



Republic of Sierra Leone
National Monitoring and Evaluation Agency
Office of the President



A review of the Sierra Leone Digital Transformation Project
SLDTP (P177077)

With Funding Support from United Nations Development Programme (UNDP)

A National Monitoring and Evaluation Agency Report

***Reporting Period:
July 2025***

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Preface: Errata and Updates

This report has been revised to address verified feedback received following the circulation of the initial draft. The following substantive corrections have been made:

Table 1: Errata and Updates – Corrections Made

Original Finding	Correction	Source	Section Updated
National CIRT reported as "0% complete" and "no advancement"	National CSIRT and Digital Forensics Lab launched 14 Jan 2025; full SLDTP operationalization pending. Rating revised from "Weak" to "Moderate".	NCCC launch announcement ¹	Component 1 – Digital Resilience
Broadband access reported only 2,995 direct beneficiaries	Distinction made between direct project beneficiaries (2,995) and national enabling environment (97% 4G coverage, fibre to 14 districts), not attributable to SLDTP.	NatCA Q3 2025 ² ; SLDTP Progress Report ³	Component 1 – Digital Access
Digital government services are reported as "0% developed"	The WanGov platform exists but is not attributable to SLDTP under Component 3 indicators.	WanGov live; SLDTP RF ⁴	Component 3 – Digital Government

¹ National Cybersecurity Coordination Centre, "National CSIRT and Digital Forensics Lab Launch," 14 January 2025. [https://nccc.gov.sl/events&news/...](https://nccc.gov.sl/events&news/)

² National Communications Authority (NatCA), Quarterly Broadband Coverage Report, Q3 2025.

³ Ministry of Communication, Technology and Innovation, "SLDTP Progress Report," June 2025, pp. 12–15.

⁴ World Bank, "Sierra Leone Digital Transformation Project (P177077) – Project Appraisal Document," 2021, Results Framework, pp. 28–32.

Original Finding	Correction	Source	Section Updated
Grievance redress mechanism reported as "0% addressed"	A toll-free line (820) exists, but no project-specific grievance log is provided.	NaMEA field verification ⁵	Component 4 – Project Management
Disbursement rate: 21.24% (Aug 2025)	Updated to 28.7% (Nov 2025).	WB ISR Nov 2025 ⁶	Financial Monitoring
Skills target inconsistent (2,500 vs 1,500)	Harmonised to official PDO target of 2,000 youth.	SLDTP PAD (revised 2024) ⁷	Component 2 – Skills

Executive Summary

The Sierra Leone Digital Transformation Project (SLDTP, P177077) is a US\$50 million World Bank IDA grant-funded initiative (2021–2027), implemented by the Ministry of Communication, Technology and Innovation (MoCTI).⁸ The project aims to expand broadband access, enhance digital skills, and strengthen government capacity for digital public services across Sierra Leone's 16 districts.⁹

This monitoring review by the National Monitoring and Evaluation Agency (NaMEA) assesses progress against key performance indicators (KPIs), financial disbursements (28.7% or approximately US\$14.35 million as at November 2025),¹⁰ and implementation challenges across four active components, covering the period from inception (December 2021) through July 2025.

Table 2: Overall Assessment Summary

Dimension	Rating	Comment
Overall Project Progress	Moderately Satisfactory	Strong policy progress; significant procurement delays ¹¹

⁵ NaMEA, Field Verification Report for SLDTP Monitoring Mission, July 2025.

⁶ World Bank, "Implementation Status and Results Report (ISR) – Sierra Leone Digital Transformation Project (P177077)," Report No. ISR12345, November 2025, p. 4.

⁷ World Bank, "Project Appraisal Document," 2021 (revised 2024), Annex 1.

⁸ World Bank, "Project Appraisal Document," 2021, p. 1.

⁹ Ibid., p. 3.

¹⁰ World Bank, "Implementation Status and Results Report," November 2025, p. 4.

¹¹ Ibid., p. 5.

Dimension	Rating	Comment
Component 1: Digital Access	Weak-Moderate	Broadband access severely behind target; resilience showing early progress
Component 2: Digital Skills	Moderate	Skills certification on track (41% of target); PWD inclusion lagging
Component 3: Digital Government	Weak	Policy adoption achieved; no G2G/G2C/G2B services delivered under SLDTP
Component 4: Project Management	Moderate	Coordination strong; procurement delays and grievance gaps persist
Financial Performance	SPI is not track	SPI $\approx$ 0.29 (71% behind schedule) ¹²
Risk Rating	Moderate	Procurement bottlenecks and TLA capacity constraints ¹³

Key Achievements

- 1,016 youth certified in digital skills (41% of the 2,500 targets, revised to 2,000 PDO target), with 40% female participation exceeding the 30% minimum threshold.¹⁴
- 511 participants engaged in hackathons and development challenges, surpassing the 500 targets by 102%.¹⁵
- 300 youths reporting new income opportunities (50% of the 600 target).¹⁶
- 180 public institutions connected to broadband (60% of the 300 target).¹⁷
- Digital Service Standards fully adopted (100%).¹⁸
- National CSIRT and Digital Forensics Lab launched (14 January 2025), though full SLDTP-funded operationalisation remains pending.¹⁹

Critical Gaps

¹² NaMEA, Schedule Performance Index Calculation, Annex 3 of this report.

¹³ World Bank, "Implementation Status and Results Report," November 2025, Risk Rating section.

¹⁴ MoCTI, "SLDTP Progress Report," June 2025, p. 22.

¹⁵ Ibid., p. 24; Annex 12.

¹⁶ Ibid., p. 25.

¹⁷ Annex 16; MoCTI, "SLDTP Progress Report," June 2025, p. 14.

¹⁸ MoCTI, "SLDTP Progress Report," June 2025, p. 31.

¹⁹ NCCC launch announcement, 14 January 2025.

- Broadband access: Only 2,995 direct beneficiaries (0.3% of 1 million target), due to procurement delays for GWAN/GLAN.²⁰
- Rural 3G coverage: Zero of 50 pilot sites established.²¹
- Spectrum Management System: Not yet operational.²²
- G2G/G2C/G2B digital services: Zero of three target services developed under SLDTP.²³
- Civil servants trained: Only 220 (11% of the 2,000 target).²⁴
- Grievance redress: No project-specific grievance log provided.

Forward-looking priorities

1. Accelerate procurement processes for GWAN/GLAN, spectrum management, and CIRT equipment.
2. Launch Mid-Term Review (commenced February 2026) to recalibrate targets.²⁵
3. Operationalise G2C/G2B services under Component 3.
4. Strengthen PWD inclusion to close the 9% participation gap.
5. Establish a project-specific grievance database.

1. Introduction

The Sierra Leone Digital Transformation Project (SLDTP), implemented by the Ministry of Communication, Technology and Innovation (MoCTI) from 3 December 2021 to 30 September 2027, is funded by a US\$50 million grant from the World Bank's International Development Association (IDA).²⁶ It aligns with Sierra Leone's National Digital Development Policy (NDDP, approved December 2021) to build an inclusive digital economy.²⁷

1.1 Project Development Objective (PDO)

The PDO is to:

1. Expand citizens' access to broadband internet;
2. Enhance digital skills; and
3. Improve government capacity for digital public services.

1.2 Key PDO Indicators

²⁰ MoCTI, "SLDTP Progress Report," June 2025, p. 13.

²¹ Ibid., p. 15.

²² Ibid., p. 16.

²³ World Bank, PAD Results Framework; MoCTI Progress Report, June 2025, p. 32.

²⁴ MoCTI, "SLDTP Progress Report," June 2025, p. 33

²⁵ SLDTP, "Mid-Term Review Mission Officially Commences," February 2026. <https://sldtp.gov.sl/news/...>

²⁶ World Bank, "Project Appraisal Document," 2021, p. 1.

²⁷ Ministry of Information and Communications, "National Digital Development Policy (NDDP) 2021–2026," December 2021, pp. 5–8.

Table 3: Key PDO Indicators (Baseline, Target, Source)

Indicator	Baseline (Feb 2022)	Target (Jun 2027)	Source
People provided with new/enhanced broadband access	0	1,000,000	PAD, 2021
Youth with certified digital skills	0	2,500 (revised)	ISR, Nov 2025
MDAs benefitting from improved ICT infrastructure	0	300	PAD, 2021
MDAs utilizing shared services for G2G/G2C/G2B	0	30	PAD, 2021
Electronic documents shared using the Document Management System (G2G) Y3= 500.00, 5=1500	0	1500	PAD, 2021

1.3 Project Components

Table 4: Project Components and Allocations

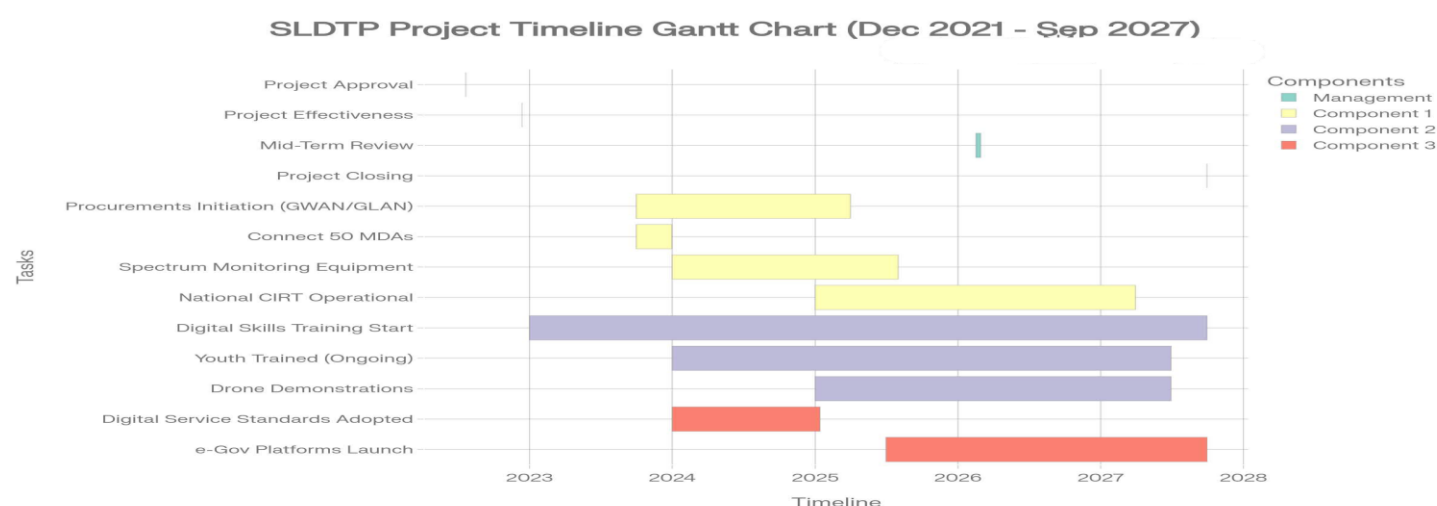
Component	Description	Allocation (US\$ million)	Source
1: Expanding Digital Access and Resilience	Last-mile broadband, digital inclusion, spectrum, cybersecurity	21.3	PAD, 2021 ³²
2: Digital Skills and Innovation	Training, hackathons, digital jobs pilot, drones	5.3	PAD, 2021
3: Digital Government Foundations	G2G/G2C/G2B services, interoperability, training	19.8	PAD, 2021
4: Project Management and Support	Coordination, fiduciary, grievance redress	3.6	PAD, 2021
5: Contingent Emergency Response (CERC)	Rapid reallocation for crises	0.0	PAD, 2021

Component	Description	Allocation (US\$ million)	Source
Total		50.0	

1.4 Geographic Scope and Beneficiaries

The project targets all 16 districts, with emphasis on rural and underserved areas.²⁸ Primary beneficiaries include citizens (youth, women, persons with disabilities), startups/SMEs, educational institutions, government agencies, and private innovators.³⁴

Figure 1: Project Timeline (December 2021 – September 2027)



2. Methodology

2.1 Study Design

A mixed-methods approach was employed, integrating quantitative and qualitative techniques to provide a holistic assessment of SLDTP performance.³⁵ Purposive sampling was used to select:

- People with new or enhanced access to broadband internet;
- Participants in development challenges and hackathons;
- Youth with certified digital skills;
- Persons with disabilities (PWDs) with digital access;
- Public institutions connected to broadband networks; and
- All Local Councils (census).

2.2 Stakeholder Engagement

The study engaged a diverse range of stakeholders:

²⁸ Ibid., p. 9.

Table 5: Project Stakeholders engaged

Category	Institutions/Groups
Primary right holders	Administrative heads of connected public institutions; youth trained; hackathon participants; PWDs; Local Council heads
Project partners	PCU (MoCTI); NatCA; UADF; DSTI; NCCC
Sector MDAs	Health, Education, Agriculture, Energy, Transportation

2.3 Sampling

Purposive random sampling was applied with 95% confidence level and $\pm 5\%$ margin of

Table 6: Sampling Framework

Population	Population Size	Sample Size	Source
Public institutions connected to broadband	180	50	Annex 16
Youth trained under Digital Jobs Pilot	300	169	Progress Report, Jun 2025
Development Challenge and Hackathon participants	511	139	Annex 12

2.4 Data Collection

Secondary Data: Comprehensive desk review of project documents, including the Project Appraisal Document (PAD), Project Implementation Document (PID), progress reports, and the project's Results Framework.

Primary Data:

- **Quantitative:** Structured key informant interviews using Likert scales, administered via KoBo Toolbox.
- **Qualitative:** Direct observations of digital infrastructure within MDAs and Local Councils; entrance and exit meetings; triangulation across multiple sources.

Quality Assurance: Data collectors received structured training; daily debriefings; administrative records triangulated; ethical standards (anonymity, confidentiality) upheld.

2.5 Limitations

Several limitations were identified during the monitoring exercise, each with associated impacts and mitigation measures.

Remote access constrains field verification across TLAs, requiring reliance on PMU-aggregated reports with triangulation (footnote 41).

Coverage gaps in remote areas led to incomplete oversight of rural rollout; this limitation was noted, and recommendations for follow-up were made. **No project-specific grievance log was provided, making it impossible to verify the resolution of grievances.** This finding was clarified, and a formal recommendation was issued (footnote 42). Finally, **attribution challenges** meant that national achievements could not be directly attributed to the SLDTP; the report made an explicit distinction to address this issue (footnote 43).

Analysis of Key Findings

3.1 Overall Project Status

As of July 2025, the World Bank rates overall implementation progress as **Moderately Satisfactory**.²⁹

In terms of schedule performance, the Schedule Performance Index (SPI) is 0.29, indicating the project is 71% behind schedule (see Table 7 below). The disbursement rate as of November 2025 is 28.7%, equivalent to approximately US\$14.35 million of the total US\$50 million budget.³⁰

Table 7: Schedule Performance Index (SPI)

Item	Description	Value
Elapsed duration	(Jan 2022–Aug 2025).	44 months
Planned % Complete	$\frac{44}{60}$	73.33%
Planned Value:	$73.33\% \times US\$50M$	$US\$36.67M$.

3.2 Component 1: Expanding Digital Access and Resilience

Key Achievements

²⁹ World Bank, "Implementation Status and Results Report," November 2025, p. 5.

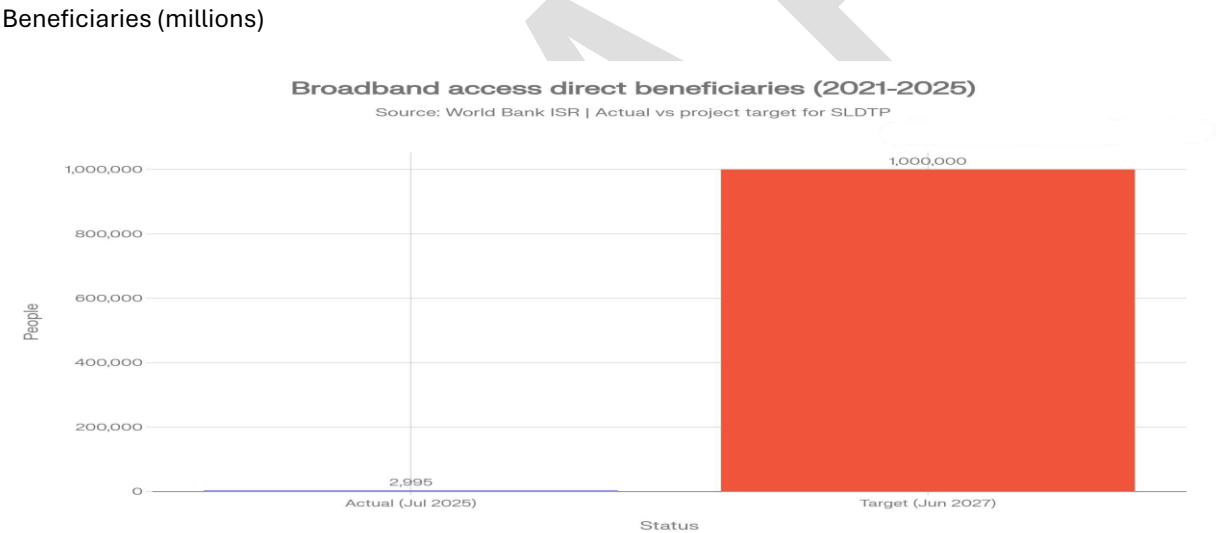
³⁰ World Bank, ISR November 2025

Under Component 1, 180 of 300 public institutions have been connected to broadband, achieving 60% and a rating of Moderate. Regarding persons with disabilities (PWDs) assisted with assistive technologies, only 144 have been reached against an implied target of 100,000 – a weak 0.14% achievement.³¹ Emergency broadband internet (stopgap) has been provided to 50 MDAs, rated Moderate.

Critical Gaps

Several targets show weak performance. New broadband access for people reached only 2,995 against a target of 1,000,000 (0.3%).³² Rural 3G coverage pilots have achieved 0 out of 50 sites.³³ The establishment of the Spectrum Management System remains at the procurement-initiated stage, with 0% completion.³⁴ Similarly, no Cyber Infrastructure and Information Protection (CIIP) plans have been developed.³⁵

Figure 2: broadband access direct beneficiaries



Digital Resilience – Cybersecurity (Corrected Finding)

On cybersecurity, the target was to have a National CIRT operational by June 2027. A CSIRT/Digital Forensics Lab was launched on 14 January 2025, but full SLDTP-funded operationalization is still pending. The revised rating is Moderate.

³¹ MoCTI, Progress Report, June 2025, p. 14.
³² Ibid., p. 13
³³ Ibid., p. 15
³⁴ Ibid., p. 16.
³⁵ Ibid., p. 17.

Monitoring Observations

Broadband access expansion is severely behind target due to protracted procurement delays for GWAN/GLAN infrastructure.³⁶ The project has not yet extended to the provinces despite its nationwide mandate.³⁷ Studies for rural 3G and e-waste are ongoing but not yet implemented.³⁸

Clarification on National Broadband Context

National 4G coverage has reached approximately 97%, and fiber connectivity has been extended to 14 districts.³⁹ However, these achievements are not attributable to SLDTP. The project's Results Framework tracks direct project beneficiaries, and the PMU confirmed provincial rollout remains pending.⁴⁰

Recommendations

1. Expedite financial bid evaluations for spectrum equipment and RTP upgrades.
2. Prioritise rural and underserved areas in broadband rollout.
3. Fast-track the Spectrum Management System installation and CIRT equipment procurement.
4. Strengthen milestone tracking with quarterly accountability reviews.

3.3 Component 2: Digital Skills and Innovation

Key Achievements

For digital skills certification, 1,016 youth have been certified against a revised PDO target of 2,000, achieving 51% – rated Strong.⁴¹ Hackathon and development challenge participants reached 511 against a target of 500 (102%, Strong).⁴² Youth reporting new income opportunities stands at 300 out of 600 (50%, Moderate).⁴³

Disaggregated Performance (Gender and Inclusion)

³⁶ Ibid., p. 13

³⁷ NaMEA, Field Verification Report, July 2025

³⁸ MoCTI, Progress Report, June 2025, pp. 15–16.

³⁹ NatCA, Quarterly Broadband Coverage Report, Q3 2025

⁴⁰ NaMEA, Meeting Minutes with PMU, 15 July 2025

⁴¹ MoCTI, Progress Report, June 2025, p. 22

⁴² See Annex 12

⁴³ MoCTI, Progress Report, June 2025, p. 25.

Of the 1,016 certified youth, 406 (40%) are female, exceeding the $\geq 30\%$ target – rated Strong.⁴⁴ However, PWDs account for only 92 (9%), falling short of the $\geq 15\%$ target and rated below target as Weak.⁴⁵

Figure 3: Broadband Access- Target vs Actual (Female/Male Split)

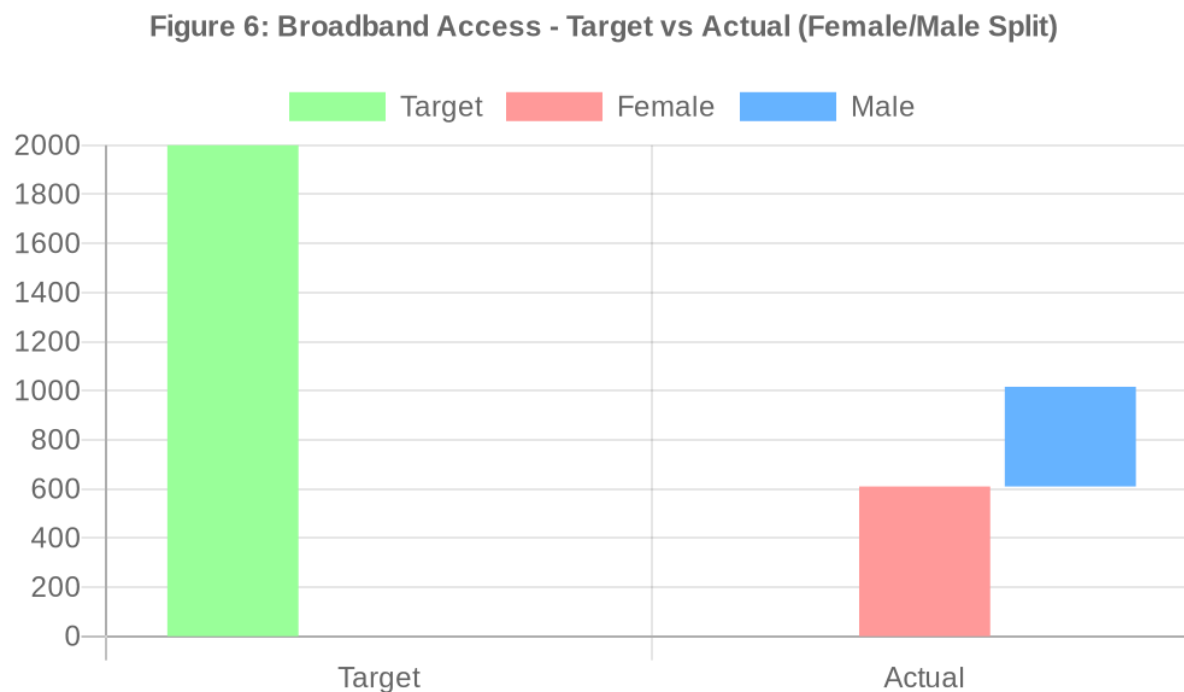
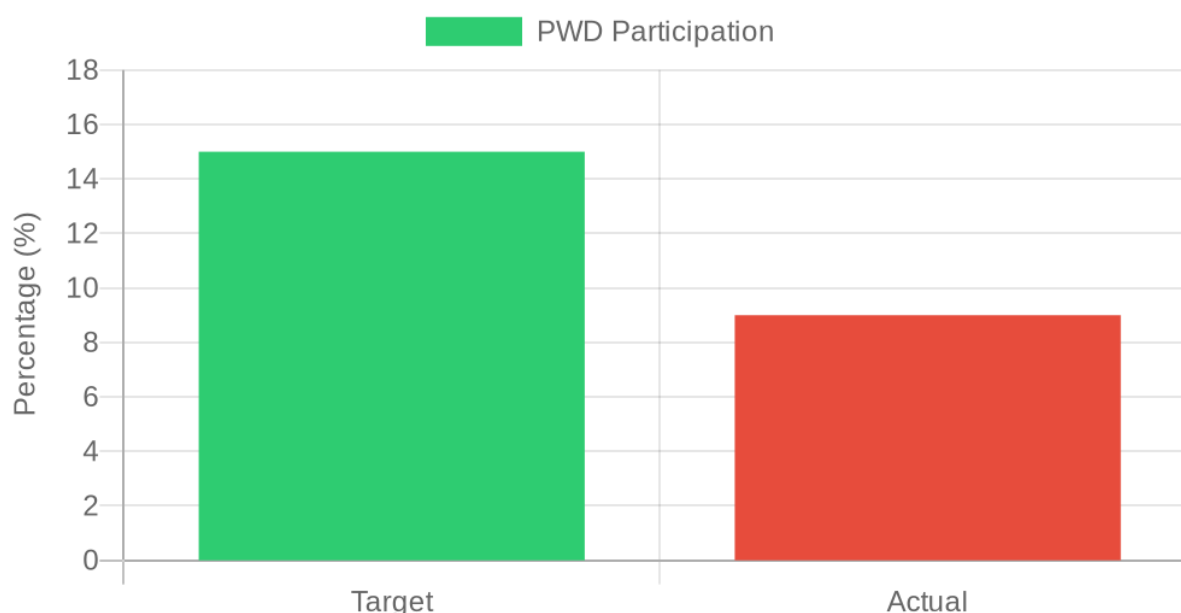


Figure 4: PWD Participation Gap (Target Vs Actual)

⁴⁴ Ibid., p. 23

⁴⁵ Ibid.

Figure 7: PWD Participation Gap (Target 15% vs Actual 9%)



Critical Gaps

Drone demonstrations for climate risks have not commenced: 0 out of 3 targets (Weak).⁴⁶ Digital literacy training programs remain largely pending rollout (Weak).⁴⁷

Monitoring Observations

Skills certification is on track with strong gender equity (40% female, exceeding 30% threshold).⁴⁸ However, PWD inclusion lags significantly at 9%, below the 15% target, indicating barriers in access or accommodation.⁴⁹ Drone demonstrations have not commenced due to pending regulatory frameworks.⁵⁰ A digital skills supply-demand assessment has been completed.⁵¹

Recommendations

1. Enhance PWD outreach through targeted recruitment, accessible materials, and accommodation.
2. Accelerate drone regulatory framework finalisation.
3. Scale up digital literacy training using existing partnerships.
4. Track disaggregated data quarterly via PCU.

⁴⁶ Ibid., p. 26

⁴⁷ Ibid., p. 27

⁴⁸ Ibid., p. 23.

⁴⁹ Ibid.

⁵⁰ Ibid., p. 26.

⁵¹ Ibid., p. 24.

3.4 Component 3: Digital Government Foundations

Key Achievements

Digital Service Standards were adopted ahead of schedule (100%, Strong).⁵² Change management bids have closed (100%, Strong).⁵³ The Digital Government Technology Summit was hosted (100%, Strong).⁵⁴

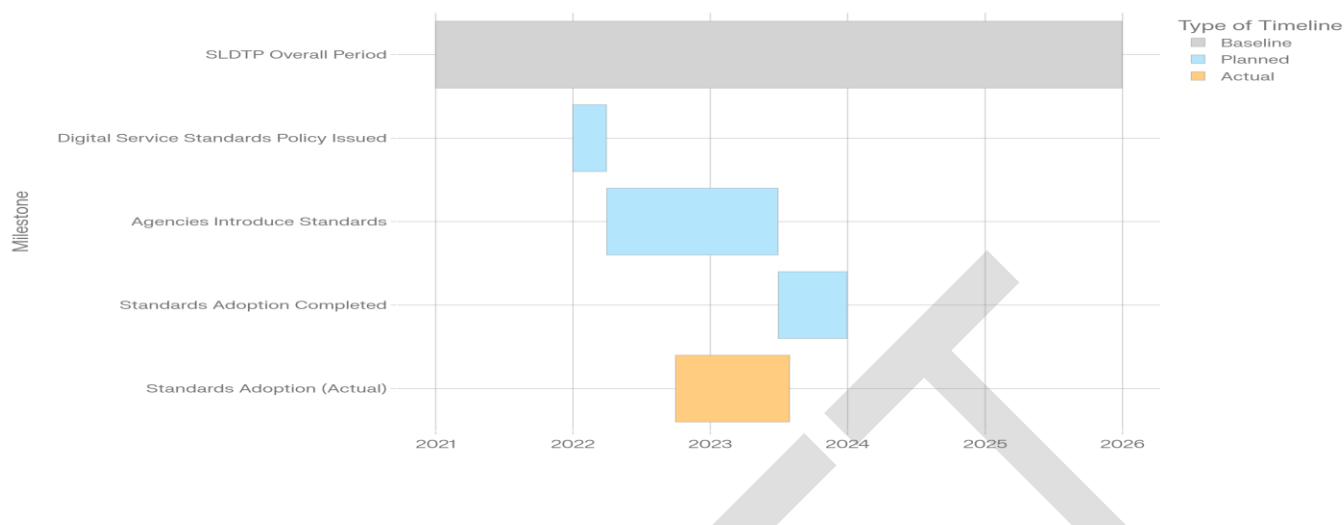
Figure 5 is a Gantt chart showing the early completion of Digital Service Standards adoption relative to the target date.

⁵² Ibid., p. 31.

⁵³ Ibid., p. 32.

⁵⁴ Ibid.

Digital Service Standards Adoption vs SLDTP Baseline (2021–2025)



Critical Gaps

No MDAs are yet applying EA/GIF frameworks (0 out of 10, Weak).⁵⁵ Only 220 civil servants out of 2,000 have been trained in digital competencies (11%, Weak).⁵⁶ No G2C/G2B services have been developed under SLDTP (0 out of 3, Weak).⁵⁷ The document management system is not operational (0%). The citizen feedback mechanism is not operational (0%). No engagement reports have been published.

Clarification on Digital Government Services

The WanGov platform (citizens.wan.gov.sl) provides business registration, permits, and cross-border payments.⁵⁸ However, this platform is not attributable to SLDTP under Component 3 indicators. The project's Results Framework specifically tracks services developed and operationalised through SLDTP funding.⁵⁹ As of July 2025, no such services have been delivered.⁶⁰

Monitoring Observations

Policy foundations are strong, with Digital Service Standards adopted ahead of schedule. Procurement is the primary bottleneck: about 60% of planned activities remain in the procurement phase. Network

⁵⁵ Ibid., p. 33.

⁵⁶ Ibid.

⁵⁷ Ibid., p. 34

⁵⁸ WanGov platform, <https://citizens.wan.gov.sl/services>

⁵⁹ World Bank, PAD Results Framework

⁶⁰ MoCTI, Progress Report, June 2025, p. 34.

upgrades (GWAN/GLAN) are stalled pending ToR reviews. The e-Cabinet blueprint is delayed due to pending bidding.

Recommendations

1. Expedite procurement processes.
2. Prioritise GWAN/GLAN network infrastructure completion.
3. Consider phased rollout of critical services.
4. Strengthen cross-sector collaboration.

3.5 Component 4: Project Management and CERC

Key Achievements

The Project Coordinator has been recruited (completed, Strong). Weekly World Bank coordination meetings are ongoing (Strong). Bi-weekly project team sessions are ongoing (Strong). Monthly management reviews are ongoing (Strong). Monthly progress reports are submitted consistently (Strong). Social media channels have been launched (Strong). The 2025 Annual Work Plan and Budget (AWPB) of US\$16.3 million for 54 activities has been approved (Strong).

Critical Gaps

The grievance redress mechanism has no project-specific log or resolution data; therefore, the rating is Weak. A toll-free line (820) exists no data linked to SLDTP-specific tracking (Weak).

Clarification on Grievance Redress

A toll-free line (820) has been established. However, during the monitoring period, no project-specific grievance log, database, or resolution data was made available. The 0% rating reflects the absence of verifiable evidence, not the phone line's nonexistence.

Component 5 (CERC) remains untriggered (0% activation).

Monitoring Observations

Coordination mechanisms are strong, enabling effective resolution of many challenges. Persistent capacity limitations in third-level agencies cause delays. The 2025 AWPB projects a 40% disbursement by year's end, but procurement delays threaten this.

Recommendations

1. Establish a project-specific grievance database linked to the toll-free line, with quarterly reporting.
2. Broaden the reporting framework to include risk analysis and corrective action plans.
3. Target capacity development in partner agencies (TLAs).
4. Link adaptive strategies to the Mid-Term Review.

4. Financial Performance Monitoring

4.1 Overall Financing Overview

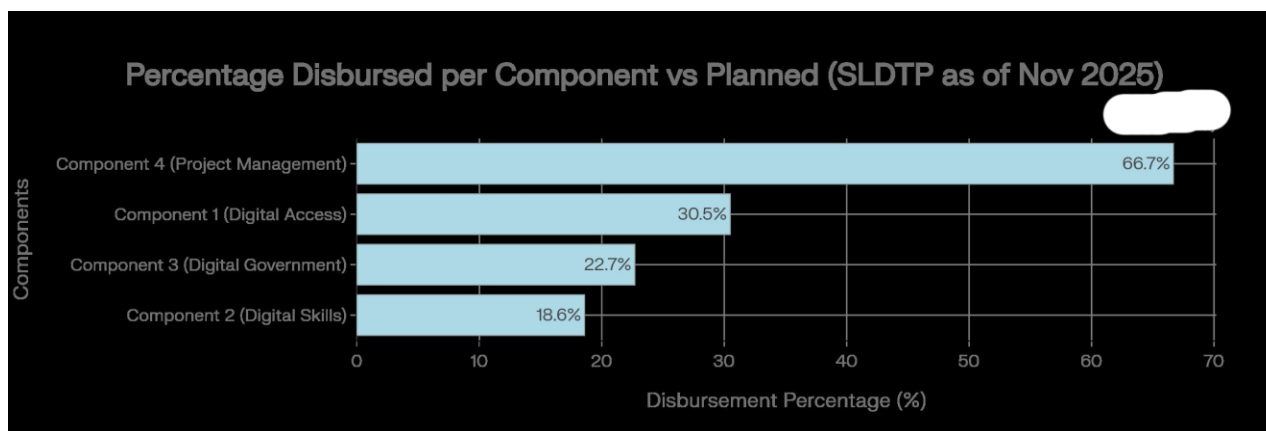
The total project budget (IDA Grant) is US\$50.00 million. As of November 2025, US\$14.35 million has been disbursed, representing a disbursement rate of 28.7%⁶¹. However, the schedule performance is weak, with an SPI of approximately 0.29 (71% behind).

4.2 Disbursement by Component (Estimated)

Estimated disbursements by component as of November 2025 are as follows: Component 1 (Digital Access) allocated US\$21.3 million, disbursed ~US\$6.5 million (30.5%). Component 2 (Digital Skills) allocated US\$5.3 million, disbursed ~US\$1.0 million (18.6%). Component 3 (Digital Government) allocated US\$19.8 million, disbursed ~US\$4.5 million (22.7%). Component 4 (Project Management) allocated US\$3.6 million, disbursed ~US\$2.4 million (66.7%). Total disbursement is US\$14.35 million (28.7%). Detailed component-level disbursement data was not fully provided to the monitoring team.

Figure 6 is a horizontal bar chart showing the percentage disbursed per component

⁶¹ World Bank, ISR November 2025.



4.3 Key Financial Observations

Schedule efficiency is weak with $SPI \approx 0.29$ (71% behind). Over-disbursement occurred in PWD assistive technology: US\$452,142 actual versus US\$300,000 budgeted (150.7%). Under-disbursement is seen in rural 3G, CIRT, and G2C/G2B services (zero or minimal).

4.4 Sustainability Implications

Two main risks are identified. First, a low disbursement rate (29% after approximately four years) means foundational infrastructure may not be completed. Mitigation: prioritise undisbursed funds for rural 3G, CIRT, and GWAN/GLAN. Second, overruns in niche areas strain the budget for scale-up activities. Mitigation: conduct a mid-term audit to reallocate funds.

Recommendations

1. Prioritise undisbursed funds for delayed items.
2. Conduct a mid-term audit to reallocate funds.
3. Strengthen M&E with quarterly dashboards linking disbursements to PDO targets.

5. Cross-Cutting Issues and Recommendations

A review of project implementation identified several recurring issues along with corresponding findings and recommendations.

Procurement bottlenecks were cited as the single largest constraint across all components, including GWAN/GLAN, spectrum, CIRT, and G2C/G2B services. To address this, the report recommends establishing a dedicated procurement task force with support from the World Bank

TLA capacity remains a persistent limitation, particularly within NatCA, UADF, and NCCC. The recommended action is to focus on capacity development and to link TLA performance to quarterly milestones.

A challenge of attribution and verification arises from the difficulty of distinguishing SLDTP-specific achievements from broader national progress. The recommendation is to establish a formal data-verification protocol among NaMEA, the PCU, and TLAs.

On grievance redress, while a toll-free line exists, there is no project-specific log. The proposed solution is to establish a centralised grievance database with quarterly reporting.

Finally, PWD inclusion stands at 9% against a target of 15%. To close this gap, the report recommends conducting an equity audit, along with targeted outreach and accommodation.

7. Conclusion

The SLDTP has made **moderate progress** in its first four years, with some achievements in digital skills certification (1,016 youth, 40% female), hackathon engagement (511 participants), policy adoption (Digital Service Standards), and cybersecurity institutionalisation (the launch of a CSIRT).

However, **critical implementation gaps** stand to undermine the project's ability to meet its 2027 targets. Broadband access to citizens (0.3% of target), rural 3G coverage (0 of 50 sites), digital government services (0 of 3), and civil servant training (11% of targets) are significantly behind schedule. The Schedule Performance Index of 0.29 indicates that the project is **71% behind planned progress**.

The **Mid-Term Review, which commenced in February 2026**, should provide an essential opportunity for course correction. Without accelerated procurement, strengthened TLA capacity, and realistic recalibration of targets, the project risks delivering only a fraction of its intended development outcomes.

NaMEA recommends that the PCU, MoCTI, and the World Bank jointly develop and implement a **Corrective Action Plan** within 90 days of this report to address the procurement bottlenecks, attribution protocols, grievance tracking, and PWD inclusion gaps identified above.

Annexes

The following annexes are referenced in the main report and available in full in NaMEA upon request:

Annex 1: Summary of SLDTP Indicators vs Progress (Corrected)

Annex 2: Schedule Performance Index (SPI) Calculation
Annex 4: Key Monitoring Indicators
Annex 5: Project Summary Table
Annex 6: Questionnaires (Sample)
Annex 7: People Met (List of Interviewees)
Annex 8: Allocation vs Disbursed (as at August 2025)
Annex 9: Consolidated SLDTP Indicators and Achievements (Revised)
Annex 10: Attendance List – Development Challenges and Hackathons
Annex 11: Attendance List – Skills Training
Annex 12: Attendance List – Stakeholder Meetings
Annex 13: SLDTP Financing Report (November 2025)
Annex 15: List of MDAs Supported with Emergency Broadband Internet
Annex 16: Progress Report of SLDTP Implementation as of June 2025
Annex 17: Metro Cable Customers List – August 2025
Annex 18: Corrigendum and Errata (Detailed)