GOVERNMENT OF SIERRA LEONE

National Monitoring and Evaluation Agency (NaMEA)

ANNUAL MONITORING AND EVALUATION REPORT 2025

Delivering Results for National Transformation







Ensuring Value for Money, Transparency and Accountability for Development Results and Better Service Delivery

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Acronyms

ACC	Anti-Corruption Commission
AF	Additional Financing
AfDB	African Development Bank
ANC	Antenatal Care
ASSL	Audit Service SL
AU	African Union
CERC	Contingent Emergency Response Component
CHC	Community Health Centre
CHO	Community Health Officer
CHW	Community Health Worker
CIRT	Cyber Incident Response Team
DFN	Directorate of Food and Nutrition
DHMT	District Health Management Team
DMO	District Medical Officer
EA	Enterprise Architecture
ECOWAS	Economic Communities of West African States
ECT	Emergency Cash Transfer
EMIS	Education Management Information System

EU	European Union
FGD	Focus Group Discussion
FMC	Facility Management Committee
FSRP	Food System Resilience Program
GBV	Gender-Based Violence
GLAN	Government Local Area Network
GoSL	Government of Sierra Leone
GPW	Green Public Works
G2B	Government to Business
G2C	Government to Citizen
GRM	Grievance Redress Mechanism
GVWC	Guma Valley Water Company
GWAN	Government Wide Area Network
Ha	Hectares
HCD	Human Capital Development
HRH	Human Resources for Health
HRMO	Human Resource Management Office
HUB	Central facility in the "Hub and Spokes" service delivery model
IBRD	International Bank for Reconstruction and Development
IDA	International Development Association
IHPAU	Integrated Health Projects Administration Unit
IDA	International Development Association
IFAD	International Fund for Agricultural Development
IFMIS	Integrated Financial Management Information System
ITI	Infrastructure, Technology and Innovation
JICA	Japan International Cooperation Agency
KII	Key Informant Interview
KPI	Key Performance Indicators
LoMEMIS	Local Council Monitoring and Evaluation Management Information System
MAFS	Ministry of Agriculture and Food Security
M&E	Monitoring and Evaluation
MCH	Maternal and Child Health

MDA	Ministry, Department, or Agency
MBSSE	Ministry of Basic and Senior Secondary Education
MoCTI	Ministry of Communication, Technology and Innovation
MOPAPA	Ministry of Public Administration and Political Affairs
MoPED	Ministry of Planning and Economic Development
MOYA	Ministry of Youth Affairs
m-Supply	Medical Supply System
MSME	Micro, Small and Medium Enterprises
MoSW	Ministry of Social Welfare
MT	Metric Tons
MTI	Ministry of Trade and Industry
MTNDP	Medium Term National Development Plan
MTR	Midterm Review
NaCSA	National Commission for Social Action
NaMEA	National Monitoring and Evaluation Agency
NaMEMIS	National Monitoring and Evaluation Management Information System
NaYCOM	National Youth Commission
NCPWD	National Commission for Persons with Disability
NEET	Not in Education, Employment, or Training
NGOs	Non-Governmental Ortganisations
NPPA	National Public Procurement Authority
PCMH	Princess Christian Maternity Hospital
PCS	Pee Cee and Sons
PCU	Project Coordinating Unit
PDO	Project Development Objective
PFM	Public Financial Management
PHC	Primary Health Care
PHUs	Peripheral Health Units
PIH	Partners in Health
PM&E	Project Management and Evaluation
PPE	Personal Protective Equipment
PSSNYE	Productive Social Safety Net and Youth Employment
PWD	People with /Disability

QEHSSSP	Quality Essential Health Services and Systems Support Project
RAIC	Right to Access Information
RMNCAHN	Reproductive, Maternal, Newborn, Child, and Adolescent Health and Nutrition
RMNCHN	Reproductive, Maternal, Newborn, Child Health, and Nutrition
RRVCP	Regional Rice Value Chain Project
SALWACO	Sierra Leone Water Company
SCfW	Sustainable Cash for Work
SDGs	Sustainable Development Goals
SLARiS	Sierra Leone Agribusiness and Rice Value Chain Support
SLDTP	Sierra Leone Digital Transformation Project
SL-RAIC	Sierra Leone Rice Agro-Industrial Cluster
SLUDI	Sierra Leone Union on Disability Issues
SPRINT	Social Protection Registry for Integrated National Targeting
SSN	Social Safety Net
Stats SL	Statistics Sierra Leone
TLA	Technical Lead Agency
ToC	Theory of Change
TVET	Technical Vocational Educational Training
UBC	United Brethren in Christ Hospital
UNDP	United Nations Capital Development Fund
UNICEF	United Nations Children’s Fund
USD	United States Dollar
WB	World Bank
WHO	World Health
YES	Youth Employment Scheme

FOREWORDS

Foreword by the Director-General

I am pleased to present the **Annual Monitoring and Evaluation Report 2025,** which provides a comprehensive and evidence-based assessment of the performance of Government- and donor-funded policies, programmes, and projects in Sierra Leone. Prepared through a Results-Based Management lens, this report focuses on what has been achieved, the efficiency of resource utilization, and the extent to which interventions of the **Big Five Game Changers** are delivering intended results including alignment with the M**edium-Term National Development Plan (MTNDP 2024–2030)** and the S**ustainable Development Goals (SDGs).**

The findings of this report demonstrate measurable progress across key sectors, reflecting Government's sustained commitment to results-oriented governance. Notable improvements have been recorded in programme delivery, service coverage, and the tracking of results. These achievements underscore the growing maturity of Sierra Leone's M&E system as a critical instrument for **enhancing accountability, improving value for money, and informing policy and budgetary decisions.**

While significant gains have been made, the report also candidly identifies **persistent systemic and operational challenges** that constrain optimal results. These include capacity gaps at national and sub-national levels, limited resources, inconsistencies in data quality and timeliness, limited evaluation coverage, coordination constraints among implementing partners, and weak financial and project management. Addressing these challenges remains a priority for sustaining development outcomes.

Going forward, we will intensify investments in M&E capacity development, strengthen digital data systems, and promote the systematic use of evidence in planning, budgeting, and performance management. Greater emphasis will also be placed on **learning and accountability for results** through collaboration with ministries, departments and agencies (MDAs), development partners, civil society, and implementing entities.

I commend staff of the National Monitoring and Evaluation Agency, MDAs, particularly the Ministry of Planning and Economic Development (MoPED) and the Ministry of Finance, development partners with special reference to UNDP and UNICEF, and all stakeholders who contributed data, analysis, and insights to this report. It is my expectation that the findings contained in this report will be actively utilized to **enhance programme performance, optimize resource allocation, and accelerate progress toward Sierra Leone's national development goals.**

Dr James Edwin
Director General, NaMEA

Foreword by the Chairman of the Board of NaMEA

The Board, established by NaMEA Act 2024 as a Semi autonomous Agency, remains resolute in its oversight responsibility to position monitoring and evaluation (M&E) as a core instrument of state effectiveness. We recognize that delivery at scale requires more than ambition, demands credible data, strong systems, and disciplined use of evidence in policymaking. While important gains have been made, gaps in data quality, institutional capacity, and the integration of M&E into decision-making processes persist. Addressing these challenges is central to unlocking the full impact of the Government's reform agenda.

Over the past year, NaMEA has accelerated efforts to institutionalize a culture of performance and accountability across Ministries, Departments, and Agencies. The strengthening of national M&E systems, the expansion of professional capacity, and the growing adoption of evidence in policy design and implementation reflect a system that is increasingly fit for purpose. The establishment of the Sierra Leone Evaluation Association (SLEA) further reinforces our commitment to building a nationally owned, locally driven evaluation ecosystem that sustains reform beyond individual programmes.

This inaugural annual report demonstrates clearly that NaMEA is not only tracking results but actively shaping them. By aligning its work to the *Game Changer* priorities, the Agency is helping government focus on what matters most: delivery, impact, and value for citizens. It is through this alignment that monitoring and evaluation becomes a strategic lever for transformation—ensuring that national policies deliver measurable improvements in livelihoods, resilience, and opportunity.

Looking ahead, the Board reaffirms its unwavering commitment to strengthening NaMEA as a central pillar of Sierra Leone's governance architecture. Together with Government and development partners, we will deepen the integration of evidence into decision-making, scale up evaluation systems across sectors, and ensure that results remain the defining measure of success. The message is clear: in this new phase of national development, performance is paramount, accountability is non-negotiable, and evidence will drive transformation.

Dr Wusu Sannoh

Chairman, NaMEA Board

Foreword by the Chief Minister

The Chief Minister, through the Office of the President, remains a trusted partner in this national journey of Government intensifying efforts to translate national priorities into tangible results for communities across the country. Those results align with the Medium-Term National Development Plan (MTNDP_2024–2030) and the Sustainable Development Goals (SDGs).

This M&E report offers valuable insights into government's progress, impact, and future direction. It reaffirms NaMEA's relevance and clarifies where NaMEA adds the most value—strengthening national M&E systems, ensuring the delivery of development results in a transparent and accountable manner.

Looking ahead, emphasis will be placed on strengthening sustainable food systems to increase productivity and reduce dependency on imports. Investments in human capital will continue to expand opportunities for young people, women, and marginalized groups through education, healthcare, and access to essential services. At the same time, governance and economic transformation will remain central, with reforms aimed at building resilient institutions, fostering private sector growth, and ensuring greater accountability in service delivery. Innovation, data-driven solutions, and cooperation with development partners will be leveraged to accelerate progress towards the Sustainable Development Goals, ensuring that no one is left behind.

On behalf of the President, H.E Brg Rtd Julius Maada Bio, I sincerely thank the partners, civil society, and the private sector for their unwavering collaboration. We especially commend the resilience of Sierra Leone's people, whose dedication to progress inspires us all. Together, we show that transformative and sustainable change is achievable when we unite for results and inclusive future.

Dr David Moinina Sengeh

Chief Minister

EXECUTIVE SUMMARY

The year 2025 marked a pivotal phase in Sierra Leone's development trajectory, with the National Monitoring and Evaluation Agency (NaMEA) reinforcing its central mandate of driving results-based governance, accountability, and evidence-informed policy making, anchored in the Medium-Term National Development Plan (MTNDP).

Overall Performance Outlook

Aggregate performance across the Big Five Game Changers shows moderate-to-strong progress with notable gains in service delivery expansion and systems strengthening, but challenges in execution speed, financing efficiency, data integration and using data for decision making persist.

Game Changer	Status	Key Insight
Feed Salone		Improved production but gaps in post harvest and irrigation **(On Track)**
Human Capital Development		Expanded access, quality uneven **(On Track)**
Youth Employment Scheme		Skills improved, jobs limited **(moderate progress; Needs acceleration)**
Infrastructure, Technology & Innovation		Strong investments, delays persist **(moderate progress; Needs acceleration)**
Public Service Reform		Better coordination, capacity gaps persist **(moderate progress; Needs acceleration)**

Source: Color Rating based on multiple sources of primary and secondary data[1]

Performance Summary by Game Changer

1. Feed Salone (Agriculture and Fisheries)

Significant strides were made in domestic food production and value chain development, particularly in rice, onion and poultry. Mechanization services expanded and input distribution improved, contributing to increased yields. However, low level mechanization including

[1] For example, Feed Salone rating is based on M&E of four projects (RRVCP, RAIC, FSRP, SLARiS) funders mission reports, project funds disbursement rates, progress on sector indicators of the MTNDP2023-2030 and sector strategies.

limited irrigation, post-harvest losses, storage deficits, and market access constraints continue to limit full productivity gains.

While the fisheries sector is steadily progressing, **with highest gains in livelihoods and food security, it is under -leveraged of Feed Salone agenda.** While its potential to provide jobs especially for women is strong, the sector requires good governance in the control of illegal, unreported and unregulated (IUU) fishing, greater expansion and attention to value addition through processing.

2. Human Capital Development (Education, Health, Social Protection)

The HCD agenda remains a cornerstone of national investment:

- Education saw improved enrollment and retention, especially at the basic level, alongside teacher recruitment.
- Health recorded expanded primary healthcare coverage and reductions in preventable diseases.
- Social Protection scaled up cash transfer programmes and shock-responsive systems.

Despite these gains, quality of service delivery—learning outcomes, health workforce distribution, and targeting efficiency—remains uneven.

3. Youth Employment Scheme (YES)

The YES programme delivered expanded access to skills training, entrepreneurship support, and job placement initiatives, particularly for urban youth. Digital skills and SME financing showed promising results. However, job sustainability and absorption into formal sectors remain limited, highlighting structural constraints in the labor market.

4. Infrastructure, Technology and Innovation (ITI)

Infrastructure development accelerated, with progress in road connectivity, energy access, and digital infrastructure. Investments in e-governance platforms increased which shows protentional to improve public service delivery and transparency. Nonetheless, project delays, financial mismanagement, cost overruns, and maintenance gaps continue to affect long-term impact.

5. Revamping Public Service Architecture (RPSA)

Reforms in public sector governance yielded improvements in institutional coordination, performance contracting, and service delivery standards. However, capacity constraints, resistance to reform, and data fragmentation persist as barriers to full transformation.

NaMEA's Institutional Contributions

In 2025, NaMEA deepened its role as the Government's central delivery and accountability engine by:

- Supporting the operationalization of real-time performance dashboards for priority sectors
- Conducting delivery reviews and sector analysis
- Strengthening data quality assurance and verification systems
- Enhancing policy feedback loops between monitoring and decision-making
- Supporting MDAs in embedding results-based management practices

Key Cross-Cutting Challenges

Across all Game Changers, several systemic issues emerged:

- Financing gaps and delayed disbursements
- Weak inter-sector coordination
- Data inconsistencies and limited interoperability
- Capacity constraints at both national and sub-national levels
- Implementation bottlenecks in procurement and project management.

Strategic Priorities for 2026

To accelerate results and consolidate gains, NaMEA will prioritize:

1. Deepening delivery unit/M&E functions across MDAs
2. Scaling integrated digital M&E systems for real-time tracking
3. Strengthening sub-national performance management frameworks
4. Enhancing data governance and interoperability
5. Driving results-focused budget disbursement and resource alignment with development priorities.

Conclusion

The 2025 performance reflects government's increasing orientation toward results, accountability, and delivery discipline. While progress across the Big Five Game Changers is evident, achieving transformative impact will require faster execution, stronger systems, and sustained political and institutional commitment. Addressing the systemic barriers identified and institutionalizing the lessons learned will be essential to strengthening public sector performance, improving development outcomes, and enhancing accountability to citizens.NaMEA remains committed to its mandate of ensuring that government priorities translate into measurable improvements in the lives of Sierra Leoneans.

Part I. KEY ACHIEVEMENTS OF THE BIG FIVE GAME CHANGERS BASED ON THE MTNDP 2024_2030 AND LINKED TO THE SDGS

The Big Five Game Changers have collectively:

- **Driven structural transformation in agriculture, human capital, jobs, infrastructure, and governance**
- **Positioned Sierra Leone on a pathway toward inclusive, resilient, and sustainable development by 2030; and**
- **Accelerated progress toward key SDGs (1, 2, 3, 4, 8, 9, 16, 17)**

Table 1: Big Five Game Changers-Summary Performance Table

Game Changer	Key Achievements	Result Impact	Link to MTNDP (2024-2030) Outcomes	Contribution to SDGs	Rating
Feed Salone	Increased crop production; strengthened value chains; climate smart agriculture; youth participation	Improved food security; reduced import dependency; increased rural incomes	Food security; agricultural transformation; economic diversification		(on track– constraints in inputs, irrigation, post harvest management)

Game Changer	Key Achievements	Result Impact	Link to MTNDP (2024-2030) Outcomes	Contribution to SDGs	Rating
Human Capital Development (HCD)	Free quality education expanded; improved health services; strengthened social protection; gender inclusion	Better literacy, better health outcomes, and workforce productivity	Enhanced human capital; inclusive social development	3 Good Health and Well-Being; 4 Quality Education; 5 Gender Equality	on track– quality gaps remain
Youth Employment Scheme (YES)	Job creation initiatives; skills training; entrepreneurship support; youth inclusion programs	Reduced youth unemployment & vulnerability; improved livelihoods	Employment generation; inclusive economic participation	8 Decent Work and Economic Growth; 10 Reduced Inequalities	Moderate progress – scale & sustainability challenges
Infrastructure, Technology & Innovation (ITI)	Expansion of energy access; road infrastructure; digital systems; innovation ecosystem	Improved connectivity, productivity, and economic growth	Industrialization; infrastructure development; digital transformation	7 Affordable and Clean Energy; 9 Industry, Innovation and Infrastructure; 17 Partnerships for the Goals	Moderate progress – financing gaps persist
Revamping Public Service Architecture (RPSA)	Revamping Public Service Architecture (RPSA)	Better service delivery; increased transparency and efficiency	Governance reform; institutional strengthening;	16 Peace, Justice and Strong Institutions; 17 Partnerships for the Goals	Moderate progress – implementation capacity gaps

Game Changer	Key Achievements	Result Impact	Link to MTNDP (2024-2030) Outcomes	Contribution to SDGs	Rating
			public sector performance		

Source: NaMEA's rating based on multiple sources of primary and secondary data (For example Feed Salone rating is based on M&E of four projects (RRVCP, RAIC, FSRP, SLARiS) funders mission reports, project funds disbursement rates, progress on sector indicators of the MTNDP2023-2030 and sector strategies.

Part II: THE PERFORMANCE STORY: Sectoral Deliverables Based on Big Five Game Changers

Since 2024, Sierra Leone's **Big Five Game Changers** have driven major investments in **agriculture, education, infrastructure, youth employment, and public sector reform,** resulting in expanded school enrollment for over **2.6 million learners,** increased life expectancy to **around 62 years,** improved electricity access to **about 35 percent,** and significantly mobilized agricultural investment.

GAME CHANGER 1: Feed Salone (Agricultural Transformation)

Feed Salone is designed to transform agriculture into a driver of food security, improved farmer incomes, agricultural commercialization, job creation, and economic diversification. Its performance shows a mix of **early successes and structural challenges,** typical of large-scale agricultural transformation programmes.

Agriculture Sector Achievement Scorecard

Agricultural transformation initiative is the key driver of Feed Salone, the flagship program under the Big Five Game Changers. Delivery in the sector is designed to positively impact food security, job creation, and economic diversification.

Overall Performance Summary: **on Track.** Positive trend but needs accelerated upscaling. Performance shows a mix of early successes and structural challenges.

Interpretation: Agriculture is strategically on track but operationally constrained. While foundational systems and political commitment are strong, delivery, productivity, and market integration gaps continue to limit transformational impact.

Priority Actions: Scaling mechanization, strengthening financing systems, investing in irrigation and extension.

Fisheries Sector Achievement Scorecard

Fisheries is a natural pillar of Feed Salone, complementing agriculture with **nutrition security and livelihoods.** The sector is a **high-impact but often under-leveraged and under-optimized pillar** of Feed Salone agenda. With the right investments, fisheries could become one of the fastest pathways to achieving Feed Salone. In Sierra Leone, the fisheries sector remains a cornerstone of the economy, contributing over **10% to the national GDP** and providing roughly **80% of the population's animal protein.** [2]

Overall Performance Summary: **on track**. Steady progress but not transformative impact yet. Highest gains are in livelihoods and food security, aligning with Feed Salone priorities.

Interpretation: Fisheries is a high impact but under-leveraged of Feed Salone agenda. While its potential to provide jobs especially for women is strong, the sector requires good governance in the control of Illegal, Unreported & Unregulated (IUU) fishing, greater expansion, and attention to value addition through processing.

Priority Actions: Scaling up investment, infrastructure, and sustainability management.

[2] African Development Bank, Research Gate

GAME CHANGER 2: Human Capital Development

Human Capital Development (HCD) remains a central pillar of Sierra Leone's development strategy under the Big Five Game Changers. The agenda prioritizes investments in **education, healthcare, skills development, and social protection** to enhance productivity and inclusive growth. The agenda is transformational in intent and partially successful in delivery. Sustained progress will depend on a decisive shift toward quality improvements, system strengthening, and evidence-based governance. Since 2018:

- **1.8 -3.1** million students benefiting from Free Quality Education nationwide[3]
- **11% to 22%** Education budget increase of national expenditure.
- **717 to 443** deaths per 100,000 births maternal mortality reduction
- Over 7,000 teachers and 5,000 health workers recruited.

HCD has delivered a major expansion in access to education and health services.
However, systemic challenges in quality, skills alignment, and data systems continue to limit overall impact.

[3] MBSSE, MICE, MoF, MOH Reports and NaMEA field monitoring reports

Education Sector Achievement Scorecard

Free Quality Education (FQE) launched in 2018 significantly reduced barriers to schooling and government spending on education rose to 22% of the national budget.
Massive increase in enrollment across primary and secondary levels is taking place with increased participation of girls and vulnerable children.

Key Education Indicators (2025)[4]

- **Total enrollment:** 3.1 million learners (over 30% after FQSE introduction)
- **Total Primary Schools:** 13,444. (538 built or renovated, with 367 expanded)
- **Teachers:** 92,392 active teachers.
- **School Feeding:** 850,000 pupils benefiting

Overall Performance Summary: **on track-Satisfactory.** Steady progress but needs urgent attention in ICT access and use, inclusion, Teacher-Pupil Ratio.

Interpretation: The education sector demonstrates strong systemic progress under the HCD agenda, particularly in access and gender equity. However, the transition from "access to quality learning outcomes" remains incomplete. Without addressing learning outcomes, enrollment gains may not translate into human capital development impact.

Priority Actions: Mass teacher recruitment & certification drive; national digital education acceleration programme; targeted rural school infrastructure expansion; learning recovery programmes (literacy & numeracy); inclusive education financing for vulnerable groups; regularize school subsidies and teaching and learning materials.

[4] MBSSE, MICE and NaMEA field monitoring reports

Health Sector Achievement Scorecard

The health sector has made visible progress in expanding access, service delivery, and preventive care but to achieve transformational outcomes, Sierra Leone must now shift from service expansion to system strengthening.

Key Health Indicators 2025[5]

- **Maternal Mortality:** 443 deaths per 100,000 live births.
- **Under-5 Mortality:** 122 deaths per 1,000 live births. .
- **Facility Infrastructure:** Increase number of PHUs and MCHPs.
- **Recruitment:** cumulative 5,000 new nurses, midwives, doctors, and allied staff.

Overall Performance Summary: **on track.** The health sector demonstrates steady but uneven progress toward Universal Health Coverage. While service access and preventive care have improved, systemic constraints (financing, workforce, and infrastructure) continue to limit outcomes.

Interpretation: The 2025 performance reflects a health system in transition—moving toward Universal Health Coverage (UHC) and Human Capital Development (HCD), but still constrained by foundational gaps.

Priority Actions: Scale Up Health Workforce Capacity to improve service quality, Increase Health Financing to ≥15% of National Budget for stronger system resilience and reduced out-of-pocket burden; accelerate maternal and nutrition interventions.

[5] MOH, Sierra Leone Demographic Health Survey (SLDHS), WHO reports, and NaMEA field monitoring reports

Social Protection Achievement Scorecard

Social protection is a critical pillar of Sierra Leone's Human Capital Development agenda, but its full potential will only be realized when it evolves from fragmented safety nets into an integrated, productivity-enhancing system.

Key Social Protection Indicators 2025 [6]

- **Beneficiaries Reached** Over 45,000 beneficiaries
- **Women Beneficiaries:** 63% Women benefiting
- **Disabled Beneficiaries** 15% Person with disability

Overall Performance Summary: **on track.** Social protection has significantly **expanded cash transfer coverage** reaching over 45,000 beneficiaries. It has a strong gender inclusion performance and improved digital payment systems and registry development, though requires better data management.

Interpretation: Social protection in 2025 has transitioned from pilot-level interventions to a system-level national program, contributing directly to HCD. However, the system is still in a "scale-up but not yet transformative" phase, protecting households but does not yet fully support them to graduate out of poverty.

Priority Actions for 2026: Expand coverage to last-mile vulnerable groups; improve targeting accuracy, data management and increase domestic financing.

[6] World Bank, NaCSA Progress reports and NaMEA field monitoring reports

GAME CHANGER 3: Youth Employment Scheme (YES)

The government's Youth Employment Scheme (YES) focuses on youth in agribusiness, rural employment, digital skills, and technical vocational education and training (TVET) and creative industries. With at least 70% of the population under 35, YES is aiming for 500,000 new jobs by 2030.

Key Youth Indicators 2025[7]

- **Employment Rate** 3.5-4% improvement
- **Structural underemployment** At least 60%

Youth Sector Achievement Scorecard

Overall Performance Summary: **Moderately satisfactory**. Requires Acceleration to transition from job creation to sustainable livelihoods.

INTERPRETATION: The Youth Employment Scheme is delivering at scale, particularly in: Public works; Agriculture and skills development. However, the core constraint remains structural: Training is increasing faster than sustainable job creation.

PRIORITY ACTIONS: Scale private sector incentives (tax, credit, PPPs); Expand youth enterprise financing mechanisms; Strengthen digital jobs ecosystem; integrate job matching platforms nationwide and prioritize job quality and income sustainability.

[7]Statisca database(https://www.statista.com/statistics/812965/youth-unemployment-rate-in-sierra leone/ www.un.org.peacebuilding/files/documents/sl_joint_response.pdf

GAME CHANGER 4: Infrastructure, Technology and Innovation (ITI)

Infrastructure, Technology & Innovation remains a **critical enabler of economic transformation** through improved connectivity, energy access, and digital infrastructure.
The sector shows forward momentum, particularly in rural areas. Hundreds of kilometers of roads constructed or rehabilitated across the country, rural electrification and solar mini-grids have expanded; electricity access has increased from about 23% to about 35% nationally; mobile telecommunications networks and fiber-optic have expanded including growth of digital government platforms and e-services. However, execution bottlenecks and financing constraints limit full realization of targets.

Infrastructure, Technology and Innovation (ITI) Achievement Scorecard

Overall Performance Summary: **Moderately Satisfactory.** Requires Acceleration.

INTERPRETATION: The ITI sector continues to act as a core enabler of economic transformation, supporting trade, service delivery, and innovation. However, while progress is strong, performance remains constrained by execution inefficiencies, infrastructure financing limitations and uneven access across regions.

PRIORITY ACTIONS: Accelerate projects delivery; expand rural connectivity investments; strengthen public-private partnerships (PPPs) and scale advanced digital skills development.

Infrastructure Sector Achievement Scorecard

Overall Performance Summary: **On Track-satisfaction.** With sustained investment and improved project management, the sector is well-positioned to achieve full target alignment by 2027.

INTERPRETATION: Infrastructure investment is yielding tangible improvements in roads and bridges, energy, and digital access. Execution capacity has improved across most sub sectors.

PRIORITY ACTIONS: Address Financing constraints, procurement delays, and focus on rapid urbanization pressures to mitigate slowing full target achievement.

GAME CHANGER 5: Revamping the Public Service Architecture

This aims to improve government efficiency, transparency, and service delivery. Progress includes establishing, in some MDAs, digital government systems such as the NaMEMIS, IFMIS, PIMIS, EMIS. Expansion of e-procurement and digital public service delivery platforms and public financial management reform through improved transparency and accountability mechanisms in public administration should be a must.

Overall Performance Summary: **Moderately Satisfactory.** Reform momentum is strong, but institutionalization is incomplete.

INTERPRETATION: The Revamping of the Public Service Architecture is transitioning from reform design to implementation, with tangible gains in performance accountability; institutional efficiency; governance transparency. However, the reform remains "mid-maturity."

PRIORITY ACTION: success depends on full legal backing; system-wide digital integration; sustained political and administrative discipline.

Part III. POLICY AND SYSTEMS STRENGTHENING: NaMEA's Strategic Role

NaMEA's policy and systems strengthening efforts are building a modern, accountable, and results-driven public sector. Therefore, policy and systems strengthening remains central to NaMEA's mandate to institutionalize a results-based governance culture across Sierra Leone.

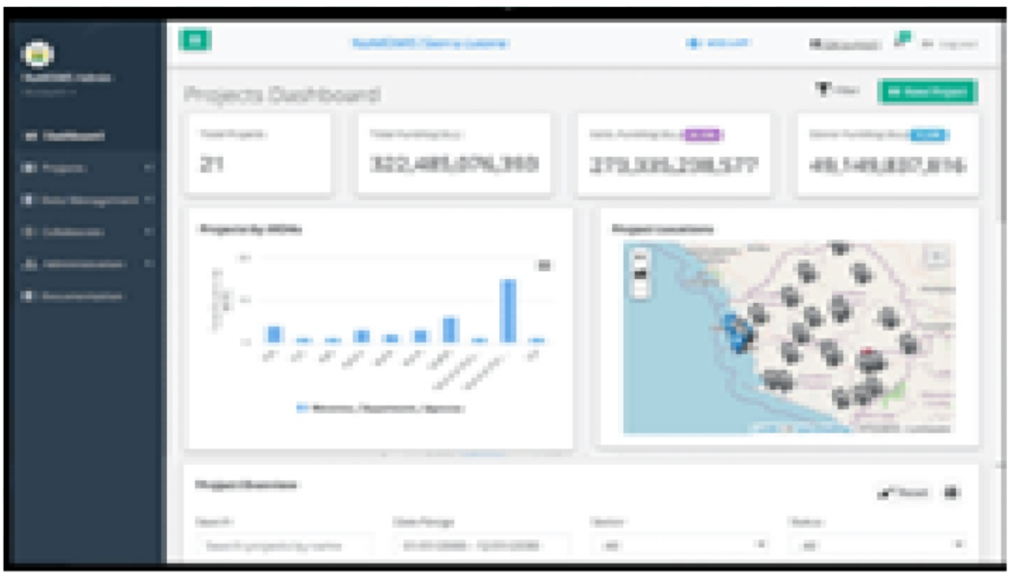
Strengthening the National M&E Policy Framework

NaMEA has developed the following key instruments to conduct M&E activities and ensure that M&E becomes a culture of accountability, transparency and value for money.

- The National M&E Policy
- The National M&E Strategy
- The National M&E Communication Strategy
- National M&E Standard Operating Procedures
- The National Evaluation Guidelines
- The Results Framework of the MTNDP_2024-2030
- The NaMEA Act 2024 for a legally and technically sound national M&E system
- Local Council M&E Operational Plan

Digital Transformation of M&E Systems

The National M&E Management Information System (NaMEMIS) enables real-time project tracking, automated reporting, and dashboard visualization of budget versus results. While acceptability of use and access still pose a challenge, it is being gradually rolled out.



For sector specific systems, the Local Council Monitoring and Evaluation Management Information System (LoMEMIS) has been developed specially targeting logistics chain of the Teaching and Learning materials from the National to the Subnational level, targeting last mile delivery. NaMEA is now supporting the Interoperability of NaMEMIS and LoMEMIS with other MDA systems such as the Integrated Financial Management Information System (IFMIS) of the Ministry of Finance, and Medical Supply System (m-Supply) of the Ministry of Health.

Institutional Strengthening and Capacity Development

NaMEA has:

- Conducted national and institutional M&E capacity needs assessments
- Developed and delivered M&E training programs for Local Councils and MDAs and hands-on training on M&E digital data collection and reporting systems
- Supported and capacitated MDAs in developing the Results Framework of the Medium- term National Development Plan_2024-2030 and the Results Framework of the Public Financial Management Reform Strategy_2023-2027.

Strengthening Accountability and Performance Management

Implementation of performance management policy in collaboration with the Ministry of Finance where funds are not disbursed to projects without a monitoring report[8] is improving accountability and enabling data-driven decision-making.

Partnerships and Collaboration

In 2025, NaMEA strengthened strategic partnerships and collaborations to enhance the credibility, reach, and effectiveness of its mandate to strengthen the entire national M&E ecosystem. These efforts reinforced NaMEA's role as a central pillar of accountability and evidence-based governance in Sierra Leone.

Specifically, it has:

- Engaged with donors such as the World Bank (WB), AfDB, EU, JICA, UNDP, UNICEF, and has received funds from them to undertake M&E
- Participated in programmes that enhance donor-relations
- Mobilized technical and financial support from development partners for M&E capacity building, systems development and project monitoring.

[8] GOVERNMENT BUDGET AND STATEMENT OF ECONOMIC AND FINANCIAL POLICIES For the Financial Year 2025

- Participated in regional and global M&E networks.
- Collaboration with the Ministry of Finance and the Ministry of Planning and Economic Development as main ministries at both policy and operational levels, and agencies including Statistics Sierra Leone (Stats SL), Audit Service SL (ASSL), National Public Procurement Authority (NPPA), Right to Access Information (RAIC), Local Councils, Civil Society, and academic institutions.

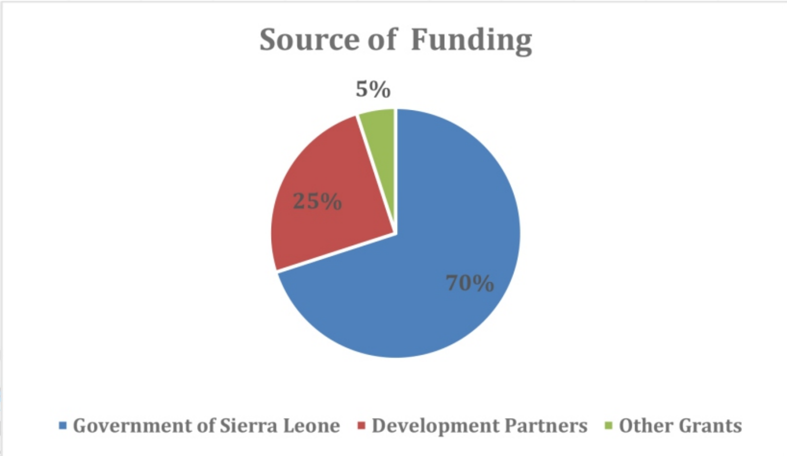
Part IV. FINANCIAL PERFORMANCE AND RESOURCE UTILIZATION

Financial Overview

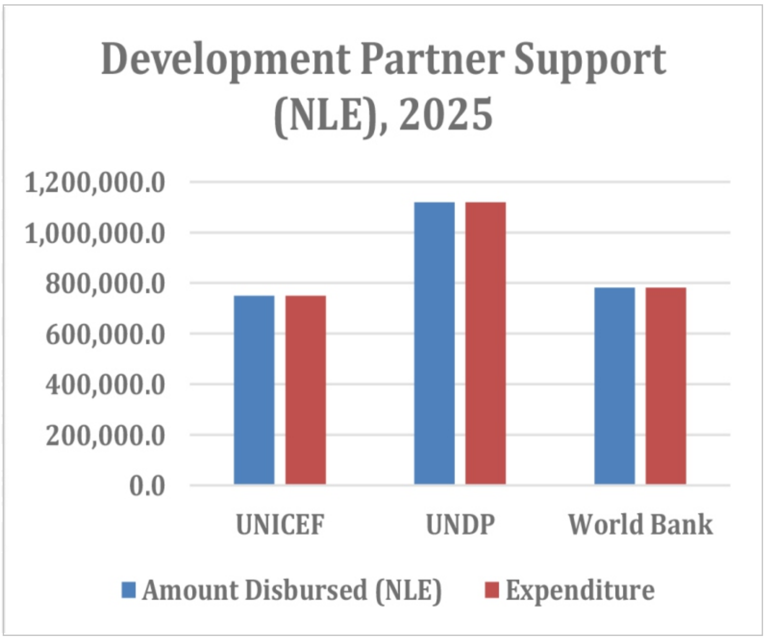
NaMEA's operations are supported by government of Sierra Leone and development partners.

Funding Sources

NaMEA continues to rely primarily on domestic financing while leveraging partner support for system strengthening and monitoring.



Development Partner Funds



In FY2025, NaMEA operated with development partner budget of NL 1,870,000 new leones. Total expenditure reached NL 1,870,000, representing a budget execution rate of 100%. UNDP's budget was expended on monitoring and evaluation of 10 public investment projects in agriculture, health, social protection, infrastructure and digital connectivity linked to the Big Five Game Changers. UNICEF supported the institutionalization of evaluation culture and capacity-building in Sierra Leone. World bank funds were expended through direct payment to consultancy firm for digital M&E systems development.

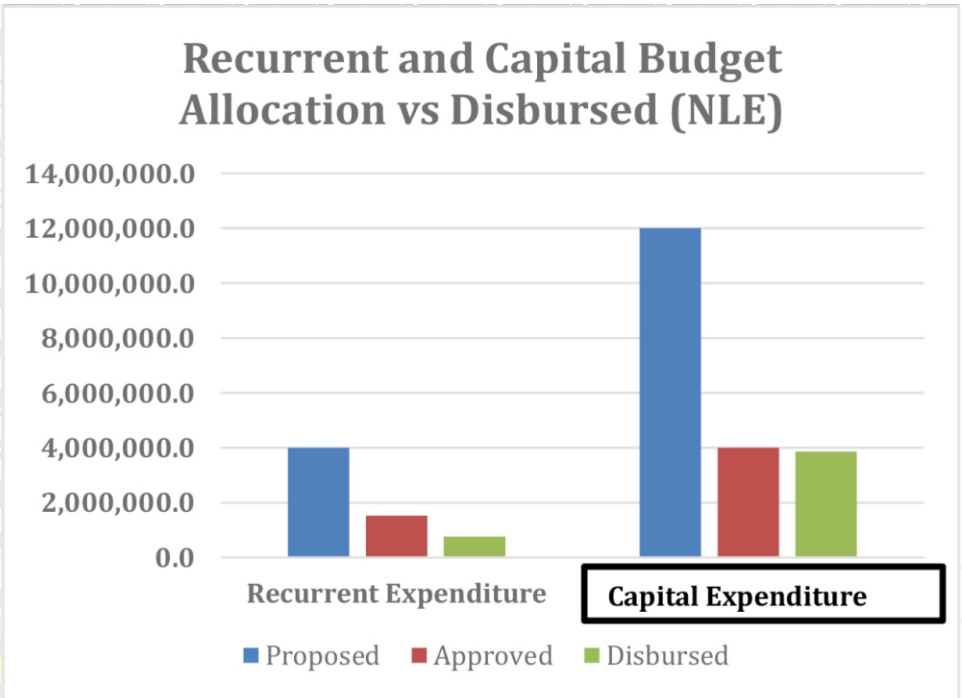
Government of Sierra Leone Funds

In FY2025, NaMEA operated with budget of NL 4,787,653.90 new leones, far below the NL12,000,000 requested and presented to Ministry of Finance during the budget call cycle of 2025. Total expenditure reached NL 4,683,914.5, representing a budget execution rate of 98%. Capital budget expenditure was driven by nationwide monitoring missions, expansion of digital M&E systems, and capacity-building programmes while recurrent cost expenditure was particularly on vehicle repairs, utilities (electricity and water) and monthly fuel allocation to staff. Resource utilization remained strongly aligned with results delivery under the MTNDP 2024–2030.

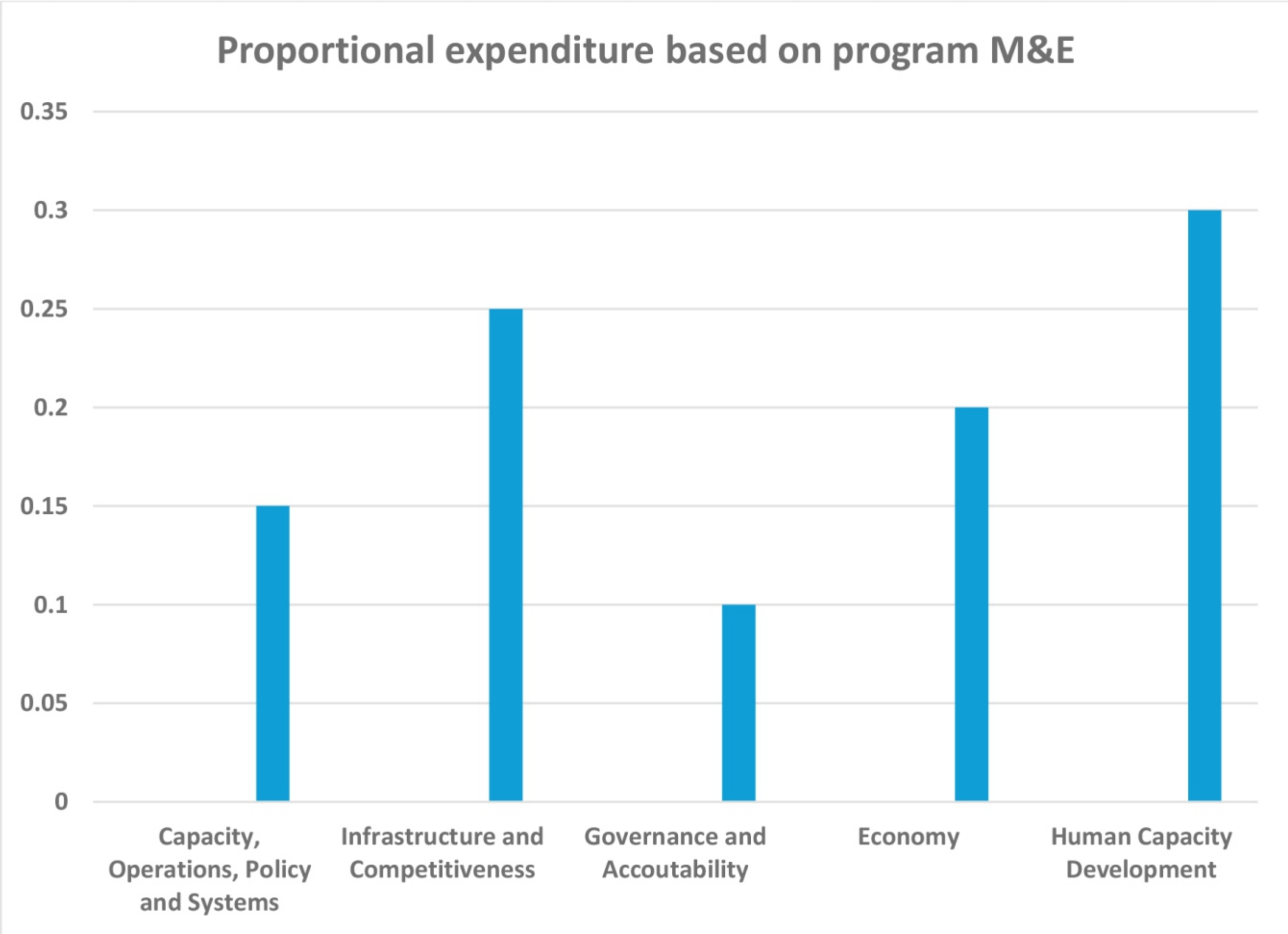
Despite limited funding, NaMEA remains committed to strengthening financial discipline, enhancing transparency, and ensuring that every Leone spent translates into measurable development results. Continued investments in digital monitoring systems and institutional capacity will further improve efficiency and support the Government's delivery of the MTNDP 2024–2030 and the Big Five Game Changer Agenda.

Budget vs Actual Expenditure Analysis

Over the years NaMEA has been grossly underfunded. There is big variance between what is proposed, approved and funded. This highly undermines the activities of NaMEA to undertake M&E and to cover the number of projects approved by parliament every year



Expenditure by Programme



Financial resources were directly linked to delivery of monitoring outputs and national development priorities. Human Capital Development is having larger share due to the greater number of MDAs covered, the number of projects per MDA and project. Also, some infrastructure projects like schools and hospitals are covered under the HDC portfolio.

Cost Efficiency and Value for Money

Deployment of digital tools reduced monitoring costs by approximately 20%, while increasing coverage and timeliness of reporting. Also combining sector monitoring in one monitoring exercise drastically reduced monitoring cost by 35% while increasing coverage and depth.

Financial Management and Controls

NaMEA maintained compliance with the Public Financial Management Act 2016 and amended 2023. Financial operations were conducted through IFMIS, supported by internal audit and procurement oversight mechanisms by the office of the President.

Audit and Assurance

The Agency received an unqualified audit opinion by Audit Sierra Leone through the accounts department of the office of the President.

Risks and Mitigation

Key risks included delayed disbursements and exchange rate pressures and continuous upcharge in the cost of fuel. Mitigation measures included improved cash planning, strengthened financial controls, and speculative buying and storage of fuel.

NaMEA will prioritize investment in digital monitoring systems, enhance efficiency, and strengthen domestic resource utilization to support MTNDP delivery.

Part V. KEY CHALLENGES: The Accountability Gap

Institutional and Systemic Challenges

Limited Institutionalization of M&E across MDAs

- M&E being treated primarily as a reporting obligation rather than a management tool.
- Limited integration of performance data into planning and budgeting processes.
- Inadequate senior management ownership of performance frameworks.

As a result, evidence generated is not consistently used to inform strategic decision making or corrective action.

Fragmented Data and Reporting Systems

- Parallel reporting requirements between government and development partners.
- Limited interoperability between financial management systems and performance tracking platforms.
- Inconsistent data standards across sectors.

This fragmentation constrained NaMEA's ability to systematically link financial inputs to outputs and outcomes, thereby affecting value-for-money analysis

.

Capacity Constraints in Technical M&E

Capacity gaps persist in:

- Advanced evaluation methodologies (impact evaluation, outcome evaluation etc.)
- Data analytics and visualization.
- Results-based management practices.

High turnover of trained personnel further undermined institutional continuity and institutional memory.

Weaknesses in Project Design and Baseline Data

The absence of:

- Clear results framework
- Well-defined, measurable indicators.
- Credible baseline data.
- Comprehensive risk assessments during project formulation.

Inadequate project preparation significantly limited the precision of performance measurement and delayed the identification of implementation risks.

Resouurce and Logistics Constraint

Operational constraints included:

- Budget limitations affecting the frequency of field monitoring.
- Insufficient logistics for nationwide site verification.
- Limited digital infrastructure for real-time data capture.

Such constraints resulted in uneven monitoring coverage across sectors and districts

Opportunities of NaMEA based on the Challenges

Despite the notable challenges faced by NaMEA, significant opportunities exist to enhance NaMEA's impact. NaMEA will continue to play a pivotal role in strengthening results-based management across government through M&E. The growing push for digital transformation presents avenues to modernize data systems and improve efficiency. Moreover, the increasing demand for credible evidence to inform policy and investment decisions position NaMEA as a central pillar in driving accountability and national development outcomes. NaMEA will strengthen partnerships with MDAs, development partners, and the private sector to deepen collaboration and resource mobilization.

Part VI. NaMEA OUTLOOK FOR 2026 AND BEYOND

The 2026 outlook represents a complete shift from traditional monitoring toward a digitally integrated, performance-oriented national accountability system. NaMEA will serve not only as a reporting institution but as a strategic engine for improving governance outcomes in Sierra Leone.

Key Priorities and Strategic Focus Areas (2026 and Beyond)

Full Operationalization of the National M&E Management Information System (NaMEMIS)

Digital transformation will be the backbone of NaMEA's reform agenda.

- Integration of NaMEMIS with:
  - Integrated Financial Management Information System (IFMIS)
  - Public Investment Management Information System (PIMIS)
  - Selected sectoral data platforms
- Real-time expenditure-to-results tracking.
- Automated dashboard reporting for Cabinet and Parliament.
- Geo-tagging of public investment projects.

Strengthening Results-Based Monitoring Across Government

- Rollout of standardized Performance Monitoring Frameworks for all MDAs.
- Alignment of project monitoring tools with the Medium-Term National Development Plan (MTNDP).
- Quarterly performance scorecards for priority sectors (health, education, agriculture, infrastructure, energy).
- Institutionalization of Annual Sector Performance Reviews

High Impact Evaluation in 2026 and Beyond

NaMEA will prioritize:

- Mid-term and end-term evaluations of flagship government programmes and the Medium-term National Development Plan 2024-2030
- Value-for-Money (VfM) assessments of large capital projects.
- Rapid performance reviews of underperforming projects.
- Thematic evaluations (e.g., youth employment, gender mainstreaming, climate resilience).
- AI-assisted data analytics for trend analysis and anomaly detection
- Automated alerts for cost overruns and project delays.
- NaMEA will invest in building a strong cadre of certified M&E professionals.

Strengthening Compliance and Accountability

- Mandatory submission of semiannual M&E reports by MDAs through NaMEMIS
- Risk-based monitoring framework for high-value and high-risk projects.
- Strengthened collaboration with:
    - Parliament
    - Ministry of Finance
    - Audit Service Sierra Leone
    - Publication of an Annual National Monitoring and Evaluation Report (An Annual "State of National Performance" publication).

PART VII: 2025 SAMPLE OF PROJECT MONITORING AND EVALUATION SUMMARY REPORTS

GAME CHANGER I: Feed Salone		
AGRICULTURE		
1	**Title**	**The West Africa Food Systems Resilience Program Phase II (FSRP SL)**
	Location	Nation Wide
	Duration	2022 - 2030
	Amount Disbursed	$13.7 million of $153.34 million disbursed (9% disbursement rate).
	Description	 The West Africa Food Systems Resilience Program Phase II (FSRP SL) in Sierra Leone is a USD 135 million World Bank-funded initiative (2022–2030) aiming to boost food security and climate resilience. It supports the "Feed Salone" agenda by improving agricultural productivity in rice, cassava, and livestock, targeting 15 districts. The program, originally $135 million, recently secured additional financing to reach about $153.34 million to support climate change adaptation and mitigation.
	Progress	**<u>Moderately Satisfactory</u>** The project has supported over 36,000 farmers, supporting the government's "Feed Salone" program. Boosted rice production and built institutional and advisory system.

	Remarks/	Sill low (2.55 MT/ha) rice yield with little economic impact for farmers; late input delivery, untimely service provider last-mile delivery.
	Recommendation	**Overall Supply Chain:** service providers to adhere to farming calendar in delivery inputs **Acceleration of Digital Climate Platform: completion** and advisory. **Rice Value Chain Rescue Package:** provide the right variety and associated inputs for the ecology. **Regional Trade:** Private sector involvement in all value chain to enhance cross-border trade.

GAME CHANGER I: Feed Salone		
AGRICULTURE		
2	**Title**	**Sl – Regional Rice Value Chain Development Project (Sl-RRVCP))**
	Location	Bonthe District: Tormabom, Bum chiefdom Kambia District: Mambolo in Mambolo chiefdom and Kychom in Samu chiefdom
	Duration	2019 to 2024, but stalled
	Amount Disbursed	36. 4% of US $34.12 million jointly funded by Islamic Development Bank (IsDB) and BADEA
	Description	 SLRRVCDP is to increase rice production and productivity using a private sector-led, value-chain approach; create commercial opportunities and market access for targeted rice farmers; increase smallholder farmers' income and reduce poverty and food insecurity. This will lead to improved livelihoods of the rural population.

	Progress	<u>**Moderately Satisfactory**</u> **The evaluation findings show:** **Relevance:** The project remains highly relevant to the needs of rural farming communities by addressing agricultural productivity, livelihoods improvement, market access, and institutional capacity development. **Effectiveness:** The project was **moderately effective.** Positive results were observed through the adoption and utilization of improved seed varieties, SME business development training, and the promotion of farmer groups.. **Efficiency:** The project demonstrated **low efficiency** due to delays in the delivery of agricultural inputs, financial resources, and infrastructure development, thus affecting timely execution of activities. Slow donor fund disbursement disrupted farming calendars and value chain operations. **Impact:** The project is **relatively impactful,** particularly in improving beneficiaries' livelihoods. Approximately 70% of supported farmers reported improved living standards, reflecting positive socioeconomic outcomes. **Sustainability:** Climate change and unpredictable rainfall patterns continue to threaten agricultural productivity and increase production risks. Sustainability is further constrained by limited farmer training coverage, weak institutional capacities, inadequate research funding, and delays in completing key infrastructure.
	Remarks	The SLRRVCD Project operates within a context of high awareness and demonstrated potential but is severely constrained by systemic implementation challenges. The project's core objective of transforming subsistence farming into a competitive, commercialized sector is yet to be realized.

	Recommendation	1. Ensure Timely Input and Fund Disbursement: Establish and enforce a time-bound procurement and distribution schedule to deliver seeds, fertilizers, agrochemicals, and financing before the start of each farming season. 2. Complete and Operationalize Critical Infrastructure: Accelerate the completion and commissioning of storage facilities, processing mills, feeder roads, landing crafts, and market structures to improve market access and reduce post-harvest losses. 3. Strengthen Extension Service Delivery and Expand Farmer Training. 4. Strengthen performance management and accountability mechanisms for Private Sector Actors (PSAs) to improve implementation efficiency. 5. Scale up Climate-Resilient Agriculture: promote the adoption of certified, high-yielding, and climate-resilient rice varieties suited to local agro-ecological conditions and support local seed production systems through research and seed multiplication

GAME CHANGER 2: Human Capital Development		
EDUCATION		
3	**Title**	Sierra Leone Free Education Project (SLFEP)
	Location	Nation wide
	Implementing Entity	Ministry of Basic & Senior Secondary Education; Free Education Secretariat
	Duration	2020-2025 extended to 2027

	Amount Disbursed	InInitial Cost in 2020: USD 72.82 Million and additional USD 50 Million in 2024. 106,580,000.00 (94% disbursement rate)
	Description	 **SLFEP** is a multi-donor initiative designed to support the government's broader Free Quality School Education (FQSE) program. The project is to increase access, enhance teaching quality, improve school infrastructure, and strengthen management **Partners:** Supported by the World Bank, EU, Irish Aid, and the UK's FCDO. **School Grants:** Uses **Performance-Based Financing (PBF)** to disburse funds to over 5,000 schools based on student/teacher attendance and management quality. **Infrastructure:** Focuses on building classrooms (target of 510) and renovating existing schools with modern **WASH** (Water, Sanitation, and Hygiene) facilities
	Progress	<u>**Moderately Satisfactory**</u> SLFEP has contributed to getting children into schools but threatened by systemic infrastructure gaps and school quality progress. 538 classrooms constructed or renovated (additional 327 ongoing); 11,448 teachers trained (45% of target); 531,930 textbooks & 14,413 teacher guides; 6,061 tablets to primary schools, 906 to JS, 120,000 out-of-school children planned for support.
	Remarks/	Overcrowding, teacher welfare (unpaid teachers due to lack of PIN codes), high failure rates in some regions, suggesting quality issues.
	Recommendation	**Upgrade the Education Management Information System** (EMIS). emphasize learning outcomes: better-quality in knowledge and skills acquisition. Can also track funding to school. **Predictable Subsidy Disbursement:** Establish a schedule for school fee subsidies to ensure they are paid before the start of each term. **Teacher Welfare & Quality including Rural Retention Incentives:** Provide "hardship allowances," housing, or faster promotion tracks for teachers who serve in remote or underserved areas. **Measure Learning, Not Just Enrollment:** Shift from how many children are in school to how many children can read and write **Strengthened School Supervision**

GAME CHANGER 2: Human Capital Development		
		HEALTH
4	**Title**	The Quality Essential Health Services and System Support Project (QEHSSSP)
	Location	5 Districts (Bonthe, Falaba, Kailahun, Tonkolili District, Western Area Rural)14 Hubs (CHCs)
	Duration	2022 to 2027
	Amount Disbursed	$40 million IDA Grant from the World Bank; US$20 million Global Financing Facility (GFF) Grants, Disbursement Status: US$24.57 million, (41.9%) of the total project financing.
	Description	 The QEHSSSP aims to strengthen maternal, newborn, child, adolescent, and nutrition services across the target districts, enhance systems and community outreach. The project uses a hub-and spokes model for service delivery through a network. At its core is an anchor health facility (hub) that offers a wide range of services. Lower-level facilities (spokes) provide more limited services and refer patients who require more intensive care back to the hub for treatment. The main beneficiaries are pregnant women, lactating mothers, newborns, children, adolescents, communities served by 179+ health facilities (hubs and spokes) and CHWs.
	Progress	**<u>Moderately Satisfactory</u>** QEHSSSP has created a useful foundation for stronger health services, but the project is constrained by weak coordination, stock shortages, staffing gaps, uneven service delivery, and limited sustainability of gains. Persistent gaps in specialized services, including school health programs and gender-based violence (GBV) support. Some progress is visible in training, community outreach, and service availability, but overall outcomes remain mixed.

	Remarks	The QEHSSSP is on track in achieving its objectives of improving maternal, newborn, child, adolescent, and nutrition (RMNCAHN) services while laying the foundation for stronger health system in Sierra Leone. While progress has been made in service delivery and community health engagement, challenges in supply chain management, resource use in implementing some activities,staffing, and governance are preventing the full achievement of intended health outcomes. Sustained and focused action on these fronts is critical to advancing maternal, child, and adolescent health care.
	Recommendation	• Strengthen data quality and routine audits. • Improve anti-natal care delivery, immunization, and nutrition services in low-performing facilities. • Fix supply chains for drugs and therapeutic foods. • Expand staffing, CHW deployment, ambulance support, and referral pathways. • Institutionalize clear governance and accountability: Clarify roles of IHPAU, MoHS, and partners. • Embed routine monitoring within NaMEA/MoHS systems. • Maintain trained staff and CHWs. • Secure reliable financing for supplies, repairs, and referrals. • Strengthen community ownership, school health, and outreach services.

GAME CHANGER 3: Youth Employment Scheme		
		Social Protection
5	**Title**	**Productive Social Safety Network & Youth Employment (PSSNYE) Project**
	Location	Various locations nationwide with different components
	Duration	June 2022 – June 2027
	Amount Disbursed	World Bank **AMOUNT:** US$42million; GoSL US$4.2 million (10%) **DISBURSEMENT:** 87.7% of US$42 million.
	Description	 The project is to ***improve access to social safety nets and income generating opportunities for targeted beneficiaries,*** including the aged, extreme poor, youth, women, and persons with disabilities, while also providing a rapid and effective response in times of crisis, such as through emergency cash transfer. The project supports poor households with AGED & vulnerable (women, PWDs) in rural communities) people through cash transfer; provides economic inclusion support for sustainable income-generating activities; implements labor-intensive public works (LIPW) for short-term youth employment opportunities; delivers skills training, entrepreneurship support, and improved access to finance for youth and incorporate emergency cash transfers to respond to crises (climate, health etc.)
	Progress	**<u>Moderately Satisfactory</u>** 1) Income Generating Opportunities (IGO): Strong potential 1) Social Safety Net (SSN): faces systemic challenges including complicated SIM management, errors and mismatched Household IDs. 2) Prioritize data integrity, payment reform, inclusion, and timely support 3) Job creation interventions: effective & in high demand. Training delivered but grants delayed 4) *Green Public Works:* Positive economic impacts, strong demand but sustainability concerns. 5) *PWD Institutions:* Limited participation due to targeting method

	Remarks/	The project initiatives for job creation and youth entrepreneurship are demonstrating positive results and strong community demand. However, the challenges to effectively deliver social safety nets need to be surmounted to achieve its overall objective of improved access to safety nets.
		Prioritized recommendations include • the resolution of all outstanding payments and SIM card issues with service providers; • engage and formalize collaboration with PWD institutions to increase PWD participation; • conduct a comprehensive review of beneficiary data to sanitise the beneficiary data management system; • *ensure the timely flow of funds and logistics to implementing partners* • Improve transparency by clarifying benefits due and publicly address and resolve cases of unpaid beneficiaries • Consider **separating** SSN and IGO streams • Integrate programs like GPW with councils for sustainability.

GAME CHANGER 3: Youth Employment Scheme		
6	**YOUTH**	
	Title	Youth in Fisheries
	Location	Bonthe, Kambia, Moyamba, , Port Loko, Pujehun, Western Area Urban, Western Area Rural
	Duration	**Phase 1:** 2014 – 2018 **Phase 2:** January 2020 – December 2023
	Implementing Entity	Ministry of Youth Affairs
	Amount Disbursed	Government of Sierra Leone NLe 8,283,650

	Description	 ▪ Conceived in **2014** to reduce youth unemployment, promote self reliance, and strengthen food security in fishing communities. ▪ Aligned with **SDG 8** (decent work) and **Big Five Game Changer 3** (youth employment). ▪ Aimed to increase fish supply in local markets, improve nutrition, and stabilize food availability. ▪ Addressed post-Ebola job crisis and youth marginalization in the fisheries sector. The project used a **multi-pronged approach:** • **Direct job creation** – boats, engines, and gear provided. • **Training & capacity building** – sustainable fishing practices. • **Youth group formation** – 20 members per group (15 men, 5 women). • **Market linkages** – support for processing and marketing, especially for women. • **Environmental awareness** – regulated fishing to reduce overfishing.	
	Progress	<u>**Moderately Satisfactory**</u> **Impact** ▪ Catalytic improvement in livelihoods: average monthly income rose by over 60%. ▪ Women reinvested fish profits into children's school fees and healthcare. ▪ Some beneficiaries continued fishing independently after project closure. **Sustainability Risks** • Lack of continued institutional support and technical assistance. • Weak local governance mechanisms for asset maintenance.	

	Remarks	✓ Non-disbursement of grants for women ✓ Inadequate supply of nets, corks, life jackets ✓ Asset mismanagement and lack of maintenance ✓ Boats controlled by group heads, leading to group disintegration Women in marketing roles used proceeds for education and healthcare. Income increased from NLe 800k–1.2M to 1.8M, to 2.5M per month
	Recommendation	I. **Strengthen Governance** – Formalize youth group structures with clear accountability and conflict-resolution mechanisms. II. **Fulfil Commitments** – Ensure timely disbursement of all promised support, especially grants for women. III. **Build Sustainable Partnerships** – Formalize roles for local authorities, traditional leaders, and ministries for ongoing support. IV. **Develop a Sustainability Strategy** – Create a clear plan for asset maintenance, access to finance, and integration into national youth employment strategies. V. **Strengthen Monitoring & Accountability** – Use routine field verification visits and beneficiary feedback loops.

GAME CHANGER 4:Information, Technology and Innovation (ITI)		
7	**INFRASTRUCTURE: Road and Bridges**	
	Title	**Bo-Mattru Roads and Bridges Project**
	Location	Bo and Bonthe Districts
	Implementing Entity	Multiple: MoWPA, MAFFS, MoTA, SLRA
	Duration	Started with some sections in 2020. All works expected to be delivered by 2026.
	Amount	USD 62 million (multiple donors-World Bank, BADEA, GoSL).
	Description	 The Bo-Mattru Roads Project aims to reconstruct a total of 145.6 kilometres of road stretching from Bo to Mattru and branching off to Serabu and to Bendu Cha. It traverses Tikonko, Kpetema, Bauya Junction, Bendu Cha and on to Mattru Jong. All the portions cover approximately 8 chiefdoms within 2 districts, thereby enhancing connectivity and socio-economic development in the southern region of Sierra Leone.
	Progress	**<u>Moderately Satisfactory</u>** Generally, although construction works are relatively slow in a few areas, others have been encouraging in some locations. All work is expected to be completed by end of 2026.
	Remarks	This is a relevant initiative that will address the road infrastructure needs of Bo and Bonthe Districts, and by extension also impact Moyamba and Pujehun Districts. It will link communities in the Southern Region of Sierra Leone thus enhancing Trade, Agriculture, Education, Healthcare and Community Development thereby improving Livelihoods.

	Recommendation	• All Contractors to complete all outstanding works against newly revised deadlines • Contractors for Lot 1 (Maripoma) and Lot 2 (Pavi Fort) to pay their workers all outstanding payments due their workers. • Contractors to fast track the implementation of all social infrastructure sub-projects along the project corridor (Markets, Schools, Health Facilities, Cold Rooms, etc.) • The Ministry of Finance (MoF) to facilitate outstanding payments to Consultants and Contractors and disburse government counterpart funding to the project.

GAME CHANGER 4:Information, Technology and Innovation (ITI)		
8	**INFRASTRUCTURE: Energy**	
	Title	Seven Towns Electrification Project
	Location	Kambia, Kabala, Moyamba, Bonthe, Mattru, Pujehun, Kailahun
	Implementing Entity	Ministry of Energy (MoE) Electricity Distribution Supply Authority (EDSA) Electricity Generation and Transmission Company (EGTC **Generation**: MoE, EGTC **Transmission and Distribution**: MoE, EDSA
	Duration	2021 - 2026
	Amount	Funder is GoSL-USD 43 million

	Description	 Sierra Leone's Energy infrastructure is deficit, with majority of communities across the country without access to electricity. In 2018, energy access was 16% but has increased to 36% by 2023[9]. About 27.5 percent of the total population and about 4.9 percent of the rural population have access to electricity, as of 2021.
	Progress	<u>**Moderately Satisfactory**</u> Generally, although construction works are relatively slow in a few areas, others have been encouraging in some locations. All work is expected to be completed by mid-2026.
	Remarks	This is a relevant initiative that will address the energy infrastructure needs of Sierra Leone. This will enhance Trade, Agriculture, Water Supply and Sanitation, Education, Healthcare and Community Development.
	Recommendations	**MoE** should secure more Meters in anticipation of growing beneficiary demands **MoE** should standardize meter pricing across all districts to eliminate irregularities and improve affordability **MoE/EGTC/EDSA** urged to secure working tools and office furniture for resident personnel at the various stations. The **Ministry of Finance (MoF)** should expedite any outstanding payments to Suppliers and Contractors. **Communities** encouraged to take ownership of completed assets (e.g., securing transformers, LV Panels, Cables, Generators, Sub Stations, Office Equipment, etc.).

[9]Sierra Leone Energy Compact – Mission 300

GAME CHANGER 4:Information, Technology and Innovation (ITI)		
9		**Technology and Innovation**
	Title	**Sierra Leone Digital Transformation Project**
	Location	Nation wide
	Implementing Entity	Ministry of Communication, Technology and Innovation (MoCTI
	Duration	December 2021 to September 30, 2027
	Amount Disbursed	28.7% (US$14.35M of $50M).
	Description	 The Sierra Leone Digital Transformation Project (SLDTP) is a six year (2021 to 2027) World Bank funded project with a grant of US$50 million from the World Bank (International Development Association IDA). It is implemented by the Ministry of Communication, Technology and Innovation (MoCTI). The SLDTP aims to accelerate digital transformation by expanding broadband internet access, enhance digital skills, and improve government capacity to deliver public services digitally, and enhance government digital infrastructure and interoperability to improve public service delivery and transparency. It seeks to create a strong enabling environment for digital growth, foster innovation, and support the government's national development plan. It also aims to equip youth, women, and people with disabilities with relevant competencies for the digital economy.
	Progress	<u>**Moderately Satisfactory**</u> • Strengths in skills/policy; e.g., digital standards 100% adopted. • Youth certified digital skills: 1,016/2,500 (41%; 40% female >30% target). • Hackathons: 511/500 (102%). • Public institutions broadband connected: 180/300 (60%). • New broadband users 50,000 of 1million target (5%) • MDA shared service 0 of 30 (0%)

	Remarks	Across all components, implementation performance is mixed, with some progress in skills development and policy frameworks, but substantial delays in procurement, particularly in infrastructure-dependent activities. Digital access and resilience remain critically behind schedule, with minimal broadband expansion, limited institutional connectivity, and key systems such as spectrum management, National CIRT, rural 3G, and cyber resilience yet to start, threatening to entrench the digital divide. Skills and innovation show comparatively stronger results, including solid youth certification rates (projected 1000 youths and actual is 811 youth), high female participation, successful hackathon engagement, although PWD inclusion, MDA ICT upgrades, shared digital services, and drone activities remain stalled.
	Recommendation	• Accelerate procurement (spectrum, CIRT, G2C/G2B). • Boost PWD inclusion, rural pilots; quarterly KPI dashboards. • GRM: Build database for tracking/resolution. • Audit/reallocate funds; enhance TLA capacity.