compact programmes offer significant five-year grants focused on economic growth and poverty reduction	High; neighbouring countries have established five-year programmes with a value between US\$250 and 550 million	Low
<i>Development impact bonds</i>	Work with development partners to trial the use of development impact bonds to advance the outcomes of the new MTNDP in key sectors.	These bonds have been used elsewhere in areas such as education, health, and employment creation	Significant within the area of focus	Medium: it can take a couple of years to set up
<i>Access support from untapped thematic funds</i>	There are a few thematic funds that Sierra Leone is yet to tap into, particularly in climate finance. Green Climate Funds and Climate Investment Funds offer the potential to support projects related to the climate objectives of the new MTNDP.	Funding for climate vulnerability and resilience	High within these thematic priorities	Low

Initiative	Description	Area(s) of the new MTNDP it would support	Potential impact	Complexity
PRIVATE SECTOR INVESTMENT AND FINANCIAL SERVICES				
<i>Promote longer-term lending to businesses with financial sector reforms</i>	Consider changes to regulation of lending to businesses as well as the scale and maturities of public debt, which promote short-termism and crowd out private sector actors. Consider restructuring the stock exchange.	Economic growth and diversification; job creation and other areas	High	Medium
<i>Encourage public sector banks to increase private sector lending</i>	Establish mechanisms that encourage publicly owned banks to limit purchases of public debt and allocate a higher proportion of lending to small and medium-sized enterprises or businesses in sectors that are strategically important for the new MTNDP.	Economic growth and diversification; job creation and other areas	Medium	Low
<i>Promote investment by the diaspora</i>	Consider measures such as the creation of a one-stop shop for diaspora investment, the creation of diaspora bank accounts, and the relaxation of capital controls for diaspora businesses, to promote commercial investment by the diaspora in Sierra Leone.	Economic growth and diversification; job creation and other areas	Medium	Medium
<i>Establish a platform for public–private dialogue</i>	Establish a mechanism for systematic public–private dialogue on how to mobilize inclusive, sustainable private investment and as a forum for consultation on the design of business-related reforms.	Economic growth and diversification; job creation and other areas	High, if well-established over the long term	Low
<i>Reduce the cost of sending remittances</i>	Review the tax on remittances within the larger package of engagement with the diaspora. The promotion of digital and mobile financial services and greater interoperability can also contribute to lower transaction and remittance sending costs.	Lowering the cost of remittances may boost spending in areas such as education and health	These steps could significantly reduce the high cost of sending remittances to Sierra Leone	Reviewing tax: low Promoting fintech and interoperability: medium
<i>Reduce illicit financial flows</i>	Take steps to boost the capacity of anti-corruption and auditing bodies, enhance detection functions in customs and strengthen international cooperation on illicit finance detection and asset recovery.	Reducing illicit finance would contribute towards increased government revenues	Medium	High

Directing financial flows towards sustainable development is critical to achieving the agenda 2030 as the SDGs presents tremendous investment opportunity in the development financing landscape. These DFA recommendations can be taken on-board in terms of the mobilisation of public and private resources including development cooperation as the Medium Term National Development Plan is implemented.

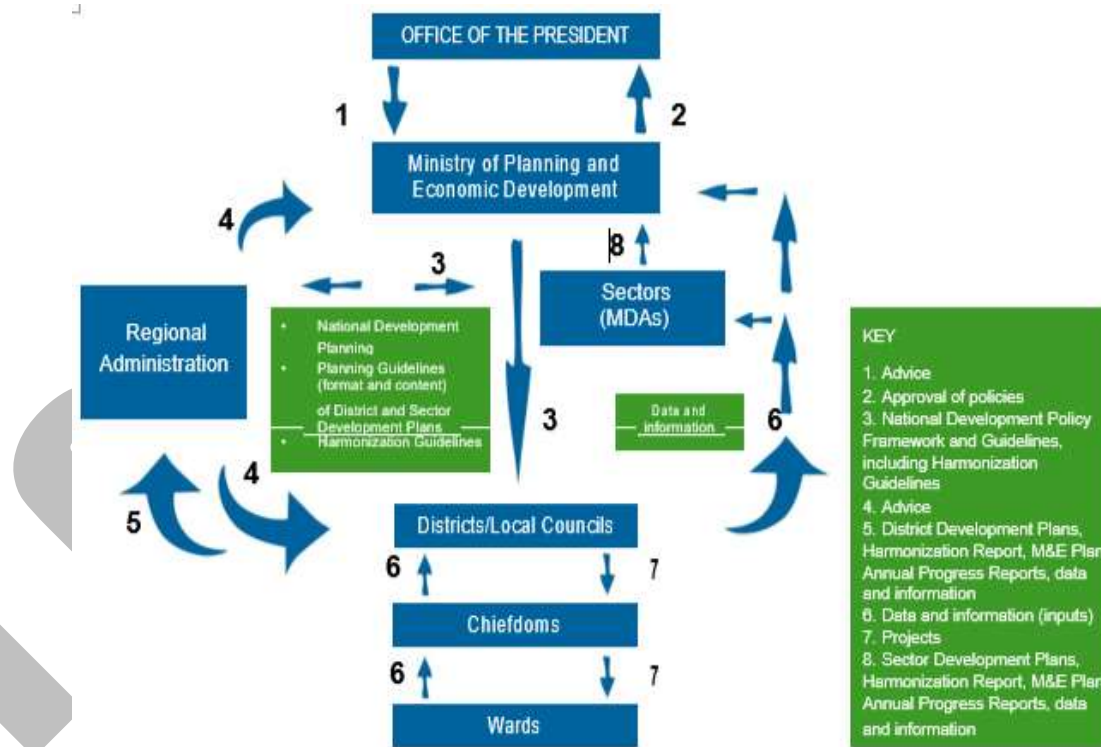
Section 4: Implementation, monitoring and evaluation

This section sets out implementation arrangements of the SDG investment plan, alongside a framework for the management and prioritisation of resources during implementation process. It also outlines the responsibilities of different actors and further describes the arrangements for monitoring and evaluating the implementation of the plan.

In order to ensure that targets are met and the plan is successfully implemented, Government will continue to work with development partners, NGOs and CSOs, as well as the private sector. The SDGs implementation process is guided by the principles of the New Deal, such as transparency, ownership, one plan, capacity development, and joint management of risk, which guides development interventions in fragile states like Sierra Leone.

Implementation arrangement will ensure improved coherence between the government’s domestic resources and resources from development partners and the private sector.

Figure 2: National Planning System



Source: Adapted from page 165, National Medium-Term Development Plan

Figure 2 above presents the institutional management framework of the current MTNDP. As set out in the National SDGs Adaptation Report of 2016⁹, the SDGs will be implemented within the framework of the national development planning architecture. As the overarching national development plan, the MTNDP is the vehicle through which the SDGs and other international development agenda are domesticated.

⁹ Report on adaptation of the SDGs in Sierra Leone, Government of Sierra Leone, 2016

Whilst MoPED will be coordinating the entire implementation process, actual implementations of programmes and projects will be carried out by Government MDAs, NGOs and CSOs at sectoral, regional, district/local levels, depending on the nature of the activity. All development actors including the public sector, CSOs/NGOs, donor agencies, local councils and the private sector are to be coordinated within the institutional framework of our national development plan.

In keeping with the implementation arrangement articulated in the MTNDP, the following coordination mechanisms are being proposed.

i. Ministerial/Cabinet Oversight Committee

This committee provides operational guidance to the MTNDP/SDGs process across line MDAs at the central and local levels, and across CSOs/NGOs, the private sector, the media, the research community and the academia. Comprising of cabinet members from all sectors, the committee will meet regularly to review technical reports and update from Cluster Working Groups and advice accordingly. Chaired by the Minister of MoPED, the ministerial committee will facilitate round table discussions to address challenges to implementation and resource mobilization.

ii. Cluster Working Group

In order to ensure coordination and consistent follow up on plan implementations, Cluster Working Groups (CWGs) will form the basis for coordination among sectors and each CWG will comprise of all sectors/sub-cluster, development partners and CSOs providing support to the respective policy cluster area. Thus, eight CWGs will be formed based on the policy clusters in the MTNDP and the SDGs

needs areas identified in this investment plan. The CWGs will require periodic reporting on progress in the implementation of activities under the respective policy clusters and SDGs needs areas. They will review progress at the sector/sub-cluster level, identify sectoral linkages and produce information notes to inform government at ministerial level.

Each cluster will be chaired by the professional head of a lead ministry and co-chaired by the lead donor agency in the cluster. To ensure structured and regular dialogue, quarterly CWG meetings will be held.

iii. Sector/Sub-cluster level

Sector Working Groups (SWGs) are technical working forums where development issues taking place at sector level will be discussed. The SWGs will comprise all MDAs and development partners providing support to the sectors. Chaired by the professional head of a lead ministry and co-chaired by MoPED or lead donor in the sector. The SWGs will do the following: (i) coordinate data collection to monitor sector progress in the implementation of the MTNDP/SDGs Investment Plan; (ii) identify critical funding gaps and other sector challenges; and (iii) monitor sector progress on SDGs targets and prepare summary reports for onward submission to CWGs and MoPED.

The SWGs will be meeting once a month while extraordinary meetings will be called as the need arises. The SWGs will provide relevant sector information to the CWGs for their review.

iv. District Level follow-up mechanism

Using existing coordination arrangement in each district and local councils, District Working Groups (DWGs) will be utilized to provide regular update on implementation of the MTNDP/SDGs investment plan at the district/ council level. The DWGs will comprise of local and district council representatives, development partners, NGOs and civil society organizations working in the district, representatives of MDAs in the district/ local council and District Budget Oversight Committee members. The DWGs will mirror the sector working groups at the district level. Specifically, the district working groups will focus on the following:

- Identify cross-cutting issues that impede the implementation of the MTNDP/SDGs investment plan at the district level.
- Provide regular updates to the Ministry of Planning and Economic Development on the implementation of the MTNDP/SDGs investment plan.
- Provide reports on the progress of the implementation to the sector working groups.
- Ensure that Wards, Chiefdoms and section development issues are discussed and adequately covered.

District working groups will be chaired by the District Chairperson/ Mayor and co-chaired by the Regional Planning Officer and the meetings will be once every quarter. District Planning Officers will be secretaries to the DWGs.

MoPED, through its directorate of Planning, Policy and Research will provide general operational as well as technical support to the coordination mechanisms across sectors.

The Parliamentary Committee on the SDGs provides legislation, oversight and advocacy throughout the implementation process.

The Ministry of Foreign Affairs and International Cooperation will be providing diplomatic direction to the process including facilitating engagement with outside world

Monitoring and Evaluation

As part of the SDGs domestication process in 2016, a Sierra Leone specific SDGs Results Framework was developed with specific targets—including annual targets—and indicators. Progress on the SDGs will therefore be monitored through this results framework, alongside the results framework of the MTNDP. MoPED, in collaboration with Statistics Sierra Leone will determine and undertake regular reviews and update of the SDGs results framework. The Ministry will also facilitate and coordinate voluntary national reviews on the SDGs in Sierra Leone as and when the government volunteers to undertake such reviews.

The MTNDP has prescribed a participatory monitoring and evaluation (M&E) strategy through which stakeholders including the public sector, civil society, the private sector and the community will be involved in effective implementation of the plan.

The National Monitoring and Evaluation Department (NaMED) within MoPED is the central outfit responsible for directing the M&E of MTNDP implementations. In collaboration with line Ministries, CWGs and SWGs, NaMED will determine the frequency for conducting periodic monitoring and evaluation exercises.

Statistics Sierra Leone remains the lead institution in carrying out national surveys and certification of Sierra Leone specific SDGs indicators as well as establishment of baselines and targets.

The Ministry of Foreign Affairs and International Cooperations will be providing diplomatic direction to the SDGs implementation process including facilitating engagement with the international community.

Section 5: Risk and Risk Mitigation

A major risk to achieving the goals of the SDGs in Sierra Leone is the undiversified nature of the country's economy. The country's dependence on the mining sector, especially the iron ore subsector means the economy remain susceptible to external shocks. As was evident in the slump of iron ore prices in 2014, changes in commodity prices of the country's leading foreign exchange earner, iron ore, have direct impact on the country's capacity to implement development programmes and projects¹⁰. This situation is exacerbated by dependence on foreign aid to support development programmes.

In the recent past, Sierra Leone has experienced frequent occurrence of natural disasters, mainly in the form of recurrent floods and landslides, especially during the rains, which could have been exacerbated by climate change. Sierra Leone is considered to be one of the countries and territories most vulnerable to the impacts of climate change, ranked 5th in the Climate and Food Vulnerability Index of the Christian Aid.¹¹ Continuous exposure to natural disasters and the impacts of climate change will negatively impact livelihoods and derail national efforts towards achieving the SDGs.

Rapid increase in urban population is another critical emerging issue in Sierra Leone. Since the end of the civil war in 2002, Freetown and

other major towns and cities have undergone accelerated pace of urbanisation, resulting to rapid increase in informal settlements in these urban areas. Such a pace of urbanization without the requisite planning and management structure could result to a possible human settlement problem, with accompanying implications for the environment. This is another contributory factor to the problem of environmental disaster.

Capacity gaps in our national statistical system and the lack of requisite funds to undertake relevant surveys on a regular basis is a leading constraint affecting the timely production of data, including the disaggregation of data for monitoring and tracking national progress towards achieving the goals and targets.

Section 6: Conclusion

¹⁰ Page 182, Medium Term National Development Plan (2019-2023)

¹¹ <https://www.christianaid.org.uk/sites/default/files/2019-07/Hunger-strike-climate-and-food-vulnerability-index.pdf>

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Policy Clusters	Identified targets	Policy Actions
1. Human capital development		
<p>1.1 <i>Ensuring free quality basic and senior secondary education</i></p>	<p>By 2023, implement free quality basic and secondary school education; increase access, equity, and completion rates at all levels of schooling (formal and non-formal) above the 2018 rates; improve the basic and senior secondary learning environment at all levels above the 2018 rates; and review and strengthen educational systems and governance architecture for improved quality education.</p>	<ol style="list-style-type: none"> 1. Increase financing of education and develop an innovative financing strategy for education 2. Increase general financial management of the sector 3. Decentralize basic and senior secondary school education. 4. Revert from the 6-3-4-4 system of education to the 6-3-3-4 system, as recommended in education sector reviews. 5. Provide specialized facilities and structures that meet the needs of vulnerable pupils, especially girls and children with disabilities, in primary and secondary schools. 6. Establish a functioning Non-formal Accelerated Learning Centre in every district. 7. Establish a Multi-partner Education Basket Fund for development with an effective governance and oversight mechanism. 8. Increase teacher–pupil contact hours by eliminating the two-shift system and building additional classrooms. 9. Reduce the pupil–teacher ratio by recruiting additional trained and qualified teachers. 10. Develop a policy and legal framework to enhance public–private partnerships in the education sector. 11. Improve the capacity of the ministry, the School Inspectorate, School Management Committees, etc. 12. Establish a national database with effective monitoring systems for all education programmes. 13. Establish one primary school per administration section; one junior secondary school per electoral ward; and one senior secondary school per electoral constituency. 14. Review the current Education Sector Plan to align it with national priorities and other international benchmarks on education. 15. Review the curriculum of the current education system to make it relevant to the modern job market and entrepreneurship opportunities.
<p>1.2 <i>Strengthening tertiary and higher education</i></p>	<p>By 2023, increase access to quality higher education; increase access to functional adult literacy education; implement a universal civic education programme; and improve the quality of research and academic excellence at tertiary levels.</p>	<ol style="list-style-type: none"> 1. Improve support to the teaching of science, technology, and innovation at universities and polytechnics through the provision of special resources (equipment, motivation packages, etc.). 2. Review and reinvigorate the Teaching Service Commission through improvement in personnel capacity and other requisite resources. 3. Establish the Directorate for Science, Technology, and Innovation, initially anchored within the Office of the President. 4. Upgrade and expand the curriculum of universities and the research output. 5. Introduce a special motivation scheme for teachers in rural communities and special needs educational institutions through a special package (housing, medical services, scholarships, etc.).

Policy Clusters	Identified targets	Policy Actions
		<ol style="list-style-type: none"> 6. Introduce a BEST Teacher Award Scheme by providing free university education for three children of every schoolteacher with at least ten years teaching experience 7. Extend teacher training institutions to all districts by supporting established institutions with the requisite resources and adequate capacity. 8. Review and expand on students’ grants-in-aid and introduce a Student Loan Scheme for deserving students across the country. 9. Establish functional Adult Literacy Centres in all districts. 10. Review and standardize the curriculum and certification for technical and vocational education and training. 11. Develop a National Apprenticeship Scheme through the engagement of public–private partnerships in technical and vocational education and training. 12. Establish additional universities and improve university infrastructure – energy, water, ICT, and student dormitories. 13. Complete the review of policies and acts covering operations of higher learning institutions. 14. Strengthen accountability mechanisms in higher education and improve university governance and administration to engender greater autonomy in the management of universities through the independent selection of chancellors and vice chancellors. 15. Improve and expand partnerships with regional and international education institutions through coordinated research, exchange learning, and the establishment of regional centres of excellence and inter-university scientific cooperation.
<p>1.3 <i>Accelerating health-care delivery;</i></p>	<p>By 2023, expand and improve on the management of free health care; Continuously improve disease prevention, control, and surveillance; improve health governance and human resource management; increase modern diagnostic and specialist treatment within the country and improve on secondary health delivery systems.</p>	<ol style="list-style-type: none"> 1. Increase the national health-care budget allocation to 15 percent. 2. Establish a National Ambulance Service in all districts. 3. Strengthen the Health Management and Information System through the digitalization of health-care systems and processes. 4. Recruit specialists through the introduction of attractive schemes for Sierra Leonean specialists in the diaspora and partnerships with international agencies. 5. Encourage public–private partnership involvement by developing a policy and legal framework to secure modern diagnostic facilities and provide laboratory equipment and facilities in all districts. 6. Strengthen the capacity of medical regulatory bodies through the review of a legal and policy regulatory framework in line with regional and international benchmarks. 7. Promote efficient health-care delivery through constructive dialogue among stakeholders within the sector. 8. Implement the Sierra Leone Social Health Insurance Scheme

Policy Clusters	Identified targets	Policy Actions
		<p>9. Strengthen the management and coordination of all resources allocated to the health sector and track donor resources through a regularly updated national health database system.</p> <p>10. Strengthen and capacitate the Health Service Commission to develop a Human Development Plan to guide the absorption of trained health workers into the public service and advocate for conditions of service of health workers through restructuring and providing the requisite resources.</p> <p>11. Strengthen national, district, and community-based monitoring of the free health-care drugs and services through capacity building, adequate resources, and the introduction of innovative approaches for tracking</p> <p>12. Strengthen the National Programme on Sexual and Reproductive Health for adolescents in order to reduce teenage pregnancy through a system review and innovative SMART (specific, measurable, achievable, relevant, timely) mechanisms</p>
<p>1.4 <i>Enhancing environmental sanitation and hygiene</i></p>	<p>By 2023, increase on-site sanitary construction incentives and test and implement output-based aid schemes at the district level; reduce deaths and property loss from natural and human-made disasters and extreme climate events by 30 percent; and reduce disease outbreaks in vulnerable communities by half.</p>	<p>1. Review and update Integrated Vector Management and Integrated Waste Management policies and strategies.</p> <p>2. Establish a monthly National Cleaning Day.</p> <p>3. Replace the 1960 Public Health Ordinance Act with a new Public Health Act.</p> <p>4. Establish and operationalize a National Environmental Health and Sanitation Coordination Group.</p> <p>5. Develop and implement guidelines for Housing Sanitation Programmes.</p> <p>6. Implement guidelines for the Water, Sanitation, and Hygiene Programme and increase communication and dissemination of information on water, sanitation, and hygiene.</p> <p>7. Develop a framework with guidelines for district environmental health and sanitation strategies.</p> <p>8. Revise laws, regulations, norms, and standards for environmental health and sanitation to include a Sanitary Court.</p> <p>9. Use a sector-wide approach in financial resource allocation.</p> <p>10. Improve sanitary service delivery at district and chiefdom levels through a local sanitary task force.</p> <p>11. Facilitate the establishment of sanitation businesses in villages and districts.</p>

Policy Clusters	Identified targets	Policy Actions
<p>1.5 <i>Increasing social protection</i></p>	<p>By 2023, establish an integrated national identity card system; establish a social safety net fund for emergency response; all persons working in the formal sector have social security; provide social protection to at least 30 percent of vulnerable populations (including persons with disabilities, older persons, and children); and establish an integrated birth registration system.</p>	<p>13. Develop a national biometric ID card system for identification and data management of beneficiaries. 14. Strengthen the National Commission for Social Action to coordinate all national social protection programmes through the requisite legislative and policy frameworks. 15. Develop resilience to natural disasters by establishing a social safety net fund for emergency response. 16. Create targeted employment schemes (i.e. cash-for-work and food-for-work programmes) for youth, women, and others, especially the most vulnerable of these groups, through public–private partnerships and development partners. 17. Support informal schemes such as ‘osusu’ and other community savings and insurance schemes with welfare provision elements. 18. Identify and train 3,000 Community Identification Committees. 19. Design and implement a national programme that promotes and enhances smallholder food production and productivity to meet national institutional demand (i.e. school feeding and food for the armed forces). 20. Establish a universal birth registration system.</p>
<p>1.6 <i>Advancing housing and land management.</i></p>	<p>By 2023, there is a 50 percent reduction in the number of land-related cases in courts, and ultimately the number of land conflicts, disaggregated by region; establish a National Land Commission with a corporate strategy, business plan, charter, and migration strategy; and draft the Freetown Structure Plan and ensure urban structure plans for other cities are validated and approved.</p>	<p>Land management and spatial development</p> <p>1. Create land banks to ensure availability and affordability. 2. Establish a unified land title registration system and introduce title registration to enhance the delivery of registration services, archiving processes, and security of land tenure, as stipulated in the National Land Policy 2015. 3. Develop a National Cadastral Records Management System and Strategy for mapping and digitization of all plots, streets, and roads in the country. 4. Establish an autonomous and functional National Land Commission with a corporate strategy, business plan, charter, and migration strategy. 5. 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.</p> <p>Housing and informal settlements</p> <p>1. Design and implement a national programme for housing. 2. Encourage large-scale local production of building materials.</p>

Policy Clusters	Identified targets	Policy Actions
		3. Develop and enact a comprehensive National Housing Policy and a National Building Code. 4. Set up and enforce standards for building materials, encourage large-scale local production of building materials, and improve access to and distribution of imported and locally produced building materials. 5. Develop an investment policy guideline to encourage direct private sector investment and public-private partnerships in the provision of affordable housing, with favourable investment conditions
2. Diversifying the Economy and Promoting Growth		
2.1 <i>Improving productivity and commercialization of the agricultural sector;</i>	By 2023, achieve 90 percent food self-sufficiency; increase youth and women's participation in integrated agricultural value chains by at least 30 percent; and develop the value chain for at least two agricultural products.	<ol style="list-style-type: none"> 1. Improve on animal health for production of healthy livestock products, and revive livestock research stations. 2. Provide better market facilities and access to agricultural inputs (i.e. agro-chemicals, including fertilizers, herbicides, and bio-based insecticides and preservatives; investment in feeder roads and information technology, etc.). 3. Design and implement credit facilities and guarantees that will not impose a burden on either the farmers or the commercial/ agricultural banks for lending to agricultural investors. 4. Develop value chains for some key agricultural products. 5. Promote sustainable investment in mechanized commercial agriculture (i.e. tractors, power tillers, irrigation facilities, etc.) and introduce private sector management of the hiring and lease of machinery at the district level to increase the acreage of land under cultivation. 6. Promote agricultural research through the establishment and strengthening of research institutions. 7. Strengthen seed production and improve both the formal and informal seed sectors operating in the country. 8. Strengthen cooperative farming (i.e. farmer-based organizations) and build the capacity of Agricultural Business Centres to promote integration into agricultural value chains. 9. Promote organic farming to minimize biodiversity loss. 10. Develop a robust policy framework and action plan to guide the development of the sector. 11. Promote schemes that would encourage the public to engage and invest in agriculture.

Policy Clusters	Identified targets	Policy Actions
<p>2.2 <i>Improving productivity and sustainable management of fisheries and the marine sector</i></p>	<p>By 2023, the fisheries sector generates at least US\$15–20 million in government revenue and contributes at least 16 percent to the country’s GDP; 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; and effectively regulate harvesting; end overfishing and illegal, unreported, and unregulated fishing; stop destructive fishing practices; and implement science-based management plans in order 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.</p>	<ol style="list-style-type: none"> 1. Undertake fish stock assessments to establish the abundance and distribution of the country’s fish stocks and to set up a quota management system, where licensing of industrial fishing vessels will be based on the quantity of fish caught by vessels in-stead of the size of the vessels. 2. Construct cold room facilities for the preservation of fish and fishery products in every headquarter town throughout the country. 3. Develop commercialized fish farming in ponds and in the wild, in order to buoy up fish production and enhance diversified growth in the fisheries sector, including the promotion of commercial aquaculture investment. 4. Combat illegal, unregulated, and unreported fishing through continued installation of vessel monitoring systems in all licensed fishing vessels. 5. Enhance collaboration with the United States, the Sub-regional Fisheries Commission, and the African Maritime Law Enforcement Partnership to under-take regional fishery surveillance patrols and enforcement of fishery regulations and laws. 6. Harmonize laws and improve on the legal framework. 7. Secure the European markets certification for fish exports. 8. Construct fish harbour complexes, pro-mote the use of technology in the value addition chain, and mobilize the private sector to invest in fisheries and the marine sector.

Policy Clusters	Identified targets	Policy Actions
<i>2.3 Revitalizing the tourism sector</i>	By 2023, develop and upgrade at least three strategic historical and cultural sites; increase skill capacity in the hospitality industry by a quarter; and increase annual revenue and contribution to GDP by at least 100 percent.	<ol style="list-style-type: none"> 1. Improve the international image of Sierra Leone and diversify marketing of the country. 2. Improve the policy and legal framework 3. Promote competition in the sector to reduce costs and improve value for money. 4. Rehabilitate and develop historical and cultural sites through a holistic rehabilitation plan. 5. Create a human resources development plan, upgrade the existing school for hotel management, and collaborate with inter-national hospitality institutions. 6. Promote eco-tourism to ensure the protection of the country's rich biodiversity. 7. Support local entrepreneurs to promote tourism-based activities that link with the rural economy, harvest seasons, wildlife, farming practices, art, and culture. 8. Establish public-private partnerships and promote private sector involvement. 9. Promote adventure tours such as safaris, jungle tours, mountain trekking, etc
<i>2.4 Revamping the manufacturing and services sector</i>	By 2023, improve the Ease of Doing Business ranking to levels higher than 2016; increase the contribution of manufacturing to GDP from 2 percent to 5 percent; and increase the contribution of services to GDP from 36 percent to 45 percent.	<ol style="list-style-type: none"> 1. Improve infrastructure and the business regulatory environment. 2. Promote financial intermediation and financial inclusion within a stable financial system. 3. Restore and safeguard macroeconomic stability through the implementation of prudent fiscal policies. 4. Establish special economic zones and export processing zones. 5. Implement targeted interventions to increase the productivity of the informal sector. 6. Invest in education, especially technical, vocational, and higher education, to produce the skilled labour force demanded by the market. 7. Develop and adapt technology for marketing.
<i>2.5 Improving the management of oil and gas exploration and production.</i>	By 2023, mainstream transparency and accountability practices into the sector, according to the 2016 Extractive Industries Transparency Initiative standards; establish a petroleum commission; and formulate and	<ol style="list-style-type: none"> 1. Ensure the attraction and retention of oil and gas corporations by undertaking aggressive marketing campaigns. 2. Expand the frontiers of oil and gas exploration activities by facilitating the incorporation of onshore exploration activities into the country's exploration space. 3. Improve the governance of the sector through the development of regulations and laws to manage the sector 4. Ensured sector coordination and the harmonization of policy measures with regional and sub-regional initiatives for re-definition of the Exclusive Economic Zone beyond 200 nautical miles.

Policy Clusters	Identified targets	Policy Actions
	promulgate legal frameworks and laws for the sustainable development of oil and gas exploration and development.	<ol style="list-style-type: none"> 5. Mobilize the private sector to invest in the sector. 6. Restructure and capacitate the petroleum directorate with the requisite personnel and equipment.
<p><i>2.6 Improving the management of mineral resource</i></p>	<p>By 2023, increase mining revenue from 10 percent of domestic revenue in 2017 to 20 percent; increase the share of the mining sector's contribution to GDP from 5 percent in 2017 to 20 percent; and undertake environmental rehabilitation in five mined sites in the country.</p>	<ol style="list-style-type: none"> 1. Review mineral legislation and implement the Extractive Industry Revenue Act. 2. Formalize the artisanal mining sector. 3. Tackle transfer pricing by adopting advance pricing agreements. 4. Review the mining lease agreements. 5. Undertake a countrywide airborne geo-physical survey. 6. Implement a block system for licence administration. 7. Develop a minerals laboratory certified by the International Organization for Standardization (ISO) 8. Implement an auction system for the sale of gemstones. 9. Strengthen the regulatory and oversight capacity of the National Minerals Agency and civil society organizations. 10. Pilot 'green gold' activities to increase women's economic opportunities in the gold value chain. 11. Mobilize local entrepreneurs in the sector. 12. Strengthen the governance of the mining and minerals sector.
<p><i>2.7 Promoting an inclusive rural economy.</i></p>	<p>By 2023 establish a special economic/industrial zone outside Freetown; ensure more rural inhabitants are out of extreme poverty than in 2018.</p>	<ol style="list-style-type: none"> 1. Establish special industrial zones with uninterrupted power supply, water, and communications to accelerate the growth of the local economy. 2. Establish local industries such as agro-processing, tourism, fisheries (in coastal areas), and small enterprise development within rural communities. 3. Ensure the alignment of NGO activities with government priorities on rural economic development. 4. Review and strengthen the regulatory framework for microfinance institutions. 5. Expand on mobile technology to improve access to credit and repayment.

Policy Clusters	Identified targets	Policy Actions
		<ul style="list-style-type: none"> 6. Ensure the alignment of NGO activities with government priorities on rural economic development. 7. Review and strengthen the regulatory framework for microfinance institutions. 8. Expand on mobile technology to improve access to credit and repayment. 9. Re-establish national development banks to provide equity capital to Sierra Leoneans in business with credible foreign companies. 10. Establish a fund to provide access to medium- and long-term capital to support small and medium-sized enterprises and encourage lending institutions to lend a significant proportion of bank loan portfolios to small and medium-sized enterprises 11. Review policies and laws relating to small and medium-sized enterprises. 12. Improve electricity supply in rural communities.
3. Infrastructure and Economic Competitiveness		
<p><i>3.1 Accelerating the provision of energy supplies</i></p>	<p>By 2023, restore electricity in all district headquarters and cities; increase electricity generation from 25 to 60 percent; and increase installed electric capacity from the current 100 to 350 megawatts; increase the country's capacity for renewable energy (solar and hydro) contribution to 65 percent; and 20 villages and eight towns in each district connected to the national grid or off-grid standalone schemes.</p>	<ul style="list-style-type: none"> 1. Embark on increasing electricity generation, transmission, and distribution. 2. Improve on the policy and regulatory environment of the energy sector. 3. Restore electricity supply to all district headquarter towns and cities. 4. Increase investment in low-cost renewable energy (solar, hydro, wind, and biomass) production and distribution. 5. Improve governance at all levels of the sector – the Ministry of Energy, the Electricity Distribution and Supply Authority, the Electricity Generation and Transmission Company, and the Electricity and Water Regulatory Commission – to develop responsible leadership and institutional culture. 6. Ensure expansion of the transmission grid nationwide by increasing the annual regular kilometric coverage. 7. Ensure rural electrification is carried out through engagement and involvement of key stakeholders, including the private sector.

Policy Clusters	Identified targets	Policy Actions
<p>3.2 <i>Transforming the transportation systems</i></p>	<p>By 2023, expand public transport facilities in all major cities by upgrading jetties for water transport & launching a railway rehabilitation project, thereby expanding inter-urban transport; all laws, rules, & regulations of direct importance to the sector are revised and reconciled, removing all conflicts in legislation that affect the smooth & effective governance of institutions within the transport sector; & domestication of all nine International Maritime Organization mandatory instruments.</p>	<ol style="list-style-type: none"> 1. Provide adequate transportation infra-structure for national development. 2. Improve governance and strengthen over-sight and coordination. 3. Integrate and properly coordinate transportation infrastructure. 4. Develop multimodal connectivity of the transport system. 5. Enhance and facilitate civil aviation safety and security to meet global standards.
<p>3.3 <i>Improving the water infrastructure systems</i></p>	<p>The percentage of the population with access to safe drinking water increases from 59.6 to 80 % 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 to 85 % by 2023; and the percentage of the population with access to unreliable or limited water services is reduced from 24 to 7 % by 2023.</p>	<ol style="list-style-type: none"> 1. Increase water supply and distribution nationwide. 2. Implement reforms to unbundle the water sector. 3. Review the regulatory framework governing the water sector. 4. Improve coordination, collaboration, planning, and implementation among actors. 5. Ensure the National Water Resources Management Agency is established and functional.

Policy Clusters	Identified targets	Policy Actions
3.4 <i>Waste management</i>	By 2023; All cities & district headquarters have sewage and solid waste disposal systems; Waste disposal systems include recycling in all cities and district headquarters; & increased awareness on proper waste disposal exists in cities and towns.	<ol style="list-style-type: none"> 1. Invest in waste management systems for all cities and district headquarters. 2. Review and improve the legal framework on waste management. 3. Empower cities and councils, through decentralization, to be fully in charge of waste disposal. 4. Mobilize the population (through education and participation) for improved waste collection and disposal. 5. Invest in the innovative conversion of waste to energy.
3.5 <i>Improving information and communication technologies</i>	By 2023, all cities & district headquarter towns are accessible by modern ICT services, especially Internet; 30 percent of the population is penetrated by broadband; & mobile penetration is increased to 80 percent of the population up to chiefdom levels.	<ol style="list-style-type: none"> 1. Review the regulatory and legal framework for the ICT landscape. 2. Expanded ICT coverage in Sierra Leone (increase current Internet broadband penetration and raise mobile penetration for the population). 3. Encourage electronic governance in government business and operations. 4. Develop resilience in ICT infrastructure by having multiple back-up services. 5. Upgrade rural telecommunications by improving customer choice and affordability
3.6 <i>Presidential Infrastructure Initiatives</i>	<p>Five thousand jobs are created in the country; Commuting between Freetown & Lungi is made easy; water supply is available in Bo & Kenema cities; traffic congestion is eased in Freetown; abundant electricity & power supplies exist in all cities and district headquarter towns; abundant electricity & power</p> <ol style="list-style-type: none"> 1. Adequate accommodation for governance is available nationwide. 2. Freetown is a destination for major international events and conferences. 3. Adequate housing exists for Freetown’s population. 4. Port services are expanded to provincial areas. 	<ol style="list-style-type: none"> 1. Secure the requisite legal and operating environment for implementation. 2. Create partnerships with private investors. 3. Mobilize resources. 4. Coordinate various actors and stakeholders. 5. Ensure monitoring and evaluation of the implementation process. 6. Mobilize the population during implementation.

Policy Clusters	Identified targets	Policy Actions
	supplies exist in all cities & district headquarter 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.	
<i>3.7 Fostering private sector growth and manufacturing</i>	By 2023, Industrial and economic zones are established in all regions nationwide; number of registered firms increases by 300 percent and the list of manufactured goods increases by 200 percent; and World Bank Doing Business index rating is improved (aiming to be in the first hundred).	<ol style="list-style-type: none"> 1. Improve the legal and regulatory environment for private sector development. 2. Expand manufacturing and include value addition for local products. 3. Capture the informal sector with a view to supporting its growth and development. 4. Harmonize tax regimes to remove inconsistencies. 5. Encourage and promote diaspora participate in trade and investment
4. Governance and Accountability for Results		
<i>4.1 Advancing political development for national cohesion</i>	By 2023, set up a Peace and National Cohesion Commission; review the legal and regulatory framework with a view to eliminating anomalies that are inconsistent with a development	<ol style="list-style-type: none"> 1. Initiate policy reforms to ensure that Sierra Leoneans are free to live and work anywhere in the country regardless of tribe, geographical origin, and other considerations. 2. Facilitate the establishment of a Peace and National Cohesion Commission by an act of Parliament. 3. Build the capacity of political institutions, including the Political Parties Registration Commission. 4. Develop political inclusion and participatory policies

Policy Clusters	Identified targets	Policy Actions
	<p>state, especially those dating back to the colonial period; 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; the Political Parties Registration Commission has decentralized operations to all districts; and 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 developmental state model</p>	<ol style="list-style-type: none"> 5. Establish and/or strengthen community structures and mechanisms to detect and resolve violent conflict. 6. Establish a National Commission for Civic Education and Development. 7. Fully implement the National Youth Service scheme, in which young people from one part of the country will be cross-posted to other parts for their national youth service. 8. Encourage all political parties to undertake initiatives aimed at diversifying their membership across regional and ethnic divides
<p><i>4.2 Fighting corruption and illicit financial flows</i></p>	<p>By 2023, implement 100 % of the Auditor-General’s annual recommendations for reducing corruption; develop & implement more service in sectors compared to what existed in 2018; establish a division of the High Court for corruption trials, with adequate</p>	<ol style="list-style-type: none"> 1. Review the relevant provisions of the Constitution of Sierra Leone 1991 (Section 119 in particular) and the Anti-corruption Act to strengthen the Anti-corruption Commission’s investigative and prosecutorial mandate with respect to audit reports tabled by Audit Service Sierra Leone before Parliament to give it powers to proceed without the need to wait for parliamentary investigations. 2. Adopt a new framework to ensure ac-countability and transparency in the pub-lic sector in the form of a National Public Sector Transparency and Accountability Initiative to subject the public sector to more scrutiny by civil society and development partners.

Policy Clusters	Identified targets	Policy Actions
	<p>facilities for judges & other personnel; and establish an oversight & inter-agency coordination mechanism to combat all forms of corruption, especially illicit financial flows</p>	<ol style="list-style-type: none"> 3. Set up a system for planning, monitoring, and reporting on development results, referred to as results-based management, wherein development targets will be set at the start of each year and senior managers will be accountable for delivering on these results. 4. Review the Anti-corruption Act 2008 to make provision for plea bargaining. 5. Detect and deter cross-border tax evasion, enhance the implementation of anti-money laundering laws and practices, and deepen collaboration with Interpol to track illegal finances abroad. 6. Put mechanisms in place to curtail trade mis-invoicing and improve the transparency of multinational corporations
<p><i>4.3 Strengthening public financial management</i></p>	<p>By 2021, conduct Public Expenditure Reviews in education, health, and energy-related MDAs; establish a comprehensive national fixed asset register; and fully implement public financial management reforms for local councils and decentralization.</p>	<ol style="list-style-type: none"> 1. Separate the Ministry of Finance from the Ministry of Planning and Economic Development and enhance the latter's capacity for more effective coordination of donor spending, improving programme/ project design, implementation support, and monitoring and evaluation. 2. Strengthen public expenditure tracking, the Audit Service Commission, and the involvement of non-state actors in monitoring public spending. 3. Develop a National Development Monitoring and Evaluation System within MoPED that will generate real-time information on outputs and outcomes of all development projects implemented by the government and donors. 4. Evaluate the ongoing reforms and introduce additional reforms to strengthen public expenditure management. 5. Develop and introduce a standardized overseas travel policy for the public service, covering all categories of workers, including government ministers. 6. Develop the capacity of ministries, departments, and agencies in expenditure planning, management, and reporting. 7. Implement all activities in the new Public Financial Management Strategy 2018– 2021 within the time frame stipulated. 8. Develop internal policies to enhance quality control and prompt reporting and effective monitoring. 9. Initiate innovative revenue mobilization strategies. 10. Establish SMART (specific, measurable, achievable, relevant, timely) public financial management collaboration and oversight systems.

Policy Clusters	Identified targets	Policy Actions
4.4 <i>Strengthening audit services</i>	By 2023, ensure that full annual performance audits are conducted; conduct a revenue audit annually and submit it to Parliament and set up a system to fully implement and follow up on all financial audit recommendations and those from the Auditor-General's Annual Report.	<ol style="list-style-type: none"> 1. Strengthen the capacity of Audit Service Sierra Leone. 2. Increase access to necessary revenue-related information. 3. Undertake and coordinate specialized audits, including a procurement audit, an ICT audit, and an environmental audit. 4. Support non-state actors to track and follow up on audit reports and engage the public in this direction. 5. Increase collaboration with the Anti-corruption Commission and other stake-holders to enforce audit recommendations and strengthen sanctions.
4.5 <i>Promoting inclusive and accountable justice institutions</i>	By 2023, ensure that the number of cases awaiting judgement for six months is considerably lower than in 2018; increase public confidence and trust in the justice sector as measured in periodic surveys; and all administrative districts have at least one resident High Court Judge.	<ol style="list-style-type: none"> 1. Review and ensure that appointments and recruitment of justice sector actors are on merit and competency in effectiveness and efficiency in service delivery. 2. Strengthen the Judicial and Legal Service Commission to become more independent in the discharge of its role and functions. 3. Strengthen the Judicial and Legal Training Institute for continuous development of the judicial and legal profession in Sierra Leone. 4. Support the expansion of legal aid services nationwide. 5. Introduce courtroom technology to be in line with emerging issues for efficiency, especially the expediting of cases. 6. Improve case management systems, including roll-out and linkages across the sector. 7. Pursue the amendment of the Criminal Procedure Bill. 8. Harmonize bail application processes and procedures. 9. Strengthen access to and protection of witnesses, including victims and jurors. 10. Strengthen alternative dispute resolution mechanisms across the sector. 11. Strengthen the juvenile justice system, the Juvenile Justice Strategy & other provisions of the Child Rights Act. 12. Strengthen the Integrity Management Committee within the judiciary and roll it out across the sector.

Policy Clusters	Identified targets	Policy Actions
		<p>13. Strengthen service delivery mechanism to ensure protection of rights.</p> <p>14. Pursue compliance to national, regional, and international reporting obligations by strengthening M&E and other systems across the sector.</p> <p>15. Build the capacity of the justice sector MDAs to improve communication, collaboration, and coordination among actors.</p> <p>16. Improve the policy and legislative frame-work to accelerate the justice sector reform process.</p> <p>17. Strengthen data, information, and statistical systems across the justice sector for effective records and information management.</p> <p>18. Pursue the establishment of specialized environmental, anti-corruption, labour, and tax courts, among others.</p>
<p><i>4.6 Building public trust in state institutions</i></p>	<p>By 2023, the level of public trust in state institutions is significantly improved compared to 2018; about 50 percent of the adult population express satisfaction that state institutions are functioning better than in 2018; create a favourable space for human rights organizations to effectively promote transparency and accountability in an unfettered manner; and create a citizens' bureau that will meet annually with public authorities to review a wide range of issues stemming from the previous 12 months.</p>	<ol style="list-style-type: none"> 1. Establish a Peace and National Cohesion Commission that will build and promote national cohesion (promote national unity, foster national identity, inculcate a national philosophy and ideology, and encourage continuous dialogue on national cohesion). 2. Expand the capacity of human rights organizations and organizations promoting democracy, and sensitize the public on their work throughout the country. 3. Build and promote national cohesion through the eradication of tribalism, nepotism, and other forms of discrimination; promote national unity and ensure togetherness; foster a national identity and inculcate a national philosophy and ideology; and encourage continuous dialogue on national cohesion 4. Strengthen the independence of the judiciary and the rule of law. 5. Strengthen human rights and democratic institutions by promoting democracy and ensuring free and fair elections. 6. Review the recommendations of the Constitutional Review Report (2018) and the Government White Paper (2018) with the aim of pursuing a constitution that would address the needs and aspirations of the people. 7. Develop the capacities of democratic institutions through adequate funding, qualified and competent human resources, as well as efficient and effective systems and procedures.

Policy Clusters	Identified targets	Policy Actions
<p>4.7 <i>Strengthening public service delivery</i></p>	<p>By 2023, quality social service delivery is available to every Sierra Leone; automate the processes for personnel recruitment and retirement; and establish and support the Wages and Compensation Commission.</p>	<ol style="list-style-type: none"> 1. Rationalize the structure of the public service with a view to having clear political leadership and direction. 2. Restructure the Human Resources Management Office by creating the necessary departments that will be staffed by career Human Resources Officers with the right competencies and skills, with a view to modernizing the civil service to face the challenges of the 21st century. 3. Develop a new architecture of state governance and a national civil service organogram. 4. Establish a National Civil Service Capacity Enhancement scheme. 5. Reintroduce and scale up a ‘hire purchase scheme’ and housing scheme for serving members of the civil service and related services to enable them to acquire capital items (with values consistent with their official emoluments). 6. Review of the Public Service Regulations of 1982, enact the Public Service Bill, and review the Civil Service Code, Regulations, and Rules. 7. Decentralize the Public Service Commission interview process to the regions. 8. Conduct a human resource audit in at least 30 MDAs. 9. Conduct administrative inquiries in at least 20 MDAs.
<p>4.8 <i>Strengthening decentralization, local governance, and rural development;</i> 4.9 <i>Strengthening security institutions;</i> and 4.10 <i>Strengthening external relations for integration.</i></p>	<p>By 2023, complete the de-amalgamation of the remaining 27 chiefdoms; operationalize the Local Councils Development Operational Guidelines in all 22 local councils; and by 2020, complete the review of the Decentralization Policy and Local Government Act 2004.</p>	<ol style="list-style-type: none"> 1. Review the National Decentralization Policy and amend the Local Government Act 2004. 2. Facilitate completion of the devolution process. 3. Bring chiefdom governance in line with local governance and make chiefdom structures play a major role in the decentralized service delivery process. 4. Finalize the National Rural Development Policy to provide the policy environment to ensure the proper coordination of all rural community development interventions. 5. Review PFM guidelines (medium-term expenditure framework budget preparation and reporting manuals) for local councils and chiefdoms. 6. Harmonize the relationship between local councils and the Council of Paramount Chiefs to ensure mutual respect and trust for effective service delivery. 7. Define new conditions of service for para-mount chiefs and most essential chiefdom staff with a view to building capacity for future challenges. 8. Restore the dignity and prestige of paramount chiefs by improving their conditions of service and making them an integral part of the local governance development process.

Policy Clusters	Identified targets	Policy Actions
		9. Reintroduce the development grant allocation to councils and increase national budget allocation to councils commensurate with their devolved responsibilities. 10. Ensure that the staff of MDAs managing the devolved sectors are supervised and controlled by the local councils.
<i>4.9 Strengthening security institutions</i>	By 2023, ensure that the Republic of Sierra Leone Armed Forces are more modernized and mechanized than in 2018; ensure that the early warning and response capacity of the security institutions is significantly higher than in 2018; and ensure that community engagement in security processes and functions is greater than in 2018.	<ol style="list-style-type: none"> 1. Develop participatory strategies geared towards improving the conditions of service of all service men and women. 2. Reintroduce fairness, transparency, professionalism, and the merit approach in recruitment, promotions, transfers, and deployment of service personnel. 3. Work towards mechanizing and modernizing the Republic of Sierra Leone Armed Forces to enable them to contribute to non-traditional military functions such as relief and disaster interventions, agriculture, and construction. 4. Remove disaster management from the Office of National Security and establish a national specialized agency for disaster preparedness and management. 5. Upgrade health care for service and ex-service men and women and their families. 6. Provide subsidized education support for all Republic of Sierra Leone Armed Forces and Sierra Leone Police officers and their children intending to pursue professional higher education at national institutions. 7. Create safe ICT infrastructure and develop strategies that will serve as a solid basis for the protection of information systems and networks against cyber-attacks. 8. Strengthen the intelligence wing of the security sector to detect and thwart terrorism and terrorist-related activities.
<i>4.10 Strengthening external relations for integration.</i>	By 2023, ensure the number of trained/ career diplomats serving the country is higher than in 2018; ensure the international image of Sierra Leone is more favourable than in 2018; expand Sierra	<ol style="list-style-type: none"> 1. Establish a diplomatic academy for training and producing career diplomats through international engagement. 2. Host more regional and international high-profile meetings in Sierra Leone. 3. Update and regularize payments of subscriptions and other support to regional and international organizations. 4. Mobilize and encourage nationals to work in regional and international bodies by advocating for special quotas or considerations.

Policy Clusters	Identified targets	Policy Actions
	<p>Leone’s diplomatic missions and presence abroad; ensure the level of representation in regional and international organizations is higher than in 2018; and ensure that the number of Sierra Leoneans serving in regional and international organizations is higher than in 2018.</p>	<ol style="list-style-type: none"> 5. Support Sierra Leone’s participation and constructive engagement in sub-regional, regional, and international organizations. 6. Construct the Mano River Union head-quarters in Freetown to fulfil Sierra Leone’s obligation as host country. 7. Strengthen the research and documentation of the Ministry of Foreign Affairs by creating a research division and resource centre to empower and enhance staff and partners. 8. Raise the level of representation and performance in regional organizations and others (Economic Community of West African States, African Union, Commonwealth of Nations). 9. Maintain a full commitment to the domestication of all relevant international treaties and protocols. 10. Elaborate a new robust foreign policy that clearly promotes international cooperation built on respect, mutual trust, and benefit. 11. Introduce and develop special career schemes to mobilize young graduates to become career diplomats. 12. Assess and strengthen foreign embassies and missions for upgrading and positioning in preparedness for and response to emerging global issues through proactive initiatives. 13. Restructure the Ministry of Foreign Affairs to fully reflect the new national policy objectives. 14. Ensure personnel serving in foreign missions have the skills to ensure productivity and efficiency. 15. Identify and appoint country brand ambassadors who will improve and promote the country’s image.
5. Empowering Women, Children, and Persons with Disability		
<p><i>5.1 Empowering women; 5.2 Increasing investment in children and adolescents; and 5.3 Increasing investment in persons with disabilities.</i></p>	<p>By 2023, ensure that there are more women in leadership positions in government than in 2018; ensure that more women are supported to engage in entrepreneurial activities than in 2018; develop and implement a national data and information management system on gender-based violence cases;</p>	<ol style="list-style-type: none"> 1. Review and increase budgetary resources for the implementation of the Sexual Offences Act of 2012. 2. Strengthen the capacity of the Ministry of Social Welfare, Gender and Children’s Affairs and national non-governmental organizations to provide psychosocial services to all victims. 3. Strengthen knowledge about the referral pathway for sexual abuse. 4. Stigmatize perpetrators of sexual violence. 5. Increase the capacity of the Family Support Units, the Ministry of Justice, and the Judiciary to investigate and prosecute reported cases and punish the perpetrators without any exception, including by not accepting any out-of-court settlements in such cases. 6. Strengthen protection, rehabilitation, and reintegration support for victims of sexual abuse.

Policy Clusters	Identified targets	Policy Actions
	and drastically reduce by more than 50 percent the number of women experiencing GBV compared to 2018.	<p>7. Strengthen legislative frameworks to pro-mote gender balance, including electoral frameworks; quotas with sanctions legislated and enforced; the criminalization of violence and enforcement of laws; and the modification of discriminatory laws.</p> <p>8. Support legislation on political party registration/regulation that will require more women in leadership at all levels of political parties and institutions.</p> <p>9. Review policies and laws to ensure that they are gender responsive, and strengthen institutional frameworks to prevent and respond to violence against women and girls.</p> <p>10. Review, finalize, and implement existing policies and strategies, such as the National Referral Protocols on Gender-based Violence, the National Strategy for the Reduction of Female Genital Mutilation/ Cutting, and the National Strategy for the Reduction of Adolescent Pregnancy; ensure that services are funded and provided in line with each policy.</p> <p>11. Review existing and pending legislation, including the Matrimonial Causes Act, the Child Marriage Bill, and others, and advocate for their passage into law.</p>
<p>5.2 <i>Increasing investment in children and adolescents; and 5.3 Increasing investment in persons with disabilities.</i></p>	<p>By 2023, reduce the number of children suffering from violence, abuse, and neglect compared to in 2018 levels; 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 and by 2022, ensure that all Ministry of Social Welfare,</p>	<p>1. Harmonize the Registration of Customary Marriages Act and the Child Rights Act to ensure that the age of consent for marriage is consistent.</p> <p>2. Design policies and harmonize and standardize laws to combat child marriage.</p> <p>3. Develop a national strategy to combat child marriage.</p> <p>4. Provide protection, rehabilitation, and reintegration support for victims of child marriage.</p> <p>5. Review the Sexual Offences Act 2012, with a costed implementation and monitoring plan.</p> <p>6. Make school attendance for children legally compulsory and penalize parents/ guardians who wilfully flout the law.</p> <p>7. Ratify and domesticate the Hague Adoption Convention to ensure that adoption processes in Sierra Leone meet international standards.</p> <p>8. Review and enact the 2010 Adoption Bill, aligning it to the provisions of the 2016 National Civil Registration Act on Adoption and the Hague Adoption Convention.</p> <p>9. Review and develop a new Child Justice Strategy, as the old one expires in 2018, based on lessons learned from implementing the old one.</p> <p>10. Review the Child Rights Act of 2007 to address emerging issues on child protection.</p>

Policy Clusters	Identified targets	Policy Actions
	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.	<ol style="list-style-type: none"> 11. Strengthen the capacities of the Ministry of Social Welfare, Gender and Children’s Affairs and city and district councils to fully implement the Alternative Care Policy on street children. 12. Develop a comprehensive strategy/policy to address child labour in all its forms and ensure that there are increased opportunities for children to access quality education. 13. Strengthen the local councils to monitor and ensure the implementation of a Child Labour Policy/Strategy.
<p><i>5.3 Increasing investment in persons with disabilities.</i></p>	<p>By 2023, the proportion of persons with disability benefiting from social protection systems (cash transfers) is 20 percent higher than in 2018; the proportion of children with disabilities who are fully immunized is 15 percent higher than in 2018; and support 60 skills and life skills training centres for PWDs.</p>	<ol style="list-style-type: none"> 1. Revisit the administration and implementation of the Social Safety Net Programme. 2. The government will provide free education for PWDs at preschool, primary, and secondary levels. 3. Provide teaching and learning materials and assistive devices required by PWDs. 4. Provide training to teachers and other education officers to deliver inclusive and special needs education and reduce stigma and discrimination. 5. Review and improve incentives for teachers in special needs institutions 6. Undertake infrastructural modifications to ensure learning institutions are physically accessible. 7. Formulate and fully implement policy on inclusive and special needs education at primary, secondary, and tertiary levels. 8. Provide welfare assistance to persons living with disability and the aged. 9. Provide livelihood support to persons living with disability for economic empowerment.
6. Youth Employment, Sports and Migration		
<p><i>6.1 Increasing youth employment and empowerment; challenges.</i></p>	<p>By 2023, increase youth employment by 15 percent with special attention to gender equity; ensure that the number of young people involved in entrepreneurial activities is higher than in 2018; and ensure that the National Youth Service and the Skills Development</p>	<ol style="list-style-type: none"> 1. Conduct skills training for youth through technical and vocational education and training. 2. Review the current design of the National Youth Service and enforce its implementation. 3. Establish a Youth Empowerment Fund to support youth to engage in small and medium-sized entrepreneurship ventures. 4. Promote youth engagement in agriculture. 5. Monitor and enforce labour laws and the local content law to ensure compliance and protect national workers and businesses.

Policy Clusters	Identified targets	Policy Actions
	Project (technical and vocational education and training) is fully operational.	
6.2 <i>Revitalizing sporting activities across the country</i>	By 2023, recommence national competition events for all sporting activities; fully enhance the regulatory environment for the sports sector; participate in at least one inter-national competition annually; and complete at least one sport facility rehabilitation or construction project in the regions.	<ol style="list-style-type: none"> 1. Establish a Sport Development Fund to be financed by corporate establishments, international sporting organizations, and the government. 2. Review the policy and legal environment for sport development in the country. 3. Develop and implement a comprehensive capacity-building programme for all sporting disciplines. 4. Recognize sporting heroes and heroines through special national awards and by providing opportunities to transfer their skills to the younger generation. 5. Support participation in major international competitions by supporting the sporting bodies and associations to provide athletes to compete at all levels to promote the country's image. 6. Increase budgetary support to sporting activities, particularly football, athletics, cricket, volleyball & basketball. 7. Reactivate school and community sporting activities, with a view to identifying and developing talent for national and international competitions. 8. Recommence national competition events for all sporting activities. 9. Establish sports academies and provide facilities for sports development and recreation around the country. 10. Develop the administrative, technical, and support services for sports
6.3 <i>Addressing migration challenges</i>	By 2023, the conviction rate of human traffickers is 5 percent higher than the 2018 figure; the general public, especially the youth, are more aware of irregular migration, human trafficking, & violent extremism; & provide protection services to all victims of human trafficking.	<ol style="list-style-type: none"> 1. Conduct an awareness campaign on irregular migration, human trafficking, and violent extremism in partnership with youth and women's groups. 2. Develop a coherent policy and legal frame-work on migration. 3. Combat human trafficking through training border operatives and supplying them with the necessary tools and equipment. 4. Promote the acquisition of technical and vocational training/skills among the youth to promote employability, through the establishment of district-level vocational centres in partnership with the private sector. 5. Review the 2005 Trafficking in Persons Act and include sufficiently stringent sentences with longer prison terms.

Policy Clusters	Identified targets	Policy Actions
		<p>6. Increase efforts to arrest, prosecute, and convict traffickers, including addressing procedural delays and judicial corruption, as well as ensuring survivors' safety and enabling their participation in judicial processes, both to increase prosecution rates and offer survivors compensation.</p> <p>7. Train prosecutors and judges to investigate and prosecute trafficking cases.</p> <p>8. Enact the Protocol to Prevent, Suppress, and Punish Trafficking in Persons, especially Women and Children.</p> <p>9. Upgrade the existing structure of industrial growth centres pioneered to provide vocational and entrepreneurial skills that are employable and market driven to youth, women, and other vulnerable groups.</p>
7. Addressing Vulnerabilities and Building Resilience		
<p>7.1 <i>Building national environmental resilience</i></p>	<p>By 2023, put in place an environmental court to prosecute cases related to environmental infractions; ensure that a policy is in place for the management of toxic chemicals and hazardous substances; review and pursue land degradation neutrality targets; and progressively amend regulations on ozone-depleting substances.</p>	<ol style="list-style-type: none"> 1. Review the Environmental Protection Agency Act and other legislation to strengthen and enhance the legal frame-work for enforcement and compliance. 2. Increase the proportion of terrestrial and marine areas protected. 3. Control land degradation and minimize pollution. 4. Increase the coverage of terrestrial sites of biodiversity importance to protect biodiversity and endangered species. 5. Educate and raise awareness about changing traditional and cultural practices that are harmful to the environment. 6. Formulate regulations and enact legislation on environmental standards and the management of chemicals and toxic and hazardous substances.
<p>7.2 <i>Strengthening forest management and wetland conservation</i></p>	<p>By 2023, establish a National Timber Agency; declare at least two new Ramsar Convention sites for wetlands management; and ensure that a Wetlands Act is in place.</p>	<ol style="list-style-type: none"> 1. Improve legal and enforcement mechanisms with appropriate laws. 2. Enhance the management and oversight capacity of regulatory agencies. 3. Combat environmental degradation and manage forests and wetlands. 4. Promote the conservation of the environment through educating and mobilizing the population through awareness raising. 5. Increase marine protection and maintain the number of forest reserves and conservation areas.

Policy Clusters	Identified targets	Policy Actions
<p>7.3 <i>Improving disaster management governance.</i></p>	<p>By 2023, achieve 100 percent completion status for the functioning and operations of a National Disaster Risk Management Agency; achieve 100 percent completion status in the development of Local Disaster Preparedness and Response Plans based on the Vulnerability and Capacity Assessment; achieve 100 percent 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.</p>	<ol style="list-style-type: none"> 1. Develop policies and a legal framework on vulnerability and disasters. 2. Improve on disaster response within the country at all levels. 3. Strengthen early warning mechanisms and legal frameworks. 4. Enhance coordination and collaboration among key actors. 5. Increase community involvement in responding to disasters and implement the Climate Information, Disaster Management and Early Warning System developed for climate information dissemination.
<p>8. Plan Implementation</p>		
<p><i>Implementation arrangements</i></p>	<p>Ensure adequate coordination, harmonization, alignment, and mutual accountability mechanism at national, sectorial, regional and district levels</p>	<ol style="list-style-type: none"> 1. Deliver robust governance structures for supervising plan implementation (including the establishment of a Ministerial Oversight Committee; sustaining government–donor dialogue; and revitalizing Sector Working Groups and District Working Groups) 2. Effectively and efficiently facilitate and implement projects/activities as stipulated in the National Development Plan. 3. In collaboration with MoPED, monitor, evaluate, and report on the activities implemented by other actors in their respective sector. 4. Identify critical funding gaps and, in collaboration with MoPED, facilitate round table discussions to mobilize resources to finance funding gaps.

Policy Clusters	Identified targets	Policy Actions
<i>Financing the plan</i>	Mobilise adequate resources to finance plan implementation	<ol style="list-style-type: none"> 1. Pursue a sound resource mobilization strategy (including enhancing domestic resource mobilization; strengthening relationships with existing development partners and expanding the partner base; exploring public–private partnerships and dialogue; and pursuing assistance under the Millennium Challenge Corporation); 2. Establish a diaspora bond 3. Promote the investment of pension assets in infrastructure 4. Work with development partners for trial use of development impact bonds to advance the outcomes of the new MTNDP in key sectors. 5. Access support from untapped thematic funds 6. Promote longer-term lending to businesses with financial sector reforms 7. Encourage public sector banks to increase private sector lending 8. Establish a platform for public–private dialogue
<i>Monitoring and evaluation of the plan</i>	Ensure effective follow up on plan implementations; that the results and impacts of programmes and projects are assessed periodically; a holistic approach to M&E that would include monitoring of inputs (including resource allocation and use) as well as processes and outputs, in addition to evaluating the outcomes.	<ol style="list-style-type: none"> 1. Institute a robust monitoring and evaluation and performance management system that is underpinned by a comprehensive indicator framework and policy/programme matrix aligned to the indicators and targets of the SDGs and the African Union Agenda 2063 2. Establish a Monitoring and Evaluation Department within the Ministry of Planning and Economic Development to Lead the monitoring and evaluation of all public-sector programmes and projects, including donor-funded projects. 3. Design and implement a national monitoring and evaluation system, including manuals and guidelines, that link the MDAs, local councils, MoPED, and the Office of the President to ensure effective monitoring and evaluation. 4. Strengthen, harmonize, and effectively coordinate existing mechanisms for monitoring and evaluating the effectiveness of public sector service delivery. 5. Develop an efficient system for generating relevant, reliable, and timely quantitative and qualitative gender-disaggregated information. 6. Manage an effective feedback mechanism that makes statistical information available in useable form to the government, private sector, development partners, and civil society. 7. Foster participatory M&E. 8. Improve coordination between central management agencies and MDAs to strengthen demand for M&E. 9. Build the technical capacity for M&E at all levels.

Policy Clusters	Identified targets	Policy Actions
<p><i>Strengthening statistical system</i></p>	<p>Strengthen the legal framework and infrastructural capacity of the National Statistical System for the coordination of statistical activities to support evidence-based policy design and implementation; build modern ICT and geographic information system infrastructure for the harmonization and delivery of statistical methods, products, and services; and conduct more frequent and relevant statistical activities to provide credible data for monitoring economic, health, social, and demographic indicators of the MTNDP.</p>	<ol style="list-style-type: none"> 1. Review the Statistics Act 2002 to strengthen the mandate of Statistics Sierra Leone to coordinate the entire NSS. 2. Construct a six-storey Statistics Sierra Leone headquarters building plus district offices to enhance statistical coordination at the local council level in the regions. 3. Strengthen MDAs and local councils to establish viable statistical units and develop statistical plans to guide the compilation of administrative statistics. 4. Develop and implement the third National Strategy for the Development of Statistics through a bottom-up approach. 5. Develop a data certification and data access policy. 6. Strengthen the staffing, skills capacity, and emoluments of personnel at Statistics Sierra Leone, MDAs, and local councils to collect, analyse, and disseminate high-quality data required for the monitoring of the MTNDP. 7. Provide a basket fund to be managed by both the government and development partners to support sustained statistical activities in the country in terms of finance, training, material, and equipment. 8. Migrate data collection methods and procedures from paper-based systems to ICT-based systems. 9. Develop a national database that integrates all MDA/local council databases. 10. Use geographic information system and spatial technology for data collection and dissemination. 11. Expand the range, coverage, and frequency of high-quality statistics and statistical activities

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