



AFREC

African Energy
Commission



DIAGNOSTIC REPORT AND ACTION PLAN

JULY 2025

*Prepared for the Ministry of Energy of
the Republic of Sierra Leone.*



**Support program for African Union
member states (MS) and regional
economic communities (RECs) for
the improvement or establishment
of the national or regional energy
information system (NEIS/REIS)**

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MESSAGE OF ACKNOWLEDGMENT FROM THE EXECUTIVE DIRECTOR OF AFREC —

The initiative of the African Energy Commission (AFREC) to support African Union (AU) Member States in establishing and strengthening National Energy Information Systems represents a strategic milestone for the sustainable development of Africa's energy sector. Reliable, credible, timely, and comprehensive energy data are indispensable for effective policy formulation, sound investment planning, and the successful implementation of national, regional and continental energy strategies.

This five-year diagnostic report and action plan provides a comprehensive overview of the national energy information system and proposes strategic actions for strengthening human resources capital, infrastructure and the financial requirements to modernise energy information systems. By enhancing national energy information systems, AFREC seeks to empower Member States with modern tools that support evidence-based decision-making and improve the monitoring and evaluation of energy policies, programmes, and projects.

Strengthened energy information systems will play a critical role in accelerating progress toward universal access to modern, affordable, and reliable energy services in line with Sustainable Development Goal 7 of the 2030 Agenda for Sustainable Development and African Union agenda 2063. They will also contribute to advancing Africa's broader aspirations for energy security, regional integration, and economic transformation.

On this note, the African Energy Commission expresses its sincere appreciation to the Ministries of Energy from the 16 Member States which include: Chad, Cameroon, Central African Republic, Djibouti, Eswatini, Ethiopia, Equatorial Guinea, The Gambia, Liberia, Mauritania, Mozambique, Senegal, Sierra Leone, Somalia, Togo, and Tunisia. AFREC further extends its appreciation to the national coordinators, institutions, experts, and relevant stakeholders from the participating Member States whose engagement, cooperation, and commitment was invaluable throughout the preparation of this report.

With strong political commitment and sustained collaboration among Member States, regional institutions, and development partners, the coming years present a unique opportunity to modernize and harmonize energy data systems and advance evidence-based energy planning across Africa.

The African Energy Commission (AFREC) is a specialised energy agency of the African Union (AU), mandated to develop the African energy sector through the facilitation, coordination, harmonization, protection, conservation, development, promotion of rational exploitation, commercialization, and integration of energy resources in Africa.

It engages actively with a broad network of experts and partners in the 55 AU member states, ensuring that all energy initiatives align with the future development of the energy sector in Africa and the pursuit of building 'the Africa We Want'.

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AFREC	African Energy Commission
DISCO	Distribution Companies
EB	Energy Balance
EBS	Energy Balance Studio
EDSA	Electricity Distribution and Supply Authority
EGTC	Electricity Generation and Transmission Company
EWRC	Electricity and Water Regulatory Commission
FTE	Full-time equivalent
GW(h)	GigaWatt(hours)
IAEA	International Atomic Energy Agency
IEA	International Energy Agency
IPP	Independent Power Producer
IRENA	International Renewable Energy Agency
IRES	International Recommendations on Energy Statistics
ISIC	International Standard Industrial Classification
IT	Information Technology
J	Joules
ktoe	Thousands of tons of oil equivalent
l	Litres
LPG	Liquified Petroleum Gases
MAED	Model for Analysis of Energy Demand
MoE	Ministry of Energy
MOU	Memorandum of Understanding
MT	Metric tonnes
Mtoe	Million tons of oil equivalent
NEIS	National Energy Information Systems
NPRA	National Petroleum Regulatory Authority
NRA	National Revenue Authority
PDSL	Petroleum Directorate of Sierra Leone
REC	Regional Economic Communities
SIEC	Standard International Energy Classification
SSL	Statistics Sierra Leone
SWOT	Strengths, Weaknesses, Opportunities, Threats
TWG	Technical Working Group
UNSD	United Nations Statistics Division

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1 EXECUTIVE SUMMARY



The **National Energy Information System (NEIS) Diagnostic Report and Action Plan** was developed with the support of AFREC and in close collaboration with the AFREC National Focal Points (NFPs) in the Ministry of Energy (MoE).

The objectives of the support are to "1" conduct a diagnostic analysis of energy statistics, "2" recommend specific activities to improve energy statistics and reinforce or establish a NEIS, and "3" generate a high-level action plan that identifies the resources and timelines required for implementation of the recommended actions. The program also provides a support at regional level to encourage the emergence of an efficient cooperation between AFREC and Regional Economic Communities (REC).

RESULTS OF THE DIAGNOSTIC

Sierra Leone does not currently dispose of a NEIS. Despite having a Statistics Team dedicated to energy statistics, MoE lacks technical support and a clear mandate to advance its work and produce more comprehensive and quality data outputs. The table below describes the primary characteristics of Sierra Leone's energy statistics program as identified during the diagnostic assessment in Section 3 of this document.

Item	Diagnostic results
Institutions and legal environment	- MoE is responsible for the collection, organization, analysis and dissemination of energy-related data. However, this does not constitute an official codified mandate - MoE plays a critical role in the country's energy development by overseeing the planning, development, and management of energy resources - MoE collaborated with key stakeholders, namely in the electricity sub-sector, also mandated by various orders to collect and/or store energy-related data relevant to their operations like EWRC, EGTC, and EDSA - MoE does signal that data collection from other Institutions is flawed and hampered by various challenges, including lack of enforcement, absence of designated Focal Points, reticence of data sharing, lack of awareness among data providers, etc. - Data initiatives across MoE and other pertinent institutions are not closely coordinated and should be streamlined.
Human and material resources	- MoE currently has a small dedicated team for energy statistics with relevant backgrounds, namely in economics and statistics, but lacks pointed energy sectoral expertise, and would require two additional FTEs to sustainably collect, store, analyse and produce energy statistics - Additional training is required to reinforce capacity on biomass and energy efficiency sub-sectors, data management, and energy economics and modelling at MoE - Material resources are relatively limited to produce energy statistics
Data collection	- Data is collected by MoE's energy statistics team through formal and informal points of contact (no designated focal points) in various organizations, primarily public entities, and some private operators (IPPs, and mini-grids) - Lack of a well-established data collection system; most data are collected manually - MoE uses data mostly collected from identified data providers on an annual basis - Data sources are not obligated by law to transmit data to MoE, but the organization has established some connections and a partial collection system in place - Biomass data is solely estimated at this stage, with no data collection in place, constituting a significant weakness in the overall statistics
Data processing	- Data is processed by MoE using primarily the AFREC Questionnaires and some ad-hoc Excel files. - There is no additional statistical infrastructure at MoE. The templates used by MoE do not allow for the generation of all required indicators
Quality assurance and validation	The only quality assurance mechanism is through some ad hoc internal checks made by the MoE's Energy Statistics Team, with no formal validation process.
Dissemination and analysis	- MoE does not currently publish or disseminate any sectoral reports or energy statistics to the general public or stakeholders due to various financial and technical constraints - MoE does, however, deliver the annual energy balance to AFREC and, upon request, to partner organizations like the IEA and IRENA - No analytical outputs or publications from MoE

Table 1 : Summary of the main results of the diagnostic assessment

MoE has constrained capacity for data collection, compilation, and dissemination of energy statistics: it only has two full-time team members with economist profiles and a de facto mandate for collecting data with a partial data collection system and processes already in place. It possesses strong relationships with some key organisations, namely in the electricity sub-sector like ERWC, EGTC, and EDSA. This constitutes a core basis that Sierra Leone can build upon. MoE is, therefore, well-positioned to host the NEIS.

The most significant drawbacks relate to insufficient human resources and statistical infrastructure: MoE currently only uses Excel templates (AFREC questionnaires) and ad hoc files which does not allow for standardized and effective data series tracking or calculating all relevant indicators for energy sectoral analysis. Other weaknesses highlighted in the diagnostic relate to the quality and availability of biomass data, which threatens the accuracy of the energy balance statistics by presenting a biased vision of the country's energy system. Finally, limited technical capacity for advanced data analysis and narrative reporting at MoE limits the organization's potential to produce pertinent analytical outputs that fall directly within its mandate.

MoE should expand and systematize its collaboration with key data providers and stakeholders to ensure an adequate flow of information and inputs between organizations regarding energy statistics. Energy statistics on consumption, transformation, and supply at the national, sectoral, or subnational level should remain MoE's responsibility while further expanding the scope and deepening the granularity of the analyses and processes already in place. MoE should effectively exercise its responsibility for and develop the capacity to manage, store, use, and disseminate more detailed data required in energy planning and policy assessment processes (infrastructure locations/characteristics, planning data sets on electricity demand, technology costs, etc.) that are currently not covered.

To this end, it is strongly advised that MoE's dedicated energy statistics team should be further supported in terms of technical and financial needs to assert its role as custodian of energy statistics and responsibility for coordinating collaboration with key stakeholders, including with external organizations such as AFREC, collecting and managing planning data, and developing analytical output for Ministerial level and public dissemination, which is currently not in place.

RECOMMENDATIONS

Specifically, the diagnostic assessment concludes with four recommendations to reinforce energy statistics in Sierra Leone to align with international recommendations and establish a NEIS:

1 – Strengthen inter-agency collaboration for data collection

Insufficient human resources constrain both productivity and the overall output, hampering efficient collaboration and interactions with data-providing institutions. The production of energy statistics is therefore destabilized and undermined, where the need arises to organise the energy statistics team effectively and sustainably.

→ A. Conduct institutional mapping and formalize the role of each institution in the energy statistics system

by first defining the scope of data collection by producing an inventory of the required data and corresponding data sources. The MoE needs to then designate a list of Focal Points within the institutions identified during the institutional mapping (as demonstrated in Figure 4) and to draw up a role description for each of them detailing an exhaustive list of data collection-related responsibilities. Given this context, the existing regulatory framework can be further amended to facilitate data exchanges, outlining internal protocols for the data provided to the Statistics Energy Team at the MOE.

→ B. Establish a working routine with the Focal Points to improve data collection

by organizing recurrent meetings with the Energy Statistics Team and designated FPs for data providers, and outline the required budget. This would allow the Energy Statistics team to better assess and monitor data collection progress and detect areas for improvement to build a real collaboration with the Focal Points.

→ C. Improving critical data for the petroleum and biomass subsectors.

The diagnostic reveals significant gaps in the petroleum and biomass sector data, which need to be addressed as a priority, as they pose a threat to the overall accuracy and relevance of the energy balance data produced by the team. A survey on final energy consumption could be useful in quantifying end-uses.

2 – Strengthening human resources and technical capacity

The current human resources at the Energy Statistics Team remain insufficient to carry out workflows covering data collection, analysis, and production of energy statistics. In the immediate term, temporary capacity building can be secured by mobilizing staff from the larger DPRPME structure to support data collection and analysis efforts. This should then be remedied by recruiting two additional FTEs with specialized profiles in applied statistics or energy modelling. This measure is crucial to structuring a stable, technically competent team capable of producing reliable energy statistics regularly to support decision-making and national energy planning.

→ A. Allocate more human resources to the production of energy statistics

The resources currently allocated to energy are insufficient to fulfil the required work for energy statistics. The team, in its current capacity, can only ensure partial data collection while addressing the backlog in historical energy balances. Further data processing and analysis are left to the side, given the lack of capacity. It is crucial to allocate at least 2 additional FTEs in the medium to long term to ensure an adequate level of effort to produce energy statistics.

→ B. Standardize and document the tools for producing statistics

documentation of the current procedural landscape and proposed enhancements is required based on Action 1. It is also important to set up template Excel files for distribution to data providers for data collection, limiting redundant tasks like data re-entry and any ad-hoc reprocessing.

→ C. Building capacity for data management and processing

As data quality and coverage increase, the energy statistics team will manage increasingly large and complex data sets. All members of the Statistical Service should receive basic training in best practices and techniques for data management in Excel, and a team member should be selected as a focal point for more in-depth training on database management and data processing to contribute to the design and management of the statistical infrastructure to be used in the future.

→ D. If necessary, strengthen the equipment

in particular by replacing low-performance computers for database management and by purchasing laptops so that each member of the team has a computer station to work with.

3 – Structuring and facilitating the dissemination of statistics

Currently, Sierra Leone is in the process of carrying out the necessary work to complete and send the AFREC questionnaire, but it does not organize any dissemination activities on energy statistics.

→ A. Produce and publish energy statistics

by first defining the list of pertinent energy indicators and/or analysis reports, target audience, the frequency of publication, the medium of publication, and an associated budget. Once these specifications are confirmed and validated, the statistics can be published.

→ B. Support the development of a structured data validation process nationally by conducting an annual validation workshop or technical committee

to ensure effective and sustainable participation from data providers and organizations within the energy sector and other organizations with mandates on related subjects, such as trade, forestry, and transport. Budgetary support may be required to ensure the committee meets regularly and fulfils its role. The MoE should be the host of this committee.

→ C. Strengthen collaboration with AFREC

by developing a list of indicators of interest to the Department, and identifying weak points will require technical support from AFREC. Dialogues and activities promoting an enhanced partnership between the two sides should continue.

→ D. Reinforce capacity on data analysis to lay the foundation for producing analytical output

Currently, the Energy Statistics Team reports a lack of time and technical skills to generate comprehensive energy statistics and accompanying sectoral analyses. There is therefore a need for more advanced training for one or two existing members on methodologies for energy statistics, modelling, and projections, and data interpretation to improve the quality of the team's analytical results.

4 – Sustain, evaluate, and formalize energy statistics processes

→ A. Formalize the energy statistics mandate

MoE has a de facto institutional mandate to collect and generate energy statistics. This mandate needs to be formalized with a law or a decree, defining the role of affiliate institutions like EWRC, EDSA, and EGTC with respect to this mandate. Establishing a memorandum of understanding (MOU) between MoE and these respective bodies can help clarify and structure the collaboration between the two entities.

→ B. Formalize interactions and data sharing between key actors

Data collection is weakened by the lack of a clear and formal agreement on data sharing, constraining the setting up of a structured data collection calendar. Formal agreements should be drafted and signed between the MoE and data providers, including a detailed schedule, standardized Excel templates detailing definitions, scopes, and standards of reporting by data element.

→ C. Improve and expand quality controls

Quality control procedures should be defined and implemented both internally and externally with data providers. This would be further supported by developing an annual validation workshop where relevant stakeholders and data providers meet to review, validate, and adjust data if needed.

→ D. Regularly review and evaluate the statistical process, outputs, and training needs

this process should aim to identify any bottlenecks or challenges requiring action in the statistical process, assess the compliance of statistical results with international standards and national policy requirements, and identify any training or team capacity building needs that should be met. An overhaul should be carried out every 3 to 5 years.

PRIORITY ACTIONS

Section 4 of this document develops a five-year action plan to achieve the recommendations and establish a fully functional NEIS aligned to the extent possible with international recommendations and best practices. The plan comprises 32 prioritized actions spread across four implementation phases from 2025 to 2029.

While the existing team can achieve many actions with few additional resources, implementing the entire action plan will require approximately US\$ 284,600 in financial resources. These costs are primarily service costs to improve the statistical infrastructure and tools. The proposed actions and their associated costs are detailed in Table 11.

The plan also identifies approximately US\$ 16,400 in annual recurring costs, primarily in securing two additional FTEs and to cover the cost of holding annual data validation and dissemination/sensitization workshops.

The following “quick win” items or actions identified for Sierra Leone will have a significant impact with minimal resources, as the highest priority over the coming 12 months:

- Reinforce data exchanges between institutions and stakeholders by setting up standard templates for data collection and assigning formal Focal points in each institution
- Strengthen human resources relative to energy statistics In the MoE by adding at least two additional FTEs in the medium term
- Instate a formal data verification and validation process through an annual validation workshop gathering all key stakeholders and data providers
- Foster closer collaboration between the MoE and the SSL in areas like data and methodologies harmonization, integrating an energy questionnaire into national surveys, and future census
- Reinforce technical and logistical capabilities at the MoE, with training planning for at least two team members on NEIS structure and design, and energy modelling, as well as specialized training on specific areas like biomass, energy efficiency, and Data Management Systems

Among others, Sierra Leone has also identified the following structuring projects, which require more substantial resources and planning than the quick-win actions, as the highest priority in the coming 24-36 months:

- Improve biomass data through a National Survey: Conduct a comprehensive biomass study, at an estimated cost of an estimated US\$200,000, to collect primary data on supply transformation and use in household, commercial/service, and other sectors.
- Select and train one/two team members in advanced energy statistics, energy economics, and analytical methodologies.

FIVE-YEAR ACTION PLAN TO ESTABLISH A NEIS

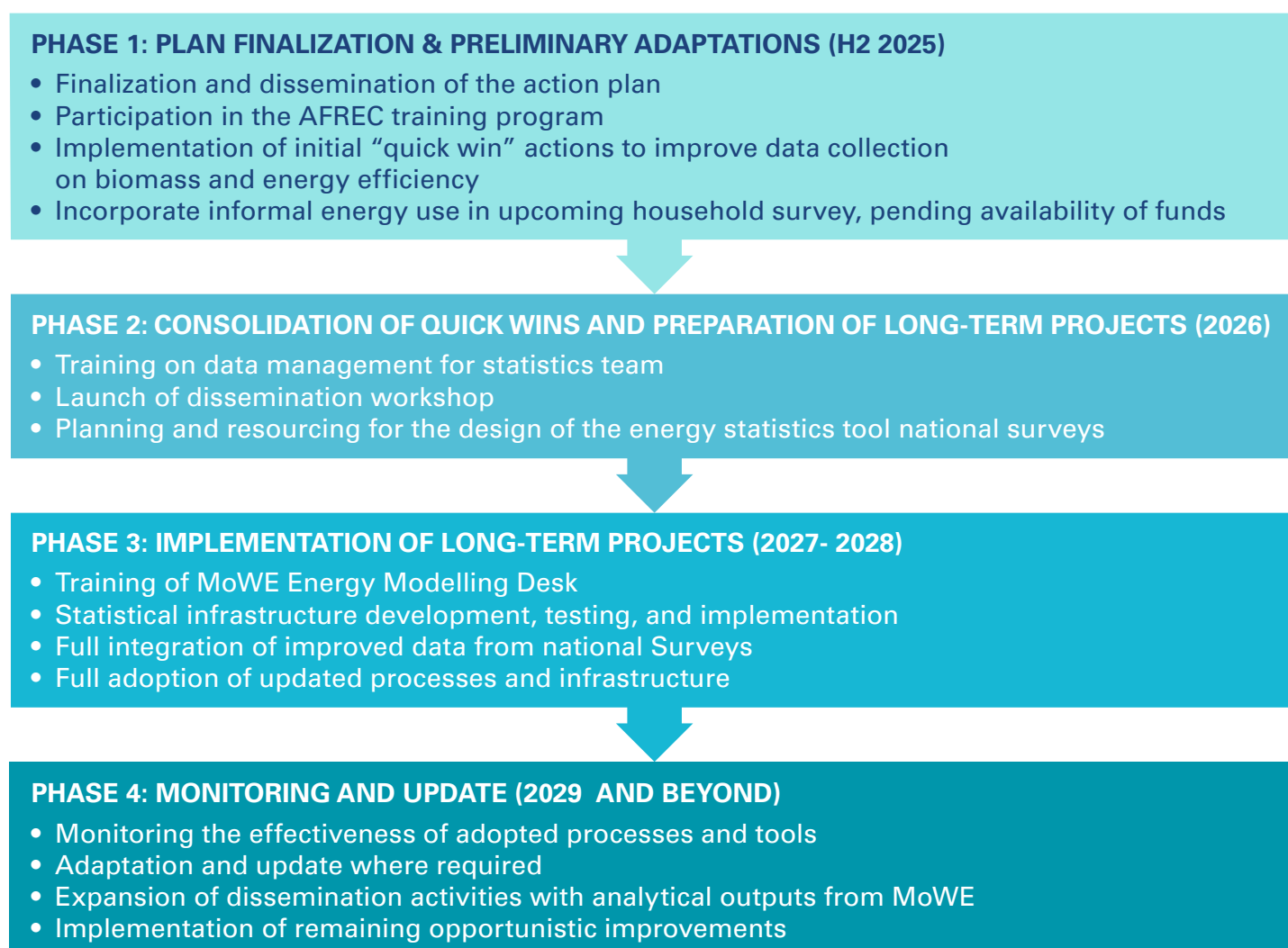


Figure 1 : Action plan overview with phases and primary activities

2 COUNTRY OVERVIEW

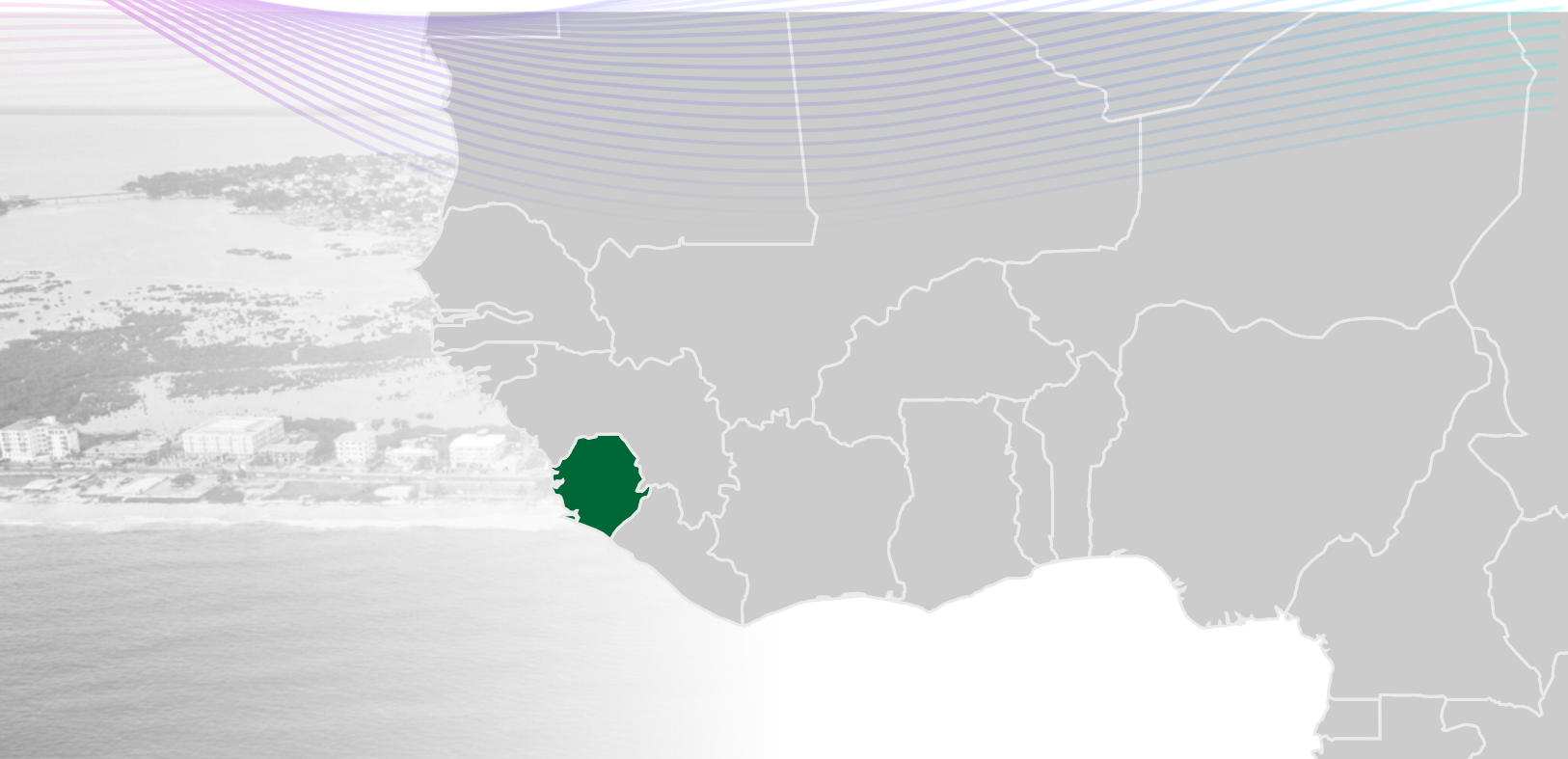


Figure 2: Regional Map – Sierra Leone

DESCRIPTION

The Republic of Sierra Leone is a country in West Africa with a population of about 8.5 million in 2023, according to the World Bank. Its land area stands at 73.2 km², with English as its official language, and Krio is also widely spoken. Sierra Leone is bordered by Guinea to the north and east, Liberia to the southeast, and the Atlantic Ocean to the west and southwest.

Sierra Leone's GDP stood at US\$6.4 billion in 2023, according to the World Bank, with GDP growth slowing to 4% in 2024, down from 5.7% in 2023, due to falling iron ore prices - its largest single export product - and slower mining output. The economy faces significant hurdles such as high inflation pressures, a large fiscal deficit, and high debt distress risk, however, recent improvements in tax revenue and proposed policy reforms, coupled with improving inflation rates, offer some relief for future stability.

Sierra Leone's economic activity is dominated by the agricultural sector, which represented an estimated 60% of GDP in 2022¹. Mining and minerals account for the lion's share of its exports, with significant reserves of diamonds, iron ore, and gold, among others. The following estimates and ratios are taken from the data directly provided to the AFREC AEIS platform for 2022². Biofuels and waste still account for the majority of primary energy supply (72%), followed by oil products with a rising share from just under 24% to 28% between 2010 and 2022.

1 - AFDB's African Economic Outlook 2024, Sierra Leone:
https://www.afdb.org/sites/default/files/2024/06/06/aeo_2024_-_country_notes.pdf

2 - This report relies on the most recent published dataset from AFREC's AEIS covering all 15 countries in the NEIS & Capacity Building project cohort for ease of comparison and consistency (2022). Individual countries have submitted and/or published more recent data.

Total primary energy supply from 2010 to 2022 by fuel (Mtoe)

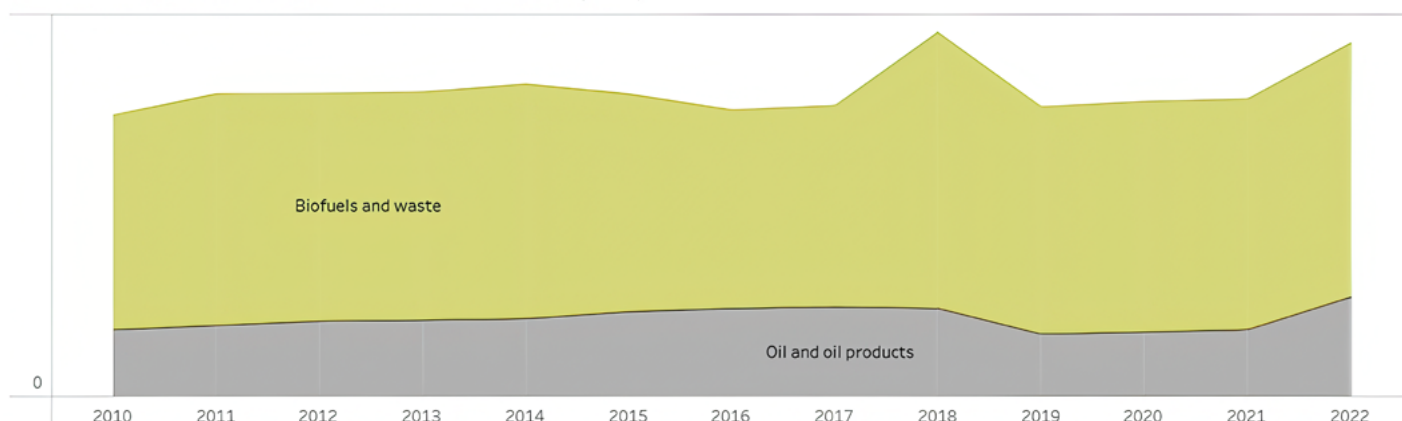


Figure 3 : Primary production (Source: AFREC)

ENERGY STATISTICS

The Ministry of Energy (MoE) serves as the main authority responsible for the coordination and management of energy statistics in Sierra Leone. This includes the collection, validation, analysis, and dissemination of national energy data to ensure effective policymaking and strategic energy planning.

The MoE plays a central role in the design, development, and implementation of national energy policies, covering renewable energy, rural electrification, energy access, and energy efficiency. These responsibilities are aligned with the country's broader efforts to enhance energy security, sustainability, and achieve universal energy access.

However, Sierra Leone's current legal framework does not explicitly formalize the MoE's mandate as the exclusive custodian of energy statistics. The responsibility for data collection and analysis is partially shared with other sectoral institutions and regulatory bodies, particularly in the electricity sub-sector. For instance, statutory bodies like the Electricity and Water Regulatory Commission (EWRC) and public utility companies, the Electricity Distribution and Supply Authority (EDSA), and the Electricity Generation and Transmission Company (EGTC) contribute data related to supply and demand, pricing, and electricity access. These overlapping roles have led to institutional fragmentation and underscore the need for clearer mandates to enhance coordination towards establishing a harmonized National Energy Information System (NEIS).

Ongoing activities	Description	Expected outcome
Energy Transition and Green Growth Plan	Elaborated by the Presidential Initiative on Climate Change, Renewable Energy and Food Security (PI-CREF) and the Ministry of Energy (MoE) are responsible for identifying and implementing meaningful projects that will improve energy access and energy efficiency, underpinning green economic growth	-

PARTICIPATION IN THE AEIS

Sierra Leone currently provides data to the African Energy Information System (AEIS) on an N-2 basis, as detailed in the table below. Its most recently published energy balance data in the AEIS is for 2022.

The MoE disseminates energy statistics to other organizations on an ad hoc basis, upon their request, including the IEA, the UNDP, and the World Bank, among others.

	Energy Balance	Energy Efficiency	Power Plant Capacity	Prices and Taxes
Supplied to AFREC	YES	NO	YES	YES

Table 2 : Data provided to AFREC

3 ENERGY STATISTICS DIAGNOSTIC REPORT



This diagnostic was developed through close collaboration with the AFREC National Focal Points (NFPs) within the MoE. The results are based on structured interviews covering the institutions, resources, and statistical processes in place and a detailed review of the data and documentation shared by the AFREC NFPs. The appendices to this document contain a bibliography and further details on the structured interviews.

The diagnostic report is organised into six thematic sections covering the institutional environment, human and material resources, and the significant steps for energy statistics processes (data collection, data processing, quality assurance and validation, and dissemination). Each thematic section describes the current situation and key challenges or gaps that must be addressed to improve energy statistics and align with the International Recommendations for Energy Statistics (IRES) standards. The final section of the diagnostic report takes a transversal view of the challenges faced across each thematic area and proposes recommendations and actions. These prioritized actions are then used to develop an Action Plan for enhancing the NEIS in Section 4 of this document.

3.1 INSTITUTIONAL & LEGAL ENVIRONMENT

3.1.1 CURRENT SITUATION

In Sierra Leone, the mandate for energy statistics lies with the Ministry of Energy (MoE), which is responsible for the collection, validation, analysis, and dissemination of national energy data. However, this mandate remains insufficiently formalized within the country's existing institutional and legal frameworks. As a result, the responsibility for data collection and analysis is fragmented across several sectoral institutions, leading to overlaps, gaps, and inefficiencies in the energy data ecosystem.

Several key entities contribute to the energy statistics landscape:

➤ **Ministry of Energy (MoE)**

The MoE plays a central coordinating role and is the main governmental body responsible for energy sector planning, oversight, and policy development. Although it supports the transmission and centralization of energy data from various institutions, its authority over data collection is not yet codified in binding legislation. In practice, the MoE relies on cooperation from affiliate agencies such as EWRC, EGTC, and EDSA for data on electricity generation, transmission, distribution, pricing, and access.

Within the MoE, the **Directorate of Policy, Research, Planning, Monitoring, and Evaluation (DPRPME)** fulfils the role of Custodian and coordinator of energy statistics-related activities, among other key provisions.

➤ **Electricity and Water Regulatory Commission (EWRC)**

Established under the Sierra Leone Electricity and Water Regulatory Commission Act, 2011 (Act No. 13 of 2011), EWRC serves as the independent regulator for both the electricity and water sectors. It is the only institution with a legal mandate explicitly mentioning data collection and reporting. Its key provisions include:

- o **Section 12:** EWRC is empowered to “collect, analyze, and disseminate information related to the electricity and water sectors,” including data on service quality, access, pricing, and operational performance.
- o **Section 46:** The Commission has the authority to “request any information from licensees or other relevant entities” deemed necessary for fulfilling its regulatory functions.

Through these provisions, EWRC contributes substantially to monitoring energy performance and ensuring compliance with national standards.

➤ **Electricity Generation and Transmission Company (EGTC)**

EGTC is a public utility tasked with generating and transmitting electricity. Established by the National Electricity Act, 2011, and further defined under the National Electricity (Amendment) Act, 2017, EGTC owns and operates major generation and transmission infrastructure.

Although the legislative texts do not explicitly define a data management role, EGTC is mandated to:

- o Stay informed about developments in electricity generation;
- o Advise the Minister on matters related to generation infrastructure;
- o Perform tasks incidental to its primary functions, which implies a role in monitoring operational and technical data.

➤ **Electricity Distribution and Supply Authority (EDSA)**

Also created by the National Electricity Act, 2011 and its 2017 Amendment, EDSA oversees the nationwide distribution and retail sale of electricity. EDSA purchases electricity from EGTC and independent power producers under regulated agreements.

Like EGTC, EDSA's responsibility for data collection is not explicitly stated in the law, but its role in managing electricity flows, customer connections, and billing systems positions it as a primary source of data on electricity consumption and service coverage.

➤ **Statistics Sierra Leone (SSL)**

Under the Statistics Act of 2002, SSL is the national authority for official statistics, including energy statistics. Its Energy Statistics Unit, within the Social Statistics Section, is tasked with compiling and analysing data on various energy sources. The unit collaborates with EGTC, EDSA, and producers of other energy forms, such as gas, solar, and biomass, to estimate national energy production and consumption levels. It also designs and implements statistical programs focused on energy access, generation, and use.

The overlapping mandates and lack of a centralized data governance framework have contributed to fragmentation, duplication of efforts, and inefficiencies. This underscores the need for clearer mandates to enhance coordination towards establishing a harmonized National Energy Information System (NEIS) where diverse data flows are streamlined within standardized methodologies. This is further tainted by the absence of a clear legal framework defining the interactions between the different institutions, MoE, EWRC, EGTC, EDSA, and SSL, regarding data-related activities relative to the energy sector.

Energy statistics represent only one aspect among many other provisions and activities of the Directorate of Policy, Research, Planning, Monitoring, and Evaluation, hereafter referred to as DPRPME, at MoE. The energy statistics team within DPRPME is in charge of collecting, processing, and disseminating statistics related to the energy sector. This data collection process involves data from public entities and parastatal companies.

The diagram below illustrates the institutional environment in which the energy statistics team within DPRPME operates, although the data collection process as it stands today is not exhaustive and does not routinely involve all actors outlined below.

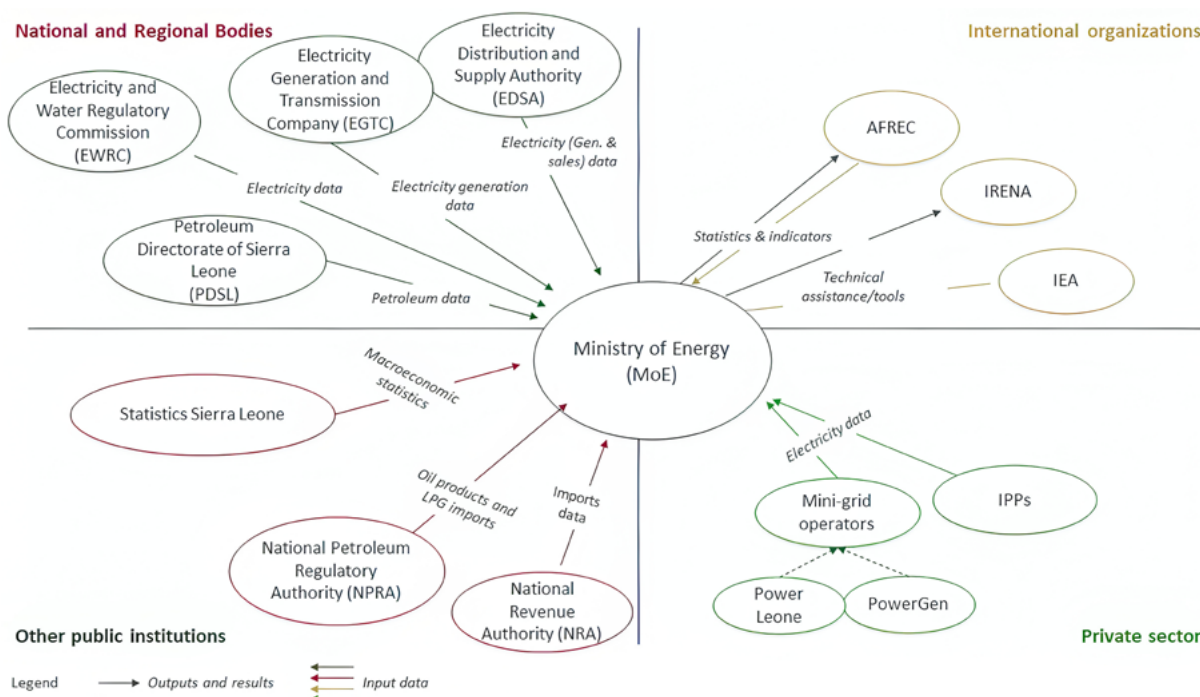


Figure 4 : Institutional environment

3.1.2 ASSESSMENT AND GAP ANALYSIS

Three main limitations have been observed concerning the institutional & legal environment:

N°	Key issues/gaps	Description
1.1	Absence of a formalised and central role of the MoE in energy statistics	Requires legal and institutional reform to position MoE as the lead agency for collecting, analysing, producing, and coordinating national energy data governance
1.2	Lack of inter-agency coordination and stakeholder engagement	Absence of codified processes and protocols, particularly between MoE, EWRC, EGTC, EDSA, and SSL, as it pertains to data-sharing, regular coordination, and formal agreements (e.g., MoUs).
1.3	The absence of allocated funds for energy statistics	The DPRPME team does not have a defined and allocated budget that allows the necessary data collection campaign to cover all areas of the energy sector, like biomass consumption, for instance, or to enable effective dissemination of results

Table 3 : Institutional environment gap assessment

3.2 HUMAN & MATERIAL RESOURCES

3.2.1 CURRENT SITUATION

HUMAN RESOURCES

The current staffing arrangement for energy statistics within the Ministry of Energy (MoE), specifically under the Directorate of Planning, Research, and Policy Monitoring and Evaluation (DPRPME), lacks formalization and permanency. The Energy Statistics Team operates without a dedicated or institutionalized structure; instead, personnel from DPRPME are assigned to support energy data-related tasks on an ad hoc and intermittent basis. Currently, three primary individuals contribute to the collection, validation, and reporting of energy statistics, though their involvement is neither continuous nor officially embedded in their job descriptions.

MINISTRY OF ENERGY

Name	Job title/position & Institution	Role in the NEIS/EB	Time dedicated to NEIS/EB (%)	Training/background
Shebora Kamara	Director, Directorate of Policy, Research, Planning, Monitoring, and Evaluation (DPRPME), Ministry of Energy (MoE)	AFREC NFP, in charge of Energy Balance Statistics	Permanent – several times per year, punctual engagement	BSc. in Economics
	Energy Specialist, Directorate of Policy, Research, Planning, Monitoring, and Evaluation (DPRPME), Ministry of Energy (MoE)	Contribute to Energy Statistics	Temporary – 1 time per year, punctual engagement	BSc. in Economics
	Energy Specialist, Directorate of Policy, Research, Planning, Monitoring, and Evaluation (DPRPME), Ministry of Energy (MoE)	Contribute to Energy Statistics	Temporary – 1 time per year, punctual engagement	BSc. in Economics

Table 4 : Human resources dedicated to AFREC energy statistics

The Energy Statistics Team at DPRPME in MoE also manages data collection, compilation, and dissemination to AFREC and other international organisations like the IEA on an ad hoc basis. The team's mandate includes data collection, processing, and dissemination of the Energy Balance and other energy-related indicators.

MATERIAL & IT RESOURCES

The available material resources and IT infrastructure are:

- **Offices:** The team has adequate access to boardroom facilities and individual office spaces.
- **Computers & Software:** Sufficient computer resources at the Energy Statistics team's disposal at MoE, with access to the Microsoft Office Suite, including Excel, which is the team's primary tool to collect, compile, and analyse energy data. No other software packages are used to manage data effectively at MoE.

- **Models or technical tools (e.g., sectoral models, LEAP):** Analytical modelling falls within MoE's remit. Team members are not technically trained to operate these technical tools and, therefore, have limited access, as they are generally not centralized or maintained and are deployed on a project-by-project basis.
- Server & IT Infrastructure/Internet:** MoE does not have a dedicated and available server. There is adequate relevant infrastructure for printer, scanner, and copier connections. Access to the server via Ethernet (LAN) and Wi-Fi is available. However, the team lacks access to reliable network connections during field missions and work-related travel, which can hinder effective communication and coordination.
- **Budget:** Without a specific budget, NFP activities are included in MoE's internal budget unless outside support is received for a particular project.

3.2.2 ASSESSMENT AND GAP ANALYSIS

Currently, the human resource capacities dedicated to energy statistics in MoE are severely fragmented and informally structured, which constitutes a critical drawback to energy statistics in Sierra Leone. There is a highlighted need for formalising and resourcing a permanent and technically capable staff dedicated to working on energy statistics. The new and expanded staffing structure has to be equipped with clear mandates, job descriptions, and a dedicated work program, within a larger work and production calendar. This is a foundational and key step toward building a robust and sustainable energy data system.

Staffing for energy statistics requires specialized training in energy modelling and data management. The energy team can benefit from progressive and dedicated in-person training to master energy balance notions, data quality, and relevant software solutions, as limited material resources are available to support sustained data tracking, storage, or analysis.

The Energy Statistics team at DPRPME in MoE is not equipped to effectively collaborate with other relevant stakeholders, such as Statistics Sierra Leone. The latter is well equipped for data collection and might be able to provide further guidance and logistics facilities to enhance the energy data collection process. A trained liaison in MoE who is also involved in data planning would help link the institutions to provide accurate energy statistics.

The following table summarizes the principal issues and gaps that emerge from the human and material resources diagnostic.

N°	Key issues/gaps	Description
2.1	Insufficient human resources dedicated to energy statistics	The resources dedicated to energy statistics (<3 FTE) do not allow for all the work on energy statistics to be carried out, so the team focuses on data collection and energy balance, while data processing and analysis are left out.
2.2	Need for capacity building and specific training on energy statistics and statistical methods	Tailored training is required to gain confidence and ownership with energy-specific analytical methodologies and statistics.
2.3	Need for capacity building on specific issues like the biomass and energy efficiency subsectors	The energy statistics team is relatively well-versed in the electricity and petroleum subsectors but has less experience with biomass and energy efficiency statistics, which are still nascent. Specific training on sub-sector value chains, statistical calculations, and methodologies for estimating indicators on this subject may be required.
2.4	Need for capacity building on advanced Excel/Data management skills	The team uses the Excel template provided by AFREC. However, much of the statistics officers' time is spent on repetitive tasks that could be streamlined with more efficient data management or advanced Excel skills. Training on these subjects is linked to improvements to the statistical infrastructure (see section 3.5).

Table 5 : Human and material resources gap assessment

3.3.1 CURRENT SITUATION

MoE has the de facto mandate to collect, compile, analyse, and holistically disseminate all energy-related data, whereas other entities, like EGTC, EDSA, SSL, and ERWC, may have a narrower focus on specific subsectors or uses. For each sector, the raw data (Production, Import/Export, Transformation, End Uses) used for generating the Energy Balance and energy statistics is collected as follows:

Sector	Description of data collected and sources	Data Quality and Limitations	Format & Frequency
<i>Oil & gas</i>	Oil products data is collected by the MoE on an annual basis, upon request, Petroleum Directorate of Sierra Leone (PDSL), National Petroleum Regulatory Authority (NPRA) and National Revenue Authority (NRA) for sales and imports.	- Data provided in physical units (barrels of oil and cubic meters as the unit of measurement), with limited information on fuel characteristics - Data is not disaggregated by end use or sector	Excel extracts from source databases with no specific template
<i>Electricity + Renewable energy - hydropower</i>	ERWC, EDSA, and EGTC, through a designated FP, provide data to MoE for national power plants, including: consumption data by sector (HH, Transport, Industry, Commercial, and own-use); Generation data, bulk power sales, etc. Hydro, wind, solar, thermal, and imports Data is also collected from mini-grid operators, Power Gen, and Power Leone, as well as IPPs	- Data is generally comprehensive and covers all requirements - Reporting will be for primary grid, mini-grids, off-grid, and prosumers - GWh is the unit of measurement.	- Upon request, data is collected on an annual basis - Excel extracts from source databases with no specific template
<i>Biomass</i>	No official source data, data is extrapolated based on outdated data points, with no systematic supply, transformation, and end-use data readily updated and available.	Need for surveys to obtain data	– N/A

Sector	Description of data collected and sources	Data Quality and Limitations	Format & Frequency
<i>Energy Efficiency</i>	MoE compiles some estimated EE indicators based on the aggregated National Energy Balance. A method that provides little accuracy/consistency. EE requires more stakeholder engagement and primary data collection	– N/A	– N/A
<i>Economic and Demographic</i>	MoE sources its economic and demographic data from the SSL. The most recent comprehensive population census dates to 2015, with a mid-term census conducted in 2021, with the upcoming census scheduled for 2026	Data is generally comprehensive and covers most requirements	- Data collected upon request and from published reports on an annual basis - Excel extracts from source databases with no specific template

Table 6 : Sectoral data collection sources and procedures

3.3.2 ASSESSMENT AND GAP ANALYSIS

MoE is well-positioned and has a firm mandate to collect energy data. However, it lacks a centralized, structured operational framework for data sourcing and dissemination. Outside the electricity sub-sector, where it entertains close interactions, the MoE does not have assigned FPs or representatives at source data Institutions, which renders communications and data collection rather difficult.

The most critical limitation is biomass data, which would require a specific survey. MoE has been unable to collect new data on household biomass use and has been using outdated and sporadic data points. There is room for improvement on end-use data for petroleum products or electricity to follow the ISIC classification and provide accurate, detailed breakdowns.

The following table summarizes the principal issues and gaps that emerge from the diagnostic regarding data collection and potential solutions for addressing each challenge.

N°	Key issues/gaps	Description
3.1	Lack of data on biomass and energy efficiency	No available data on the biomass subsector and for energy efficiency; only aggregated estimated data, no consumption surveys or other primary data collection are currently scheduled.
3.2	Challenges engaging with partner institutions for data collection	Lack of capacity and lack of awareness in partner institutions of the importance of collecting and processing energy data and turnover of focal points or management changes causes difficulties in collecting data; need for training for the main focal points
3.3	Lack of a standardized and codified data collection framework	Lack of guidelines for energy statistics that provide information to team members and outside stakeholders on key definitions, data requirements, formats, and compilation procedures.

Table 7 : Data collection gap assessment

3.4.1 CURRENT SITUATION

TECHNIQUES & TOOLS FOR DATA PROCESSING

Once the data has been collected from the various data providers, the team inputs the compiled and cleaned data into the AFREC Excel template to produce the aggregate Energy Balance for transmission to AFREC.

METHODOLOGY OF DATA PROCESSING

Data processing is managed through three steps: (i) raw data processing, followed by (ii) data calculation and adjustments, and (iii) data analysis and visualization.

COMPLETION OF AFREC QUESTIONNAIRES AND OTHER ENERGY STATISTICS MODELS

AFREC questionnaires are filled based on finalized data consolidated by MoE in Excel format.

3.4.2 ASSESSMENT AND GAP ANALYSIS

Sierra Leone does not currently have a NEIS or a well-developed and structured process for energy statistics, from data collection to processing and energy balance production. Data is collected in various thematic Excel workbooks and then consolidated into the required indicators using an ad hoc Excel sheet before being used to populate the AFREC questionnaires for energy balance statistics.

There are currently no systematic visualizations and/or annual narrative reports that are periodically produced for Internal or public dissemination. The energy indicators do have significant gaps regarding biomass and final use breakdown.

Excel presents some inherent limitations in terms of security, versioning, and the capacity to have multiple active users, which limits the potential for collaboration between MoE and other relevant bodies on energy statistics data. However, this barrier could be overcome with sufficient processes for tracking reference versions without changing platforms.

The following table summarizes the principal issues and gaps that emerge from the diagnostic concerning data processing.

N°	Key issues/gaps	Description
4.1	Lack of structured data processing and corresponding capacities and technical skills	No assigned team members to specific subjects (biomass, hydrocarbons, etc.) to enable building expertise in a given sub-sector. There is a need to improve internal skills in data processing and management
4.2	Lack of a data processing infrastructure specific to the MoE	There is no existing MEH-specific tool used to compile energy statistics; they are generated directly via the AFREC questionnaires. This does not allow the appropriation of data analysis and energy statistics methodologies.
4.3	Lack of comprehensive output indicators	Absence of a list of desired indicators for production and tracking relative to the energy sector (e.g., energy by end-use, energy efficiency).
4.4	Need for training on the AFREC questionnaire	No members have received training on AFREC questionnaires and the underlying data processing.
4.5	Need for capacity building on key areas of interest	The need to improve practices and increase skills on key aspects like energy efficiency, biomass, end-use breakdown

Table 8 : Data processing gap assessment

3.5.1 CURRENT SITUATION

Quality assurance and data validation are currently conducted through only one mechanism: internal checks made by the MoE's DPRPME energy team.

The data is only subjected to internal checks at the DPRPME team in the MoE but is not subject to further validation with data suppliers or other relevant stakeholders. Once validated internally through a team meeting, energy statistics, including the elaborated Energy Balance, are then circulated on a request basis.

3.5.2 ASSESSMENT AND GAP ANALYSIS

The lack of external or broader internal validation is a vital drawback and directly affects data quality and robustness. Data validation ensures coherent and robust energy statistics through a collaborative and interactive process that groups all relevant stakeholders from data providers to policymakers and international partners. Engagement with stakeholders through bilateral or multilateral meetings should be vital in finalizing energy statistics before dissemination, as it generally adds value to the quality assurance process without generating significant delays.

In addition to including appropriate automated internal checks in whatever statistical tool is developed to support the NEIS, expanded top-down checks or historical comparisons are necessary to ensure consistency from year to year. The energy balance data presents significant statistical differences, and a system for reducing or explaining clearly the source of these differences is required.

The following table summarizes the principal issues and gaps that emerge from the diagnostic regarding quality assurance and data validation, and potential solutions for addressing each challenge.

N°	Key issues/gaps	Description
5.1	Limited internal checks in the Excel infrastructure	Internal checks are time-consuming for statistics officers, as the lack of a structured tool limits the capacity for automated checks and error identification.
5.2	Lack of an external validation process	We need to implement a process, such as an annual workshop or technical committee, to ensure the active participation of institutions/agencies in a comprehensive validation process through a yearly meeting. This will allow us to benefit from various stakeholders' insights and further review, provide technical input, and validate. This process can mainly include relevant representatives from MoE, EGTC, EDSA, EWRC, PDSL, NPRA, SSL, etc.
5.3	No information on indicator reliability or checks against international standards	Quality assurance processes remain relatively simple and do not include a precise classification of indicators by "reliability" to indicate the confidence level concerning the accuracy of outputs or their compliance with international standards. Therefore, they do not highlight the areas where data should be improved over the long run. This is, thus, one of the areas needing improvement and/or upskilling.
5.4	Absence of any communication/cooperation with representatives from Agriculture and Forestry	Considering biomass's importance, data validation should be expanded to representatives from the Agriculture and Forestry sectors.

Table 9 : Quality assurance and validation gap assessment

3.6.1 CURRENT SITUATION

MoE does not publish reports on energy statistics or the national energy balance; editable datasets have not been published, and the limited number of energy-specific reports are produced on an ad hoc basis and are not disseminated due to financial and technical constraints.

Hence, there are currently no structured internal mechanisms for dissemination across public institutions. MoE does, however, deliver the annual energy balance for AFREC and, upon request, to partner organizations like the IEA.

3.6.2 ASSESSMENT AND GAP ANALYSIS

The Energy Statistics team does not provide written in-depth analytical output for the energy, with no public or internal dissemination of any energy indicators or statistics. MoE is mandated to conduct energy planning and policy-making analyses, but cannot sufficiently fulfill this role through the required analyses at the level of its current output, highlighting the need for further appropriate training and financial and logistical support.

Furthermore, dissemination could be further streamlined by establishing a standard dataset for analytical purposes for distribution by the DPRPME to potential institutional users within the MoE or other institutions. This dataset could show detailed indicators for all energy sources with current and historical data. It could be delivered in a protected Excel format to allow users to feed the data directly into their analytical tools, thus avoiding manual re-entry from a PDF report format.

Finally, there is a need to raise the profile of energy statistics internally at MoE and amongst other public organizations, and to raise awareness of the processes and energy statistics activities undertaken at the DPRPME. Among other means, dissemination could be via a national annual workshop jointly organized by MoE with involvement from all stakeholders, the private sector, and the press.

N°	Key issues/gaps	Description
6.1	Data/trend interpretation	Limited knowledge of specific energy modelling/statistics issues at MoE limits the team's capacity to enhance analysis by interpreting trends or data, effectively using available statistics to produce analytical output, or contributing to regular monitoring or decision-making.
6.2	Limited internal dissemination of statistics and data across institutions	Limited data sharing across public institutions to ensure that official statistics can be easily used as inputs for analytical purposes.
6.3	Low public and institutional profile of energy statistics and data collection work	Low visibility of energy statistics processes and outputs limits institutional and public awareness of the importance and use of energy data, hindering its use in decision-making processes, buy-in to support investments in improvements to energy statistics, and understanding and participation of partner institutions.

Table 10 : Diagnosis of dissemination and analysis

The table below assesses the Strengths, Weaknesses, Opportunities, and Threats (SWOT) that emerge from the diagnostic assessment.

MoE has a mandate and a dedicated team to produce and disseminate energy statistics, and it creates the Energy Balance on an annual basis, although it has run into delays in consolidating and validating results recently due to financial and human resource constraints. There is a clear need for effective dissemination in a structured manner that gathers most key stakeholders for regular data collection, harmonization, and coordination meetings. These initiatives constitute a core strength that the team can build through reinforced data collection, notably for the biomass and energy efficiency sectors, and through improved tools for data storage and compilation.

Strengths • <i>De facto</i> mandate of MoE to conduct and disseminate energy statistics • Strong willingness within the MoE's assigned team to improve and develop energy statistics • An existing process for data collection that involves the most relevant data providers • Strong partnership with stakeholders and data providers in the electricity subsector	Weaknesses • Limited training and expertise on specific energy sub-sectors: energy efficiency, biomass, in addition to data management and energy modelling • Limited resource and time capacity in MoE to produce and disseminate detailed in-depth analyses on energy statistics • Data collection is weak on biomass and energy efficiency • Lack of an external data validation process that involves data providers and relevant stakeholders
Opportunities • Strong partnership with international stakeholders like AFREC and IEA • Relationships with data providers are generally positive • Other existing structures (e.g., EGTC, EDSA, EWRC, and SSL) that could support the continued development of data collection (biomass, end-uses)	Threats • Limited opportunities for data collection on the biomass subsector • Biased energy balance statistics due to weak data collection on biomass and energy efficiency • Limited primary data collection for all related fields to end-use consumption, and requiring field surveys

Figure 5 : SWOT Analysis

Based on the results of the diagnostic and gap assessment, we recommend that high-level energy statistics on consumption, transformation, and supply at the national, sectoral, or sub-national level is well-positioned to remain at the responsibility of the Energy Statistics Team within DPRPME at MoE, which requires additional man power and further development and reinforcement of the systems and processes already in place. MoE should expand and systematize its collaboration with relevant public institutions and stakeholders to ensure a strong two-way flow of information and inputs between the organizations regarding these statistics, and should retain responsibility for and develop capacity to manage, store, use and disseminate more detailed data required in energy planning and policy assessment processes (infrastructure locations/characteristics, planning data sets on electricity demand, technology costs, etc.) that are not currently covered.

Four key recommendations for strengthening Sierra Leone's energy statistics emerge from the diagnosis and gap assessment. These recommendations are designed to build on the strengths of the statistics processes and team, address the primary weaknesses or threats identified in the SWOT analysis above, and align with the IRES recommendations where possible. The recommendations are classified according to their importance, and each bullet point in the list below represents a specific objective for developing energy statistics in Sierra Leone.

RECOMMENDATIONS

1 – Strengthen inter-agency collaboration for data collection

Insufficient human resources constrain both productivity and the overall output, hampering efficient collaboration and interactions with data-providing institutions. The production of energy statistics is therefore destabilized and undermined, where the need arises to organise the energy statistics team effectively and sustainably.

→ A. Conduct institutional mapping and formalize the role of each institution in the energy statistics system

by first defining the scope of data collection by producing an inventory of the required data and corresponding data sources. The MoE needs to then designate a list of Focal Points within the institutions identified during the institutional mapping (as demonstrated in Figure 4) and to draw up a role description for each of them detailing an exhaustive list of data collection-related responsibilities. Given this context, the existing regulatory framework can be further amended to facilitate data exchanges, outlining internal protocols for the data provided to the Statistics Energy Team at the MOE.

→ B. Establish a working routine with the Focal Points to improve data collection

by organizing recurrent meetings with the Energy Statistics Team and designated FPs for data providers, and outline the required budget. This would allow the Energy Statistics team to better assess and monitor data collection progress and detect areas for improvement to build a real collaboration with the Focal Points.

→ B. Improving critical data for the petroleum and biomass subsectors

The diagnostic reveals significant gaps in the petroleum and biomass sector data, which need to be addressed as a priority, as they pose a threat to the overall accuracy and relevance of the energy balance data produced by the team. A survey on final energy consumption could be useful in quantifying end-uses.

2 – Strengthening human resources and technical capacity

The current human resources at the Energy Statistics Team remain insufficient to carry out workflows covering data collection, analysis, and production of energy statistics. In the immediate term, temporary capacity building can be secured by mobilizing staff from the larger DPRPME structure to support data collection and analysis efforts. This should then be remedied by recruiting two additional FTEs with specialized profiles in applied statistics or energy modelling. This measure is crucial to structuring a stable, technically competent team capable of producing reliable energy statistics regularly to support decision-making and national energy planning.

→ A. Allocate more human resources to the production of energy statistics

The resources currently allocated to energy are insufficient to fulfil the required work for energy statistics. The team, in its current capacity, can only ensure partial data collection while addressing the backlog in historical energy balances. Further data processing and analysis are left to the side, given the lack of capacity. It is crucial to allocate at least 2 additional FTEs in the medium to long term to ensure an adequate level of effort to produce energy statistics.

→ B. Standardize and document the tools for producing statistics

documentation of the current procedural landscape and proposed enhancements is required based on Action 1. It is also important to set up template Excel files for distribution to data providers for data collection, limiting redundant tasks like data re-entry and any ad-hoc reprocessing.

→ C. Building capacity for data management and processing

As data quality and coverage increase, the energy statistics team will manage increasingly large and complex data sets. All members of the Statistical Service should receive basic training in best practices and techniques for data management in Excel, and a team member should be selected as a focal point for more in-depth training on database management and data processing to contribute to the design and management of the statistical infrastructure to be used in the future.

→ D. If necessary, strengthen the equipment

in particular by replacing low-performance computers for database management and by purchasing laptops so that each member of the team has a computer station to work with.

3 – Structuring and facilitating the dissemination of statistics

Currently, Sierra Leone is in the process of carrying out the necessary work to complete and send the AFREC questionnaire, but it does not organize any dissemination activities on energy statistics.

→ A. Produce and publish energy statistics

by first defining the list of pertinent energy indicators and/or analysis reports, target audience, the frequency of publication, the medium of publication, and an associated budget. Once these specifications are confirmed and validated, the statistics can be published.

→ B. Support the development of a structured data validation process nationally by conducting an annual validation workshop or technical committee

to ensure effective and sustainable participation from data providers and organizations within the energy sector and other organizations with mandates on related subjects, such as trade, forestry, and transport. Budgetary support may be required to ensure the committee meets regularly and fulfils its role. The MoE should be the host of this committee.

→ C. Strengthen collaboration with AFREC

by developing a list of indicators of interest to the Department, and identifying weak points will require technical support from AFREC. Dialogues and activities promoting an enhanced partnership between the two sides should continue.

→ D. Reinforce capacity on data analysis to lay the foundation for producing analytical output

Currently, the Energy Statistics Team reports a lack of time and technical skills to generate comprehensive energy statistics and accompanying sectoral analyses. There is therefore a need for more advanced training for one or two existing members on methodologies for energy statistics, modelling, and projections, and data interpretation to improve the quality of the team's analytical results.

4 – Sustain, evaluate, and formalize energy statistics processes

→ Formalize the energy statistics mandate

: MoE has a de facto institutional mandate to collect and generate energy statistics. This mandate needs to be formalized with a law or a decree, defining the role of affiliate institutions like EWRC, EDSA, and EGTC with respect to this mandate. Establishing a memorandum of understanding (MOU) between MoE and these respective bodies can help clarify and structure the collaboration between the two entities.

→ Formalize interactions and data sharing between key actors

Data collection is weakened by the lack of a clear and formal agreement on data sharing, constraining the setting up of a structured data collection calendar. Formal agreements should be drafted and signed between the MoE and data providers, including a detailed schedule, standardized Excel templates detailing definitions, scopes, and standards of reporting by data element.

→ Improve and expand quality controls

Quality control procedures should be defined and implemented both internally and externally with data providers. This would be further supported by developing an annual validation workshop where relevant stakeholders and data providers meet to review, validate, and adjust data if needed.

→ Regularly review and evaluate the statistical process, outputs, and training needs

this process should aim to identify any bottlenecks or challenges requiring action in the statistical process, assess the compliance of statistical results with international standards and national policy requirements, and identify any training or team capacity building needs that should be met. An overhaul should be carried out every 3 to 5 years.

4 ACTION PLAN TO ESTABLISH A NEIS



The action plan covers five years and aims to improve energy statistics and establish a functional NEIS by the end of the period in accordance with international standards recommendations.

The plan comprises 32 prioritized actions spread across four implementation phases from 2025 to 2029. While many actions can be achieved by the existing team with few additional resources, implementing the entire action plan is expected to require approximately US\$ 284,600 in financial resources. These are primarily service costs to reinforce the human resources available to energy statistics, to develop the statistical infrastructure and tools, and a budget for in-depth training for thematic focal points. The plan also identifies approximately US\$ 14400 in annual recurring costs, primarily in securing two additional FTEs and to cover the cost of holding annual data validation and dissemination/sensitization workshops.

4.1 IDENTIFICATION AND PRIORITIZATION OF REQUIRED ACTIONS

The table below outlines the key actions necessary to implement each recommendation effectively. These actions are prioritized using an analytical framework that evaluates them based on two key criteria: their expected impact in achieving the primary objectives and the level of effort or resources required for execution. A project is classified as high effort if it entails significant financial costs, substantial human resource demands, or relies heavily on external factors beyond the direct control of the relevant stakeholders. The impact assessment considers the extent to which each action contributes to the goal of establishing a National Energy Information System (NEIS) and the specific objectives detailed in the second column of the table.

Based on this classification, the action items are grouped into four priority categories, as illustrated in the diagram below.

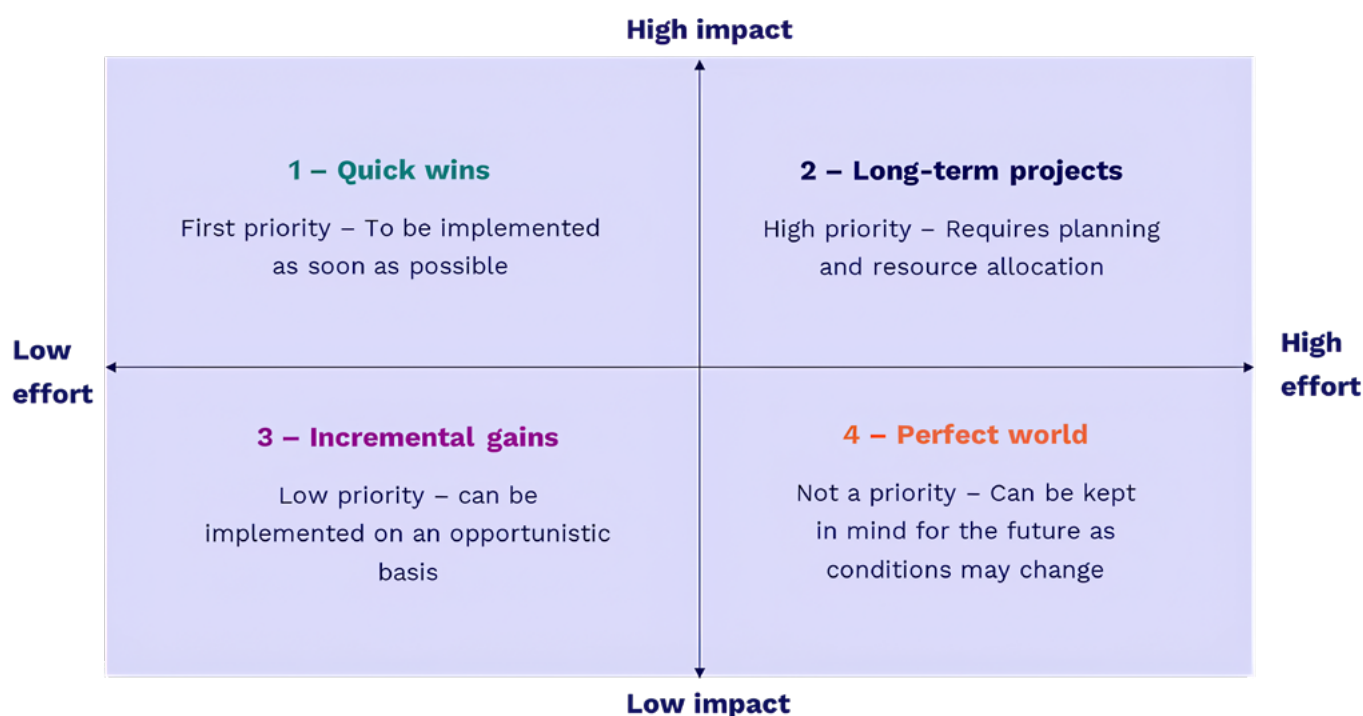


Figure 6 : Prioritization matrix

Items classified with a “1” are actions that can be undertaken with little advance planning and few resources, but which are expected to have a strong impact. Items classified with a “2” are projects that are expected to make a major contribution to statistics development, but which require substantial planning and resource allocation to bear fruit. Items classified with a “3” or “4” are generally considered lower priority, and can be addressed opportunistically or not at all.

Recommendations	Specific Objectives		Action	Priority
1 Strengthen inter-agency collaboration for data collection	A. Conduct institutional mapping and formalize the role of each institution in the energy statistics system	1A.1	<i>Delineate the scope of data collection by identifying all stakeholders providing data (institutional mapping)</i>	1
		1A.2	<i>Specify the activities of the Focal Points contractually in a binding format (Adding to the Focal Points' job description the exhaustive list of their data collection tasks and responsibilities).</i>	1
		1A.3	<i>Amend the regulatory framework to include the responsibilities of each party in the production and transmission of data</i>	3
	B. Establish a work routine with the Focal Points to improve data collection	1B.1	<i>Organize routine follow-up meetings with the Energy Statistics Team and all Focal Points, to develop collaborative workflows (especially with the new Focal Points) and better manage/monitor the progress of data collection</i>	1
		1B.2	<i>Define and quantify the budget needed to hold periodic face-to-face meetings with the Focal Points</i>	2
		1B.3	<i>Seek funding for regular meetings</i>	2
	C. Improving critical data for the petroleum and biomass subsectors	1C.1	<i>Conduct a survey of energy end uses to obtain primary data on supply and end-use pathways, in particular for petroleum products and biomass</i>	3

2 Strengthening human resources and technical capacity	A. Allocate more human resources to the production of energy statistics	2A.1	Mobilize DPRPME staff in the immediate term to support the Energy Statistics Team “1” and reinforce the team in the medium to long term by adding at least 2 FTEs to the Statistics Service “2”.	1
	B. Standardize and document the tools for producing statistics	2B.1	Document the procedures currently used or proposed and validated in the previous action	3
		2B.2	Specify and implement a tool that limits manual data entry	3
		2B.3	Specify and develop standardized Excel for data collection to be disseminated to data providers	2
	C. Building capacity for data management and processing	2C.1	Train members of the Energy Statistics Team on basic data management best practices and techniques in Excel	1
		2C.2	Select and train an existing team member for more in-depth training on database management and data processing to contribute to the design and management of statistical infrastructure in the future.	3
	D. If necessary, reinforce the equipment	2D.1	Provide each (new) member with a portable computer station, with the usual software (Excel, Powerpoint, web browser).	2
3 Structuring and facilitating the dissemination of statistics	A. Produce and publish energy statistics	3A.1	Define the terms of publication (energy indicators, target audience, calendar and media, and corresponding operating budget)	1
		3A.2	Publish statistics as defined in action 3A.1	3
	B. Support the development of a structured data validation process by conducting an annual validation workshop or technical committee	3B.1	Ensure effective and sustainable participation from data providers and stakeholders with mandates on related subjects, such as trade, forestry, and transport. Budgetary support may be required to ensure the committee meets regularly and fulfils its role. The MoE should be the host of this committee.	1
	C. Strengthening collaboration with AFREC	3C.1	Use AFREC resources to develop a list of indicators that the MoE must produce to identify synergies/overlaps with the items in the AFREC questionnaires.	1
		3C.2	Identify bottlenecks that can benefit from technical support from AFREC	3
	D. Reinforce capacity on data analysis to lay the foundation for producing analytical output	3.D.1	Train members of the Energy Statistics Team on basic techniques of energy data analysis and data visualization (AFREC course)	1
		3.D.2	Training members of the Energy Statistics Team on the basics of analytical techniques to support energy policy-making (AFREC course)	1
		3.D.3	Train 1-2 selected team members as focal points on more advanced statistics on energy efficiency and analytical methodologies	2

4 Sustain, evaluate, and formalize energy statistics processes	A. Formalize processes related to the energy statistics mandate	4A.1	<i>It is crucial to advocate for formalising and positioning the MoE as the central entity for energy statistics through a Proclamation and/or an internal communication document with a detailed role description.</i>	2
		4A.2	<i>Formalize a collaboration framework by signing MOUs with the relevant stakeholders and data providers</i>	3
	B. Formalize interactions and data sharing between key actors	4.B.1	<i>Develop a data transmission agreement between partner institutions and government entities in the Energy Statistics Team (including a timeline, data collection procedures and protocols, including data collection templates)</i>	2
		4.B.2	<i>Sign information-sharing agreements with any new entity that integrates the sector (public or private) and is likely to provide data</i>	3
	C. Improve and Expand Quality Controls	4.C.1	<i>Fund (or seek funding) for holding an annual validation workshop bringing together key data providers to support and oversee the production and validation of energy statistics. Each member institution of the working group will have to appoint one or two focal points to participate in the process. The focal points will be responsible for assisting the statistical team in the data collection process and participating in data validation meetings at the end of the production cycle to provide feedback and validate the required assumptions.</i>	2
		4.C.2	<i>Conduct a training workshop for focal points on the basics of energy statistics to improve understanding of the importance of energy statistics, data requirements and key indicators.</i>	2
	D. Regularly review and evaluate the statistical process, outcomes and training needs	4.D.1	<i>Conduct a comprehensive review of capacity development needs within the team every 3-5 years</i>	3
		4.D.2	<i>Train new recruits</i>	3
		4.D.3	<i>Conduct updated biomass, petroleum end-use and energy efficiency surveys (or other topics) as necessary to update assumptions and data</i>	3

Table 11 Recommendations

4.2 IMPLEMENTATION PLAN

The figure below summarizes the essential phases of implementation envisaged for the recommended actions to establish a NEIS in Sierra Leone.

In **Phase 1**, through December 2025, the focus is on the plan's finalization, raising awareness, and implementing an initial set of "quick win" actions (marked as priority "1") to improve data quality and build capacity.

Starting in 2026, **Phase 2** sees the continued implementation of quick-win actions to improve data quality and launch the public dissemination of an annual report and standard data set. In parallel, long-term actions (marked as priority "2") must be prepared and resourced.

At the same time, **Phase 3** extends over two years in 2027-2028 and sees the implementation of the majority of the significant actions for improving energy statistics, including a statistics infrastructure design and surveys on the biomass and end-use sub-sectors. Given the nature of the actions in Phase 3, most financial resource requirements are concentrated during this period.

Phase 4, starting in 2029, focuses on monitoring and adapting the adopted processes and tools as necessary and on making incremental gains through the opportunistic implementation of actions labelled priority "3". Table 11 includes a detailed implementation plan, estimated resources, indicators, and timelines.

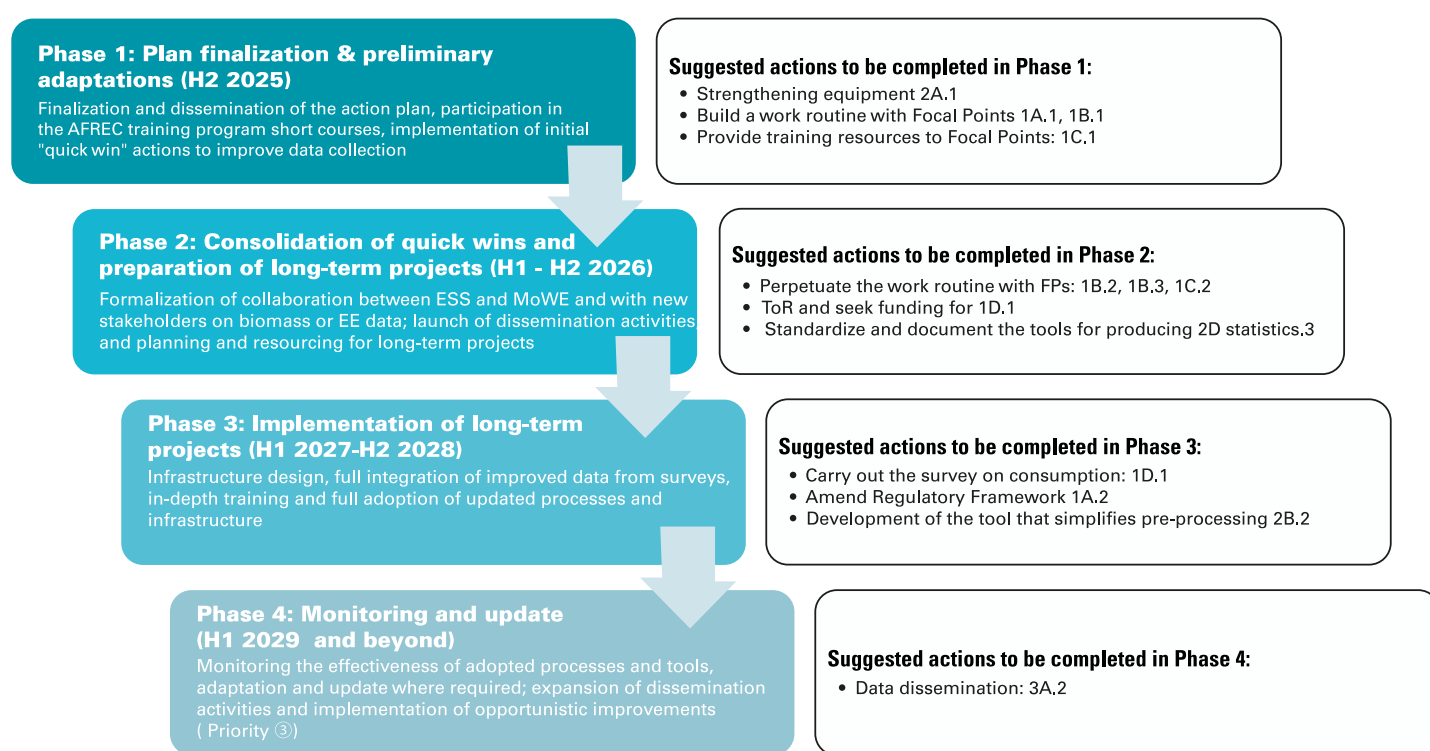


Figure 7 : Indicative implementation phases

Recommendations	Specific Objective	No.	Action	Priority	Resources (HR: Human Resources FR: Financial Resources)	Indicators	Calendar
1 Strengthen inter-agency collaboration for data collection	A. Conduct institutional mapping and formalize the role of each institution in the energy statistics system	1A.1	<i>Delineate the scope of data collection by identifying all stakeholders providing data (institutional mapping)</i>	1	HR: 2 weeks of dedicated time FR: Limited	An institutional map is drafted and validated at the ministerial level to be integrated into the regulations	H2 2025
		1A.2	<i>Specify the activities of the Focal Points contractually in a binding format (Adding to the Focal Points' job description the exhaustive list of their data collection tasks and responsibilities).</i>	1	HR: 3 weeks of dedicated time FR: Limited	The Focal Points, their line manager and the Energy Statistics Team agree on the methods of collection and respective roles	H1 2026
		1A.3	<i>Amend the regulatory framework to include the responsibilities of each party in the production and transmission of data</i>	3	HR: 3 weeks of dedicated time FR: Limited	The roles of each in data collection are defined in Sierra Leone's regulatory landscape	2027-2028
	B. Establish a work routine with the Focal Points to improve data collection	1B.1	<i>Organize routine follow-up meetings with the Energy Statistics Team and all Focal Points, to develop collaborative workflows (especially with the new Focal Points) and better manage/monitor the progress of data collection</i>	1	HR: 1 day per month FR: Limited if meeting remotely	The Director of the Energy Statistics Team and the Focal Points in charge of collection are in regular contact and form a team	H2 2025
		1B.2	<i>Define and quantify the financial budget required to hold regular meetings</i>	1	HR: Limited FR: Limited	A detailed budget is established for the holding of periodic meetings with the Focal Points	H1 – H2 2026
		1B.3	<i>Seek funding for regular meetings</i>	3	HR: a few days of dedicated time FR: about 100€ per quarter to be refined (20€ of costs per participant, including 10€ of transport costs)	Dedicated budget is approved	H1 – H2 2026

1 Strengthen inter-agency collaboration for data collection	C. Improving critical data for the petroleum and biomass subsectors	1C.1	Conduct a survey of energy end uses to obtain primary data on supply and end-use pathways, in particular for petroleum products and biomass Mobilize DPRPME executives in the immediate future to support the Statistics Service "1" and strengthen the team in the medium to long term by adding 1 to 2 FTEs to the Statistics Service "2".	2	HR: Limited FR: ~ 6,000 €/FTE/year	Two additional FTEs join the Energy Statistics Team	2027- 2028
	A. Allocate more human resources to the production of energy statistics	2A.1		2	HR: Limited FR: ~ 6,000 €/FTE/year	Two additional FTEs join the Energy Statistics Team	2027- 2028
	B. Standardize and document the tools for producing statistics	2B.1 2B.2 2B.3	Document the procedures in place Specify a tool that limits manual data entry Develop the IT tool that avoids manual re-entry during the processing of the data collected	3 2 3	HR: 6 weeks of dedicated time FR: Limited HR: External Support (AFREC or Consultant) FR: €9,600 (2 weeks) HR: External Support (AFREC or Consultant) FR: €14,400 (3 weeks)	There is a manual detailing statistical processing Tool specification is drafted and approved A tool that streamlines data entry exists	2027- 2028 H1 – H2 2026 2027 - 2028
2 Strengthening human resources and technical capacity		2B.4	Specify and develop standardized Excel for data collection to be disseminated to data providers	1	HR: 4-6 weeks FR: Limited	An Excel template by data provider is developed	H1 – H2 2026
	C. Building capacity for data management and processing	2C.1 2C.2	Train members of the Energy Statistics Team on basic data management best practices and techniques in Excel Select and train existing team members for more in-depth training on database management and data processing to contribute to the design and management of statistical infrastructure in the future.	1 3	HR: 1 week FR: Limited HR: 4 weeks FR: depending on the format of the training (in-person ~ €10,000 for 4 person-weeks travelling; online < €3,000)	At least 2 team members participated in AFREC training sessions Focal points have received at least 1 week of intensive training Additional training opportunities are identified	H1 2026 2027 - 2028

2 Strengthening human resources and technical capacity	D. If necessary, reinforce the equipment	2.D.1	Provide each (new) member with a portable computer station, with the usual software (Excel, Powerpoint, web browser).	2	HR: Limited FR: ~ 500 € per computer	Each member has a workstation adequately equipped with the software	H1-H2 2026
	A. Produce and publish energy statistics	3A.1	Define the terms of publication (energy indicators, target audience, calendar and media, and corresponding operating budget)	3	HR: A week of dedicated time FR: Limited	A summary note details the procedures for publishing the statistics	2027-2028
		3A.2	Publish statistics as defined in action 3A.1	3	RH: A few days a year from the statistical officer in charge of data dissemination FR: Limited	The statistics shall be published in accordance with the procedures set out in 3A.1	2029+
3 Structuring and facilitating the dissemination of statistics	B. Support the development of a structured data validation process on a national level by conducting an annual validation workshop or technical committee	3B.1	A committee hosted by MoE on an annual basis that groups data providers and other stakeholders (e.g., trade, forestry, transport, etc.)	1	HR: Recurring FR: 1 day at MoE premises, if adequate, between ~\$1000-\$2000	Identify relevant institutions and people of interest to be invited to the annual meeting. Produce and disseminate narrative reports and/or presentations. Media coverage of the event and statistical results	H1 – H2 2026
		3C.1	Use AFREC resources to develop a list of indicators that the MoE must produce to identify synergies/ overlaps with the items in the AFREC questionnaires.	1	RH: Several weeks FR: Limited	A complete list of indicators is produced	H1 – H2 2026
	C. Strengthening collaboration with AFREC	3C.2	Identify bottlenecks, which could benefit from technical support from AFREC	2	HR: Several weeks of dedicated time each year FR: Limited	A note identifying issues where technical support is needed	H1 – H2 2026

3	Structuring and facilitating the dissemination of statistics	D. Reinforce capacity on data analysis to lay the foundation for producing analytical output	3.D.1	Train members of the Energy Statistics Team on basic techniques of energy data analysis and data visualization (AFREC course)	1	HR: 1 week FR: Limited	At least 2 team members participated in AFREC training sessions	H1 2026
			3.D.2	Training members of the Energy Statistics Team on the basics of analytical techniques to support energy policy-making (AFREC course)	1	HR: 1 week FR: Limited	At least 2 team members participated in AFREC training sessions	H1 2026
			3.D.3	Train 1-2 selected team members as focal points on more advanced statistics on energy saving and analytical methodologies	2	HR: 4 weeks FR: depending on the format of the training (in-person ~ €10,000 for 4 person-weeks travelling; online < €3,000)	At least 1 team member is selected as the focal point The focal point(s) have received at least 1 week of intensive training on relevant energy economics/modelling issues Additional training opportunities are identified	2027-2028
4	Sustain, evaluate, and formalize energy statistics processes Structure and facilitate dissemination	A. Formalize processes related to the energy statistics mandate	4A.1	It is crucial to advocate for formalising and positioning the MoE as the central entity for energy statistics through a Proclamation and/or an internal communication document with a detailed role description.	2	HR: 8 to 10 weeks, support from the hierarchy FR: Limited if written in-house	A proclamation and/or internal directive is produced, signed and circulated	2026
			4A.2	Formalize a collaboration framework by signing MOUs with the relevant stakeholders and data providers	3	HR: Limited FR: Limited if written in-house	Signed MoU	2029+

4 Sustain, evaluate, and formalize energy statistics processes Structure and facilitate dissemination	B. Formalize interactions and data sharing between key actors	4B.1	<i>Develop a data transmission agreement between partner institutions and government entities in the Energy Statistics Team (including a timeline, data collection procedures and protocols, including data collection templates)</i>	2	HR: 8 to 10 weeks, support from the hierarchy FR: Limited if written in-house	Signed collaboration agreements	2026
	C. Improve and Expand Quality Controls	4.C.1	<i>Fund (or seek funding) for the holding of one validation workshop per year bringing together key data providers to support and oversee the generation and validation of energy statistics on an annual basis. Each member institution of the working group will have to appoint one or two focal points to participate in the process. The focal points will be responsible for assisting the statistical unit in the data collection process and participating in data validation meetings at the end of the production cycle to provide feedback and validate the required assumptions.</i>	2	HR: 3 weeks for preparation FR: Workshop package of €1,000 for a validation workshop (including per diem of the speakers)	A validation workshop with all stakeholders takes place annually Media coverage of the event	H1 2028
		4.C.2	<i>Train workshop focal points on the basics of energy statistics to improve understanding of the importance of energy data, data requirements and key indicators.</i>	2	HR: 2 weeks for preparation FR: Conference package of €1,000 for an awareness workshop	The focal points of the validation workshop understand statistical processes and actively participate in the validation workshops	H2 2028

4 Sustain, evaluate, and formalize energy statistics processes Structure and facilitate dissemination	4.D.1	Conduct a comprehensive review of capacity development needs within the team every 3-5 years	3	HR: 2-3 weeks FR: Limited	Updated self-assessment report identified on required process adaptations, team training needs, or areas for improvement	Continuously every 3 to 5 years
	4.D.2	Training newcomers	3	HR: 2 weeks FR: Limited if the teaching material is shared	Newcomers have the resources they need to train	If need be
	4.D.3	Conduct updated biomass, petroleum end-use and EA surveys (or other topics) as necessary to update assumptions and data	3	Varies by type and size of survey	New primary data are included in the current year's statistics The assumptions for estimating the additional values are updated	Continuously every 3 to 5 years

Table 12 : Action plan



5.1 SUMMARY RESULTS OF THE DIAGNOSTIC & GAP ANALYSIS

N°	Key issues/gaps	Description
1.1	Absence of a formalised and central role of the MoE in energy statistics	Requires legal and institutional reform to position MoE as the lead agency for collecting, analysing, producing, and coordinating national energy data governance
1.2	Lack of inter-agency coordination and stakeholder engagement	Absence of codified processes and protocols, particularly between MoE, EWRC, EGTC, EDSA, and SSL, as it pertains to data-sharing, regular coordination, and formal agreements (e.g., MoUs).
1.3	The absence of allocated funds for energy statistics	The DPRPME team does not have a defined and allocated budget that allows the necessary data collection campaign to cover all areas of the energy sector, like biomass consumption, for instance, or to enable effective dissemination of results
2.1	Insufficient human resources dedicated to energy statistics	The resources dedicated to energy statistics (<3 FTE) do not allow for all the work on energy statistics to be carried out, so the team focuses on data collection and energy balance, while data processing and analysis are left out.
2.2	Need for capacity building and specific training on energy statistics and statistical methods	Tailored training is required to gain confidence and ownership with energy-specific analytical methodologies and statistics.

2.3	Need for capacity building on specific issues like the biomass and energy efficiency subsectors	The energy statistics team is relatively well-versed in the electricity and petroleum subsectors but has less experience with biomass and energy efficiency statistics, which are still nascent. Specific training on sub-sector value chains, statistical calculations, and methodologies for estimating indicators on this subject may be required.
2.4	Need for capacity building on advanced Excel/Data management skills	The team uses the Excel template provided by AFREC. However, much of the statistics officers' time is spent on repetitive tasks that could be streamlined with more efficient data management or advanced Excel skills. Training on these subjects is linked to improvements to the statistical infrastructure (see section 3.5).
3.1	Lack of data on biomass and energy efficiency	No available data on the biomass subsector and for energy efficiency; only aggregated estimated data, no consumption surveys or other primary data collection are currently scheduled.
3.2	Challenges engaging with partner institutions for data collection	Lack of capacity and lack of awareness in partner institutions of the importance of collecting and processing energy data and turnover of focal points or management changes causes difficulties in collecting data; need for training for the main focal points
3.3	Lack of a standardized and codified data collection framework	Lack of guidelines for energy statistics that provide information to team members and outside stakeholders on key definitions, data requirements, formats, and compilation procedures.
4.1	Lack of structured data processing and corresponding capacities and technical skills	No assigned team members to specific subjects (biomass, hydrocarbons, etc.) to enable building expertise in a given sub-sector. There is a need to improve internal skills in data processing and management
4.2	Lack of a data processing infrastructure specific to the MoE	There is no existing MEH-specific tool used to compile energy statistics; they are generated directly via the AFREC questionnaires. This does not allow the appropriation of data analysis and energy statistics methodologies.
4.3	Lack of comprehensive output indicators	Absence of a list of desired indicators for production and tracking relative to the energy sector (e.g., energy by end-use, energy efficiency).
4.4	Need for training on the AFREC questionnaire	No members have received training on AFREC questionnaires and the underlying data processing.
4.5	Need for capacity building on key areas of interest	The need to improve practices and increase skills on key aspects like energy efficiency, biomass, end-use breakdown
5.1	Limited internal checks in the Excel infrastructure	Internal checks are time-consuming for statistics officers, as the lack of a structured tool limits the capacity for automated checks and error identification.
5.2	Lack of an external validation process	We need to implement a process, such as an annual workshop or technical committee, to ensure the active participation of institutions/agencies in a comprehensive validation process through a yearly meeting. This will allow us to benefit from various stakeholders' insights and further review, provide technical input, and validate. This process can mainly include relevant representatives from MoE, EGTC, EDSA, EWRC, PDSL, NPRA, SSL, etc.

5.3	No information on indicator reliability or checks against international standards	Quality assurance processes remain relatively simple and do not include a precise classification of indicators by “reliability” to indicate the confidence level concerning the accuracy of outputs or their compliance with international standards. Therefore, they do not highlight the areas where data should be improved over the long run. This is, thus, one of the areas needing improvement and/or upskilling.
5.4	Absence of any communication/ cooperation with representatives from Agriculture and Forestry	Considering biomass's importance, data validation should be expanded to representatives from the Agriculture and Forestry sectors.
6.1	Data/trend interpretation	Limited knowledge of specific energy modelling/statistics issues at MoE limits the team’s capacity to enhance analysis by interpreting trends or data, effectively using available statistics to produce analytical output, or contributing to regular monitoring or decision-making.
6.2	Limited internal dissemination of statistics and data across institutions	Limited data sharing across public institutions to ensure that official statistics can be easily used as inputs for analytical purposes.
6.3	Low public and institutional profile of energy statistics and data collection work	Low visibility of energy statistics processes and outputs limits institutional and public awareness of the importance and use of energy data, hindering its use in decision-making processes, buy-in to support investments in improvements to energy statistics, and understanding and participation of partner institutions.

Table 13 : Summary results for diagnostic & gap analysis

5.2 COSTING ASSUMPTIONS

ITEM	COMMENTS	ASSUMED UNIT COST (US\$)
CONFERENCE PACKAGE	24 pax x \$25 + \$400 venue fee per day	\$1000
CONSULTING FEES	Price per week FTE	\$5000
TRAINING	In-person training, price per person-week, including travel and accommodation	\$2500
FTE	Average annual base salary	\$6000

Table 14 : Costing assumptions

5.4 LIST OF INTERVIEWS

The following interviews were held with stakeholders in support of the diagnostic and action plan development:

N°	DATE	ATTENDANCE	SUBJECT
1	Dec 2024	Rajia Alhabouby (IED) (MoE)	Resources and institutional environment

Table 15 : List of interviews

5.5 QUESTIONNAIRES

Included as separate files



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Commission

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