

IGR Development Scorecard

Public Service Reform Trend Analysis | Sierra Leone | 2017, 2023 and 2025

STATUS: MINIMAL PROGRESS

Strategic Objective: Create an efficient, professional and result-oriented Civil/Public Service that attracts and retains talent, supports delivery of the Government agenda, and tackles complex national development challenges.

2030 Target

Highly significant number of non-core government services outsourced.

2025 Delivery Status

Minimal progress: outsourcing is expanding, but not yet broad or systematic.

Trend Direction

Positive movement from ad hoc delegation toward institutionalised PPPs and service contracts.

Trend over time

2017

2023

2025

1/5

2/5

3/5

2017 Baseline

No broad outsourcing of non-core government services. Delivery remained largely state-led.

LOW MATURITY

2023 Baseline

Selective PPPs visible in licensing, passports, transport, ports and waste management.

PARTIAL MATURITY

2025 Position

Additional outsourcing in residency and work permits, with preparatory activity in energy and water.

MODERATE MATURITY

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Infographic system output

Year	Observed pattern	Interpretation	Score
2017	No broad outsourcing of non-core government services.	Weak baseline, with limited private delivery of administrative services.	1/5
2023	PPP activity in licensing, passports, public transport, ports and waste.	Selective service partnerships became visible.	2/5
2025	Residency and work permits outsourced; preparatory activity in energy and water.	Visible progress, but still below the scale required for 2030.	3/5

Key judgement

Sierra Leone is moving in the right direction, but delivery remains below the scale required for the 2030 target. The reform has shifted from limited outsourcing in 2017 to selective PPP delivery by 2023 and wider preparatory implementation by 2025.

Priority actions for stronger 2026-2030 delivery

- Create a government-wide outsourcing register covering all non-core services, contract values, KPIs and responsible MDAs.
- Publish standard PPP and service-contract guidelines for non-core functions with clear citizen-service standards.
- Prioritise high-volume citizen-facing services such as permits, records, digital helpdesks, facilities management and logistics.
- Set annual milestones: number of services outsourced, cost savings, processing-time reduction and user satisfaction.