Government of Sierra Leone
Ministry of Planning and Economic Development

Annual Progress Report on Implementation of Sierra Leone's Medium-Term National Development Plan 2019

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Table of Contents

INTRODUCTION AND SUMMARY

The Government of Sierra Leone has completed the first year of implementation of the country's Medium-Term National Development Plan (MTNDP, 2019-2023). The plan was implemented on the back of a strong political will and commitment to service delivery, as well as amid key challenges. The challenges relate to securing adequate financing for programmes, ensuring effective development coordination at local and national levels, and capacity constraints in managing public projects and undertaking effective monitoring and evaluation. This had called for a need to prioritise implementation and strengthen institutional capacity & coordination; service delivery & performance management; and monitoring and evaluation.

The lead priority flagship programme of the government has been Human Capital Development (HCD), believed to be at the core of socioeconomic transformation and building resilience in Sierra Leone. The country's human capital index has been measured at 0.35; meaning loss in productivity as a future worker in Sierra Leone has been 65 percent, compared to 61 and 59 percent in Low-Income Countries and sub-Saharan Africa, respectively. That is, "a child born in Sierra Leone today will be 35 percent as productive when she grows up as she could be if she enjoyed complete education and full health." These statistics had compelled the Government to prioritise human capital development focusing on ***education***, ***food self-sufficiency***(with special attentionto agriculture and fisheries to supply needed nutrition for child development) and ***health***. The three HCD focus areas fall under Clusters 1 and 2 of the MTNDP: ***Human Capital Development***, and ***Diversifying the Economy and Promoting Economic Growth.***

Therefore, the 2019 Annual Progress Report is focused mainly on the delivery of Human Capital Development components. Other sectors with available data are also reported. The following paragraphs present a summary of progress for 2019, starting with the macroeconomic front.

Macroeconomic performance

Real GDP growth was estimated at 5.1 percent for 2019, increasing from 3.8 percent in 2017 and 3.5 percent in 2018. The 2019 recovery can be attributed to:a) the resumption of iron ore production during the first half of 2019 with a production of 722,300 dry metric tons, after activities were suspended in 2018; b) an increase inrutile, diamond and bauxite output in 2019; and c) an appreciable recovery in the non-mining sector, including agriculture, manufacturing, construction, trade and tourism, transport and communications for the year under review.

Inflationary pressures moderated in the year, although remained in double digits during 2019; with year-on-year general price leveldeclining to 13.9 percent at end 2019 from 14.3 percent at end 2018. The double digit inflation could be related to the exchange rate of the Leone relative to the US dollar, which depreciated in all foreign exchange markets in 2019. The decline in the rate relative to 2018 was sustained despite the Bank of Sierra Leone's intervention in the market through wholesale foreign exchange auction to smooth out volatility and complement the supply of foreign exchange to support essential imports.

Nonetheless, 2019 estimates showed that the overall balance of payment moved from a deficit position of US$46.72 million (1.14 percent of GDP) in 2018 to a surplus position of US$25.61million (0.62 percent of GDP) in 2019; and the stock of gross foreign exchange reserves of the Central Bank increased to US$533.15 millions by 6.04 per cent in 2019 from US$502.78 million in 2018. There was also a slight increase in domestic revenue mobilization of about Le38.7 billion for the year, although there was a non-disbursement of the programme budget support of USD$60 million from the World Bank, on the external revenue front. This put together, coupled with higher than projected spending on Free Quality Education, Grants to Tertiary Institutions, National Cleaning, overrun in transfers to Treasury Single Account Agencies, clearance of previous years' arrears, left the state accumulating new expenditure arrears—arrears increased from Le1.1 billion end December 2018, to Le1.4 trillion by end December 2019.

Overall, government maintained prudence in the management of expenditure, with total expenditure and Net Lending reducing to Le7.7 trillion (20.6 percent of GDP) during 2019 from Le 6.9 trillion (21.4 percent of GDP) in 2018, and a target of Le7.8 trillion (20.8) of GDP for 2019; leaving an under expenditure of about Le147.2 billion. And while the stock of total public debt increased to Le23.19 trillion (US$ 2.36 billion) at end-December 2019 (about 67.3 percent of GDP), from Le19.01 trillion (US$2.26 billion) as at end-December 2018, the total interest payments of Le1.1 trillion for 2019 was close to target payment, leaving an overrun of about Le700 million.

Human Capital Development Projectdrawn from Clusters1 and 2

Basic and secondary education, Cluster One: The proportion of female population with at least some secondary education (JSS level) recorded 31.4 percent in 2019, exceeding MTNDP target of 21.4 percent, and from 19.2 percent baseline in 2018. That of male counterpart recorded 37.9 percent, exceeding the target of 33.4 percent, from a 32.3 percent baseline in 2018. The pre-primary (3-5 years) Gross Intake Rate for 2019 was 22.3 percent, from a 9 percent baseline in 2018; while primary school Gender Parity Index is maintained, 1.03 records for 2019 is compared with its target of 1.04, and a baseline of 1.05 in 2018. Both girls and boys completing primary education at 79.7 and 79.6 percent rate for 2019 exceeded targets for that year at 70 percent for both sexes, and increasing from their 65.4 and 66.6 percent baseline rates in 2018, respectively. Target was also met and slightly exceeded for girls transitioning from primary to junior secondary school, 2019 rate at 92.3 percent compared with target of 92 percent, and increasing from an 88 percent baseline value in 2018.

Healthcare, Cluster One: The state recorded a decrease in under-five mortality rate from 156 deaths in 2013 to 122 deaths in 2019 per 1,000 live births; infant mortality dropping from 92 to 75 deaths per 1,000 during the same period; as well as neonatal mortality rate, from 39 to 31 deaths per 1000 live births. Maternal mortality rate also dropped from 1165 in 2013 to 716 deaths per 100,000 live births during the period. This is associated with a reduction in stunting children from 38 to 30 percent; wasted children from 9 to 5 percent; and underweight from 16 to 9.9 percent, during 2013-2019. HIV prevalence somehow increased from 1.5 to 1.7 percent among adults age 15-49 during 2013-2019 (women 2.2 percent in 2019 compared to 1.7 percent in 2013; men 1.3 percent in 2019 compared to 1.1 percent in 2013).

Agriculture and fisheries for nutrition and revenue, Cluster Two: Target rate of overall national food self-sufficiency almost met in 2019, comparing 81 percent actual against 82 percent target, from a baseline of 81.2 percent in 2018; although rice self-sufficiency dropped from 61 percent baseline in 2018 to 55 percent in 2019, and against a target of 66 percent. It is noted that no private sector investment was recorded in 2019, with 5 percent share of this investment as the baseline in 2018, and against a target of 15 percent for 2019. The target for private sector establishment of poultry feed mill was met: one mill established against a target of one for 2019, from no mill availability in 2018 as the baseline. Tremendous achievement was made in animal healthcare administration: 22 vaccine cold chains were provided in 2019 against a target of 5, and increasing from no provision in 2018 as the baseline. As will be seen in details later, other crop production (including cash produce) generally performed better in 2019 above targets, and up from the baselines, with the exception of two crops (cassava and cacao, out ofthe nine other crops reported in this report, besides rice). Furthermore, receipts from agriculture exports increased to US$83.38 million in 2019 from US$20.93 million in 2018 driven by improved earnings from timber, cocoa, coffee, palm oil and other exports.

While data on the level of catch is not provided for this report, laudable progress was made in the fisheries sub-sector. Its revenue contribution increased to Le100.5 billion in 2019, from Le 94 billion in 2018 and Le 74 billion in 2017. Far more is expected from this sector after completion of major projects earmarked upon to transform fisheries in the country, including the implementation of the partnership agreement government had signed with Iceland of US$3.2 million to undertake different works, including the construction of fish ovens and other infrastructure including sanitary facilities across the country. A grant of US$55 million from the Chinese Government has been allocated for the construction of fish harbours in the country.

Performance across other sectors

Social protection, Cluster One: This has also been central in the government's human capital development drive in support of results in the sectors discussed above. As planned in 2019, through the National Commission for Social Action, GoSL provided short term employment for 8,978 youths in Kono, Kailahun and Falaba Districts; rehabilitated 200 hectares of IVS for rice and 1 hectare of cocoa and coffee for improved crop production, providing employment opportunities for youths; supported 26 public health facilities for garbage collection in Koidu City in Kono District; trained and provided income support to 87 young entrepreneurs with innovative business ideas in Kenema, Kono, Moyamba and Kailahun Districts; and the Commission almost met the 2019 target of providing 30,000 households with cash transfers and complementary training in the use of the benefit.

***Lands and housing management, Cluster One*:** This is anotherpart of the human capital development cluster thought to be crucial in supporting the country's flagship human capital development project. The main thrust is to ensure efficient management of lands across the country to attract viable and responsible investments,ensuring that state lands and housing projects are effectively administeredand planned revenues are realized.In 2019, through the establishment of a Regularization Committee for state land governance, the state recorded revenue to the tune of Le845.78 million. Procedures and processes regarding the management and acquisition of lands have been redefined with the establishment of a Verification and Complaints Unit, thereby increasing transparency and speed in the issuance of conveyances and reduction in multiple claims of ownership over land, especially in the Western Area. And Government is effectively implementing relevant provisions in the National Land Policy in close collaboration with Development Partners, CSOs and other relevant partners to attract responsible investment.

Energy generation, Cluster Three: One of the Government's main objectives in the energy sector has been to increase installed capacity from 167.2MW in 2019 to 650MW in 2023, and to reduce transmission losses from 38 to 20 percent during this period. Towards achieving this objective, among the key efforts the Government embarked on as early as 2018 was to have the Board of Electricity Distribution Supply Agency (EDSA) approve a Network Configuration Optimization Plan (NCOP) to improve the efficiency of electricity transmission and reduce losses. In 2019, the implementation of the NCOP effectively started and accordingly the network evacuation capacity increased from 56MW in 2018 to 77.2 MW by December 2019, while the average generation utilisation increased from 85.7 percent in 2017 to 96.7 percent in 2019. Today, the distribution network has improved significantly. Now, the average downtime due to faults has also been reduced from an average of 13.2 hours in 2017 to 5.2 hours in 2019.The latest DHS (2019) results show that households with access to electricity increased from 14 percent in 2013 to 23 percent in 2019; urban increased from 41 percent to 51 percent; while rural access however increased only infinitesimally, from 1 percent in 2013 to only 2 percent in 2019.

Road infrastructure, Cluster Three: Of the total 197 km additional paved roads (all-weather trunk road in the national road system) targeted for construction out of cities/towns for 2019, above 983 km done in 2018 as the baseline, 48.8 km was achieved (25 percent of planned target).Of the total 310.4 km additional paved roads targeted for construction within cities and urban settlements, 152.33 km were done, above 248.32 km in 2018 as the baseline (about 49 percent of planned target). No planned feeder road is reported to have been constructed during 2019, with the exception of works undertaken at sector levels, mostly agriculture, which rehabilitated 129 km of planned 1,130 km of feeder roads.

Water supplies, Cluster Three: The Government through the Ministry of Water Resources continued to scale up water supply infrastructure across district headquarter towns across the country. In Bo, Kenema, Bombali, and Port Loko District Headquarter Cities, 95, 90, 75, and 45 percent of planned infrastructural works were completed, respectively; 40, 40, 10, 70, 40 and 30 percent were completed in Pujehun, Tonkolili, Koinadugu, Kambia, Kailahun, and Moyamba District Headquarter Towns, respectively.

Other service delivery sectors across various Clusters:Others that recorded some laudable progress for which data was obtained include advancement in the fight against corruption, illicit financial flows backed by strong external audit services that saw the recovery of misappropriated public funds and asset; undertaking a range of youth development programmes, women and gender empowerment including STEM (science, technology, engineering and math) special education support for girls and fight against teenage pregnancy and rape; advancing security operations in the country, with the training of more police and military personnel with gender sensitivity; as well as improving on public sector reforms and human resource management, recently making huge inroads in managing payroll through the introduction of biometrics and establishment of the National Civil Registration Authority. There has also been scaled up efforts in advancing peace and national cohesion coordinated through the Ministry of Political and Public Affairs.

Implementation issues, Cluster Eight

Against the background of enormous financial challenges that the state had faced entering into the implementation of the MTNDP in 2019, the Government adopted a prioritization approach, as noted above. It has mainly focused on the implementation of its human capital development project, while stepping up fiscal prudence in its public financial management programme to ensure probity in the use of existing development resources for effective project implementation across all sectors and clusters. It strengthened coordination across sectors in the last one year, and developed plan implementation guidelines and engaged local councils and communities on the national plan to ensure alignment of programme delivery at district and community levels with the national framework. It began a process of revitalizing district development coordination structures to ensure regular follow-up on district level MTNDP implementation and reporting.

In the same vein, the Government has established a specialized National Monitoring and Evaluation Department (NaMED) within the Ministry of Planning and Economic Development to enhance project delivery across the country. In 2019, the Department drafted a comprehensive national M&E Policy and Operational Manual, and began a process of putting in place a GIS-enabled M&E system that would allow real-time, strategic supervision and reporting on project implementation. The Ministry through its relevant departments (the Public Investment Management Directorate and NaMED) undertook capital development project screening in the National Budget. This was to ensure that any approved project for funding will meet minimum viability and value for money condition. Furthermore, on increasing prudent use of public resources (both domestic and external resources) the Government concluded a Development Cooperation Framework to improve the coordination of Development Partner activities, including series of non-governmental organisations' operations in Sierra Leone. Accordingly, Service Level Agreements have been signed between partners/NGOs and the Government represented by the relevant line Ministries, Departments and Agencies in whose sectors these organisations operate.

Key challenges to implementing the MTNDP

As noted earlier, the state entered the implementation of the Medium-Term National Development Plan with enormous financial constraints, including high public debt to service, as well as arrears which remain very high amidst a limited private sector growth to support mobilisation of domestic revenue. The wage bill continued to remain proportionately high, thus limited the fiscal space to finance development programmes from domestic resources. Non-disbursement of a quantum of budget support from some partners increased effects on programme implementation across the country.

More continued to be desired concerning sector coordination and linkage between central and local government operations in delivering the national development plan; as well as more to have been done on the front of ensuring rationalized partner programme implementation and NGO operations. In particular, the relationship between local councils (providing district level implementation oversight) and the NGOs operating in the respective districts required serious strengthening for results.

Also, monitoring of project implementation and reporting on sectoral progress continued to remain a challenge. With the continued ravages of the novel Coronavirus (Covid-19), the medium-term outlook of the development landscape may remain bleak in terms of pooling resources required to finance the MTNDP in 2020 and beyond.

Recommendation going forward

More rationalization of projects is required going forward, supported by scaled-up monitoring and evaluation. Coordination should continue to be strengthened across sectors at central and district levels. There is need for sustained improvement in public financial management while cooperating with all stakeholders, including development partners and NGOs, in the fight against Covid-19.

Organisation of the report

We have divided the report into three broad parts. **Part One** covers macroeconomic performance during 2019. **Part Two** presents sector performance, covering Clusters One to Seven; while **Part Three** presents progress under means of implementing the MTNDP and concludes the report.

PART ONE

MACROECONOMIC PERFORMANCE DURING 2019

REAL SECTOR

Economic Growth

Economic recovery resumed in 2019 following the slowdown in 2017 and 2018. Real GDP growth is estimated at 5.2 percent for 2019 compared to 3.8 percent in 2017 and 3.5 percent in 2018. In the mining sector, iron ore production restarted during the first half of 2019 following the shutdown for the entire 2018 with a production of 722,300 dry metric tons before the suspension and subsequent cancellation of the mining licenses of SL Mining in the second half of the year. Rutile and diamond output are estimated to have increased in 2019 based on data provided by the National Minerals Agency. In the non-mining sector, agriculture, manufacturing, construction, trade and tourism, transport and communications are also estimated to have recovered during 2019. Economic growth was also supported by the ongoing reforms across various sectors in the economy. The following is a sector by sector review of performance during 2019.

Agriculture

The crop sub-sector is estimated to have increased by 4.6 percent during 2019 from a growth rate of 4.1 percent in 2018. This higher estimated growth was a result of the increasedcommercial investments in agriculture especially rice and other food crops combined with Government's continued investment in agriculture through the provision of inputs to farmers, rehabilitation of Inland Valley Swamps and rehabilitation of feeder roads.

In addition, investments in oil palm, cocoa, coffee, cashew nuts, vegetable productions and processing continued during 2019. Government has undertaken several reforms to boost crop production predicated on the fact that this sector is critical to Government's economic diversification strategy.

Mining

The mining sector is estimated to have grown by 22.4 percent during 2019 reflecting continued investments and expansion in the sector. Two large-scale and ten small-scale mining rights were granted during 2019. In addition, the number of artisanal mining rights granted increased to 1,495 during 2019 from 1,170 during 2018.

Iron ore production resumed during the first half of 2019 although production ceased in early July following the suspension of the Mining Lease Agreement of the S L Mining Company. The MLA was subsequently cancelled during the second half of the year. The total iron ore produced during the period of operations was 722.3 thousand metric tons compared to zero output during 2018. Diamond output increased by 13.7 percent to 841 thousand carats; rutile increased by 22 percent to 132.8 thousand metric tons; ilmenite by 19.7 percent to 59.2

thousand metric tons while bauxite fell marginally by 0.8 percent to 2.02 million metric tons during 2019.

Table 1.1: Mineral Output-2018-2019

Mineral	Unit	2018	2019	% change 2018 - 2019
Diamonds	Carats (thousand)	741.9	840.9	13.3
Industrial	Carats (thousand)	390.2	604.2	54.8
Gem	Metric tons (thousand)	351.7	236.7	-32.7
Bauxite	Metric tons (thousand)	2,034.40	2,017.60	-0.8
Rutile	Metric tons (thousand)	108.3	132.8	22.6
Ilmenite	Metric tons (thousand)	49.5	59.2	19.6
Zircon	Metric tons (thousand)	3.1	9.4	203.2
Iron Ore	Metric tons (thousand)	-	722.3	722.3

Source: Bank of Sierra Leone

Manufacturing

The manufacturing sub-sector is estimated to have grown by 4.3 percent during 2019 from 2.1 percent in 2018 largely reflecting increased domestic demand. The outputs of the manufacturing sector in Sierra Leone are primarily light products such as paint, water tanks, acetylene, oxygen, alcoholic and non-alcoholic beverages, common soap and confectionery, foam products and cement that are mainly sold on the domestic market.

Available data show that the output for maltina grew by 38.0 percent, cement by 16.4 percent, paint by 10.7 percent, Oxygen by 13.0 percent, common soap by 3.5 percent and acetylene by a slight 2.3 percent. On the other hand, the output of beer and stout fell marginally by 4.5 percent, soft drinks by 73 percent (not all soft drinks produced are captured, production by more recently established companies is not included) and confectionery by 10.7 percent.

Table 1.2: Production of Manufactured Goods - 2018-2019

Manufacturing Goods	Unit	2018	2019	% Change 2018 - 2019
Beer and Stout	Ctns (thousand)	1,898.45	1,813.61	-4.47
Maltina	Ctns (thousand)	284.24	329.07	37.94
Soft drinks	Carats (thousand)	1,085.90	291.69	-73.14
Cement	Metric tons (thousands)	321.66	364.03	16.43
Paint	Gallons (thousand)	645.67	714.77	10.70
Acetylene	Cubic feet (thousand)	294.14	300.94	2.31
Oxygen	Cubic feet (thousand)	282.2	318.88	13.00
Confectionery	Pounds (thousands)	2,312.11	2,064.68	-10.70
Common Soap	Metric tons (thousands)	573.96	593.9	3.47

Source: Bank of Sierra Leone

Electricity

Electricity generation data available shows a decline by 19.3 percent during 2019 to 250 GWh from 310 GWh for 2018. However, electricity generation from Karpower (an independent power provider) is still not yet available for 2019. Thermal plants generated 13.2 GWh while Hydroelectric Power generated 236.8 GWh during the year with 222 GWh or 89 percent coming from Bumbuna Hydroelectric Dam.

Construction

The Construction sub-sector is estimated to have grown by 5.0 percent during 2019 driven by both private and public construction activities. Two proxies used for construction are cement and paint production given the non-availability of data especially on private construction. Imported cement increased by over 180 percent to 420,000 metric tons in 2019 from 149,200 metric tons in 2018. Domestic cement production also increased by 16.4 percent to 364,000 metric tons during 2019 from almost 312,660 metric tons for 2018; while paint output also increased by 9.1 percent to 714.8 thousand gallons from 655.3 thousand gallons for 2018.

Table 1.3: Production of Cement and Paint 2018-2019

	Cement (Metric tons thousand)			Paint (gallon thousand)		
	2018	**2019**	**%change**	**2018**	**2019**	**% change**
Local cement	312.66	364.03	16.43	645.67	714.77	10.70
Imported cement	149.20	420.00	181.50			

Source: Bank of Sierra Leone

Services

The services sector is estimated to have increased by 4.8 percent during 2019 and represents the second largest sector in the economy contributing more than 37 percent to GDP. Growth in the sector is driven mainly by increased activities in trade and tourism; transport, storage and communication; finance, insurance and real estate; administration of public services and other services.

The **tourism** sub-sector is estimated to have expanded by 4.0 during 2019. International tourist arrivals recorded an increase of 11.7 percent to 63,090 during 2019 from 56,500 during 2018. In terms of origin of tourists, 32.3 percent of the visitors were from Europe; 23.8 percent from the Americas; 13 percent from Asia; 5.4 percent from the Middle-East; 3.7 percent from Australia and Oceania; 13.5 percent from ECOWAS countries and 8.3 percent from Non-ECOWAS African countries.

Finance

The Finance, Insurance and Real Estate sub-sector is estimated to have grown by 4.2 percent in 2019 compared to the growth rate of 4 percent in 2018. Currently, the financial sector comprises of 14 commercial banks, 17 community banks, 18 microfinance institutions, one mortgage finance company, 3 mobile financial service providers, and one stock exchange registered in the country. The rate of financial inclusion (as measured by the ratio of total depositors to the population) is about 12.5 percent.

The banking system and overall financial conditions remain sound and stable, with banks largely profitable and sufficiently capitalized, albeit with large diversity across banks. The banking industry's capital adequacy ratio was 41.73 percent at end 2019 compared to 38.44 at end 2018 and all banks met the minimum 15 percent at end 2019. The asset base and total deposits of the banking system continued to increase, and gross loans and advances grew by 14.6 percent (year on year) by end 2019, from 18.2 percent by end 2018 with more than half going to commerce, finance and construction. Borrowing costs remain persistently high while aggregate non-performing loans increased to 16.62 percent at end 2019 from 12.7 percent in December 2018 with the two state-owned banks contributing significantly to the higher NPL. Mobile money services also continued to increase during the period.

Telecommunications

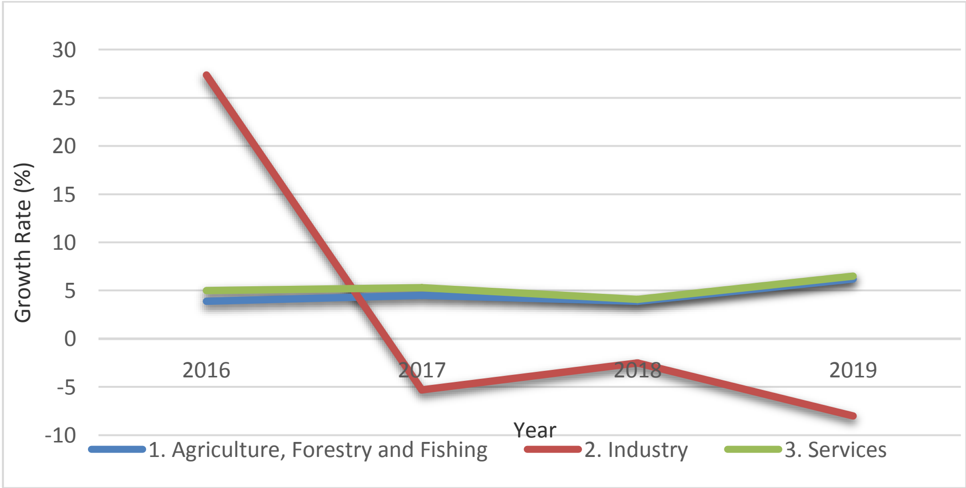
The communications sub-sector (combined with transport and storage) grew by an estimated 4.8 during 2019 compared to 4.1 percent in 2018. In 2018, the number of mobile subscribers, including individuals using more than one network or multiples SIMs, reached 6,355,151 and it was estimated that 45 percent of the population had access to mobile phones. Moreover, a total of 3 mobile service providers, 12 internet service providers, 82 registered internet cafes, 99 radio stations and 10 television stations were registered in the country. Internet penetration, which stood at 22 percent in 2018, increased as a direct result of the launching of the 3G and 4G networks. The national telecommunications regulator, *National Telecommunication Company* (NATCOM) is currently pursuing a variety of reforms to promote the growth of the sector, such as lowering entry requirements for internet service providers and lowering the cost of internet services, amongst others.

Table 1.4: Sector GDP Growth

No	Sector	2016	2017	2018	2019
1	Agriculture, Forestry and Fishing	3.9	4.5	3.9	6.2
2	Industry	27.4	-5.3	-2.5	-8
3	Services	5	5.3	4.1	6.5

Source: Statistics Sierra Leone

Figure 1.1: Sector Growth Rates

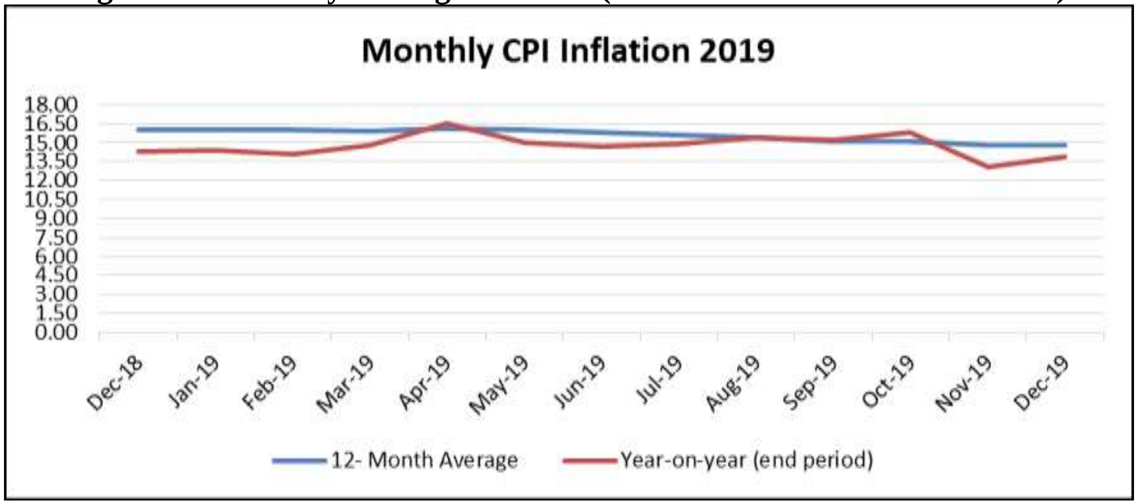


Source: Statistics Sierra Leone

Inflation

Inflationary pressures moderated but remained in double digits during 2019. The year on year inflation declined to 13.9 percent at end 2019 compared to 14.3 percent recorded at end 2018. Inflation rose at the beginning of the year to 16.6 percent in April but slowed down to 13.09 percent at the end of November before edging up slightly in December 2019. Average inflation was 14.8 percent during 2019 compared to 16.02 percent in 2018. The double digit inflation was driven mainly by depreciation of the exchange rate and an increase in the domestic pump prices of petroleum products. However, the exchange rate started to stabilize during the last quarter of the year and combined with a proactive monetary policy adopted by the Bank of Sierra Leone (BSL) helped to moderately dampen inflationary pressures.

Figure 1.2: Monthly Average Inflation (December 2018 –December 2019)



Source: Statistics Sierra Leone

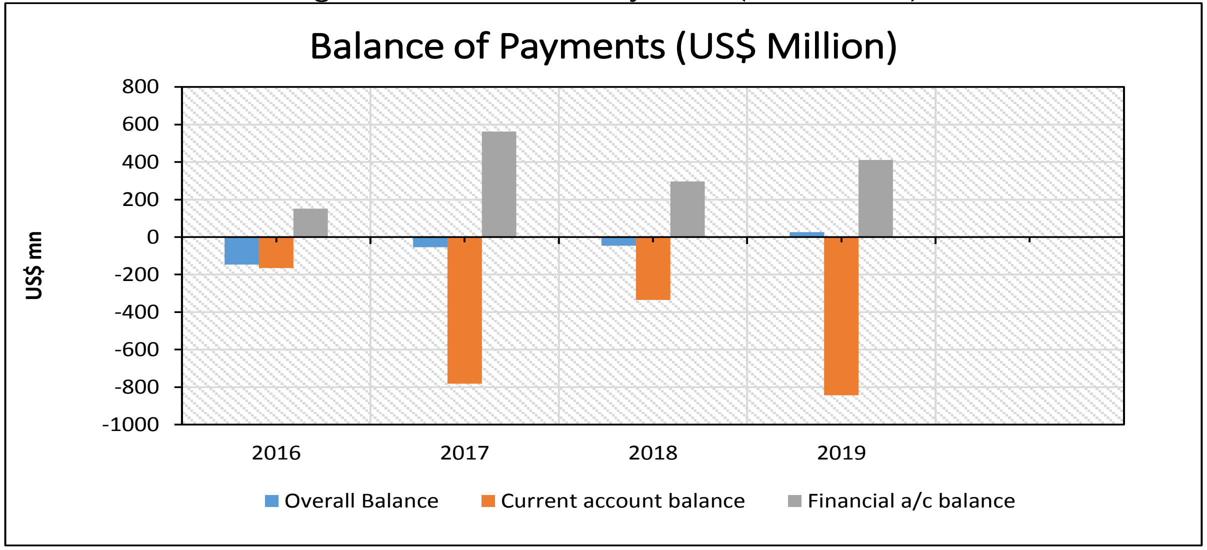
EXTERNAL SECTOR DEVELOPMENTS

Notwithstanding the subdued global growth in 2019, Sierra Leone's external sector remained relatively buoyant underpinned by improvement in the financial account (excluding reserve assets), services account and the secondary income account (transfer). Meanwhile, the current account balance improved largely due to an improvement in the trade balance and transfers. The exchange rate for the first nine months of 2019 experienced some volatility which was smoothened out by intermittent interventions through the BSL's foreign exchange auction. However, the Leone was relatively stable during the last quarter of 2019, underpinned by BSL's policy on the prohibition of quoting prices and making payments in foreign currency. There was a modest accumulation in gross foreign exchange reserves during the year under review equivalent to 3.5 months of import cover.

Balance of Payments

In 2019, estimates showed that the overall balance of payment moved from a deficit position of US$17.5 million (0.4 percent of GDP) in 2018 to a surplus position of US$13.7 million (0.3 percent of GDP) in 2019. The improvement in the financial account (excluding reserve assets) mainly, inflows from direct investment accounted for the improvement in the overall balance of payments.

Figure: 1.3 Balance of Payments (Million US$)



***Source**: Research Department, Bank of Sierra Leone*

The Current Account

The current account deficit is estimated to have narrowed to US$571.5 million (13.8 percent of GDP) in 2019 from US$762.6 million (18.7 percent of GDP) in 2018 mainly as a result of an increase in the secondary income (especially official transfers). Another contributing factor is the improvement in the trade deficit to US$555.3 million (13.4 percent of GDP) in 2019 from US$570.8 million (14.0 percent of GDP) in 2018, largely driven by increase in exports which more than offset the increase in imports. Merchandise exports increased by 1.4 percent to US$712.1 million in 2019 from US$639.2 million in 2018. The deficit on the trade in services also narrowed to US$243.4million in 2019 from US$285.4mn in 2018.

Figure 1.4: The Current Account

	Current Account Balance	Trade balance	Services net	Income Net	Transfers
2017	-781.5	-551.2	-285.9	-99.7	155.8
2018	-762.6	-570.8	-285.4	-71.2	164.8
2019	-571.5	-555.2	-243.4	-79.1	306.2

***Source**: Research Department, BSL*

Trade Balance

The trade deficit narrowed to US$555.2 million (13.4 percent of GDP) in 2019, compared to US$570.8 million (14.0 percent of GDP) in 2018, due to an increase in export which more than outweighed the increase in imports.

Developments in the Goods Account

Merchandise Exports

The value of merchandise exports increased by 11.4 percent to US$712.1 million in 2019, from US$639.2 million in 2018. This development was largely due to the increase in receipts from minerals, agriculture and other exports. Mineral exports receipts rose to US$399.81 million in 2019 from US$359.03 million in 2018, underpinned by improvement in export proceeds from diamond, bauxite, rutile and iron ore. Earnings from Gold, ilmenite, and zircon, however, declined during the review period. Receipts from agriculture exports increased to US$83.38 million in 2019 from US$20.93 million in 2018 driven by improved earnings from timber, cocoa, coffee, palm oil and other exports. Meanwhile, proceeds from re-exports and Fish and shrimps deteriorated during the review period.

Merchandise Imports

The value of imports increased by 4.7 percent to US$1, 267.3 million in 2019 from US$1,210 million in 2018, owing largely to higher import bills for chemicals and manufactured goods. The import bill for chemicals and manufactured goods were US$119.76 million and US$229.55 million in 2019 from US$58.58 million and US$125.28 million in 2018, respectively. Other contributory factors to the increase in the import bill were crude materials, machinery and transport equipment and other imports, from US$31.17 million, US$255.55 million and US$104.8 million in 2018 to US$54.12 million, US$355.89 million and US$195.15 million, respectively in 2019. Food, beverages, tobacco, Mineral Fuel and lubricants, however, declined during the review year.

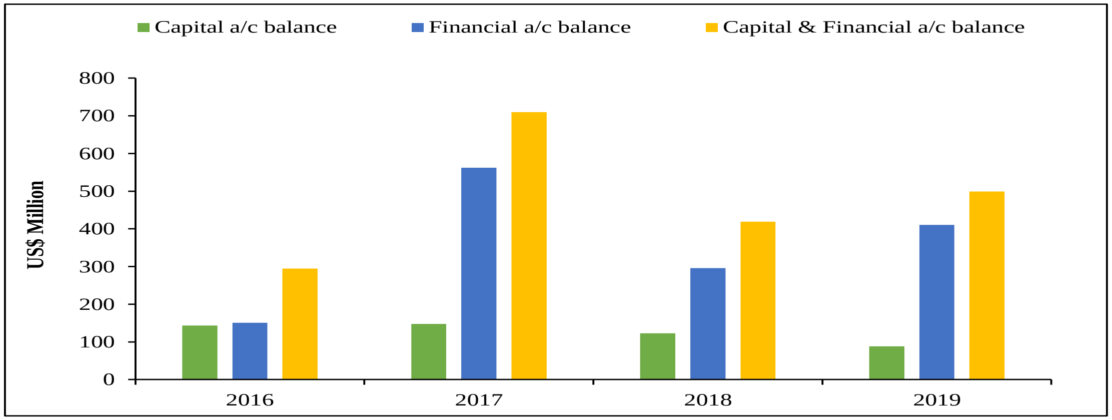
The Services Account Income and Current Transfers Account

The services account recorded an increase in net outflows of US$243.4 million in 2019, relative to US$285.4 million in 2018, following increases in payments for transportation, insurance and other business services. Income account deficit widened marginally to US$79.1 million in 2019 from US$71.2 million in 2018, largely on account of an increase in payments of investment income, particularly other investment incomes. The current transfers balance improved to US306.2 million in 2019 from US$164.8 million in 2018, mainly on account of an increase in official transfers and other transfers during the year.

Capital and Financial Account

Net inflows in the capital account increased to US$97.5 million in 2019 from US$66.3 million in 2018, of which project support grants increased to US$55.7 million from US$48.6 million in 2018. On the other hand, the financial account improved to US$487.7 million in 2019 from US$300.9 million in 2018 due mainly to increased direct investment and portfolio inflows, which increased to US$371.3 million from US$ 250.5 million in 2018.

Figure 1.5: The Capital and Financial Account



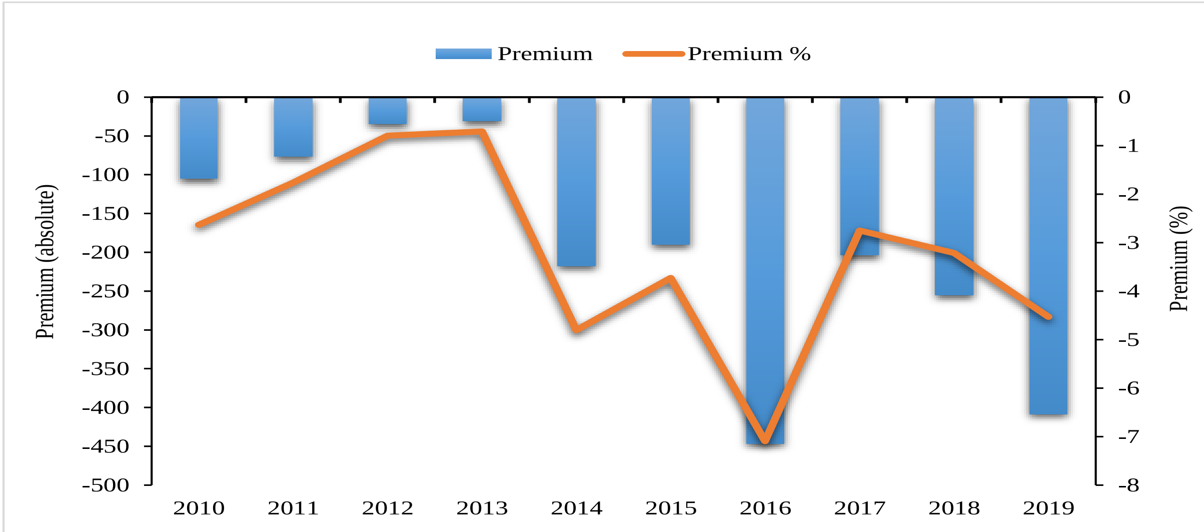
***Source**: Research Department, BSL*

Exchange Rate Developments

The exchange rate of the Leone relative to the US dollar depreciated in all foreign exchange markets in 2019. Despite the BSL's intervention in the market through wholesale foreign exchange auction to smooth out volatility and complement the supply of foreign exchange to support essential imports, the Leone depreciated relative to performance in 2018. This development was driven by weak performance of exports and increased demand for imports of essential commodities. Consequently, the parallel market rate averaged Le 9,418.83/US$, depreciating by 15.05 percent in 2019 from an average of Le 8,186.67/US$ in 2018. The commercial banks rate averaged Le 9,136.55/US$1, depreciating by 13.64 percent in 2019 from Le 8,039.91/US$ in 2018. The official market rate averaged Le 9,010.35/US$1, depreciating by 13.60 percent from Le7,931.87/US$1 in 2018. The bureaux market rate averaged Le 8,956.06/US$1, depreciating by 13.34 percent from Le7901.67/US$ in 2018. Finally, the auction rate averaged Le 8,910.89/US$1, depreciating by 10.44 per cent in 2019.

The premium between the Official and Parallel exchange rates widened by 4.53 percent to Le 408.48/US$ in 2019 from Le 254.80/US$ in 2018.

Figure 1.6: Premium between the Official and Parallel Exchange Rates



Source: Bank of Sierra Leone

Gross Foreign Exchange Reserves

The stock of gross foreign exchange reserves of the BSL increased by 6.04 per cent to US$533.15 million (3.5 months of Imports) in 2019 from US$502.78 million (3.7 months of import) in 2018. The increase in reserves was due to the accumulation of excess inflows of US$241.41million which outweighed total outflows of US$212.31million, with a net inflow of US$29.10 million. Consequently, the stock of reserves was enough to cover 3.3 months of imports.

Inflows

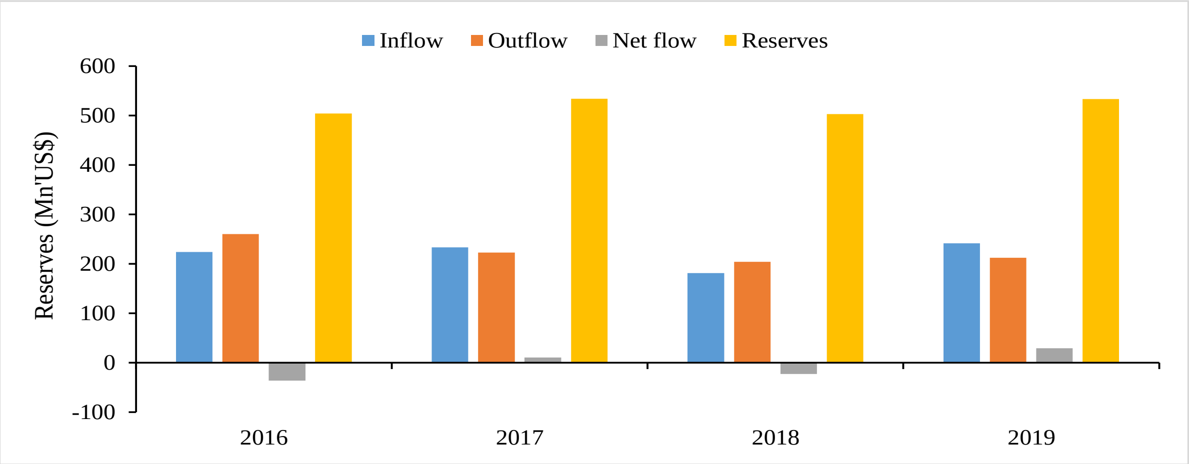
Major inflows comprised receipts from exports (US$88.48 million), of which, royalty payments from Sierra Rutile (US$29.85 million), timber mining (US$25.51 million), fishing royalty (US$8.47 million), bauxite (US$6.08 million), Koidu Holdings (US$6.71 million), other mining receipts (US$6.64 million). Other inflows include other government receipts (US$15.03 million), transactions with commercial banks of (US$18.38 million), receipts from Timber export of US$9.25 million, government terminal charges on containers (US$5.10 million), disbursements from international financing institutions including; IMF (US$21.59 million), AfDB (US$20.97 million), World Bank (US$39.6 million), European Union (US$23.22 million) and IDB (US$4.16 million).

Outflows

Total foreign exchange outflows increased by 3.97 percent to US$212.310 million in 2019 from US$204.2 million in 2018. Significant outflows comprised embassy and mission payments (US$26.1 million), government travel and other government expenditures totaled US$40.01 million, various infrastructure projects (US$11.87 million), interbank market operations (US$59.02 million) and subscription to international organizations (US$3.22 million). Other outflows consisted of debt service payments (US$65.61 million) of which; IMF

(US$16.84 million), OPEC/OFID (US$5.72 million), World Bank (US$4.47 million), EC/EIB (US$2.90 million) and AfDB (US$2.22 million).

Figure 1.7: Foreign Exchange Flows and Reserves Position



Source: Bank of Sierra Leone

GOVERNMENT FISCAL OPERATIONS

Overview

The overall objective was to attain fiscal sustainability and ensure Government meets the quantitative performance targets for end December 2019.

Domestic Revenue Performance

Total domestic revenues collected amounted to Le5.4 trillion (14.3 percent of GDP) in 2019 compared to Le 4.43 trillion (13.7 percent of GDP) during 2018 and exceeded the target for 2019 of about Le38.7 billion. Collections from Income Taxes were Le1.9 trillion and above the target of Le1.8 billion by Le27.4 billion. Goods and Services Tax was above target by Le41.2 billion with total collections of Le1.0 trillion. Customs and Excise Department collections amounted to Le1.3 trillion compared to a revised target of Le1.3 billion also recording good performance above target of about Le51.7 billion. Mines Department collections for the period amounted to Le231.9 billion compared to a target of Le270.4 billion recording a shortfall in collection of about Le38.5 billion. Revenues collected from Other Departments including TSA were Le16.3 billion above target with collections amounting to Le856.9 billion. Road User Charges and Vehicle Licenses amounted to Le105.4 billion compared to a yearly target of Le110.0 billion recording a shortfall of about Le4.6 billion.

The Research Department of National Revenue Authority has prepared detailed a report highlighting the overall domestic revenue performance for 2019 including for the various revenue streams.

Table 1.5: Domestic Revenue

Particulars	FY2018 (Jan-Dec) Actuals/Le 'm	FY 2019 Rev. Budget/Le 'm	FY2019(Jan-Dec) Actuals/Le 'm
Total Revenue and Grants	**5,108,751**	**6,658,970**	**6,674,599**
Domestic Revenue	**4,428,458**	**5,378,990**	**5,417,687**
Income Tax Department	1,595,946	1,892,990	1,865,566
Goods and Services Tax	886,384	984,000	1,025,196
Customs and Excise Department	1,008,519	1,281,000	1,332,708
Mines Department	222,772	270,404	231,881
Other Departments	660,643	840,596	856,891
Road User Charges	54,194	110,000	105,444

Source: *Research Department, National Revenue Authority*

A. Grants

Total Grants received for 2019 amounted to Le1.2 trillion compared to Le 680 billion (2.1 percent of GDP) during 2018 and a target of Le1.3 trillion for 2019. Of this, programme grants (HIPC) were Le751.4 billion and project grants were Le505.5 billion. There was a disbursement of external budget support from the African Development Bank and the European Union (EU) amounting to USD$20.7 and USD$26.6 million, respectively. The World Bank support of USD$39.7 billion was programme for 2018 but was received in 2019.

The increase in the revised target is derived mainly from additional programme grants projected in 2019. This includes Budget Support from World Bank (WB) $39.67 million or Le344.6 billion, increased in African Development Bank (ADB) Support from $0.00 million to $20.70 million or Le180 billion. However, there was a slight decrease in the European Union (EU) Support from USD$26.55 million to USD$20.94 million or Le223.2 billion.

Table 1.6: Budget Support and Project Support

Particulars	FY2018(Jan-Dec) Actuals/Le 'm	FY2019 Original Budget/Le 'm	FY2019 Revised Budget/Le 'm	FY2019(Jan-Dec) Actuals/Le 'm
Grants	**680,293**	**1,063,829**	**1,279,980**	**1,256,912**
Programme Grants	294,293	409,016	774,500	751,432

Debt Relief and Japanese Aid	13,371	0	6,575	6,575
HIPC - $' m	$1.63	$0.00	$0.00	$0.00
Global Fund	55,437	27,306	0	0
External Donors	**225,485**	**381,710**	**767,925**	**744,857**
UK DFID - $' m	$0.00	$0.00	$0.00	$0.00
EU - $' m	$27.50	$26.55	$26.55	$20.94
World Bank - $' m	$0.00	$20.00	$39.67	$39.67
African Dev. Bank - $' m	$0.00	$0.00	$20.70	$20.70
Elections Basket Fund (2018 Elec.)	8,000	0	0	0
Project Grants	**386,000**	**654,813**	**505,430**	**505,480**

Source: Ministry of Finance

Expenditure Performance

Total expenditure and Net Lending amounted to Le7.7 trillion (20.6 percent of GDP) during 2019 compared to Le 6.9 trillion (21.4 percent of GDP) during 2018 and a target of Le7.8 trillion (20.8) of GDP for 2019. There was therefore, an under expenditure of about Le147.2 billion. The detailed composition of total expenditure and net lending under the various categories of expenditure is discussed below.

Table 1.7: Expenditure Profile

Particulars	FY2018 Actual Budget/ Le 'm	FY2019 Revised Budget/Le 'm	FY2019 (Jan-Dec) Actuals/Le 'm
Total Expenditure	**6,884,953**	**7,829,184**	**7,681,854**
Wages & Salaries	2.056,289	2,588,445	2,579,584
Non Salary, Non Interest Recurrent	1,784,575	2,078,865	2,091,689
Interest Payments	960,552	1,126,852	1,127,526
Development Expenditure & Net Lending	2,083,137	2,034,928	1,883,056

Source: Ministry of Finance

Wages and Salaries

i. In 2018 the wage bill accounted for about 46.4% of domestic revenue or 6.6% of GDP. In 2019, the wage bill was projected to reach Le2.5 trillion representing about 47.3% of revised domestic revenue or 6.7% of GDP. The objective over the medium term is to reduce and stabilize the claim of the wage bill on domestic revenue to lower than 40% through enhanced domestic revenue mobilization and improved controls to strengthen predictability and integrity of the payroll.

ii. The actual wage bill was Le2.579 trillion compared to a target of Le2.58 trillion recording an under expenditure below target by about Le8.9 billion. The main reason for the savings is due to stringent measures adopted by the Ministry of Finance in collaboration with the Accountant Generals Department (AGD) and the Human Resource Management Office (HRMO) to monitor monthly movements on the payroll including the decision to retire personnel that have reached retirement age and the verification exercise for all Civil and Public Servants that led to the removal of 2,951 workers from the payroll due to misrepresentation of information in the payroll system.

iii. As part of the on-going payroll reforms, steps are being taken to continue monitoring of the payroll of all Ministries, Departments and Agencies (MDAs) in terms of their recruitments or replacement of staff. The Ministry will continue to work in collaboration with the Teaching Service Commission, Health Service Commission and HRMO to clean up the payroll on a monthly basis. This will ensure better control and predictability of the wage bill over the medium term.

Over the Medium Term, the Wages and Compensation Commission will also help to resolve disparities in and remuneration amongst the various public sector payroll categories and pursue reforms that are related to pay and other conditions of service.

Table 1.8: Summary of Goods and Services and Transfers

Details	2019 Original Budget (Jan-Dec) /Le ’m	2019 Revised Budget (Jan-Dec) /Le ’m	2019 Actuals (Jan-Dec) /Le ’m	FY 2019Variance (Jan-Dec) /Le ‘m
Goods and Services	**1,383,943**	**1,175,420**	**1,180,494**	**(5,073)**
Social & Economic	699,956	506,110	545,786	(39,676)
General and Others	447,876	416,100	437,507	(21,407)
Defence	96,018	95,986	70,022	25,964
Police	87,723	93,363	71,228	22,135
Correctional Services	52,370	63,861	55,951	7,911
Subsidies and Transfers	**715,835**	**903,445**	**911,195**	**(7,750)**
Local Councils	191,890	175,259	134,351	40,908
Tertiary Institutions	178,000	100,935	111,321	(10,387)
Road Maintenance Fund	125,445	159,330	166,670	(7,340)
Transfers to TSA Agencies &	102,500	210,499	211,370	(872)
National Revenue Authority	0	95,746	157,156	(61,410)
Energy Transfers/Subsidies	100,000	144,637	122,107	22,530

Elections	18,000	17,040	8,220	8,820
Domestic	18,000	17,040	8,220	8,820
Foreign	0	0	0	0
Total	**2,099,779**	**2,078,865**	**2,091,689**	**(12,823)**

Source: Ministry of Finance

Non-salary, non-interest recurrent expenditures

For 2019, non-salary non-interest recurrent expenditures amounted to Le2.09 trillion compared to the revised target of Le2.08 billion representing an overrun of about Le12.8 billion.

a) Goods and Services

Goods and Services expenditure amounted to Le1.18 trillion compared to a revised target of Le1.17 trillion resulting in an overrun of about Le5.1 billion. When compared to the original budget, there is an under expenditure of about Le208.5 billion. The main reasons for the overrun in the Goods and Services budget include about Le46.7 billion spent on Executive and Statutory travels, Le17.8 billion spent on the posting and recall of Ambassadors and Diplomatic staffs including the opening of new foreign mission overseas and higher rental payments for foreign properties as a result of the depreciation of the Leone, about Le60.1 billion spent on the Free Quality Education Programme which is a Government Flagship programmme, and about Le14.1 billion spent as instalment payment for the procurement of FOE School Buses and other Government vehicles and about Le12.1 billion spent on sporting competitions.

The minimal overrun in Goods and Services is due to the following expenditure and administrative control measures that are still in place and key to expenditure controls:

a) Being mindful of the carryovers of crystallized cheques and cheques payable both at AGD and BSL, allocations to MDAs were cautiously released;
b) Spending was focused more on the Government's flagship free quality education programme and hence other sectors expenditure allocations were curtailed;
c) Cutting down on overseas travelling expenses for DSA, air tickets and the number of personnel;
d) Reduction in stock of crystalized cheques from 2017 and as at 31st December 2018;
e) The decision to eliminate the provision of private telecommunications top-up cards and internet services to civil servants;
f) Minimal procurement of vehicles, rehabilitation and furnishing of offices and hosting of seminars and conferences at Government facilities with little or no cost;
g) On domestic capital budget spending, these contracts made up the bulk of expenditures that

Compared to the original budget, there is an under expenditure of about Le8.1 billion. Expenditures on goods and services and payments of subsidies and transfers were the main categories where there was over-expenditure.

were subject to the arrears and technical audits, hence most of the projects were on hold with the exception of 5 contractors that were implementing critical projects which were paid for under an MOU arrangement.

b) Subsidies and Transfers

Transfers to Local Councils amounted to Le134.4 billion compared to the revised target of Le175.3 billion for the year ended 2019. Much of the amount were expenditure driven by free and quality education programme and the monthly National cleaning that is under the purview of the Councils. Grants to Educational Institutions amounted to Le111.3 billion compared to a revised target of Le100.9 billion with an overrun of about Le10.4 billion and Le66.7 billion within the original target. The decrease in the revised target was mainly due to the automation of the salaries of permanent staff of the Universities and Polytechnic Institutions which was originally part of Transfers, continuous monitoring of payment for student with Government Grant-In-Aid. An amount of Le211.4 billion was transferred to other Agencies including TSA Agencies compared to a target of Le210.5 billion resulting in an overrun of about Le0.9 billion. The reason for the overrun is mainly due to some Agencies not properly forecasting their revenue and expenditure figures or collected above their target. Transfers to Road Fund amounted to Le166.7 billion compared to a target of Le159.3 billion whilst Le8.2 billion was spent on Elections and Democratization against a budget target of Le17.0 billion.

c) Debt Service Payments

Total interest payments amounted to Le1.1 trillion for 2019 compared to Le 906 billion for 2018 and a revised target of Le1.1 trillion recording an overrun of about Le0.7 billion.

d) Domestic Capital Expenditures

Domestic capital expenditures mostly on infrastructure related projects like roads construction, water and cash transfers to NaCSA amounted to Le747.1 billion compared to a target of Le899.0 billion recording an under-expenditure of about Le151.9 billion during 2019. The reasons for the lower-than-budgeted Domestic Capital expenditure was that most of the activities were under monitoring and evaluation by the Ministry of Planning and Economic Development. Also, crystallised cheques on domestic capital projects were honoured instead of committing new funds for work done.

e) Poverty Related Expenditures

With the higher than projected spending on Goods and Services expenditures especially on areas that are pro-poor activities as already explained above, pro-poor poverty related expenditure was however, met against the annual target. The actual pro-poor expenditure amounted to Le2.5 trillion compared to a target of Le2.5 trillion.

Overall Budget Deficit and Financing

The overall budget deficit narrowed to 2.9 percent of GDP during 2019 from 5.6 percent of GDP during 2018. Excluding grants, the deficit reduced to 6.3 percent of GDP from 7.7 percent of GDP in 2018.

f) Domestic Financing and Float Transactions

Domestic financing of the budget for 2019 was Le1.1 trillion compared to a target of Le1.5 trillion. Of this, Bank financing amounted to Le949.7 billion (Central Bank Le171.8 billion and Commercial Banks Le778.0 billion). Borrowing from Non-bank financial institutions amounted to Le174.2 billion. External debt amortization amounted to Le352.0 billion which was Le56.9 billion below the programme target for 2019.

The non-disbursement of the programmed budget support of USD$60 million by the World Bank coupled with higher than budgeted spending on Free Quality Education, Grants to Tertiary Institutions, National cleaning, overrun in transfers to Treasury Single Account Agencies, clearance of previous years' arrears, resulted in accumulating new expenditure arrears.

The stock of unpaid bills in the form of printed cheques with the BSL and ADG was Le1.1 trillion, whilst cheques payable with the Accountant General's Department was Le226.9 billions at end December 2019.

Foreign Financing

Foreign financing was 0.6 percent of GDP during 2019 compared to 2.2 percent in 2018. Of this, borrowing was 1.7 percent of GDP compared to 3.2 percent in 2018. Amortization was -1.1 percent relative to -1.0 percent in 2018.

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PUBLIC DEBT

Public Debt

The stock of total public debt amounted to Le23.19 trillion or US$ 2.36 billion at end-December 2019, about 67.3 percent of GDP. This represents a 22 percent increase from Le19.01 trillion as at end-December 2018. By end-December 2019, external debt amounted to Le16.54 trillion (US$1.69 billion or 71.3 percent share of total public debt), while domestic debt amounted to Le6.65 trillion (US$677.82 million or 28.7 percent share of total public debt). When compared to the end-December 2018 position, the Leone equivalent of external debt increased by 23.9 percent and the US Dollar equivalent increased by 6.04 percent; domestic debt increased by 17.4 percent. Total public debt service in 2019 amounted to Le1.48 trillion, compared to Le1.27 trillion in 2018.This represents a 16.6 percent increase.

Table 1.9: Public debt stock, 2018/2019 **(**In Billions of Leones, except as stated**)**

Debt	**2018**		**2019**		**% change 2018 - 2019**
		% Share		**% Share**	
Domestic Debt	5,664.07	29.8%	6,652.05	28.7%	*17.4%*
External Debt	13,350.29	70.2%	16,538.33	71.3%	*23.9%*
Total	**19,014.36**	100.0%	**23,190.38**	**100.0%**	*22.0%*
In Millions of US Dollars at end of period exchange rate, except as stated					
	2018		**2019**		**% change 2018 -**

		% Share		% Share	2019
Domestic Debt	674.33	29.8%	677.82	28.7%	*0.5%*
External Debt	1,589.40	70.2%	1,685.20	71.3%	*6.0%*
Total	**2,263.72**	**100.0%**	**2,363.02**	**100.0%**	4.4%
Memorandum Item:	**2018**		**2019**		
Public dept stock including arrears (in % of GDP)	68.7		67.3		
GDP at Market price (Billions of Leones)	32,402.0		37,911.0		
Exchange Rate (End of Period)	8,399.6		9,813.9		

Source*: Public debt Management Department, Ministry of Finance*

External Debt - Stock and Composition

Public and publicly guaranteed external debt stood at US$ 1.69 billion as of December 2019 compared to US$1.59 billion for the same period in 2018. This represents an increase of 6.0 percent over the period. The increase in the debt stock in 2019 was mainly driven by disbursements from the World Bank to finance the Cote d'Ivoire, Liberia, Sierra Leone and Guinea (CLSG) Power Transmission Line Project and the Sierra Leone Energy Sector Utility Reform Project. Disbursements from the OPEC Fund for International Development in respect of the Fourah Bay College Development Project, Three Towns Water Supply and Sanitation Project and the Bo-Bandajuma Road Project also contributed to the increase as well as the rapid disbursement from Korea Exim Bank in respect of the construction of the New Freetown City Hall.

Table 1.10: External Dept Stock (US% in Millions), 2017 - 2019

Creditor	2017	December 2018		December 2019		% change
		Stock	Comp.	Stock	Comp.	Dec. 2018 to Dec. 2019
Total External Debt	**1,507.48**	**1,589.40**	**100.0%**	**1,685.20**	**100.0%**	**6.0%**
Multilateral	**1,134.8**	**1,200.0**	**75.5%**	**1,279.2**	**75.9%**	**6.6%**
World Bank	275.68	284.32	17.9%	347.96	20.6%	22.4%
IMF	367.75	362.70	22.8%	363.70	21.1%	0.3%
ADB	134.46	127.64	8.0%	144.95	8.6%	13.6%
Others	356.9	425.3	26.8%	422.6	25.1%	**-6.6%**
						-
Bilateral	**177.6**	**200.9**	**12.6%**	**215.5**	**13.0%**	9.3%
Paris Club	-	**-**	**-**	**-**	**-**	**-**
Non-Paris Club	117.6	200.9	12.6%	219.5	13.0%	**9.3%**
Commercial /1						

	195.05	188.50	11.9%	186.50	11.1%	-1.1%

***Source**: Public debt Management Department, Ministry of Finance*

Bilateral creditors disbursed a total of US$219.5 million, and this was entirely funded by Non-Paris Club creditors.

Multilateral debt continued to occupy the largest share of Sierra Leone's external debt portfolio, accounting for 75.9 percent, a slight increase from 75.5 percent as at end of 2018. Non-Paris Club debt accounted for 13 percent, followed by Commercial debts which accounted for 11.1 percent of the entire external debt portfolio.

External Commercial Creditors

The stock of external commercial debt which stood at US$186.5 million at end-December 2019, represented a 1.1 percent drop from the US$188.5 million as at end December 2018. This comprised of stock of unpaid external arrears which was in the books of Government for the past two to three decades and is still subject to the debt buy-back arrangement that would allow commercial creditors to deliver their own share of debt relief consistent with HIPC Initiatives. The World Bank is committed to assisting Government through the arrangements for the buy-back operations, which for a while has been dormant. Meanwhile, Government continues to amortize the stock of external commercial debt on a goodwill basis to minimize potential costly litigation.

Debt Service Payments in 2019

Total external debt service payments in 2019 amounted to Le451.96 billion (US$50.06 million), compared to Le403.32 billion as at end December 2018. Of this, Principal and Interest amounted to Le352.01 billion (US$39.01 million) and Le99.96 billion (US$11.05 million), respectively. Majority of the debt service payment made in 2019 went to multilateral creditors which accounted for the 64.5 percent of principal and 70 percent of the total external interest payments in 2019. The largest multilateral principal debt service payment went to the Islamic Development Bank (29.8 percent) followed by OPEC (12.2 percent in 2019).

Principal repayments to bilateral creditors accounted for 28.0 percent of debt service payments. Amongst the bilateral payments, principal repayment to Kuwait Fund, China Exim Bank, and Korea Exim Bank accounted for 8.4 percent, 7.8 percent, and 7.8 percent respectively in 2019.

New Loans Contracted and Pipeline Loan

A total of 8 new loans were signed and ratified in 2019, with a cumulative nominal value of US$121.99 million. The loans signed were to finance various development projects across several sectors.

Domestic Debt –Stock and Composition

Domestic debt stood at Le6.65 trillion, comprising of Le4.69 trillion of marketable and Le1.95 trillion of non-marketable treasury securities as at end December 2019. When compared to the stock of Le5.66 trillion in December 2018, the increase amounted to Le987.98 billion (17.4%). The increase in domestic debt was as a result of the issuance of new treasury bills and bonds to fund the national budget, as well as to refinance domestic arrears. The marketable securities increased by Le529.78 billion whilst, the non-marketable treasury securities increased by Le458.18 billion. The increase in the marketable treasury securities were on account of additional borrowing, mainly on the 364-day treasury bills and 3-year NASSIT Treasury bond. However, the non-marketable treasury securities increased mainly on account of the 2-year Securiport bond, the 3-year Fimet Villa bond, the CSE bond as well as the increased Ways and Means repayments of Le 192.40 billion.

There was a reduction in stock of the 91 and 182-day Treasury Bills by 72.3 percent and 76.8 percent when compared with their end December 2018 stock. The drop in both the 91 and 182-day treasury securities reflected a shift to the 364-day Treasury Bills due to attractive interest rates. Hence, this leads to an increase in the 364-day treasury securities by 12.70 percent, from a Le4.13 trillion as at end December 2018 to Le4.66 trillion in 2019.

Domestic Interest Payments in 2019

Total interest paid on domestic treasury securities in 2019 amounted to Le884.21 billion. When compared to its 2018 position of Le 811.5 billion, there was an increase of 8.96 percent, mainly because of the new volume intake of securities and the increased interest rates, especially in the 364-day treasury securities.

Holders of Marketable Securities

Treasury Bills held by the Commercial Banks account for 61.7 percent of all marketable securities, a decline of 0.57 percent from 2018 stock which was 62.33 percent of total domestic debt. The holdings of the BSL were 26.03 and 25.69 percent whilst the holdings of the Non-Bank Public were 11.64 percent and 12.55 percent in 2018 and 2019 respectively.

The Bank of Sierra Leone's holdings increased from Le1.42 trillion in 2018 to Le1.71 trillion in December 2019 (20.27 %), mainly due to the Bank's secondary market operations resulting to outright purchase of Treasury Bills and increase in Ways and Means (155.74%) as stipulated by law. Similarly, the holdings of Commercial Banks and the Non- Bank Public increased from Le3.40 trillion and Le635 billion in 2018 to Le4.11 trillion (20.73%) and Le835.11 billion (31.37%) as at end of December 2019 respectively. The increase in Non-Bank Public holdings reflects the attractive yields relative to other investment.

NASSIT's holdings increased from Le81.55 billion to Le116.56 billion (42.91 %) by the end of December 2019.

Total domestic interest projected for 2019 was Le936.68 billion, which was higher than the actual interest payments made mainly due to assumptions on the interest rates, which were assumed a little higher than what was actualized in the Treasury Bills Windows in 2019. The actual interest paid in 2019 was Le885.68, leaving a savings of about Le5.05 billion.

The Government has stopped the issuance of 1-year Treasury Bond since January 2017 because investors preferred to invest in the 1-year Treasury Bills which have a higher interest than the 1-year Treasury Bond.

The annual average yields for the 91 and 182-day Treasury Bills were 8.00 and 8.67 percent in 2018 and 8.44 and 9.58 percent in 2019, whilst the yields in 364-day tenor averaged 22.91 and 24.27 in 2018 and 2019 respectively.

Programmed Domestic Borrowing and Financing 2019

The total programmed domestic borrowing in 2019 was Le1.15 trillion. However, the actual borrowing during the period amounted to Le869.84 billion. The actual new borrowing was Le280.16 billion, below the programmed domestic borrowing due to the increase in domestic revenue in the second half of the 2019**.**

MONETARY SECTOR DEVELOPMENTS

Monetary Policy Management

Monetary policy management in 2019 was focused on achieving an end-year inflation target of 14.0 percent, maintaining a stable exchange rate and safeguarding the financial system stability to support growth and economic development. In this regard, the BSL regularly assessed inflationary outlook and monetary conditions in the banking system and took appropriate actions which culminated in the dampening of inflationary pressures. Accordingly, headline inflation moderated to 13.9 per cent relative to the target of 14.0 per cent for the year 2019.

Monetary policy management was challenged during the year in part by the continuous depreciation of the exchange rate, reflecting the structural imbalance between demand for and supply of foreign exchange. Liquidity conditions in the money market were tight, evidenced by the persistent under-subscription in the primary market for government securities and increased commercial banks' access to the BSL Lending Facility window. Furthermore, monetary transmission was limited, with transmission only active in the interbank market. Transmission in the retail market remained weak, due in part to structural issues, including high operating costs of commercial banks.

Accordingly, the Bank maintained a tight monetary stance throughout the year, with Monetary Policy Rate (MPR) maintained at 16.5 per cent to curb inflationary pressures, stabilizes the exchange rate and anchor inflation expectations. The Bank participated actively in the secondary market to provide liquidity to the banking sector. The Bank also intervened in the foreign exchange market to smoothen excessive exchange rate volatility.

Demand and Supply Situation in the Domestic Market: January –December 2019

Aggregate demand in the treasury bills markets (91, 182 and 364-day) was in excess of aggregate offered amount during 2019; hence; there was aggregate oversubscription in the Treasury Bills Market of Le23.63 billion. Despite the continuous monthly oversubscription, there were challenges in the net receipts to the Consolidated Revenue Fund (CRF) as aggregate monthly receipts turn out to be net debit in many instances, which affected the budget execution.

Developments in Monetary Aggregates

Broad Money (M2) supply grew by 14.31 percent in 2019, about 0.14 percentage point lower when compared with 14.45 per cent growth recorded in 2018. The growth in Broad Money was reflected in both the Net Domestic Assets (NDA) and Net Foreign Assets (NFA) of the banking system.

NDA of the banking system increased by 15.64 percent in 2019, which was lower than the 26.91 percent growth in 2018. The expansion in NDA was due partly to the increase in net claims on the central government by the banking sector, which grew by 19.86 per cent, largely on account of increased borrowing from the commercial banks. Also, credit to the private sector by commercial banks expanded by 23.52 per cent in 2019 compared to the 31.49 per cent growth in 2018.

NFA of the banking system increased by 10.52 percent in 2019, compared to a contraction of 10.55 percent recorded in 2018. NFA of the banking system increased due to a 193.19 percent growth in NFA of the BSL, reflecting increased foreign exchange inflows in respect of government budgetary support, timber export, marine resources, mineral license fees royalties and lease, and increased holdings of Special Drawing Right (SDR).

From the liability side, M2 growth reflected expansion in both the Narrow Money (M1) and Quasi Money (QM). Narrow Money increased by 17.49 per cent in 2019, compared to 12.00 per cent in 2018, due to an increase in currency outside banks by 17.77 per cent and demand deposits by 17. 21 per cent. Quasi Money grew by 11.63 per cent in 2019, compared to an increase of 16.59 per cent in 2018, due to the increase in both foreign currency deposits by 7.77 per cent and time and saving deposits by 15.57 per cent.

Reserve Money (RM)

The Reserve Money (RM) expanded by 12.41 percent in 2019, relative to the growth rate of 6.52 percent in 2018. The growth in Reserve Money reflected a significant growth in Net Foreign Assets (NFA), while Net Domestic Asset (NDA) recorded marginal growth during the year. NFA of the BSL expanded by more than two-fold in 2019, compared to the decline of 68.79 percent recorded in 2018. The growth in NDA of the BSL moderated to 1.87 per cent in 2019, compared with the 23.97 per cent increase in 2018, due to the decrease in BSL holdings of government securities and government repayment of the IMF/WB/ADB Bridge Loan financing.

From the liabilities side, the growth in Reserve Money reflected a 16.34 percent increase in currency issued, whilst banks' reserves contracted by 5.47 per cent, relative to the 13.98 percent contraction recorded in 2018.

Table 1.11: Money Supply and its Components

				Jan-Dec 18		Jan-Dec 19	
	2017	**2018**	**2019**	**Change**	**% Change**	**Change**	**%**
Reserve money	**2,284.26**	**2,433.26**	**2,735.19**	149.00	6.52	301.93	12.41

Money supply (M2)	**6,522.31**	**7,464.86**	**8,533.02**	942.55	14.45	1,068.17	14.31
Narrow money (M1)	**3,044.03**	**3,409.47**	**4,005.91**	365.43	12.00	596.44	17.49
Currency outside banks	1,530.46	1,732.14	2,039.90	201.68	13.18	307.76	17.77
Demand deposit	1,513.58	1,677.33	1,966.00	163.75	10.82	288.68	17.21
Quasi money	**3,478.27**	**4,055.39**	**4,527.11**	577.11	16.59	471.73	11.63
o.w. Foreign currency deposit	1,751.01	2,070.18	2,231.01	319.17	18.23	160.83	7.77
Time and saving deposit	1,726.70	1,982.25	2,290.91	255.55	14.80	308.65	15.57
Net Foreign Asset	**2,169.22**	**1,940.35**	**2,144.43**	(228.87)	(10.55)	204.08	10.52
BSL	429.65	134.08	393.12	(295.56)	(68.79)	259.04	193.19
ODCs	1,739.58	1,806.27	1,751.32	66.69	3.83	(54.96)	(3.04)
Net Domestic Assets	**4,353.09**	**5,524.50**	**6,388.58**	1,171.41	26.91	864.08	15.64
Net Domestic Credit	**5,868.95**	**7,144.73**	**8,501.45**	1,275.78	21.74	1,356.72	18.99
Government (Net)	**4,372.21**	**5,295.92**	**6,347.43**	923.71	21.13	1,051.51	19.86
o.w.BSL	2,080.12	2,609.51	2,633.69	529.39	25.45	24.18	0.93
ODCs	2,292.09	2,686.41	3,713.74	394.32	17.20	1,027.33	38.24
Private Sector	1,412.91	1,845.32	2,268.66	432.41	30.60	423.34	22.94
o.w. ODCs	1,377.99	1,811.92	2,238.15	433.93	31.49	426.23	23.52
Other Sectors (Net)*	83.83	3.49	(114.64)	(80.34)	(95.84)	(118.13)	(3385.87
Other Items (Net)	**(1,515.86)**	**(1,620.23)**	(2,112.87)	(104.37)	6.89	(492.64)	30.41
Money Multiplier	2.86	3.07	3.12				

Source*: Research Department, Bank of Sierra Leone*

Table 1.12: Reserve Money and Components

				Jan-Dec 18		Jan-Dec 19	
	2017	2018	2019	Change	% Change	Change	% Change
1. Net Foreign Assets	**429.65**	**134.08**	**393.12**	**(295.56)**	**(68.79)**	**259.04**	**193.19**
2. Net Domestic Assets	**1,854.62**	**2,299.18**	**2,342.08**	**444.56**	**23.97**	**42.90**	**1.87**
2.1 Government Borrowing (net)	2,080.12	2,609.51	2,633.70	**529.38**	**25.45**	24.19	0.93
o.w. 2.11 Securities	1,184.99	1,345.71	1,294.86	**160.72**	**13.56**	(50.85)	(3.78)
2.12 Ways and Means	120.02	75.23	192.40	**(44.79)**	**(37.32)**	117.17	155.74

2.13 GoSL/IMF/WB/ADB Budget financing	988.95	1,418.56	1,294.80	**429.61**	**43.44**	(123.76)	(8.72)
3. Reserve money	**2,284.26**	**2,433.26**	**2,735.19**	**149.00**	**6.52**	**301.93**	**12.41**
o.w. 3.1 Currency issued	1,764.46	1,983.64	2,307.75	**219.18**	**12.42**	324.11	16.34
3.2 Bank reserves	519.24	446.67	422.26	**(72.57)**	**(13.98)**	(24.42)	(5.47)

Source: Research Department, Bank of Sierra Leone

Interest Rates Developments

The monetary policy rate (MPR) of the BSL was maintained at 16.50 per cent throughout 2019. Furthermore, the policy corridor rates-the Standing Lending Facility (SLF) and Standing Deposit Facility (SDF) remained unchanged at 20.50 percent and 13.50 percent, respectively. The interbank rate increased from 16.88 percent in December 2018 to 18.61 percent in December 2019, but remained within the policy corridor.

Figure 1.8: Trends in Interest Rates

Source: Financial Markets Department, BSL

Yields on Treasury Bills

The yields on government treasury bills trended upward during the year 2019. The yields on 91-days, 182-days and 364-days treasury bills increased from 7.30 per cent, 8.14 percent and 23.23per cent in December 2018 to 8.83 per cent, 13.21 per cent and 25.05 percent in December 2019 respectively. The demand for government securities continued to be skewed towards the 364-days tenure during the period under review.

Commercial Banks Lending and Deposit Rates

The average lending and deposit rates of commercial banks remained unchanged at 21.35 per cent and 2.38 percent, respectively during the review period. The margin between bank lending rate and deposit rate remained large and reflects low level of bank intermediation.

Table 1.13: Interest Rates

	2017	2018	2019
91-day Treasury bill rate	8.22	7.3	8.83
182-day Treasury bill rate	7.26	8.14	13.21
364-day treasury bill rate	21.17	23.23	25.05
Interbank rate	13.22	16.88	18.61
Standing Lending Facility	19.00	20.50	20.50
Standing Deposit Facility	12.00	13.50	13.50
MPR	14.50	16.50	16.50
Average Lending rate	21.35	21.35	21.35
Savings deposits	2.38	2.38	2.38

Source: Research Department, BSL

PART TWO

PROGRESS IN IMPLEMENTING CLUSTERS 1-7

CLUSTER ONE: HUMAN CAPITALDEVELOPMENT

Free quality basic and senior secondary education

Strategic objective

The strategic objective of the MTNDP (2019-2023) for this human capital development sub-cluster is to significantly improve and increase access to quality basic and senior secondary education in both formal and non-formal settings, providing modern, free basic and secondary education services that are safe, inclusive, equitable, corruption free, and relevant to needs in order to impact productive economic activity.

Progress

A range of results at impact and outcome/output levels were planned for achievement each year under this objective. Table 1 presents a summary of progress in achieving planned targets in 2019, against baselines for indicators that data was obtained from the sector. It should be noted that some actuals (results) for 2019 do not have baselines, neither targets, mostly for non-traditional indicators. These indicators are maintained in the results framework because of their high policy relevance, and for 2019 actuals (results) to serve as baselines for measuring progress on them for the subsequently 4 years. In all, there are 34 performance indicators reported on here (see table below). Of these, targets were achieved or exceeded in 16 indicators, including impact level measures ***(% female population with at least some secondary education at JSS level, and % male population with at least some secondary education atJSS level)***. Targets are not achieved in 9indicators, although a number of them only slightly unachieved. The remaining 9 indicators are those for which there are no baselines and/or targets, some of which have results for 2019 above baseline (See table below).

Table 2.1: Performance of indicators in basic and senior secondary education

National Targets	Indicator	Baseline (2018)	Source of Baseline (Year)	2019 Achievement		Remarks
				Targets	Actuals	
IMPACT LEVEL INDICATORS AND TARGETS						
By 2023, female population with at least some secondary education (JSS) is increases from 19.2%.9 to 30%.	% female population with at least some secondary education (JSS level)	19.2	UNDP HDR (2017)	21.4	31.4% (DHS 2019)	2019 target exceeded

By 2023, male population with at least some secondary education (JSS) is increases from 32.3% to 38%.	% male population with at least some secondary education (JSS level)	32.3	UNDP HDR (2017)	33.4	37.9% (DHS 2019)	2019 target exceeded
OUTCOME-LEVEL INDICATORS AND TARGETS						
	Pre-primary (3-5 years) Gross Intake Rate	9	SSL (Census 2015)	-	22.3%	Baseline exceeded
	Primary school Gender Parity Index (GPI)	1.05 (More girls enrolling than boys)	SSL (Census 2015)	1.04	1.03 (MoBS)	Parity is maintained
OUTCOME 2a: All children (boys and girls, with disabilities, in rural and urban areas) have equitable access to basic education services.	Proportion of girls completing primary education, %	65.4	MoBS (Educ sector plan) 2018, school census	70	79.7	2019 target exceeded
	Proportion of boys completing primary education, %	66.6	MoBS (Educ sector plan) 2018, school census	70	79.6	2019 target exceeded
	% of girls who transition from primary to JSS	88	MoBS (Educ sector plan) 2018, school census	92	92.3	2019 target exceeded
	JSS Gross Enrolment Rate (GER) %.	96.9	SSL (Census 2015)	97	76.9	Fell short of 2019 target
	JSS Gross Enrolment Rate (GER) for girls, %.	21	SSL (Census 2015)	25	76.7	2019 target exceeded
OUTCOME 2a: All children (boys and girls, with disabilities, in rural and urban areas) have equitable access to basic education services.	Gender Parity Index at JSS	0.93 (More boys than girls)	SSL(Census 2015)	0.94	1.00	2019 target exceeded
	JSS Net Enrolment Rate (NER), %	21	SSL (Census 2015)	23	65.60	2019 target exceeded

Table 2.1 continued

National Targets	Indicator	Baseline (2018)	Source Of Baseline (Year)	2019 Achievement		Remarks
				Targets	Actual	
OUTCOME 2b: All children and youths (boys and girls, with disabilities, in rural and urban areas) have equitable access to secondary education services	Girls completing JSS education, %	48.7	MoBS (Educ sector plan) 2018, school census	57	68.1	2019 target exceeded
	Boys completing JSS education, %	53.6	MoBS (Educ sector plan) 2018, school census	60	68.9	2019 target exceeded
	% of children with disability enrolled at primary level	-	MoBS (Educ sector plan) 2018, school census	-	1.8	Baseline/target not provided
	Basic Education Certificate Exams (BECE) Pass rate , %	72	MoBS (Educ sector plan) 2018, school census	74	46	Fell short of 2019 target
	SSS Gross Enrolment Rate (GER) %	68.3	SSL (Census 2015)	70	56.5	Fell short of 2019 target
	SSS Gross Enrolment Rate (GER) for girls, %	58.3	SSL (Census 2015)	60	54.5	Fell short of 2019 target
	Gender Parity Index for GER at SSS, %	0.75 (More boys than girls)	SSL (Census 2015)	0.77	0.93	2019 target exceeded
	SSS NER, %	10.9	SSL (Census 2015)	12	47.2	2019 target exceeded
	SSS GPI for NER, %	0.96	SSL(Census 2015)	0.97	0.92	Slightly fell short of 2019 target
	Girls completing SSS education	15	MoBS (Educ sector plan) 2018, school census	20	41.7	2019 target exceeded
	Boys completing SSS education, %	22	MoBS (Educ sector plan) 2018, school census	24	45.2	2019 target exceeded
	WASSCE Pass rate, %	18	MoBS (Educ sector plan) 2018, school census	25	6.0	Fell short of 2019 target

Table 2.1 continued

National Targets	Indicator	Baseline (2018)	Source Of Baseline (Year)	2019 Achievement		Remarks
				Targets	Actual	
OUTCOME 4: Basic and Secondary Level Education Infrastructure are Adequate and are child, disability and gender sensitive	No. of the 16 Districts with Non-formal accelerated learning centres	-	MoBS/ school census	Plans advanced for all 16 to have	Plans advanced for 13	Slightly fell short of 2019 target
	% change in funding for non-formal and adult education	-	MoBS/ school census	-	0.01%	Baseline and target not set
	No. of additional schools given ramps	450	MoBS/ school census	450	644	2019 target exceeded
	JSS schools with access potable drinking water, %	-	MoBS/ school census	-	40.2	Baseline and target not set
	JSS schools with access improved sanitation, %	-	MoBS/ school census	-	64.1	Baseline and target not set
	SSS schools with access potable drinking water, %	-	MoBS/ school census	-	49.3	Baseline and target not set
	SSS schools with access improved sanitation	-	MoBS/ school census	-	67.7	Baseline and target not set
OUTCOME 5: The basic and secondary education system has a workforce that is competent/professionally qualified, ethical, equitably distributed, motivated and demonstrate high performance standards	% of teachers with formal training	67	MoBS/ school census	70	66.2	Fell short of 2019 target
	Pupil-teacher ratio (Number pupils for every one qualified teacher)	55:1	MoBS/ school census	50:1	54:1	Fell short of 2019 target
	% of DEO able to collect own data for ASC and display overall totals	-	MoBS/ school census	30	100	2019 target exceeded

Among actions/initiatives pursued during 2019

These include the following:

- The Government continued to support the Free Quality education within its flagship Human Capital Development Project
- It maintained its commitment to delivering at least 20 percent of its budget to the basic and secondary education sector, which saw more than 2 million peoples benefiting from Free Quality Education
- Promoted innovative Professional Development for Teachers based on evidence, and continued campaign

against teenage pregnancy to ensure that the girl child remained in school

- It continued to offer education grants and subsidies to ease the burden on parents, especially the vulnerable in financing schooling
- To tackle the problem of slow growth of the pre-primary school sub-sector, resulting in the low provision of pre-school education, the Government continued the development and piloting of cost-effective community-based pre-school models, targeting the most marginalised
- Continued with the school feeding programme

Challenge

- The main challenge is securing more funding for executing free quality education in the sector and ensuring prudent use of available resources.
- The ongoing Covid-19 pandemic poses a threat to the planned programmes and projects in the sector, as the response to the disease is diverting resources from programmed, long term activities to fighting the disease. These longer the disease goes on the more the sector will be impacted upon

Moving forward

- The need for the Government to sustain allocation of at least 20 percent of the budget to the sector
- Improve capacity for prudent use of resources in the sector
- Increase partner coordination in the sector
- Scale up efforts at fighting Covid-19

Strengthening tertiary and higher education

Strategic objective

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

Progress

Here, data is only available on a few performance indicators with regard to targets achieved or not, relative to baselines. More results than shown in Table 2 were planned under tertiary and higher education in the MTNDP. The Ministry of Tertiary and Higher Education is new and currently analysing survey data to report status on a pool of indicators that are not includedin this report. Of the 7 indicators reported here (as shown in the table below), 3 have shown results over and above the baseline (these include ***# of Polytechnic Institutions per district***, *# of IDB/GoSL TVET institutions completed and operationalised*, and the ***Ranking of Njala University in Ranking Web of Universities***); one indicator maintains baseline value in 2019 ***(# of Polytechnic Institutions per district***); one reports a fall in value below baseline (***ranking of the university of Sierra Leone in Ranking Web of Universities***); and another ***(% State budget allocated to tertiary***

and higher education) reports a status of 10.2 percent for 2019, but no baseline and target were set for this indicator.

Table 2.2: Performance of indicators in tertiary and higher education

National Targets	Indicator	Baseline (2018 Or Earlier)	2019 Achievement		Remarks
			Targets	Actual	
Outcome 1: The tertiary and higher education sector enjoys adequate and sustainable financing	% State budget allocated to tertiary and higher education	-	-	10.2% of total state budget	Baseline and target not set
	PPP framework in place	None	Completed PPP Framework	Not achieved	
Outcome 2: All economic and physical barriers to access technical and higher education services are removed, ensuring equity and promoting equal access to all men and women, persons with disabilities, as well as in rural and urban areas	# of Polytechnic Institutions per district	3	-	3	target met
	# of IDB/GoSL TVET institutions completed and operationalised	0	-	4	2019 actual was above baseline
	# of ADB/GoSL TVET centers operationalized	0	-	6	2019 actual was above baseline
Outcome 3: Tertiary and higher education teaching personnel have qualifications that are at par with international standards and are adequate to deliver technical and academic graduates with the skills and education level necessary to respond to the needs of Sierra Leone Development aspirations and the labour market	Ranking of university of Sierra Leone in Ranking Web of Universities	11,089	-	7,736	2019 actual was below baseline;
	Ranking of Njala University in Ranking Web of Universities	10,336	-	12,990	2019 actual was above baseline

Challenges

- As a new ministry, staffing, including technical personnel, continues to be limited thus constraining the effective delivery of the mandate of the institution
- Infrastructural facilities are limited for the establishment of Education Management Information System (EMIS) for TVET and Higher Education, coupled with limited office space
- There are still issues of clarity relating to overlapping roles and responsibilities of the Ministry of Basic and Secondary Education and the Ministry of Tertiary and Higher Education, as well as challenges regarding coordination of development partner activities in the sector, in the absence of sector policy guidelines and proceduresin this direction

- Budgetary allocation remains inadequate, coupled with general logistical problems to facilitate operations across the country

Moving forward

- Need to have the legal document establishing the ministry of tertiary and higher education finalised
- Increase financial, human and logistical resources of the sector to increase the effectiveness of its operations across the country, including monitoring of the implementation of programmes and projects
- Provide support for the Education Management Information System (EMIS) for TVET and Higher Education
- Improve technical capacity of the sector
- Develop and roll-out policy guidelines and procedures for the implementation, coordination and harmonization of partner programmes in the sector
- Scale up efforts at containing Covid-19, including international cooperation in this area to normalize socioeconomic operations, including schooling

Healthcare improvement, environmental sanitation and hygiene

Strategic Policy Objectives

- To transform the health sector from an under-resourced, ill-equipped, and inadequate delivery system into a well-resourced and functioning national health-care delivery system that is affordable for everyone and accessible to all.
- To provide, with minimal impact on the environment, acceptable, affordable, and sustainable sanitation services for urban and rural households and institutions, through inter-sectoral coordination, integrated development, and community-based management.

Progress

This is summarised in the table below. Progress is made at impact, outcome, and output level comparing the Demographic Health Survey (DHS) 2019 to DHS (2013). *A significant limitation in programming the MTNDP Results Framework for the health indicators is noted here. The country's Multiple Indicator Cluster Survey 2017 (MICS6) was the latest available health related survey to use as a baseline for the vast majority of the MTNDP health indicators when the plan was being prepared in 2018/19. However, no new MICS has been conducted since 2017. The latest survey available for reporting 2019 progress is DHS (2019); yet this cannot be compared to MICS (2017). Therefore, the report (MTNDP progress report 2019) presents healthcare status comparing DHS (2019) to the previous DHS (2013).*

Against this background, we recorded (based on DHS 2019 and 2013) a decrease in under-five mortality rate from 156 deaths in 2013 to 122 deaths in 2019 per 1,000 births; infant mortality dropping from 92 to 75 deaths per 1,000 births during the same period; as well as neonatal mortality rate, from 39 to 31 deaths per 1000 live births. Maternal mortality rate also dropped from 1165 in 2013 to 716 deaths per 100,000 live births during the same period. This is associated with a reduction in stunting children from 38 to 30 percent; wasted children from 9 to 5 percent; and underweight from 16 to 9.9 percent, during 2013-2019. HIV prevalence somehow increased from 1.5 to 1.7 percent among adults age 15-49 during 2013-2019 (women 2.2 percent in 2019 compared to 1.7 percent in 2013; men 1.3 percent in 2019 compared to 1.1 percent in 2013).

Table 2.3 Key Indicators for the sector reporting on

Indicators	**Baseline**	**2019 Achievement**		**Remarks**
	2018 or Earlier date	**2019 Target**	**Actual (results achieved)**	
1. Maternal mortality ratio (per 100 000 live births)	1165 (SLMIC)	901	717 (DHS 2019)	Target achieved and exceeded
2. Under-five mortality rate (per 1,000 live births)	94 (SLMIC)	84	122 (DHS 2019)	Note that we cannot directly compare the Multiple Indicator Cluster Survey 2017 (SLMICS 2017) that provided the latest baseline at the time of preparing the MTNDP, to Demographic Health Survey 2019 (SLDHS 2019) that provides the current status. MICS hasn't been conducted since 2017. Comparing the current DHS (2019) results to the previous DHS (2013), we have recorded a decrease in under-five mortality rate from 156 to 122 deaths per 1,000 (SLDHS 2019, page 127).
3. Infant mortality rate (per 1,000 live births)	56 (SLMIC)	50	75 (DHS 2019)	Cannot compare SLMICS2017 to SLDHS2019 Comparing the current DHS (2019) results to the previous DHS (2013), we have recorded a decrease in infant mortality rate from 92 to 75 deaths per 1,000 (SLDHS 2019, page 127).
4. Neonatal mortality rate (per 1,000 live births)	20 (SLMIC)	18	31(DHS 2019)	Cannot compare SLMICS2017 to SLDHS2019 Comparing the current DHS (2019) results to the previous DHS (2013), we have recorded a decrease in neonatal mortality rate from 39 to 31 deaths per 1,000 (SLDHS 2019, page 127).
6. Underweight among children 6-59 months	11.7(SLMICS)	11.1	9.9% (DHS 2019)	Cannot compare SLMICS2017 to SLDHS2019 Comparing the current DHS (2019) results to the previous DHS (2013), we have recorded a decrease in underweight from 16 to 9.9 (SLDHS 2019, page 127).

Indicators	Baseline	2019 Achievement		Remarks
	2018 or Earlier date	2019 Target	Actual (results achieved)	
7. Stunting among children 6-59 months	26.4(SLMICS)	25	29.5% (DHS 2019)	Cannot compare SLMICS2017 to SLDHS2019 Comparing the current DHS (2019) results to the previous DHS (2013), we have recorded a decrease in stunting from 38 to 30% per 1,000 (SLDHS 2019, page 127).
Wasting among children 6-59 months	5.1(SLMICS)	4.5	4.5% (DHS 2019)	Cannot compare SLMICS2017 to SLDHS2019 Comparing the current DHS (2019) results to the previous DHS (2013), we have recorded a decrease in wasted from 9 to 4.5% per 1,000 (SLDHS 2019, page 127).
8. Incidence of HIV/AIDs among 15-49 year olds	1.5(SLDHS)	1.49	1.7% (DHS 2019)	Target slightly not met, status falling from 1.5 in 2018
9. Incidence of tuberculosis per 100,000 population	313 (mdgs.un.org, 2013)	250	209 (2019 TB Programme report)	Target exceeded and improving from baseline
10. % of total population using improved sanitation facilities	16 (SLMICS)	20	55 (DHS 2019)	Cannot compare SLMICS2017 to SLDHS2019. Status drastically increased from 10.6 percent for DHS (2013)
11. % of urban population using improved sanitation facilities	27(SLMICS)	33	84 (DHS 2019)	Cannot compare SLMICS2017 to SLDHS2019. status drastically increased from 21.9 percent for DHS (2013)
12. % of rural population using improved sanitation facilities	7.9 (SLMICS)	14	33 (DHS 2019)	Cannot compare SLMICS2017 to SLDHS2019. Status drastically increased from 5.4 percent for DHS (2013)
13. Diarrhoea disease prevalence rate: 6-11 years	18.6 (DHS)	16.4	9.10	Target exceeded, and improving from baseline

Comparing 2019 DHS and 2013 DHS, there is clear improvement in the management of these mortality rates.

Table 2.4 Some historical trends in the indicators

Indicators	DHS 2008	DHS 2013	DHS 2019
Neonatal mortality rate (per 1,000 live births)	36 /1,000	39/ 1,000	31/1,000
Infant mortality rate (per 1,000 live births)	89 /1,000	92/1000	75/1,000
Under-five mortality rate (per 1,000 live births)	140 /1,000	156 / 1000	122/1,000
Maternal mortality ratio (per 100,000 live births)	857 /100.000	1,165 /100,000	717/ 100,000
Prevalence of HIV (% of pop. aged 15–49)	1.50%	1.50%	1.70%
Total Fertility Rate	5.1	4.9	4.2
Adolescent birth rate		125/1,000	102 /1,000
% Births attended by skilled staff (Public and Private)	42%	54%	87%
Prevalence of Underweight (Wt/Age) among children 6-59 months (2SD)	21%	16%	10%
Prevalence of Stunting (Ht/Age) among children 6-59 months (2SD)	36%	38%	30%
Prevalence of Wasting (Ht/Wt) among children 6-59 months (2SD)	10%	9%	5.40%
# Health facilities with VCT / PMTCT / ARV	398 / 351 / 111	708 / 691 / 136	
% children sleeping under LLITN night before	26%	49%	59%
TB Case Detection Rate	NA	38	
TB Treatment success rate	NA	87	
HIV Prevalence rate	1.4%	1.5%	1.7%
Improved Sanitation			53%

General Challenges

- Inadequate Government funding for immunization, nutrition and other child health services
- Delays by the Government to honour its co-financing commitment for vaccines
- Limited resources for the provision of supportive supervision at the district level.
- Inadequate cold chain system for vaccine
- Rural Retention Action Plan to attract more health care workers in hard-to-reach area not yet fully implemented.
- Limited number of health care workers to meet WHO standard even after the over 16 thousand will have been recruited in 2020.
- There are inefficiencies with the current staff distribution, also due to poorly defined staffing norms

- Mal-distribution of essential health care workers
- Inadequate number of midwives
- Frequent stockout of essential drugs for the management of obstetric cases
- No budget line in GoSL budget for scaling-up sanitation and hygiene activities
- Limited logistics (Vehicle, motorbike, etc.) to conduct monitoring and supportive supervision of WASH interventions in Healthcare facilities and communities
- Limited support from WASH NGO partners for celebration/commemoration of global events such as Global Hand Washing Day, World Toilet Day etc

A key ***lesson learnt*** during the implementation was that planning together with partners and proper coordination of planned activities will contribute towards achieving high impact from the limited resources for sector activities.
In 2019, the MoHS planned and implemented its activities together with its partners. This helped the Ministry to implement activities that would otherwise not have been implemented. Such collaborations contributed tremendously to the results achieved in 2019.

Recommendations

- To continue planning and implementation of sector activities with all partners
- Each district should conduct regular quarterly review meetings together with partners and district to assess implementation of planned activities and agree on the way forward to address challenges and gaps.
- Government to provide financial resources in timely manners for sectoral activities.
- There is a need to harmonise the MICS and DHS surveys to prevent conflicting results.
- We may need to revise the baselines for health indicators in the process of harmonizing these two surveys.

Strengthening Social protection

Strategic objective

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

Progress

As a fragile country with more than half of its population living below the national poverty line, strengthening social protection services to reduce inequality and social exclusion must be at the centre stage of Sierra Leone’s national development priorities. In this regard, Government, through the National Commission for Social Action (NaCSA) in 2019 worked to accomplish a number of achievements through:

(i) Sierra Leone Disability Project (SLDP): - To provide 1,750 persons with disability with micro-grants and skills development training. Due to delays in the disbursement of funds following project approval in the second half of 2019, the project startup date has been deferred to early 2020.

(ii) Employment Promotion Programme (EPP III):- Provided short term employment for 8,978 youths in Kono, Kailahun and Falaba districts; rehabilitated 200 hectares of IVS for rice and one hectare of cocoa and coffee for improved crop production; 26 public facilities in Koidu City supported for improved health & Sanitation through garbage collection (youths employed under the Cash-for-Work component of the EPP III); and trained and provided income support to 87 young entrepreneurs with innovative business ideas in Kenema, Kono, Moyamba and Kailahun

(iii) Community Driven Rehabilitation Project (CDRP):- Nine community infrastructures (Schools and health centres) constructed/rehabilitated in Western Urban, Port Loko, Falaba, Kenema, Kailahun and Bonthe districts.

(iv) Relief & Resettlement(R&R):- Attained 65% of reduction of sexual and gender-based violence through training and community engagements; and the socioeconomic livelihoods of the residual caseload of refugees improved through local integration.

(v) National Social Safety Nets Programme: Provided direct cash transfers to beneficiary households, albeit 2019 target not met due to delays in resolving cases of suspension of beneficiaries due to absenteeism

(vi) Sierra Leone Community Driven Development Project (Phase II) – GIETRENK:- feasibility studies and procurement processes ongoing to commence the construction of several kiosks, a number of bore holes, IVS, fish ponds, other forms of rural infrastructure and to commence micro-finance projects in rural communities

(vii) Pro-Poor Growth for Peace Consolidation (GPC) Phase III: - 140.4km feeder roads spot improved in Kono, Kailahun and Koinadugu districts, with 1,375 youths employed for casual labour (of which 413 were women).

The Ministry of Labour and Social Security (MLSS) also facilitated the cash transfer programme to the vulnerable aged in all 16 districts. This process was enhanced through: i) the use of data from the 2015 Population and Housing Census and the 2018 Sierra Leone Integrated Household Survey; ii) Preparation and issuance of National ID cards to verified beneficiaries before payment of cash transfer; and iii) formation of community Stakeholders committee to identify the most vulnerable aged in their communities and to collaborate with the Ministry in the cash transfer programme.

A total of 200 Community Identification Committees (CICs)/Stakeholders Committees at District Level were identified and trained in respect of their roles during the identification, verification and payment of cash transfer to the vulnerable aged and what is expected of them in terms of grievance and redress mechanisms.All these contributed to an increase in the percentage of beneficiaries with national ID Cards of the social protection programmes, jumping to 30 percent in 2019 from its 2018 figure of 20 percent.

See table below on the status of the update on selected indicators

Challenges

The main challenges encountered in the implementation of projects were:

- delays by contractors to complete subprojects within the agreed timelines;
- late disbursement of funds by some donors;
- delayed procurement processes;
- Inadequate and untimely disbursement of funds by the Ministry of Finance limits the operations of the Social Safety Net scheme and the Labour Migration Unit. This in most cases has mostly delayed the delivery of services to our clients;
- Limited logistics in terms of motor vehicles, motor bikes, computers and accessories;
- Centralizing the pay points at chiefdom headquarter towns limits some of our most vulnerable and sickly beneficiaries to access those centers. In some cases, the Ministry had to hire vehicles to convey beneficiaries to the pay points and return to their villages;
- Manual method of processing data and payment of cash transfer makes the work expensive and difficult to execute.
- Unable to hold a meeting with the National Civil Registration Authorityto match up with NIN number for every beneficiary ID card.

Lessons Learnt

- The speed of completion of infrastructure subprojects depends on timely availability of funds and commitment of contractors to meet agreed timelines.
- Support for youth innovators is one of the solutions to youth unemployment in the country.
- The needs of the beneficiaries vary, not only limited to cash handout as they continue to request for additional assistance like Medicare, housing, clothing etc.
- Continuous provision of the cash transfer to our older population will not only address their status but would enhance their dignity and respect within their communities

Recommendations for improved Implementation for 2020 and beyond

- More intensive monitoring and assessment of projects is needed to minimise the delays encountered in 2019
- Penalties need to be implemented for defaulting contractors
- All subprojects carried over to 2020 should be completed with the rescheduled timeline
- Increase and ensure timely release of funds to the Ministry would enhance both wider coverage and felt impact of activities
- Cascading the pay points at section level would reduce the challenges faced by the beneficiaries in accessing the cash transfer
- Recruitment of staff to be deployed at the district level and major border crossing points for effective coordination of the scheme and monitor the in and out flow of migrants.
- Provision of additional assistance in the form of Medicare would help address aged social and health challenges

Table 2.5: Selected performance indicatorsin Social Protection

National Targets	Indicator	Baseline	Source of Baseline (Year)	2019 Achievement		Remarks
				Targets	Actuals	
By 2023, women and young persons with earning capacity to acquire assets are increased by 20%.	Number of beneficiaries of Labour-Intensive Public Works (youth employment)	59378	NACSA (2018)	65000	68000	
By 2023, 145,000 poor and vulnerable households benefiting from social transfers to improve their access to education, health and income security.	Number of households benefiting from cash transfer & other SP interventions (reparations, SAGs, MEGs)	38,898	NACSA (2018)	39,030	28,538	Target not met
OUTCOME 2: Social protection programmes expanded to cover the chronically poor and vulnerable	Number of Districts with cash transfer programmes	9	NACSA (2018)	11	10	Fell short of 2019 targetbut cash transfers to vulnerable aged reached 16 districts
OUTCOME 3: The capacity of the institutions in the social protection is enhanced	Number of Community Identification Committees identified and trained	2004	MSWGCA/ NACSA (2018)	2504	200	Fell far short of target
	% of beneficiaries with national ID Cards of the SP programmes	20%	MSWGCA/ NACSA (2018)	30%	30%	target met

Improving lands and housing management

Strategic Objectives

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

Progress

At the onset of implementation of the MTNDP, the Housing Department was brought back to the Ministry of Lands, Housing and the Environment, with the view of ensuring effective coordination between land use planning and issuance of building permits. While this is a laudable effort, the resulting institutional rearrangement continues to present implementation challenges, especially with regards to effective data collection. Thus, progress will only be provided on a number of processes and efforts which have been initiated.

During 2018-2019 period, the Housing Department opened three new offices in Port Loko, Pujehun and Kailahun Districts to ensure effective management of land tenure rights, planning and development control in the regions, whiles processes and procedures governing the acquisition of state lands have been refined and modernised, leading to a drastic reduction in land related conflicts and cases.

The Ministry has established a Regularization Committee for state land governance, resulting in an increase in revenue generation. In the first quarter of 2019, revenue generated was Le845,776,000.00, more than the amount recorded in the corresponding period of 2018.

The procedures and processes regarding the management and acquisition of lands have been redefined with the establishment of Verification and Complaints Unit to ascertain the provisions contained in the Letter of Offer before any lease payments is being made. This has brought transparency and speed in the issuance of conveyances as well as a drastic reduction in multiple claims of ownership over a piece of land in the western area.

Government is effectively implementing the National Land Policy in close collaboration with Development Partners, CSOs and other relevant partners through piloting of some the provisions of the policy—such as section 6.4 which argues that Government should create the enabling environment to attract responsible investments as well as ensure that such investors act responsibly, respect human and land rights, do no harm to food security, local livelihoods and the environment. Thus, Government in collaboration with SOLIDARIDAD—a non-profit making organization that works globally towards sustainable production of communities—, and NAMATI—a CSO organization which works on innovation in legal empowerment, has effectively utilized this session of the policy to prevail on Natural Habitats to reduce its initial plot of land acquired from 3,700 hectares of land to 2,320 hectares. In 2014, the company had invested in this piece of land in Pujehun District.

Another area of significant progress is the protection of customary land rights which is being piloted in selected chiefdoms in Bombali, Bo Port Loko and Kenema districts.
The Lands ministry has successfully mapped out land Degraded Hotspots across the country and a comprehensive land degradation information is now available for development planning.

CLUSTER TWO: DIVERSIFYING THE ECONOMY AND PROMOTING ECONOMIC GROWTH

Improving productivity and commercialization of the agricultural sector

Strategic objective

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

Progress

Table 2.6 presents a summary of progress in achieving planned targets in 2019, against baselines for indicators that data was obtained for the agriculture and forestry sector. In all, there are 24 performance indicators reported here (see table below). Of these, targets were achieved or exceeded in 12 indicators, including impact level measure *(*including ***the number of vaccination and deworming/treatment exercises conducted against PPR, Newcastle, etc; the number of poultry feed mill established by Private Sector; and the number of Vaccine cold chains provided; among others***). The target on the impact level indicator (***rate of national food self-sufficiency***) was almost achieved, recording 81 percent in 2019 against a target of 82 percent, and a baseline of 81.2 percent. Targets are not achieved in 11 indicators, although a number of them only slightly unachieved (see table below).

Table 2.6: Performance of indicators in agriculture and forestry

National targets	Indicator	Baseline	Source of baseline (year)	2019		Remark
				Targets	Actuals	
By 2023, Sierra Leone is 60% food sufficient	Rate of national food self-sufficiency	81.20%	MAF	82%	81%	2019 target almost achieved
OUTCOME 1: Investment in rice production, processing and marketing increased	Percentage increase in annual national rice self-sufficiency	61%	MAF	66%	55%	Fell short of 2019 target
	Percentage of private sector investment in rice production	5%	MAF	15%	0%	Fell short of 2019 target
	Percentage of marketing outlets for rice	5%	MAF	15%	5%	Fell short of 2019 target
OUTCOME 2: Investment in technology: e.g. mechanization, irrigation, water management, remote sensing feeder roads…by government and private sector improved	Ha of irrigated land cultivated	5,024	MAF	1,695	0	Fell short of 2019 target
	Km of feeder roads rehabilitated	2,696.64	MAF	1,130	129	Fell short of 2019 target
	Ha. Of IVS rehabilitated	4,032.57	MAF	1,205	1,007.94	Fell short of 2019 target
	Ha of IVS developed	2,895.03	MAF	1,085	0	Fell short of 2019 target
	No. of youth contractors trained	973.3	MAF	972	171	Fell short of 2019 target
	Number of farmers cultivating rice twice or more in one production season	415	MAF	520	0	

National targets	Indicator	Baseline	Source of baseline (year)	2019		Remark
				Targets	Actuals	
	Number of Vaccination & deworming/treatment exercises conducted against PPR, Newcastle, etc	50,000 100,00	MAF	1,000,000 150,000	34,194 165,000	2019 target exceeded

National targets	Indicator	Baseline	Source of baseline (Year)	2019		Remarks
				Targets	Actuals	
OUTCOME 2: Investment in technology: e.g. mechanization, irrigation, water management, remote sensing feeder roads…by government and private sector improved	Number of poultry feed mill established by Private Sector	0	MAF	1	1	2019 target met
	Number of Vaccine cold chains provided	0	MAF	5	22	2019 target exceeded
	Number of vet Lab established	1	MAF	0	1	2019 target exceeded
	Number of Lab technicians trained	5	MAF	5	3	Fell short of 2019 target
OUTCOME 5: Production of other crops improved and enhanced to ensure diversification.	Annual production of cassava (000' MT)	3,735,398	MAF	2,601,980	817,342	Fell short of 2019 target
	Annual production of Sweet potato (000' MT	205,876	MAF	160,975	178,753	2019 target exceeded
	Annual production of Ground nut (000' MT)	80,324	MAF	21,152	106,396	2019 target exceeded
	Annual production of Maize (000' MT)	15,259	MAF	23,558	38,685	2019 target exceeded
	Annual production of sorghum (000' MT)	59,688	MAF	50,396	59,688	2019 target exceeded
	Annual production of sesame (000' MT)	7,554	MAF	6,073	7,554	2019 target exceeded
	Annual production of Cacao (000' MT)	63,583	MAF	51,389	14,648	Fell short of 2019 target
	Annual production of Coffee (000' MT	134,867	MAF	99,263	134,867	2019 target exceeded
	Annual production of Oil palm (FFB) (000' MT)	5,912,557	MAF	738,162	5,912,557	2019 target exceeded
	Annual production of Cashew nut (000' MT)	1,915	MAF	1,570	1,915	2019 target exceeded

Key actions/initiatives undertaken during 2019

- Developed the National Agricultural Transformation (NAT) 2023 Plan. The priorities of the Ministry of Agriculture in the NAT 2023 were developed after digesting the speech of H.E the President, 'Rtd Brigadier Julius Maada Bio during the 1st state opening of Parliament of the 5th republic of Sierra Leone.
  Stakeholders/Partners/Private Sector engagement
- Agriculture Value Chain Development Project Formulated (IFAD-USD 60 M); Rice - Value Chain Development Project Formulated (IsDB-USD 40 M); SL Agro-Industry Rice Value Chain Project formulated (AfDB-USD 15 M); and the West Africa Agricultural Transformation project formulated (World Bank -USD 60 M)
- 350,150 assorted Forest hardwood trees nursed across the country
- Establishment of the Veterinary Epidemio-surveillance Unit in the Division. Reporting tools have been developed, headed by Veterinary Epidemiologist with a Data Entry Clerk. The unit is now responsible for receiving surveillance data from the Districts to Head Quarter for analysis and presentation on a weekly basis at the Health Security Emergency (HSE) unit of MOHS.
- MAF in collaboration with FAO Vaccination of Small Ruminant (Sheep and Goats) against Pest De Petite Ruminant (PPR) and Poultry –Newcastle Diseases (NCD). A total of 11,524 small ruminants (7,422 goats and 4,102 sheep) were vaccinated/or treated against PPR. In addition, 9,110 chickens were vaccinated against NCD
- With support from FAO and funding from USAID the Laboratory at Teko – Makeni has been rehabilitated and stock with the requisite equipment to Level 2 standard
- With Funding support from REDISSE Project –World Bank, six technical positions have been advertised awaiting procurement process for the recruitment of the various laboratory staff
- Support from ECOWAS to the three sister countries of the Mano-River Union in the fight against Pest de Petite Ruminant (PPR), Foot and Mouth (FMD).
- In collaboration with the One Health Platform, 10 staff from the Livestock and Veterinary Services Division, have been trained as front line Field Epidemiologists to be active in surveillance and reporting systems on priority Zoonotic diseases and Trans boundary animal diseases
- Distributed basic irrigation and soil analysis equipment (soil augurs, engineer's levels and accessories, prismatic compasses, munsell soil-colour charts, ranging poles etc.) to District Agric. Engineers for effective and efficient field work.
- Rehabilitated 651.14 hectares of inland valley swamp in five District of Karene, Tonkolili, Pujehun, Bonthe and Kenema in collaboration with WFP through the Food for Asset (FFA) project alongside sensitization, the formation of farmer based groups and selection of youth contractors.
- 616.67 hectares of Boli land ploughed and harrowed by eight MAF District offices of Western Area – 17 Ha, Karene District - 124.67 Ha, Kambia District – 50 Ha, Tonkolili District – 120 Ha, Kono District – 10 Ha, Pujehun District – 40 Ha, Moyamba District – 5 Ha and Bo District – 250 Ha and awaiting seed harrowing.

- 109 youth contractors, (78 Male and 31 Female) trained on IVS rehabilitation/development and on-farm water management in 6 Agricultural Districts. (Pujehun - 20 male and 10 female, Kailahun - 15 male and 5 female, Kono - 7 male and 3 female, Tonkolili - 17 male and 7 female, Karene - 4 male and 1 female, Western Area - 15 male and 5 female).
- 62.2Ha of IVS rehabilitated from the devolved funds from the local council of Bonthe District - 2Ha, Moyamba District - 3.2Ha, Pujehun District - 2Ha, Kenema District - 9Ha, Kailahun District - 12Ha, Kono District - 10Ha, Tonkolili District - 3.5Ha, Kambia District - 8Ha and Western Area Rural District - 12.5Ha.
- Conducted conditional assessment for the release of five (5) tractors owned by Magbass Chinese Company to support farmers on mechanical cultivation at Magbass community and its environs.
- Invest in Torma Bum and Gbondapi (Rice bowl) for intensive Rice Production
- Increased area under cultivation with improved techniques (Rice 15,000 Ha, Oil palm 20, 818 Ha, Cocoa 8,300 Ha). There is an increase in production with a percentage change of 5.48 in 2018/2019 and the 5 years averages.
- Rehabilitated 684.3 Km of 17 feeder roads in 9 districts (Bonthe, Bo, Moyamba, Pujehun, Tonkolili, Bombali, Kambia, Port Loko, Western Area Rural).
- Transformed 52 Agri-Business Centers (ABCs) and Supported 59 small agri-businesses and 9 medium to large scale businesses with matching grants (USD 4 Million to 9 medium-large scale business and USD 590,000 to small scale agri-business) through EU funding (SCADeP)
- 148 hectares of trees planted for afforestation and reforestation
- Joint MAF/WFP/MOHS/SSL periodic Food Security Monitoring System (FSMS) Established.
- Established the Agricultural Market Information System (AMIS)
- Establishment of District Farms in the 15 Agricultural District to boost production of staple food (Rice)
- Importation of 475 metric tons of improve seed rice

Challenges

- Inadequate resources for data collection for informed decision-making at all levels
- Inadequate staff to deliver the Agric Transformation, e.g. Field Extension workers; many staff are volunteers;
- Low salaries and unfair grading system that doesn’t duly reward experience, education and longevity of service
- Untimely disbursement of Government budgetary allocation is a major bottleneck for the cropping calendar.
- It is estimated that Agriculture currently receives below the proposed 10% (Maputo and Malabo agreements) of the national budget allocation. Considering that nearly two-thirds of the population depends on it, there is a significant problem of disbursement timing for funding of activities in the sector which are time-bound.
- Access to financial services such as credit and savings facilities is extremely limited and this makes it difficult for farmers to access loans for the purchase of inputs

and also to save money for consumption in the 'hungry period'.

- For the Livestock Division specifically, the budgetary allocation to the livestock division is grossly inadequate to carry out any meaningful livestock development programme.
- In the area of animal production, most of the breeds especially pigs are inbreeds that are no longer fit for breeding purpose
- The slow and limited flow of funds from the Government for project counterpart funds is impeding the implementation of critical activities of the projects.
- Inadequate and untimely disbursement of funds for Divisions and Districts for implementation of programmes and activities.
- Technology development, dissemination, adoption and feedback is weak because of limited support to Research and Extension Services delivery systems and also support to farmers to enhance their update of technology.

Moving forward

- Agriculture being time bound, we would like to request some flexibility in financial accessibility procedure
- Increase Government budgetary allocation to agriculture to 10% in compliance to Maputo and Malabo declaration by ECOWAS heads of state.
- To address the shortage of veterinarians, Government through the MAF should engage friendly governments and development partners to provide scholarships to study veterinary medicine.
- Councils and Central Government should provide more logistic support to enhance the capacity of the field staff to perform their duties.
- For project operations, strong cooperation from the Local Councils and other local authorities across Districts can facilitate and enhance achievements of results of the feeder roads. The District Councils and local community authorities are providing all the necessary support for infrastructure contractors in terms of mobilization of labour for contractors and addressing land disputes.
- Using improved technologies have strong influence on yields and productivity in agriculture so the support for research and Extension services delivery is paramount.
- Proper organizations of FBOs will ensure sustainability of activities, and farmers have to start keeping records on their activities, there is need to support them fully so that they can produce and look at farming as a business.
- Land development is poor but critical for the uptake of improved technologies and as such, there is dire need to support land development for the farmers to enhance the uptake of improved technologies.
- Financial Services Associations (FSAs) and Community Banks (CBs) are important but strong supervision and follow-up support to FSAs and CBs in the initial years is critical, including regular yearly audits. Also, capitalization of FSAs and CBs is key to ensure that: i) all shareholders can benefit from the institution in which they invest; and ii) financial needs of the rural population (agriculture, petty trade, etc.) can be met by these same institutions. Agricultural financing requires specific terms – duration, repayment

conditions, and grace period in order to respond to the specifics of agricultural activities.

- The Apex body for Financial Services Associations and Community Banks needs to be funded by mature grassroots institutions that have a clear vision and understanding of the advantages/disadvantages and cost of entering into a federated organisation. It needs to be professionally managed and free of government and/or political influence.
- There is also a need for FSAs and CBs to expand their outreach target group through robust awareness raising about the opportunities provided and services offered by the FSAs, and to overcome perceptions that these institutions are not intended for the poor.
- In terms of gender mainstreaming and women's empowerment, FSAs and CBs data show greater numbers of male shareholders than females. The overall number of loan clients is more equitable, however, according to findings from the field, women may take smaller loans than men and may lack control over finances due to limited decision-making power within the household.
- The budgetary allocation to the Livestock Division should be increased to facilitate the introduction and dissemination of new technologies such as artificial insemination and breed improvement.
- Livestock producers must be encouraged and supported to establish viable associations along the livestock commodity value chain

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

Strategic Objectives

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

Progress

The fishery sector is one of the key sectors for Government's economic diversification drive as articulated in the MTNDP. This sector is recognized to provide a significant source of revenue for the government as well as supports food security and boosts employment, especially for women. The MTNDP identified two impact indicators and six output indicators for the fishery sector, but given the prevailing data constraint, progress will only be provided for a selected indicator and or key policy measures of 2019.

In an effort to ensure the sector operates at international standard and license fees are competitive and non-discriminatory, the Ministry of Fisheries and Marine Resources (MFMR), in 2019 harmonized the industrial fishing license fees and other charges in line with the sub-region. Similarly, the Ministry completed the registration of canoes and facilitated the harmonisation of licensing fees of small artisanal canoes across all local councils.

In 2019, the sector generated revenue of Le100.5 billion (equivalent to US$100,500), recording a 6.5 percent increase from its 2018 revenue of Le94 billion in 2018.

In its continued fight against Illegal, Unreported and Unregulated (IUU) fishing, the country in 2019 became a party to the Port States Measure Agreement (PSMA) to deter/prevents and eliminates IUU fishing. Construction of an Outstation at Sulima to curb the illegal fish trade between Sierra Leone and Liberia is ongoing. A National Plan of Action (NPOA) for IUU was developed an itsimplementation is ongoing.

In addition to the ratification of the Fisheries and Aquaculture Regulations, the Ministry has made major strides towards the development of aquaculture through the rehabilitation aquaculture infrastructure as follows.

- 12 experimental fish ponds rehabilitated in Bo and 8 in Makali
- Rehabilitation of Administrative building in Bo and staff quarters in Makali
- Perimeter fence constructed around Bo station

The Ministry also Rehabilitated Fisheries Extension Outstations at Konakridee, Tombo and Gbondapi and acquired a Land in Sulima for the construction of a Fisheries Extension Office to enhance cooperation with stakeholders including the Navy and Local Authorities.
Government through the Ministry signed a partnership agreement with the Republic of Iceland for a $3.2 million project to construct the following:

- Improve fish smoke ovens—Commissioning of the 12 smoke oven, 44 toilets facilities and 1 bathroom at Tombo was done in October by the Foreign Ministers of Sierra Leone and the Republic of Iceland
- Water and sanitation and hygiene improvement
- Analysis of data from the Vessel Monitoring System and
- Training of MFMR Staff on the law of the sea.

With regards the provision of WASH facilities and valuer addition to fish and fisheries product, MFMR constructed raised platforms at Tombo and Goderich Outstations and constructed WASH facilities and improved Smoked ovens at Tombo and Goderich landing sites.

During 2019, MFMR commenced a comprehensive fish stocks assessment in the EEZ of Sierra Leone for three years as part of the grant offered by the Government of China to the MFMR. This process commenced in October of 2019 with the overall objective of determining the fish biomass and distribution for better conservation and sustainable management of the fisheries resources in Sierra Leone.

Regarding the development of Fish Harbours, the Government of Sierra Leone, through the MFMR has secured a grant of USD55M from the Chinese Government for the construction of a fish harbour at Black Johnson. An MOU has been signed between the Ministry and the Chinese Government for bilateral cooperation in the fisheries and marine sector. The MFMR and MLHE have already engaged and sensitized the community people/landowners on the payment of compensation of the land

In pursuance of its affirmed determination for the Sierra fish to gain access to the EU market, the MFMR in 2019 engaged the EU Director General for Health and Food Safety to facilitate the export of fish and fishery products, leading to the following key outputs:

- Fishery Products General Questionnaire has been filled and forwarded to the EU
- EU Fishery Product Specific Questionnaire completed and submitted
- Face to Face Dialogue with DG SANTE and DG MARE commenced in October 2019

Capacity support in the form of Procurement of Fishing Gears—assorted fishing nets; Communication Equipment to aid navigation and transmission of information at Sea and Land; and Fiber boats for community surveillance was initiated in 2019Collaborating with UNDP, an MOU has been signed on ‘‘Adapting to Climate Change Induced Coastal Risk Management Project’’ in four communities (Bonthe – Turtle Island, Shenge, Hamilton and Tombo), leading to the UNDP

- 300 fish processors/fishermen benefited from the training on improved Fish processing and quality management along the coastal districts
- Implementation of a ‘closed season’ through April 2019, as a management measure to ensure re-building of fish stocks and protect our fish stock from depletion, *described by the EU and World Bank as an unprecedented move ever in the history of Sierra Leone*.

It is important to note that the overall focus of the sector is to improve on the value-addition of fisheries’ products with the aim of ensuring food security and export expansions.

Challenges

donating 5 bikes to focal points persons for coastal management and providing alternative livelihoods for youths and women in fisheries.

Other key policy actions undertaken during 2019 include

- Enhanced monitoring control and surveillance of fishing vessels by through regular patrols and utilization of Vessel Monitoring System and Fisheries Observers
- Formation and functioning of the Scientific Economic and Technical Committee to advise the Ministry on sustainable management of the Fisheries and Marine Resources
- Formation of the Local Artisanal fishers Union under an umbrella body, The Artisanal Fishermen Consortium.

- Lack of incentive (enhancement) to motivate staff to embark on rigorous revenue generating activities such as the surveillance of our waters to prevent IUU fishing
- Inadequate Office Space to house the officers in various Units as the Ministry currently occupies only half of the 7th floor of Youyi Building
- Untimely disbursement of funds to enable the ministry to undertake its core functions
- Weak cooperation and coordination from key stakeholder institutions such as Sierra Leone Maritime Administration, Sierra Leone Ports Authority, Ministry Agriculture and Forestry
- Inadequate middle-level professional staff and key senior staff
- Lack of roadworthy vehicles to undertake periodic monitoring and supervision of Out stations activities

- Inadequate decentralised budget for extension/Outstation services

Recommendations for improved implementation for 2020 and beyond

- Provide MFMR with adequate equipment and physical resources, especially roadworthy vehicles to effectively manage and regulate the marine and freshwater fisheries
- MFMR should be included as a key decision-maker in any agencies of government involved in exploring for and exploiting non-living marine resources, and specifically in the Petroleum Unit.
- We further recommend that the mineral exploration Government establish a framework for consultation between MDAs and other stakeholders to deal with environmental issues relating to offshore oil and exploitation. That MoF pays a bonus or a certain percentage of the funds generated to the Ministry as a means of motivating staff in the form of enhancement as is done in some MDAs.
- The Ministry should seek financial support in planning and carrying out study tours (of best practice in progressive fisheries administration and management methods, specifically suggesting study tours to Namibia and South Africa (demersal trawling and 'newcomer' investment policies), Mozambique (shrimp fishery management), Tanzania (small-scale fishery participatory processes) and Ghana (sanitary certification and Vessel Monitoring Systems (VMS) in Ghana and South Africa.
- There should be plans in existence for the Kissy site to be modified to provide suitable accommodation and a base for the Ministry's MCS unit, together with a jetty for the MCSvessel(s).

CLUSTER THREE: INFRASTRUCTURE AND ECONONOMIC COMPETITIVENESS

Detailed progress data on all planned indicators could not be obtained on this cluster as in the other sectors discussed above. Thus, a comprehensive discussion as above is not done here.

Energy generation

Strategic objective

The strategic objective is to produce/generate and distribute adequate electricity and power from renewable and clean sources for increased access by the majority of the population.

Progress

Government has relentlessly pursued the overall target of increasingelectricity installed capacity from 167.2MW in 2019 to 650MW in 2023, and to reduce transmission losses from 38 to 20 percent during this period. To this end, among the key efforts the Government embarked on as early as 2018 was to have the Board of Electricity Distribution Supply Agency (EDSA) approve a Network Configuration Optimization Plan (NCOP) to improve the efficiency of electricity transmission and reduce losses.

In 2019, the implementation of the NCOP effectively started and accordingly, the network evacuation capacity increased from 56MW in 2018 to 77.2 MW by December 2019, while the average generation utilisation increased from 85.7 percent in

2017 to 96.7 percent in 2019. Today, the distribution network has improved significantly. Now, the average down time due to faults has also been reduced from an average of 13.2 hours in 2017 to 5.2 hours in 2019.

The latest DHS (2019) results show that households' access to electricity increased from 14 percent in 2013 to 23 percent in 2019; urban increased from 41 percent to 51 percent; while rural access increased only infinitesimally, from 1 percent in 2013 to only 2 percent in 2019.

With the massive reforms taking place in the energy sector, household/population access to electricity can be expected to improve significantly in the coming years. These reforms are highlighted as follows:

- Embarking on the implementation of the EDSA Strategic Plan of 2016 approved by the EDSA Board to improve the financial situation of EDSA. In 2019, a significant number of postpaid meters were replaced with prepaid meters, except for strategic government agencies including the military. Accordingly**,** electricity revenue collection rates improved significantly to 85 percent nationwide in 2019.
- The Board approved a new organizational structure for EDSA in November 2019 to improve the operational efficiency and financial sustainability of the organisation; management of EDSA has consequently been strengthened with the recruitment of staff to fill all senior management positions.
- Training and capacity building plans have been rolled out for various departments of EDSA.
- The Government continued to implement the Renewable Energy Efficiency Policies launched in 2018 to promote sustainable renewable energy and off-grid energy solutions at low cost; as well as various ECOWAS sub-regional energy initiatives consistent with the principles inspired by the ECOWAS Regional Electricity Regulatory Agency (ERERA).
- To promote financial sustainability and avoid arrears accumulation, a sector recovery plan was approved to address issues of costs, revenues and subsidy needs for the sector, covering policy reforms and targeting gender gaps in employment; and recommending to provide ERERA with regular status updates on the implementation of the sector recovery or development plan.

Challenge and Recommendation

Financial challenges for ensuring the sustainable delivery of service in the sector, including continued coordination related constraints, overcoming electricity distribution challenges and covering security of assets and others.

With political will and the scaled-up management efficiency at EDSA, these constraints will be substantially addressed over time.

Transport infrastructure

Strategic objective

The strategic objective is to plan, develop, and implement infrastructure development in an integrated, holistic, and cross-sectoral manner that will increase connection and safety for better utilization and broader benefit across the country.

Progress on roads

Of the total 197 km additional paved roads (all-weather trunk road in the national road system) targeted for construction out of cities/towns for 2019, above 983 km done in 2018 as a baseline, 48.8 km was achieved (25 percent of planned target). Of the total 310.4 km additional paved roads targeted for construction within cities and urban settlements, 152.33 km was done, above 248.32 km in 2018 as the baseline (about 49 percent of planned target). During 2019, rehabilitation of feeder roads was undertaken at the sector level, mostly agriculture, which rehabilitated 129 km of feeder roads (about 34 percent of planned rehabilitation). The Smallholder Commercialisation and Agricultural Development Project commenced work on 142Km of feeder roads and implementation is only at an early stage.

The Presidential Infrastructure Initiative at State House advanced work on the detailed design and specification of the proposed motorised bridge linking Freetown and Lungi. Feasibility study for the construction of flyovers and Passenger Overpasses in Freetown have been completed and expressions of interests received from potential consultants.

The Roads Maintenance Fund Administration (RMFA) on the other hand continued to pursue its strategic objective of securing and managing road maintenance funds in a cost-effective manner so as to ensure timely routine and periodic maintenance of the national road network. While the institution could not meet any of its targets for 2019, progress was recorded for a number of indicators. These include:

I. **Total amount (SLL) provided to road agencies (SLRA & District Councils) for road Maintenance.** Against a target of SLL 100.0 Billion to be disbursed to road agencies (SLL 80Bn to SLRA and SLL 20Bn to be shared among the 22 councils), the RMFA only disbursed a total of SLL 64.8Bn to road agencies before the end of the year 2019.

II. **Loan Repayment to banks for some township roads that were rehabilitated in 2017: The** RMFA has an obligation to repay loans owed to banks (Commerce & Mortgage Bank, Sierra Leone Commercial Bank, and Rokel Commercial Bank), whichwere used to rehabilitate roads in some districts in 2017. Thus in 2019, a total of SLL 26.8 billion were paid to these banks.

III. **Seeking additional sources of revenue for road maintenance:** There is a great need for additional funds in order to adequately finance requests from road agencies to meet the increasing demand of providing high quality road network across the country. In this regard, the RMFA continues to work closely with the road agencies and consultants to seek additional sources of funding to help address the growing road maintenance demand. While registering some progress in this direction, significant work remains to be done.

IV. **Mobilisation of resources to meet the funding requirement of both SLRA and the 22 Council for road maintenance:** Due to lack of reliable data, the RMFA is yet to determine baseline figure on the estimated amount of the resources to be mobilised to address the road maintenance need in Sierra Leone. That notwithstanding, the administration was able to achieve some progress estimated at 21% of the required resources.

Table 2.7 provides progress on indicators for transport infrastructure including update on the proposed Lungi Freetown bridge. While table 2.8 below attempts to provide updates on roads maintenance fund management, it is important to note there was no provision or indicators for RMFA in the indicator framework. For the MTNDP.

Challenges and gaps

Some of the challenges and gaps in the course of implementation include the following:

- Road projects cannot be adequately financed from Government budgetary allocations, which has been the primary source of funding for road transportinfrastructure interventions. Thus, most road investment proposals are waivedoff as government continues to shy away from loans.
- Lack of professional and technical manpower and poor conditions of service leading to high staff turn over.
- Lack of vehicles including motor bikes and other logistics to support the monitoring of roads, building projects, quarry operations and Petroleum Storage facilities.
- Lack of a comprehensive National Road Policy, Axle Load Policy and Road Assets Management Manual.
- No policy for tenancy agreement/ use and the management of public assetse.g. Government quarters, Stores, Vehiclesetc
- Lack of modern tools and equipment such as computers, ultrasound scanner, camera, Laser distance measurement, profometer, GPS, Electronic Distance Measurement (EDM), Total Station and Theodolite.
- Lack of comprehensive electronic database on publicassets
- Lack of proper institutional arrangements and harmonization of the Acts within the road agencies created some misunderstanding which led to disagreements during the implementation.
- Late disbursement of funds to councils, largely due to fluctuations in the cash flow, thereby affecting road maintenance programmes and works.
- Inadequate resources to fund the huge maintenance backlog.
- Fewer sources of revenue for road maintenance activities
- Lack of adequate data from implementing partners to properly plan and track progress without disruption.
- The emergence of many other compelling emergency works in the course of implementation which were not budgeted for.

Lessons Learned

- Delay in the disbursement to the council will not only affect the smooth implementation of the programmes but will also lead to cost overrun that might compel contractors to compromise quality in a bid to maintain their anticipated profit margin.
- The SLRA road maintenance calendar must be adhered to inorder to avoid untimely road maintenance intervention (ie doing earthworks in the rains) will not yield the desired result.
- Expediting the harmonization of the roads agencies Acts, will provide clarity in the roles and responsibilities of

agencies and eliminate duplicities in functions that might lead to issues.

- The lack of sustainability plans has left the roads fast deteriorating conditions without any properattention

Recommendations for improved implementation for 2020 and beyond

- There should be an effective and efficient collaboration between stakeholders in the infrastructure sector.
- The Road sector Acts should be reviewed to enhance proper coordination, efficient and effective implementation of projects.
- Government should ensure adequate and timely budgetary allocation as well as adequate staffing and Personnel training for the road sector
- Structural review of the SLRA to ensure that project feasibility studies, planning, design and supervision are greatly done by the Roads Authority, so as to limit the involvement of consultants, which may increase indirect cost of the project.
- Provision of Vehicles and other logistics for inspection andmonitoring.
- Improve on the Safety Standards and specifications for Public Infrastructure.
- Comprehensively upgrade of Carpentry and Mechanical workshops withmodern tools andequipment.
- Improve salary/remuneration to attract and retain technical and professional staff
- Timely payment of arrears to suppliers, contractors and consultants
- Ensure formulation and implementation of a National Road Policy, Axle Load Policy and Road Assets Management Manual.
- SLRA to provide the necessary technical support to the councils at the district level.
- To develop a data base for roads in Sierra Leone to help road agencies to plan and make informed decisions.
- Government to increase the fuel levy to adequately support road maintenance budgets from road agencies

Table 2.7: Performance indicators for Transport Infrastructure

Indicators	Baseline	Source of Baseline (year)	2019 Achievement		Remarks
			2019 Planned Target	Actual	
Cumulative amount of all- weather roads (total distance- Km) constructed	983	SLRA (2017)	1180	About 700km to 1000 Km remedial work awarded to be done on different road axes	Target not met
Cumulative amount of feeder roads rehabilitated, upgraded and maintained (km)	1420km	SLRA (2017)	1820.5km	1549 km	129km of feeder roads done whiles SCADEP Commenced work on 142km
Exercises to build a motorized bridge linking Freetown to Lungi.	Feasibility study report	SLRA (2013)	Feasibility Studies of Freetown to Lungi Bridge construction reviewed	Detailed design and specification ongoing	Target exceeded
Number of functional weigh bridges nationwide.	One weighbridge at Gbalamuya requiring repair	SLRA (2018)	Reviewof technicaldetails and awardof contracts	Reviewof Technicaldetails forprocurement done	Target exceeded
Number of flyovers and Passenger Overpasses in the Freetown.	Number offlyovers and Passenger Overpasses in Freetown	SLRA (2018)	Feasibility study completed.	Expressionsof Interestshave beenreceived frompotential consultants	Target exceeded

Table 2.8Performance indicators for Road Maintenance Fund

Indicators	Baseline	Source of Baseline (year)	2019 Achievement		Remarks
			2019 Planned Target	Actual	
Total amount (SLL) provided to road agencies (SLRA & District Councils) for road Maintenance.	TBD (to be determined)	RMFA (2018)	SLL 100.0 Bn	SLL 64.8 Bn	Target not met
Loan Repayment to banks for some township roads that were rehabilitated in 2017	SLL 29.3 Bn	RMFA (2018)	SLL 29.3 Bn	SLL 26.8 Bn	Significant progress made but slightly fell short target
Seeking additional sources of revenue for road maintenance.	TBD	RMFA (2018)	Work with SLRA and Consultants to provide guidance	35%	Not baseline provided
Mobilisation of resources to meet the funding requirements of both SLRA and the 22 Council for road maintenance	TBD	RMFA (2018)	28%	21%	Target not met and baseline not provided due to lack of data

Water supply

Strategic objective

The strategic objective is to increase access to clean potable water for the population and to improve sanitation through relevant infrastructure.

Progress

The Government through the Ministry of Water Resources continued to scale up water supply infrastructure across district headquarter towns nationwide. In Bo, Kenema, Bombali, and Port Loko District Headquarter Cities, 95, 90, 75, and 45 percent of planned infrastructural works were completed, respectively; 40, 40, 10, 70, 40 and 30 percent were completed in Pujehun, Tonkolili, Koinadugu, Kambia, Kailahun, and Moyamba District Headquarter Towns, respectively. Much is not written on this sector, as well, due to limited data.

CLUSTER 4: GOVERNANCE AND ACCOUNTABILITY FOR RESULTS

Strengthening Political Development for National Cohesion

Strategic Objectives

The strategic objective is to ensure a democratic and cohesive society that is peaceful, stable and tolerant.

Progress

During 2019, Government, through the Ministry of Political and Public Affairs (MPPA) has scaled up efforts in advancing peace and national cohesion. The National Dialogue Forum (Bintumani III) conference for democratic consolidation of peace and national cohesionwas held in Freetown, coordinated by the MPPA in collaboration with other key Government MDAs. All of these are initial steps towards the establishment of the National Peace Commission, which is a key output indicator for this policy cluster. Preparation of the Green paper has commenced and implementation of the recommendations of the peace conference is ongoing. The Ministry commemorated the International Day of Democracy on the theme,*Participation and Commitment for Democracy and Peace*. This platform was again used to engage political parties' representatives, women and youth groups, CSO's, Religious Groups, Media were engaged on their role in forging peace and democracy.

Challenges

- The budgeted allocation to the Ministry is inadequate to ensure effective coordination of sector activities, and quarterly allocations are often not disbursed on time.
- Inadequate logistical support (Vehicles and working tools) hinders the timely implementation of activities.The MPPA, which is the coordinating ministry, currently has no official vehicles.

Lessons learned

- Timely disbursement of funds will provide timely and quality service delivery
- The provision of adequate logistical support to implement outlined activities will be critical to the successful implementation process.

Recommendations for the improved implementation for the year 2020 and beyond

- Timely disbursement of funds will improve and expedite the implementation of activities;
- Increase allocation to match inflation;
- The provision of logistical support (Vehicles and other working tools) is vital to the successful implementation of outlined activities.

Strengthening public financial management

Strategic Objectives

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

Progress

Several PFM reforms and review of existing laws were done in 2019 with the broad objective of achieving overall fiscal discipline and to maintain a strong legal environment as a foundation for a good PFM system. These laws include the Finance Act 2020, the Appropriations Act 2019, the Anti-Corruption Act 2019, the Anti-Money Laundering and Combating of Financing of Terrorism (Amendment) Act, 2019, the Bank of Sierra Leone Act 2019 and the Banking Act 2019[1].

In collaboration with the IMF and World Bank, a joint Public Investment Management Assessment (PIMA) was conducted in 2019 for a comprehensive assessment of the quality of infrastructure governance at all levels of economic development. As the first ever PIMA conducted for Sierra Leone, this assessment reveals that the institutional design of Sierra Leone—albeit very high score on budget comprehensiveness— is below the average of African countries that have undertaken the PIMA among which is the Gambia and Liberia.Recommendations for reforms were proffered to enhance the effectiveness of institutions.

With regards to improved expenditure management, MoF in collaboration with the Directorate of Science, Technology, and Innovation (DSTI) developed an Electronic Expenditure Management System (EEMS) to ensure fiscal discipline, efficient and effective utilization of public funds. The system is web-based and is designed to streamline and automate the end to end processing of payments in the public service from paper-based PETS forms and vouchers.

As one of the key PFM targets for the year under review, the Integrated Financial Management Information System (IFMIS) was rolled out to an additional 27 MDAs, with the Civil Service Module (CSM) being rolled-out to the Teaching Service Commissionafter the conduct of a comprehensive training for IFMIS users. The capacity of ECOWAN in providing network transport and services to support the operations of the IFMIS platform and other application services was assessed. The report revealed that there is currently no significant advantage to migrate from IFMIS to the ECOWAN.

In a bid to improve on the transparency and sustainability of the public sector payroll, Government, in 2019, continued with its payroll reform drive, including the automation the payroll, with all tertiary education institutions now automated in the central payroll system.

Following the initial biometric verificationexercise conducted by the National Civil Registration Authority (NCRA) in 2018, a total of 2,990 employees were initially removed from the payroll during the November 2019 pay run. The expected savings were calculated at Le9 billion per month. To date, about 1,300 employees have come back on the payroll, thereby reducing the monthly saving to about Le 2.8 billion.

Payroll Units were established at the Budget Bureau and Internal Audit Directorate at the MoF, tasked with developing payroll budgets, monitoring the execution of the payroll budget and conducting routine payroll audits respectively. The Wages and Compensation Commission (WCC) responsible for

[1]For details, please see page three of the Annual PFM Report for 2019

addressing equity in pay and compensations for the three arms of government was established.

The Treasury Single Account (TSA) was successfully rolled-out to five additional Agencies: Sierra Leone Roads Authority, Sierra Leone Standards Bureau, National Civil Registration Authority, Pharmacy Board, and Sierra Leone Civil Aviation Authority, bringing the total TSA Agencies to eleven, in compliance with the Finance Act of 2019. The rationalization of bank accounts of MDAs continued during the period with the opening and closure of these accounts according to the TSA guidelines. The Cash Management Unit continues to collate data used in preparing Cash Flow Forecasts for the attention of the Cash Management Committee, and the committee continues to meet weekly during which decisions on borrowing, expenditure and revenue collection are discussed. An analysis of receipts from TSA Agencies shows that in 2019, the total estimated collection was Le480.3 billion while transfers were Le399.7 billion, representing 83 percent of total TSA collection.

Efforts were also made towards the assessment and management of Fiscal Risk from Public Private Partnership (PPP), including the provision of a five-day training on management of fiscal risk arising from PPPs. This training also covered Financing PPPs, Policy, Legal and Institutional Framework, the PPP Cycle, Potential risks and Sub-Saharan Experiences. The directorate of Fiscal Risk Management at MoF chairs the weekly meetings of EDSA Budget and Audit Committee, and duly analyses and processes EDSA's payment requests (including payment for their monthly operations and payment to the Independent Power Providers).

In a bid to improve on accountability and transparency in the procurement process, and to support fiscal discipline, the Independent Procurement Review Panel (IPRP) was reconstituted, a regional office opened in Bo for the southern region, and a Memorandum of Understanding signed between the National Public Procurement Authority (NPPA) and the Anti-Corruption Commission (ACC).The IPRP provides a complaint mechanism for dissatisfied and aggrieved contractors to seek redress if they believe that there have been irregularities with the outcome of the procurement bidding and award of contract process in which they participated.Among others, the NPPA (i) introduced specialised standard bidding documents and now reviews bidding documents and evaluation processes before awards are made; (ii) reviewed the Public Procurement Regulations to include a clear mandate for the introduction and implementation of electronic procurement; (iii) discouraged procuring entities from the use of sole-source and restrictive bidding; and (iv) commenced the production of quarterly price norms.

The NPPA has acquired office space for the e-GP Directorate including a training room. The offices have been fully furnished and stocked with the required number of computers as pre-requisite to commence implementation of e-GP. A study tour was undertaken to gain first-hand experience in e-GP implementation in Rwanda and Zambia and to determine the readiness of Sierra Leone to go in for a Home–Grown Solution or Commercial off –the-shelf system of administering e-GP.

A Government Audit Committee was established at MoF to oversee operations of MDA audit committees and follow up on unresolved audit issues. Over eighteen (18) Audit Committees were reconstituted in various MDAs to further enhance the implementation of audit recommendations for internal and external audit reports.

In order to ascertain leakages and determine the magnitude of such leakages, if any, a Public Expenditure Tracking Survey was conducted in 2019, focusing on 2017 and 2018 funds released for frontline service delivery facilities in education, health and agriculture sectors. The survey covered six expenditure items; school fee subsidies, text books, and teaching and learning materials for junior and senior secondary schools, essential drugs to hospitals and Peripheral Health Centers (PHCs), fertilizers and seed rice to Farmer Based Organisations (FBOs).

Another important PFM reformrelates to the Public Financial Management Improvement and Consolidation Program (PFMICP), which had the tenth Implementation Support and Review Mission held in November 2019, recording an improvement in the project implementation status to "satisfactory" from "moderately satisfactory". This positive result clearly shows that the project is on course to meet its objective, increasing the possibility that a one year No-Cost Extension will be granted for the completion of key activities such as ITAS, eProcurement and IFMIS related activities.

In relation to PFM oversight and public accountability, parliamentary deliberations on the 2017 Auditor-General's Annual Report commenced in July 2019; the citizens' version of the FY2019 Government Budget was produced, disseminated and uploaded on the MoF website, thus meeting international publication deadline. TheNon-State Actors (NSA) Secretariat, in collaboration with the PFMICP established a network of NSAs with programmatic interest in audit issues. The Network comprised of Civil Society Organisation (CSOs) with experience and interest relating to work around analysis, advocacy and media engagements on the Auditor General's Report specifically focusing on audit recommendations. This network has been the primary implementer of core sub-activities coordinated and led by the NSA Secretariat.

Challenges

The issue of under-staffing in key spending MDAs remains a challenge

Table 2.8: Performance Indicators for Public Financial Management

National Targets	Indicator	Baseline	Source of Baseline (Year)	2019 Achievement		Remarks
				Targets	Actuals	
OUTCOME 1: Strategic policy making & budget planning enhanced	Status of CGE model development	0%	MoF (2018)			
	Status of Public Investment Management Assessment (PIMA)	0%	MoPED (2018)	% of completion of the Public Investment Management Assessment	First Ever PIMA done	Target exceeded
Outcome 2: Budget Execution, Reporting, Monitoring & Evaluation strengthened	Number of MDAs where IFMIS is rolled out to	30	MoF (2018)	Number of IFMIS rolled out to MDAs, donor funded projects, SVAs & Local Councils	27	Target was not set for 2019
	Status of additional non-core modules of IFMIS rolling out	0%	MoF (2018)	Number of IFMIS additional modules rolled out	1	Target was not set for 2019
	Coverage of TSA extended to cash balances of all general government entities	0%	MoF (2018)		5	No target was set for 2019
	Status of E-Procurement system implementation	0%	MoF (2018)		office space for e-GP directorate & training room provided & furnished. Recruitment of director ongoing	No target was set for 2019
	Status of payroll data cleaning across MDAs	0%	MoF (2018)		At an advanced stage. Results of the Biometric Verification Exercise used to end the assignments of 557 employees with complete name change	Target was not set for 2019
	Status of developing a comprehensive database for all major sources of fiscal risk, including SOEs	0%	MoF (2018)		Financial analysis for 16 SOEs conducted	Target was not set for 2019

Strengthening audit services

Strategic Objectives

The overall objective for strengthening Audit Service Sierra Leone (ASSL) is to provide more efficient and effective use of government revenue through sound fiscal management practice.

Progress

The MTNDP's target of strengthening audit services in the country has six outcome indicators for which progress is provided in the table below, whiles progress on impact level indicators are yet to be populated. Targets for three of these indicators were met, two indicators without any progress and one indicator with significant progress, albeit target not met.

During the period under review, there has been a slow but gradual improvement in the implementation of audit recommendations, recording an increase from 25 percent in 2018 to 35 percent in 2019. During the period under review, three Performance Audits were completed, the Annual Auditor General's report submitted to Parliament, and a Special Audit on the management of visas on arrival conducted, all meeting the 2019 target. On the other hand, training of the Parliamentary Account Committee (PAC) on the review of Audit General's reports was not carried out due to the unavailability of committee members. The process for the construction of a new headquarters for ASSL has been put on hold due to funding constraints.

Table 2.9: Performance of indicators for strengthening audit services

National Targets	Indicator	Baseline (2018)	Source of Baseline (Year)	2019		Remarks
				Targets	Actuals	
OUTCOME 1: Enhanced quality &efficiency of audits	Status of annual performance audits	2	ASSL (2018)	3	3	Target met
	Number of revenue audits conducted annually & submitted to Parliament.	1	ASSL (2018)	1	1	Target met
	Number of specialized audits conducted annually	1	ASSL (2018)	1	1	Target met
	Report of training provided to Parliament Account Committee on the capacity to review audit reports annually	1	ASSL (2018)	1	0	Target not met
Outcome 2: Strengthened capacity of ASSL to carry out its mandate &pursue the follow-up of audits	Status of implementing and following-up with all financial audit recommendations and those from the AG's Annual Report	25%	ASSL (2018)	50%	35%	Target not met
	Status of constructing new headquarters for ASSL	0%	ASSL (2018)	30%	0%	Target not met

Challenges

- Unavailability of proper office accommodation continues to pose a serious challenge to the effective functioning of the institution.
- Weak implementation of audit recommendations
- Inadequate staff complement to undertake specialized audits, due to drop in staff retention especially at the senior management level, attributed in part to deteriorating conditions of service as compared to counterparts in the private and public sectors
- Unavailability of the PAC for training on the review of the Auditor General's Report as well as for the conduct of public hearings
- Delays in the disbursement of other Charges Allocation

Lessons Learnt

- Staff Capacity has been significantly enhanced through the support of Public Financial management integration and Consolidation project
- Staff capacity is also enhanced through participation at International Trainings
- Following the secondment of an IT Auditor from SAI Kenya to ASSL from August 2019 to February 2020, there is now a dire need for establishing an IT Audit Division.

Recommendations for improved Implementation for 2020 and beyond

- As the Supreme Audit institution in Sierra Leone, the independence of ASSL should continue to be upheld in order to achieve its objectives and maintain the institution's high PEFA ranking
- ASSL should work closely with the central government in implementing the MTNDP on matters pertaining particularly to accountability and transparency and Government's efforts in its PFM reforms
- ASSL should continue to collaborate with the PAC to ensure penalties and sanctions are imposed on non-complying MDAs
- ASSL should continue to collaborate with the media, civil societies and Non-actors to ensure wide dissemination of Audit reports
- The capacity of ASSL must be strengthened, particularly in establishing a functional IT Division, which will increase access to necessary revenue-related information which are increasingly becoming digitalized
- There should be an increased collaboration with the Anti-Corruption Commission and other stakeholders to enforce audit recommendations and strengthen sanctions.

Strengthening public service delivery

Strategic objective

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

Progress

The Public Sector Reform Unit (PSRU) has initiated several activities towards the establishment of the Wages and

Compensation Commission (WCC), including the recruitment of an international consultant to support the process and the conduct of series of stakeholder consultations at regional levels. Following the initial work of the consultant and feedbacks from stakeholders and the Team of Experts, a Cabinet Paper for the establishment of a Wages and Compensation Commission was developed and approved by Parliament, leading to the drafting of the Bill and Regulations. The final draft Bill/Regulations is ready for parliamentary ratification and a Draft National Public Sector Wages and Compensation Policy has been developed.

Significant progress is also made towards strengthening public service delivery through the conduct of Management and Functional Reviews (MFRs) which helps to identify capacity, systems, and process challenges affecting the performance of MDAs in delivering effective and efficient services to the public.

During 2019, PSRU with the support of the HRMO, conducted fifteen (15) MFRs of Government MDAs, and determined the appropriateness of operating structures of the targeted MDAs with critical attention to their organizational ethos that are fundamental to delivering on priorities of the Government, with respect to effective service delivery. The review subsequently proposed changes to the administrative system and processes of these MDAs, so as to achieve their respective mandates.

Following the conduct of MFRs for six (6) Extra Budgetary Agencies in 2018—Petroleum Directorate, Petroleum Regulatory Agency, Environment Protection Agency (EPA), National Telecommunication Commission (NATCOM), Sierra Leone Maritime Administration (SLMA) and the Road Maintenance Fund Administration (RMFA)—, a monitoring exercise was carried out in 2019 to track progress on implementation of the MFR recommendations. The conduct of MFR for these institutions is part of Government's commitment towards the wider public sector reform priority to transform the Six-Extra-budgetary Agencies into responsive and service-oriented institutions. The monitoring exercise revealed that only less than 10 percent of the MFR recommendations have not been implemented by the responsible MDAs.

Challenges

- Key challenges in respect to the establishment of the WCC include: Skepticism of key stakeholders about the actual establishment of the Commission, late receipt of feedbacks from key stakeholders regarding documents sent for review, delays in getting the Bill enacted by Parliament and high expectations of the Public Sector Workers regarding improvement in conditions of service
- Little attention is being given to one of PSRU's core activities in terms of being the premier coordinating entity for PSR activity and chipped away by the establishment of paralleled institutions to perform similar functions.
- PSRU lacks the legal instrument to gain compliance of MDAs in ensuring that they place a high priority on the conduct of Management and Functional Reviews and implementation of recommendations proffered to help improve their service delivery effort.

- Lack of vehicular transportation at PSRU to carry out timely review and other reform activities
- Limited capacity building/training opportunities for staff on relevant discipline to enhance effective service delivery
- Inadequate funding of both PSRU and some MDAs to carry out reviews of provincial offices of the respective MDAs
- Frequent changes/transfer of contact persons in MDAs without proper handover notes for continuity of the MFRs process that had already commenced for that particular MDAs

Lessons Learnt

- Consultation with relevant stakeholders on key issues affecting them is vital to having a successful outcome. This came out clearly during PSRU's coordinating role in the series of consultative workshops held with regard WCC establishment
- Having a strong political-will is critical if sensitive project or activity is to be successful; this is evident in the smooth implementation of planned activities leading towards the establishment of the WCC with little or no bottleneck encountered
- The MFRs have seen stronger inter- and intra - agency collaboration and increased trust and communication among the key Implementing Agencies/Partners.
- Effective monitoring of MDAs has seen an appreciable level of improvement in the implementation of MFRs recommendations by MDAs

Recommendations for improved Implementation for 2020 and beyond

- Implementation of MFR recommendations should form part of MDAs' target as per the MTNDP reporting and also in the performance contracts signed by Ministers and Heads of Institutions so as to improve service delivery
- MoPED should categorise MDAs by Sectors, assign relevant targets set out in the MT-NDP and nominate sector Leads to keep track of progress made on a quarterly basis to ensure effective service delivery
- MDAs should collaborate/partner with the PSRU on all public sector reforms project/programmes for effective coordination and monitoring of the implementation of those programmes by MDAs
- Government should maintain its commitment for WCC to become a reality by ensuring that Cabinet approves the validated National Public Sector Wages and Compensation Policy in a timely manner
- The proposed WCC should function independently free from all external interferences
- Government should secure a Legal Mandate for PSRU as it continues to conduct new MFRs for MDAs and periodically re-review old/outdated ones.
- Government should strengthen existing institutions of government rather than creating new ones to prevent duplication of efforts, overlapping of roles & responsibilities and waste of resources as well as collapseor merger of departments.

Strengthening security institutions

Strategic Objectives

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

Progress

The Office of National Security (ONS) coordinated the review/development of key security policy documents, including the National Security and Central Intelligence Act 2002 (NaSCIA),the National Security Policy and Strategy (NSPS),Security Sectors Review (SSR),Military Aid to Civil Authority(MACA),Regulations for Private Security Companies, the ONS Terms and Conditions of Service (TaCoS), National Threat Assessment (NTA), and the National Intelligence Requirement (NIRs). Three of these documents were completed (the ONS TaCOS, NTA and NIRs) in 2019 with the remaining five at an advanced stage of development. The staff strength of the ONS was increased through recruitment whiles personnel capacity was improved through specialized trainings supported by development partners and sister security institutions abroad. Efforts were made to improve cooperation and collaboration within the security sector including the conduct of 2,176 meetings which significantly strengthened Sierra Leone's early warning and early response mechanism and fostered cooperation between the security sector and non-state actor's institutions.

With regards the establishment of Chiefdom Security Committees (CHISECs), the ONS with support from development partners, recruited 20 chiefdom security coordinators (CSCoords) to serve as focal persons for security related issues at chiefdom level with the view to enhancing security making Sierra Leone's early warning and early response system more effective. A total of 12 motorbikes were procured to support the establishment of the aforementioned CHISECs. Table 2.10 provides progress on sector indicators.

Challenges

- Unavailability or late disbursement of funds from the Ministry of Finance effectively constrains the sector to carry out its programs in line with the MTNDP
- Logistical Constraints: The ONS lacks sufficient functional vehicles, enough furniture, computers, and other necessary logistics to support effective security sector coordination.
- Poor Conditions of Service contributing to low staff morale and high rate of staff attrition rate
- Lack of quarters and office spaces for security coordinators at the regional, district and chiefdom levels

Lessons Learnt

- The need to have sustained engagement with non-state actors to clarify the functions of the security sector and to building public confidence
- The need to engage the political class to clarify the relationship between the Executive class and the security sector and need to support the sector without necessarily interfering in its work

Recommendations for Improved Implementation

- Adequate and timely disbursement of funds by the Ministry of Finance to ensure coordination of the security sector.
- Provide Adequate logistical support to the ONS to enable its function effectively

- Improve coordination of service for the ONS to bring it in line with other post-conflict governance institutions in order to boost staff morale and reduce the rate of staff attrition.
- Strengthen establish platforms for increased cooperation and collaboration between the security sector and non-state actors; and between the security sector and the political class.

Table 2.10: Performance of indicators for strengthening security institutions

National Targets	National Targets	Baseline	Source of Baseline (Year)	2019		Remarks
				Targets	Actuals	
OUTCOME 1: Enhanced security coordination at national, provincial, district and chiefdom levels.	Review/develop key security policies.	3	ONS	8	3	Target not met
	Increased staff strength through recruitment	150	ONS	15	15	Target met
	Personnel capacitated through specialized trainings	0	ONS	35	37	Target exceeded
	Improved cooperation and collaboration within the sector	1,556 coord. Meetings held	ONS	1,600	2,176	Target exceeded
	Construction of quarters and office spaces for PSCoords.	0	ONS	1	0	Target not met
	Procurement of vehicles for PSCoords.	0	ONS	1	0	Target not met
	Construction of quarters and office spaces for DSCoords.	0	ONS	3	0	Target not met
	Procurement of vehicles for DSCoords.	0	ONS	3	0	Target not met
	Establish more CHISECs	15	ONS	50	0	Target not met
	Rent for quarters and office spaces for CSCoords.	0	ONS	36	0	Target not met
	Procurement of motorbikes for CSCoords.	0	ONS	36	12	Target not met

CLUSTER FIVE: EMPOWERING WOMEN, CHILDREN, AND PERSONS WITH DISABILITY

Women, Children, and Disability

Strategic objectives

The strategic objectives are to promote the overall empowerment of women in the political, social, economic, and cultural spheres; to ensure a ‘children first’ approach for the survival, protection, and development of children, including disabled and vulnerable children, as well as to prioritize the best interests of children at all times, with a special focus on addressing sexual violence, teenage pregnancy, child marriage, orphans, vulnerable children, child trafficking, child labour, and juvenile justice; and to ensure the comprehensive review and implementation of policies and laws relating to disability, especially efforts to make public facilities disability friendly; to review and improve incentives for teachers in special needs institutions; to provide free health care for the physically challenged and the aged; and to provide livelihood support.

Progress

During 2019, the Ministry of Social Welfare, Gender and Children's Affairs (MSWGCA) was the lead Government institution coordinating processes of protecting and empowering marginalized groups; including women, children and persons with disabilities.

Within the framework of the MTNDP, a number of processes and activities were pursued in 2019, centred around five broad policy areas as follows:

i. Review and operationalization of the National Gender Strategic plan: - A National Gender Strategic Plan has been developed and aligned to the MTNDP, whiles a draft Gender Equality and Empowerment Policy is finalised.

   As part of the implementation of the strategic plan, a total of 200 women entrepreneurs and groups were trained in building sustainable business enterprises in three chiefdoms (Kakua, Tinkoko and Gbo) in Bo district. This training is is part of a one-year pilot project for rice processing, palmoil processing, cassava processing, vegetable preservation and marketing, and animal husbandry.

ii. Rehabilitation and reintegration of 200 children in contact with the law: - a total of 48 children from the Freetown the Remand Home were counselled and rehabilitated while awaiting court trails for various charges including murder, wounding, sexual penetration and stealing. Another set of 15 children from the Approved school in Freetown were provided with rehabilitation services serving sentences for various crimes they were found guilty of. As part of their rehabilitation, 6 children were enrolled in carpentry and 2 in tailoring; while 6 wrote the 2019 NPSE and 10 wrote the BECE.

iii. Conduct of survey on social welfare service providers: - the ministry has initiated the process to undertake a nationwide survey of geographical coverage of non-governmental organisation (NGO) partners engaged in service delivery to vulnerable categories of persons and groups in their communities.

iv. Support to social development programmes:- The MSWGCA held seven anti-trafficking training sessions for a total 210 participants, 30 trainees for each session; conducted training for 5 Data Personnel of the Family Support Unit (FSU), 15 Data Staff and Investigators of the Transnational Organised Crime Unit (TOCU), and 10 social workers; engaged key community stakeholders in 5 regions on review of the Anti-Human Trafficking Act 2005; provided psychosocial services including counselling and reintegration packages for 494 returning migrants (297 of the returning migrants were identified as victims of human trafficking, among which 8 were female); the first country report on the status of implementation of the United Nations Convention on the Rights of Persons with Disabilities has been drafted; and training provided for 60 MSWGCA and Partner Social workers from the Districts on Mental Health and Psychosocial Support Services (MHPSS).

v. Establishing and operationalizing compliance and Donor Liaison unit: - an Electronic database has been developed by the Compliance Unit to capture relevant details of CBOs registering with the Ministry.

Challenges

- Delay in the disbursement of funds from Government resulting to late or non-implementation of planned activities.
- Inadequate trained social workers for effective service delivery
- Inadequate logistics for monitoring service delivery;
- Limited availability of ITC infrastructure for effective information gathering, storage, analysis, retrieval and dissemination.
- The poor physical working environment for staff

Recommendations for improved implementation for 2020 and beyond

- The MoF to ensure funds are released to MDAs on time, specifically, quarterly allocations latest first week of each quarter for timely preparation and submission of PET forms by MDAs;
- The BSL should install an alert system for prompt notification upon transfer of funds into MDA accounts for timely implementation of activities;
- The Accountant General should install an electronic system to reject funding requests from MDAs who fail to retire or liquidate previous funds for implementation of specific activities.

CLUSTER SIX: YOUTH EMPLOYMENT, SPORTS AND MIGRATION

Youth and migration

Strategic objectives

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

Progress

Youth in agriculture project:

- Youth sensitized across the country to participate in agriculture
- Youth farms at Koya chiefdom in Port Loko District restructured and redesigned
- Stipend paid to 51 youth farmers
- A total of 5000 and 250 acres of land acquired at in Tonkolili and Kono Districts for youth farm development

Youth in fisheries project

- Held stakeholderengagement with all master fishermen in the project’s operational areas in the following districts: Western Urban and Rural Area, Moyamba, Bonthe, Port Loko, Pujehun, and Kambia District

- Strengthened monitoring arrangement for the project among the communities
- Commenced the procurement process for the construction of 70 Boats, assorted outboard engine and accessories

Youth in livelihood skills projects

- Profiling and analysis of Youth engaged in 10 Carwash areas conducted
- The procurement process for 120 motor Bikes, 100 Tricycles (*kekeh*) and 12 vehiclesfor income generation advanced

Other projects

- Funding (SLL. 1,010,476,000) secured from UNDP to implement activities under the Local Economic Development project of the National Youth Commission, focusing among others, on implementing Graduate Internship Programme for 2019; the Obasanjo Skills Development Center which started training a total of 375 youth in various vocations, including ICT, Development Studies, Business Studies, Public Health and Engineering.
- Contract to the tune of SSL, 1,269,820,500 signed between the Commission and GIZ and to rehabilitate youth centers in Kabala, Kono and Kailahun Districts.
- African Development Bank funded a Youth Entrepreneurship and Employment Project, entailing training in different relevant areas at the Njala University, Milton Margai College of Education and Technology, Eastern Polytechnic, Fourah Bay College, and the Earnest Bai Koroma University.
- Cultivated 150 acres of rice on youth demonstration farms in Bombali, Moyamba, Bo and Kambia District.
- An ILO "Female and Male Operating Enterprise" project rolled out training for youth entrepreneurship and employability and promotion of gender equality;supporting setting up of female and male small and medium enterprises
- Pursued a Youth Skills Development and Training proposal (cost 1,690,029.03 Euros) relating to the construction of the Bandajuma and Liberia Highway; aimed at training 3,500 youth (500 graduates and 3000 community youth) at a cost of 1,690,029.03 Euros.

Direct Migration related youth project

- In collaboration with the International Office for Migration, the Commission had also pursued a proposal (costUD$ 4.1 million) towards reducing risks of irregular migration through employment promotion and entrepreneurship support for young people.

The Ministry of Labour and Social Security also undertook a number of media campaigns for youths on irregular migration, human trafficking and violent extremism, as well popularized the National Labour Migration Policyin eleven districts (Kailahun, Kenema, Pujehun, Bo, Moyamba, Kono, Koinadugu, Karene, Makeni Kambia and Western Area rural). These campaigns were preceded by the identification of border districts and other districts that are prone to human trafficking and violent extremism and the identification of key stakeholders of the selected districts.

The Ministry placed a temporal ban on all overseas recruitment activities in the country. However, the period under review did not record any Conviction on human trafficking in the court of Sierra Leone

Challenges

- Accommodation of Service Corps in their different areas of deployments
- Lack of medical facility for corps members during orientation and service
- Lack of adequate finance to roll out NYS activities.
- Lack of adequate cooperationfrom line MDAs and the private sector in undertaking youth programmes
- Late disbursement of the budget by the MoF.
- Limited means of transportation and other support to carry out monitoring
- Unscrupulous human traffickers do not comply with the Ministry's ban on overseas recruitment and they continue to operate underground.
- Poor collaboration with Sector MDAs in relation to human trafficking, thereby making it difficult to identify and prosecute perpetrators and accomplices
- Overseas job seekers also fail to avail themselves to the Ministry for profiling and possible job placement
- The illegal recruitment agencies are either not registered with the Ministry or are without an official address. Hence, most of them easily escape whenever they suspect that law enforcement officers are after them.
- In most cases, victims of human trafficking fail to continue testifying against perpetrators because of fear or the matter is compromised by the families of the victims or the victims themselves.
- Lack of cooperation by witnesses to give testimonies about human trafficking cases in court.
- Lack of accurate data on emigrants leaving the shores of Sierra Leone to seek employment overseas and even those entering the country through our porous borders crossing points.

Lessons Learnt

- Ongoing misinformation about overseas employment leads to extortion of monies by the human traffickers and accomplices.
- Inadequate knowledge among district stakeholders and youth about the institutions that are responsible for migration management and the dangers involved in irregular labour migration.

Recommendations

- Increase collaboration among stakeholders in the implementation of youth project
- Increase the mobilisation of resources for youth development programmes
- Cooperating with the Ministry of Health and Sanitation to provide Free Quality Medical Service to the Youth Service Corps across the country
- Lift the temporal ban on overseas recruitment activities in the country to minimize the unscrupulous activities by these human traffickers.
- Overseas recruitment agencies and job seekers to be encouraged to register their organisations with the

Ministry for proper profiling, job placement and the record keeping (data)

- Ensure proper collaboration with stakeholders in the migration management, especially the Trafficking in Person (TIPs) Task Force, so that, there will be convictions on human trafficking in the country.

Table 2.11: Performance indicators for Migration

National Targets	Indicator	Baseline	Source of Baseline (Year)	2019		Remarks
				Target	Actuals	
By 2023, the number of young people being trafficked out of Sierra Leone annually is reduced to 1,000.	Number of young people being trafficked out of Sierra Leone annually	4,000 to 5,000 (est.)	IOM (2017)	4,000	NA	Indicator one was not achieved due to lack of logistical support and institutional cooperation.
OUTCOME 1: Awareness of the potential issues facing migrants raised among the general public, especially youth.	Number of annual media campaigns for youth on irregular migration, human trafficking, and violent extremism.	30	MLSS (2018)	15	30	Target exceeded
OUTCOME 2: Stronger border control to combat irregular migration and human trafficking.	Annual number of human traffickers and accomplices prosecuted in the courts of Sierra Leone.	7	US State Department (2017) Trafficking in Persons Report	20	0	Not achieved

CLUSTER SEVEN: ADDRESSING VULNERABILITIES AND BUILDING RESILIENCE

Building national environmental resilience

Strategic objective

The strategic objective is to protect the environment while making tremendous efforts in rehabilitation and management in order to increase the capacity of Sierra Leone to reduce its vulnerability to external shocks and effectively respond to future emergencies

Progress

The Environment Protection Agency (EPA), which is the lead institution coordinating programmes and efforts for the effective protection and management of Sierra Leone's environment and its natural resources, undertook a number of activities during 2019. Out of a total of 30 outcome indicators, progress is recorded for 16 indicators, including more than 70 percent of 2019 targets achieved (details are shown in the table below).

Key achievements in 2019 include the establishment of an Environment & Property Court by the Chief Justice. This new court will look into environment related cases and will facilitate increased handling of environmental matters in the high courts of Sierra Leone. The establishment of this court was preceded by a series of trainings for judges and magistrates on the environmental laws of Sierra Leone and their effective implementation. A two-day training session was provided for 15 magistrates and 10 judges, followed by a tour of environmentally degraded sites by a team of members of the judiciary, law enforcement officers and the EPA so as to understand the full scale of environmental crimes and their impacts on communities. Furthermore, the draft EPA Act was reviewed to build on and improve the current EPA Act 2008 as amended in 2010. In addition to ensuring a participatory approach and promoting synergies in environmental governance and management, this new Act will enhance the domestication of global commitments from multilateral environmental agreements.

Significant progress was also recorded in relation to the development and passing into law of six sector-specific Environmental Impact Assessment (EIA) regulations— Guideline on Renewable Energy and Mini-Grid, Agriculture Sector and Fuel stations were developed whiles Regulations on Tourism, Sand Mining and Communications Towers were submitted to Law Officers Department for review. Three key stakeholder consultations on the preparation of EIA guidelines for Energy and Mini-Grid and Fuel Stations have already been held in Freetown, Bo and Makeni. During 2020, draft guidelines will be developed into regulations and presented to parliament for ratifications.

The EPA also made gains in formulating regulations and enacting legislation on Chemicals Management as draft Regulations were sent to the Law Officers Department for review.A similar milestone was achieved in relation to formulating regulations and enacting legislation on Toxic & Hazardous Substances. Standard operating procedures (SOPs) were developed and validated for the disposal of unfit food; hazardous chemicals and substances; unfit pharmaceuticals and cosmetic products; and clinical waste, providing the foundations for formulating regulations and enacting legislation on Environmental Standards. Standards on noise, effluent discharge, air quality have also been developed.

During the period under review, Sierra Leone, through the leadership of EPA initiated a number of adaptation and mitigation measures for climate change and for ensuring that environmental risks are institutionalized. Some of the key activities undertaken include: nationwide stakeholder consultations on Climate Finance Opportunities for NDC Implementations as part of efforts for setting up aNational Climate Change Fund to mobilize both national resources and donor funds to support climate change adaption and mitigation programmes; conducted a National Workshop on Climate Finance Procedures for the Biennial Update Report (BUR) implementation; conducted community sensitization on Bush Fires in Bo, Moyamba and Bombali Districts toimprove awareness of climate change adaptation and mitigation issues at national, regional and community levels; conducted Village to Village Sensitization in Kono District on land degradation and other pressing environment and climate change challenges; developed National Adaptation Planning Framework; Trained Local Council Technical Staff on the integration of Climate Change Adaptation in District Development Plans; and Capacity Building Initiative for Transparency Workshop held.

The period under review also recorded progress towards effective management of natural recourses with enhanced local participation through the implementation of tree planting project in disaster prone communities of Kaninigo community in Freetown and Fogbo village-with the active participation of community stakeholders and the collaboration of UNDP—, ratification of additional protocols on the Abidjan Convention, and initiated the development of a Coastal and marine environment protection regulation to enhance governance of the coastal and marine environment.

A number of strategic activities were also undertaken with the view of improved management of chemicals and hazardous substances and to reduce pollution and its adverse effects on human health. These activities include nationwide awareness raising campaigns on the risks associated with chemicals and toxic and hazardous substances, targeting fishing, motor garages, major dump sites in Freetown, Bo and Makeni and weekly television and radio programmes; training of a total of 54(44 male and 10 female) customs and other law enforcement officers (e.g. police, military, port health, etc.) on the risks associated with chemicals and toxic, hazardous & ozone-depleting substances; engaged key government functionaries and conducted two separate surveys to access the best available technologies and best environmental practices in plastic waste recycling as well as the perception of importers and manufactures with reference to plastic recycling; produced a draft Plastics and Plastic waste Management policy (currently with the office of the Chief Minister for review)

The EPA also facilitated ratification of six (6) Multilateral Environmental Agreements (MEAs) including the Kigali Amendment on Ozone Depleting Substances; Bamako Convention on toxic and hazardous substances; the Ban Amendment to the Basel Convention; the Cartagena Protocol on Biosafety; and the Additional Protocols to the Abidjan Convention. Details of progress on indicators are provided in the table below.

Table 2.12: Performance indicators for Building national environmental resilience

Outcomes	Indicator	Baseline	Source of Baseline (Year)	2019 Achievement		Remarks
				Targets	Actuals	
OUTCOME 1: Environmental laws are reviewed and enforcement is improved.	Status of establishing an environmental court.	0	EPA (2018)	20%	30%	Target exceeded
	Status of the review of the EPA Act.	0	EPA (2018)	50%	50%	Target met
	Status of development & passing into law of the six sector-specific Environmental Impact Assessment (EIA) regulations.	0	EPA (2018)	30%	40%	Target exceeded
	Number of consultative workshops held with policy makers to discuss EIA guidelines & regulations.	0	EPA (2018)	2	3	Target exceeded
	Status of formulating regulations & enacting legislation on Chemicals Management.	0	EPA (2018)	20%	25%	Target exceeded
	Status of formulating regulations & enacting legislation on Toxic & Hazardous Substances.	0	EPA (2018)	20%	25%	Target exceeded
	Status of formulating regulations & enacting legislation on Environmental Standards.	0	EPA (2018)	20%	20%	Target met
OUTCOME 2: Adaptation and mitigation measures for climate change & environmental risks are institutionalized.	Status of the establishment of a National Climate Change Fund.	0	EPA (2018)	20%	25%	Target exceeded
	Number of awareness campaigns launched on climate change adaptation and mitigation issues.	0	EPA (2018)	2	More than 4	Target exceeded
	Number of coordination meetings led by the National Climate Change Secretariat.	0	EPA (2018)	2	3	Target exceeded
OUTCOME 3: Natural resources are managed effectively with enhanced local participation in decision making.	Coastal and marine environment protection regulation.	Marine Environment Report & Integrated Coastal Zone Management Plan developed available	EPA (2018)	50%	45%	Target almost met

Table 2.12 continued

Outcomes	Indicator	Baseline	Source of Baseline (Year)	2019 Achievement		Remarks
				Targets	Actuals	
OUTCOME 4: Management of chemicals and hazardous substances is improved to reduce pollution and adverse effects on human health.	Number of meetings with policy makers and enforcement agencies on the risks associated with chemicals and toxic & hazardous substances.	0	EPA (2018)	2	2	Target met
	Number of enforcement officers trained on the risks associated with chemicals and toxic, hazardous & ozone-depleting substances.	0	EPA (2018)	40	54	Target exceeded
	Status of the national strategy on plastic waste management.	0	EPA (2018)	50%	47%	Target almost met
OUTCOME 6: Multilateral environmental agreements &regional transboundary initiatives & programmes on the environment are promoted &adopted.	Number of multilateral environmental agreements (MEA) domesticated into national policies, plans, programmes and projects.	0	EPA (2018)	0	6	Target exceeded
	Number of mechanisms established to improve compliance of ratified MEAs on chemical management and waste disposal in partnership with MAF, MOHS & MTI.	0	EPA (2018)	0	1	Target exceeded

Challenges

- The current chemical governance system is of parallel structures with overlapping functions.
- The legal instruments, especially the Acts that created the MDAs, are conflicting and cumbersome, and include gaps that often create rivalry and unhealthy competition.
- Data and information are fragmented across the various sectors, and it is often difficult to ascertain their credibility and relevance.
- Challenge in the mobilization of internal sources of revenue and external funding from development partners and international environmental organizations to carryout environmental management programmes.
- Weak and underdeveloped capacity within and across MDAs thereby affecting their level of outputs
- Limited participation and financing of environmental activities by the private sector and other organizations in environmental and natural resources management activities.
- Domestication/mainstreaming of multilateral environmental agreements into national policies, programmes and projects.
- Unrealistic and unattainable public expectations due to the misunderstanding and misperception regarding the roles and mandates of the EPA continues to affect its operations

- Agency created a challenge for the

Lessons Learned

- Total dependencies on project funds to carry out activities planned key environmental related activities have the tendency of missing out the achievement of targets because of lack of control of the funds.
- Collaboration and coordination with other MDAs has improved due to the introduction of the joint regional meetings/workshops.

Recommendations for improved Implementation for 2020 and beyond

- Capacitate the EPA with a robust national environment and climate actions and sound environmental management to ensure a high quality environment adequate for human health and well-being of all Sierra Leoneans.
- Improve on the human resource and capacity of MDAs by training on specialized courses.
- Increase the capacity of civil society on Climate Change and Environmental Management
- Conduct engagement programs with the political stakeholders on Environment and Climate actions, providing scientific arguments for prioritising sound management of chemicals, waste and other critical environmental parameters as part of sustainable development.
- Attract private sector participation in sound environmental management through a positive message about the potential economic opportunities derived from sound management of the environment
- Secure a rapid response environmental mobile laboratory for quality parameter monitoring
- Improve governance on Chemicals and hazardous substance management
- Engage in several awareness programs and foster the incorporation of sound management of chemicals in corporate policies and practice

PART THREE

CLUSTER EIGHT: MEANS OF IMPLEMENTATION AND CONCLUSION

General implementation issues

Against the background of enormous financial challenges that the state had faced entering into the implementation of the MTNDP in 2019, the Government adopted a prioritization approach, as noted above. It has mainly focused on the implementation of its human capital development project, while stepping up fiscal prudence in its public financial management programme to ensure probity in the use of existing development resources for effective project implementation across all sectors and clusters. It strengthened coordination across sectors in the last one year, and developed plan implementation guidelines and engaged local councils and communities on the national plan to ensure alignment of programme delivery at district and community levels with the national framework. It began a process of revitalizing district development coordination structures to ensure regular follow-up on district level MTNDP implementation and reporting.

In the same vein, the Government has established a specialized National Monitoring and Evaluation Department under the Ministry of Planning and Economic Development (NAMED) to enhance project delivery across the country. In 2019, the Department drafted a comprehensive national M&E Policy and Operational Manual, and began a process of putting in place a GIS-enabled M&E system that would allow real time, strategic supervision and reporting on project implementation. The Ministry, through its relevant departments (the Public Investment Management Directorate and NAMED), undertook capital development project screening in the National Budget. This was to ensure that any approved project for funding will meet minimum viability and value for money conditions. Furthermore, on increasing prudent use of public resources (both domestic and external resources) the Government concluded a Development Cooperation Framework to improve the coordination of Development Partner activities, including series of non-governmental organisations' operations in Sierra Leone. Accordingly, Service Level Agreements have been signed between partners/NGOs and the Government represented by the relevant line Ministries, Departments and Agencies in whose sectors these organisations operate.

Key challenges to implementing the MTNDP

As noted earlier, the state entered the implementation of the Medium-Term National Development Plan with enormous financial constraints, including high public debt to service, including arrears which still remain very high amidst a limited private sector growth to support mobilisation of domestic revenue. The wage bill continued to remain proportionately high, thus limited the fiscal space to finance development programmes from domestic resources. Non-disbursement of a quantum of budget support from some partners increased effects on programme implementation across the country.

More continued to be desired concerning sector coordination and linkage between central and local government operations in delivering the national development plan; as well as more to have been done on the front of ensuring rationalized partner programme implementation and NGO operations. In particular, the relationship between local councils (providing district level implementation oversight) and the NGOs operating in the respective districts required serious strengthening for results.
Also, monitoring of project implementation and reporting on sectoral progress continued to remain a challenge.

With the continued ravages of the novel Coronavirus (Covid-19), the medium-term outlook of the development landscape may remain bleak in terms of pooling resources required to finance the MTNDP in 2020 and beyond.

Recommendation going forward

More rationalization of projects is required going forward, supported by scaled-up monitoring and evaluation. Coordination should continue to be strengthened across sectors at central and district levels. There is need for sustained improvement in public financial management, while cooperating with all stakeholders, including development partners and NGOs, in the fight against Covid-19.