

Table 1. Sierra Leone: Summary Assessment

Phase/Institution		Design	Effectiveness	Rec. #	Reform Priority	
A. Planning	1	Fiscal principles or rules	Low: Medium-term debt targets exist, but not permanent rule codified in the law; FSS is published after a Budget Call Circular is issued.	Medium: The targets under the IMF program effectively provide operational guidance to fiscal policy.		Medium
	2	National and sectoral plans	Medium: A master plan of road sector does not exist; sectoral strategies do not always include project costs or outcome targets.	Low: Sectoral plans prepared before the MTNDP are yet to be reviewed to ensure consistencies	1	High
	3	Coordination between entities	Medium: Capital projects of local budgets are discussed with central government but not published; LGDG is not rule-based; disclosure of contingent liabilities is limited to guarantees.	Medium: The absence of a consolidated pipeline of all local projects may reduce the effectiveness of the central-local coordination.		Medium
	4	Project appraisal	Low: Some domestically financed major projects bypassed appraisal requirements; the capacity to centrally challenge project appraisals is limited.	Low: Some appraisals did not fully appreciate inherent risks; the lack of publication of appraisals weakens accountability.	2	High
	5	Alternative infrastructure financing	Low: Some infra. markets are opened to competition; the PPP policy to implement the PPP Act is yet to be published; SOEs' investment plans are not reviewed by the MoF.	Low: Financial analysis of investments through PPPs and SOEs has not captured in full implicit contingent liabilities, which are affecting viability of e.g. energy SOEs.	2	High
B. Allocation	6	Multi-year budgeting	Medium: Three-year projections of individual projects exist, but not a MDA-level ceiling on capital spending; total costs are not published.	Low: The lack of publication of total costs, multiyear contracts, and paid and unpaid invoices reduces the budget credibility.	3	High
	7	Budget comprehensiveness and unity	Medium: All capital projects are presented in the budget document, except for some projects of local gov't and SOEs.	Medium: Amount of capital projects not presented in the budget document is generally small.		Low
	8	Budgeting for investment	Medium: Multiyear contracts are not shown in the budget document; reallocation from capital to recurrent exp. is prohibited; there is a policy to prioritize ongoing projects in the budget.	Low: Prioritization of ongoing projects has been hindered by new projects being implemented as changes in ongoing projects	3	High
	9	Maintenance funding	Low: Maintenance standards and plans do not exist in all sectors; routine maintenance is not systemically identified in the budget.	Low: Inadequate funding for routine maintenance reduces infrastructure sustainability; funds for road maintenance were diverted to capital projects, until the new policy in 2019.	4	High
	10	Project selection	Low: Some domestically financed major projects have been selected without appraisal; the selection criteria are not published; there is no prioritized pipeline of all appraised projects.	Low: The absence of published criteria created a perception of projects being selected by political motivations. The absence of a prioritized pipeline increases risks of selecting non-viable projects.	5	High
C. Implementation	11	Procurement	Low: Projects are not always tendered through open competitive bidding; public has limited access to procurement information; there is insufficient database and scrappy information; IPRP exist but has heard only few complaints.	Low: Invitations for bids are poorly prepared; NPPA has no information on tendering; procuring entities do not publish contract award; reporting by most entities is inconsistent and untimely; rules on contract amendments are flouted; IPRP decisions are delayed and not publicized.	6	High
	12	Availability of funding	Low: Commitment ceilings are issued with significant delay; capital spending is subject to cash rationing; external financing is largely held in commercial bank accounts	Low: Significantly delayed and unpredictable payments for capital projects have been a major cause of project delay and arrears accumulation.	7	High
	13	Portfolio management and oversight	Low: Monitoring and evaluation of capital projects by central agencies is limited; there is no systemic ex-spot review of domestically financed major projects.	Low: In the absence of an ex-post review, several projects have been abandoned or ceased to generate outputs.	8	High
	14	Project implementation	Medium: Reliable project implementation plans are not always available; there is no rule on project adjustments; the recent technical audit of road projects was a one-off exercise.	Low: The absence of re-appraisal requirements leads to significant project changes and allows a new project to bypass the appraisal; little follow up was made on the recent technical audit.	8, 9	High
	15	Management of public assets	Low: There is no comprehensive asset register and no statistics on public capital stock	Medium: Some sectors maintain the asset register for maintenance purposes.		Medium