

The Republic of Sierra Leone

Joint Progress Report on the Agenda for Change

January 2009-June 2010

Stability - Opportunity - Growth
'It's Time'

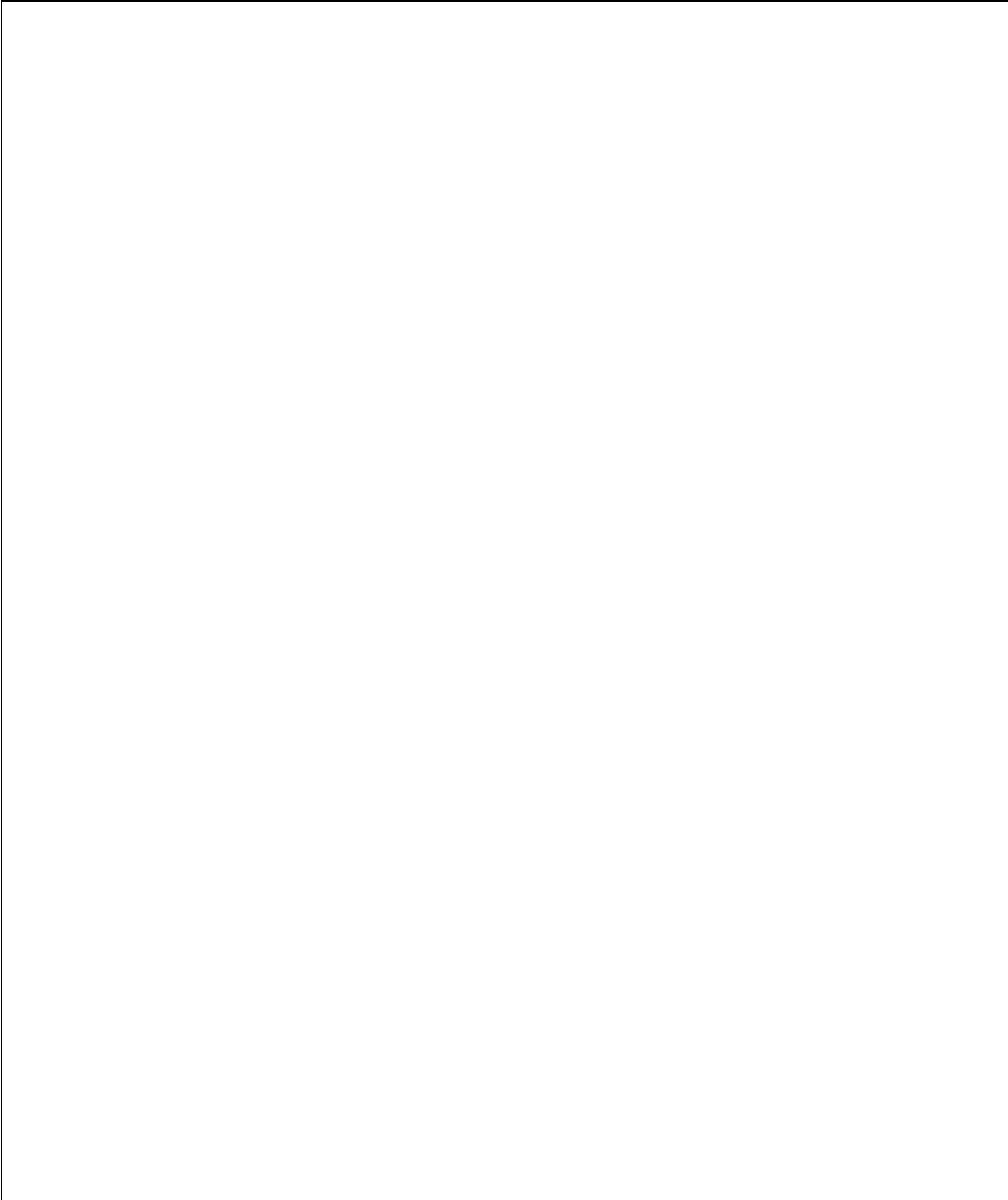
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Foreword by H.E. the President of the Republic of Sierra Leone Dr. Ernest Bai Koroma



PREFACE

The Peacebuilding Commission High-level Special Session on Sierra Leone that took place on 10 June 2009 welcomed the *Agenda for Change* noting that it was a robust national framework for growth, economic development and peace consolidation. The Peacebuilding Commission (PBC) subsequently aligned its future engagement with Sierra Leone to the *Agenda for Change* as the national peacebuilding strategy for Sierra Leone. The PBC called on its member States, and all development partners of Sierra Leone, to realign their respective assistance programmes and strategies to the *Agenda for Change*. This message was reinforced in November 2009 during the Consultative Group Conference in London.

It was further agreed at the PBC that there would be reviews of the progress that the Government of Sierra Leone has made in implementing its *Agenda for Change* and also how the international community has been able to assist in the achievement of the country's goals in the *Agenda for Change*. This was discussed in Freetown at the Development Partners' Committee meeting on 20 May 2010. As a result the Government, with its international development partners, agreed to prepare Progress Reports on the Agenda for Change for submission to the PBC. This is the first such Progress Report.

Information for this report was collected through the Development Assistance Co-ordination Office and the Monitoring and Evaluation Unit that are located in the Ministry of Finance and Economic Development (MoFED). The PBC Unit within the Ministry of Foreign Affairs and International Cooperation (MFAIC) worked closely with MoFED to help bring the Government's line ministries and development partners alongside during the drafting stages of the report. The various drafts and the final report were generated by a Joint Government – United Nations Team. This team also facilitated two consultations, one between the Government and the International Development Partners (26/27 July 2010) and another between the Government and a cross section of Civil Society (19/20 August 2010).

The Report has been structured in such a way to reflect the Government's achievements and constraints with respect to the *Agenda for Change* in main text with the addition of 'text boxes' that have been provided by the International Development Partners to give concrete examples of support and alignment to the strategic priorities. The text boxes represent a sample of some of the contributions to the *Agenda for Change* from the International Development Partners. The Progress Report is not a comprehensive inventory of international support as this would lead to an unnecessarily technical document that would detract from the wishes of the PBC to have an overview of the progress that the Agenda for Change has made. An inventory of all the international contributions to Sierra Leone can be found in the Annual Development Assistance Report that is produced by MoFED and is summarized at annex I. Likewise detailed budgetary information can be accessed through the Development Assistance Database (DAD). Summary financial tables taken from the DAD have been included in annexes II and III of this report.

The Government of Sierra Leone wishes to thank the German Government for its financial support with respect to the two aforementioned consultations and the British Government for its financial support with respect to the graphic design, typesetting and printing of the final report.

EXECUTIVE SUMMARY

The Agenda for Change charted a clear roadmap for national action and international support as it is a robust national framework for growth, economic development and peace consolidation. This was underscored at the Peacebuilding Commission's High-level Special Session on Sierra Leone that took place on 10 June 2009. In this regard, the Peacebuilding Commission (PBC) called upon its member States and all development partners to accept the Agenda for Change as the core strategy document for Sierra Leone.

This report reviews the progress that the Government and its development partners have made against the priorities as set out in the Agenda for Change from January 2009 through to June 2010.

THE PRECONDITIONS

Peace, Security and Governance:

To ensure that the Sierra Leone Police can adequately respond to any internal security threats support has been provided for required equipment and training through a number of initiatives. Coordination between the Police and the Military has also improved as shown when the Military Aid to Civil Power Policy (MACPP) was successfully evoked in order to respond to an upsurge in armed robberies. Through the International Military Advisory and Training Team (IMATT) the Sierra Leone Army continues to develop as a neutral, accountable and responsible element of the national security architecture.

During the reporting period, there was only one serious breakdown of security. This was in March 2009, when political tension between the ruling APC party and the opposition SLPP party turned violent. The President quickly facilitated dialogue between the leadership of both parties. Consequently, in close collaboration with the members of the diplomatic corps, the UN mediated a path away from the violence. The agreements were documented through a Joint Communiqué which also ensured follow-up actions throughout 2009 to ensure such a breakdown did not reoccur.

In the area of Good Governance, several initiatives are on-going that indicates that the country is improving in terms of transparency and accountability. A significant milestone was the creation of the second independent public service broadcaster in Africa - the independent Sierra Leone Broadcasting Corporation (SLBC). The SLBC is a merger of the former UN radio and the government owned Sierra Leone Broadcasting Service (SLBS). This independent broadcasting station was launched during the visit of the United Nations Secretary-General to Sierra Leone in June 2010.

Public Sector Management Reform: The ability of the public sector to manage and deliver quality services still remains a challenge for the implementation of the Agenda for Change. While significant progress was made in the reporting period, for example in public financial management and alignment issues, the low salary of civil servants is still a big challenge. The Government has therefore started to implement a Public Sector Reform Programme which is

aimed at addressing the management structure of Ministries and the issue of a comprehensive pay reform programme.

Decentralisation: progress has been made in the decentralisation programme with over 50 percent of the functions slated for devolution fully devolved. To ensure that the devolution process is completed by 2011, Action Plans for outstanding functions to be devolved have been prepared and are being rigorously monitored by the Task Force on devolution.

Human Rights: The minimal number of complaints and reports on human rights abuses suggests that this is not a national problem in Sierra Leone. However, there are lingering issues of rights for disabled persons, overcrowding and poor conditions in prisons, child labour, and harmful traditional practices.

Macroeconomic Stability: Prior to the global financial crisis, economic growth averaged around 7%. However, with the global financial crisis Sierra Leone experienced a drop in growth rate to 4% in 2009. Due the stimulus package that was implemented by the Government, the country did not ‘catch pneumonia due to the sneezing of the global economy’. Although the national currency depreciated during the reporting period, the exchange rate has now steadied and GDP growth is expected to increase to 5% by the end of 2010, and could reach 6% by 2012.

Growing the Private Sector: A number of reforms have been implemented to improve the business climate in Sierra Leone. The Government continues to remove administrative barriers to trade and investment. This has led to improvements in Sierra Leone’s position in the World Bank’s Doing Business rankings. Based on the last report, Sierra Leone is the easiest country to start a business within the Mano River region.

The Mining Sector: The Mining Sector remains the second highest contributor to GDP accounting for 30 percent of total GDP. However, given the new discoveries of iron ore, Sierra Leone is slowly transforming into a mining economy. The Government is therefore focussing on maximising the benefits from this sector and will be seeking technical assistance to enhance negotiation, implementation and monitoring of mining agreement. To this end, the Government will continue to show commitment to the EITI process.

The Environment: Since January 2009, some progress has been made in promoting environmental issues. The Government has been strengthening the capacity of the Sierra Leone Environmental Protection Agency (SLEPA) by employing key staff to run the institution.

THE STRATEGIC PRIORITIES

Energy: The provision of reliable power supply is a strategic priority of the ‘Agenda for Change’. To this end, the Government has completed and commissioned the Bumbuna Hydroelectric Dam which is providing regular supply of electricity to Freetown and its environs. Plans are underway to extend the Bumbuna Hydroelectric Project to towns along the transmission line such as Lunsar, Makeni, Magburaka and Bumbuna Town.

In addition, the Government is implementing a comprehensive Rural Solar Electrification programme which will provide basic clean electricity to remote villages nationwide. The pilot stage of electrifying seven villages has been completed and a training centre is being constructed to start the nationwide solar electrification drive in the fourth quarter of 2010.

Government is fully aware that the current output of Bumbuna will not be sufficient for future electricity demand. Therefore the Government has started negotiations for the second phase of Bumbuna which will double the current output.

However, sustaining the electricity generation is still a challenge due to old and worn out transmission and distribution system which is causing significant line and technical losses.

Transportation: The Government has embarked on a large scale national roads rehabilitation and reconstruction programme including extensive feeder road works and the reconstruction of all weather trunk roads. In addition to the implementation of donor and Government funded projects, there have also been intense road maintenance activities on trunk and feeder roads nationwide. Despite the Government's efforts to expand the road networks there has been inadequate funding for the implementation of projects. To improve on air transportation, the runway of the Lungi International Airport is being resurfaced and new navigation equipment is being installed. The challenge is to ensure that Sierra Leone Civil Aviation Authority is autonomous and independent in carrying out its oversight function.

Agriculture: Agriculture remains the backbone of Sierra Leone's economy contributing nearly fifty percent to GDP and engaging two-thirds of the population. Government has embarked on implementing a National Agricultural Response Programme (NARP), which focuses on providing support to farmer-based organisations, developing agricultural markets and enhancing the capacity of other institutions to support agricultural development.

The Smallholder Commercialisation Scheme introduced 2009 has created cooperative clusters using a value chain approach. Consequently almost 400 farmer cooperatives are now engage in the scheme.

Fisheries: In the area of fisheries, progress has been made with regards to establishing effective fisheries surveillance mechanism to prevent illegal fishing. Surveillance interventions have started yielding results as demonstrated by the arrests of two illegal fishing boats and fines amounting to over US\$ 500,000 levied. Additionally, the Government has introduced community surveillance and facilitated the functioning of the Joint Maritime Committee (JMC). The fisheries sector has also become a significant revenue generating sector. The challenge here is to ensure that standards are improved to ensure fish and fisheries products can be exported to EU and other markets.

Human Development: To improve access to education and health, the Government has abolished user fees in these sectors.

Education: The primary objective of the Government is to increase access in order to achieve Universal Primary Education. In this regard, access to education continues to increase both in primary and secondary schools. However, as access improves there are concerns that the quality of education is not improving and might even be deteriorating. This is primarily because the teacher-pupil ratio at present is at 1:50. Junior secondary school enrolment lags behind primary school enrolment implying there is a need to step up efforts to ensure a smoother transition of pupils from primary to junior secondary school. In some areas, this is due to the lack of adequate infrastructure to support junior secondary schools. Pupils, especially the girls, often drop out of school during this transition period.

Government therefore has stepped up its Gender Parity Programme through its Girl-Child Support Programme in junior secondary schools. This programme is not only improving access but also enhancing retention rate of girls in Junior Secondary Schools.

Health: Improving access to health care is a key priority for the Government. Given that Sierra Leone has one of the highest infant, and maternal mortality rates in the world, the Government launched in April 2010, the Free Health Care Initiative for children under the age of five years, pregnant women and lactating mothers. The initiative involves the provision of cost free medical care and drugs to these vulnerable groups. It also provides significant improvements in the compensation to professional health workers towards the elimination of user fees in all government hospitals and health centres.

While problems in implementing the Free Health Care Initiative have been encountered, the initiative is a huge step forward for a country at the bottom of the Human Development Index. In addition to the budgetary implications (the additional cost of the initiative is currently estimated at 1.2 percent of GDP) the challenges to the Free Health Care Initiative are widely recognised, such as providing drugs and equipment and storage facilities, improving standards of training for health professionals and strengthening management, planning and monitoring systems. There is also the issues of influx of people in neighbouring countries, crossing the border to access the programme.

Water: Sierra Leone is endowed with huge natural water resources potential; however, harnessing water resources has remained a challenge. This compounded by the old distribution network which suffers from severe wastages.

To improve access in the Western Area, the Government has constructed Public Water Standposts; procured Water Bowsers and rehabilitated and expanded the capacity of existing reservoirs. To improve access in the rural areas the plan is to rehabilitate 42 water supply facilities. Although funding is still a challenge some funds have accessed for some of the provincial headquarter towns.

Gender: To eliminate gender disparity at all levels, the Government has reviewed existing laws, rituals and practises that contributes to the subordination of women at all levels. To this end, the three Gender Acts have been passed by parliament. In addition, a National Gender Strategic Plan is being developed and will be finalised for implementation shortly. The Government is also committed to the domestication of the CEDAW and as such has submitted the sixth and final draft of Sierra Leone's response to CEDAW to the Department for the Advancement of Women and the Treaty Office in Geneva. Also a National Committee on Gender-Based Violence has been established,

Responses to Major Risks: Three major risks were identified in the Agenda for Change, those being Corruption, Illicit drugs and Youth Unemployment.

Corruption: The Government remains firmly committed to the fight against corruption and continue its strong support to the Anti-Corruption Commission (ACC). 2009 was the second year of the implementation of the three year strategy of the ACC. Much has been achieved in this period during which Sierra Leone moved from 1.9 in 2008 to 2.2 in 2009 in the Transparency International Index. The Global Corruption Barometer conducted by Transparency International found that 64% of Sierra Leoneans believed that the Government's efforts to fight corruption were effective, and the Global Integrity Indicator Scorecard gave the ACC and the 2008 Anti-Corruption Act (ACA) 80%, showing progress while underlining that challenges remain.

The main challenge is the permissive attitude towards corruption throughout government agencies, private sector and the general population. This challenge has been met by sustained efforts by the ACC, which has strengthened its capacity to investigate, try and convict cases of corruption. The ACC has also put great effort into decentralising its services and engaging in various outreach programmes to educate and advance anti-corruption attitudes throughout the entire population.

To ensure that corruption is recognized when it occurs and to mobilize general opposition against it, the Public Education and External Outreach Department kept the public informed on specific cases, new developments and trends, and the efforts to combat corruption in the country. Programmes were strategically designed to target different audiences within public, private and non-governmental organisations.

In 2009, a number of ministries, Departments and Agencies (MDAs) had their systems reviewed to identify weaknesses and loopholes that could lead to corruption, to further the reformation of the practices and procedures in these MDAs for improved productivity and service delivery. However, support from the public and private sector remains varied and only some institutions have embraced the fight against corruption. Likewise better coordination amongst the public sector as well as the donors remains a problem in pushing for greater transparency and accountability.

Illicit Drugs: Taking advantage of its porous borders and weak state and security institutions, Sierra Leone is increasingly being used by drug traffickers as a transit point for drugs bound for Europe from Latin America, posing a great danger to the security and stability of the country. It is estimated that 50 tons of cocaine transit West Africa annually and several seizures suggest that

heroin is trafficked through the region. As a post-conflict country, the fight against transnational organised criminal activities is a herculean challenge for the security sector. Drug traffickers and money launderers target Lungi airport almost on a weekly basis and drug trafficking is viewed as an easy and profitable route to income by large parts of the population.

Through the Transnational Organised Crime Unit (TOCU) national and international cooperation has been centralised in one interagency unit. The TOCU comprises a wide area of expertise from different units trained and equipped to fight transnational organized crime and to coordinate their activities in an international framework. The TOCU has the following responsibilities: Collect, collate and analyse information and disseminate criminal intelligence in relation to transnational crime and drug trafficking, proactively develop targets for investigation of complex transnational organized crime cases, act as the primary contact point in the country for transnational organized crime, drug trafficking and cross-border matters and coordinate cross-border investigations through INTERPOL and liaison officers.

Youth Unemployment: About 50% of Sierra Leone's youths are unemployed, depriving the country of its most valuable human resource. If left unchecked, this level of unemployment could result in social unrest and threaten the country's path to peace and stability. In December 2009, the National Youth Commission (NYC) was approved by Parliament. The search for a suitably qualified Commissioner and Board Members has been on-going since then. It is expected that the NYC will be operational by September 2010. The Ministry of Education, Youth and Sports (YES) Secretariat will form the initial technical core of the NYC and it is expected that the staff and skills will be expanded so that the NYC is able to fully undertake its role.

In 2009, over 30,000 people have been provided with short-term paid work through Cash-for-Work (CFW) and Food-for-Work (FFW) projects to improve agriculture assets such as irrigation systems in inland valley swamps, smallholder tree crop plantations and feeder roads. In 2009 the Government (with support from PBF funding) has supported 17 projects on a range of interventions from skills training, enterprise development and agriculture production. In total, 11,000 youth were supported

Key Recommendations: The following recommendations are intended to provide a list of actions whilst moving forward towards the next Joint Progress Report. More specific recommendations are available in the chapters that further explore the priority areas of the *Agenda for Change*.

- 1. Build on the Peace Dividend:** Ensure continued support to the Political Parties Registration Commission as well as the National Electoral Commission and continue to promote a strong dialogue among the political parties in the spirit of the Joint Communiqué. Continue to advance political reconciliation and strengthen national cohesion. Ensure that the operations of the Security Sector are not be hampered by party political agendas and that all institutions acknowledge the coordinating role of the Office of National Security in security and operational matters.
- 2. Ensure Macroeconomic Stability and Manage Risks from External Shocks:** Maintain macroeconomic stability by managing inflation, fiscal stability, widening of tax

base and improving revenue administration, prudent debt management and continue to closely monitor the impacts of any external shocks.

3. **Close the Infrastructure Gap and Boost Productive Sectors:** Address remaining regulatory and institutional reform issues in the energy, ports and transport sectors. There is a need to develop capacity in government to prepare credible investment proposals for external financing. Develop the growth engines by implementing the Smallholder Commercialisation Programme and in concert address land tenure issues. In fisheries strengthen surveillance against illegal fishing and enhance the employment and income-generation potential for the artisanal fisheries sector.
4. **Deliver on Public Sector Reforms:** Provide momentum to public sector / civil service reforms, including by concluding an affordable pay reforms package. Renew the focus on building up the capacity of the middle-level civil service and clarify institutional arrangements within government to implement these reforms. The Action Plans from the functional reviews would need to be implemented.
5. **Manage Extractive Industries for National Development:** Sierra Leone is poised for new opportunities in the mining and oil & gas sectors – these however also come with risks. The Government should continue to commit itself to transparency in the sector by taking forward the EITI process, ensuring that these resources are managed for the full benefit of the people and their local environments, and raising necessary revenues for the country. There is also a need to further strengthen the regulatory environment and institutional capacity to negotiate agreements and ensure their effective implementation.
6. **Free Health Care Initiative:** The Free Health care Initiative must stay on track. It is important to sustain the initiative and expand the abolition of user fees in health.
7. **Continue to Fight Corruption:** Continue combating corruption and ensure the Anti Corruption Commission has necessary capacity and powers to enforce compliance. Continue combating corruption by maintaining a zero-tolerance approach and pursuing wider attitudinal change.
8. **Continue to Respond to Youth Unemployment:** Implement the new Youth Employment Strategy by strengthening efforts to match skills training with market demand and operationalizing the National Youth Commission as soon as possible.
9. **Continue to Fight Transnational Crime:** Promote the building of capacity of the Transnational Organised Crime Unit to monitor and interdict the trafficking of illegal goods, including narcotics and small arms and light weapons. Also improve surveillance of territorial waters and coastline.
10. **Grow the Partnerships:** Continue to align international assistance behind the *Agenda for Change*, respond to emerging funding needs and help channel new money through Direct Budget Support, the United Nations Multi-Donor Trust Fund and sector pooled funds as key mechanisms for financing further peace consolidation and economic development.
11. **Report on Progress:** In order to make future reporting even more effective there is a need to develop a Results Framework for the *Agenda for Change* – this should set out priority policy and institutional actions and output and outcome indicators. Also, Sierra Leone must remain up to date in meeting its reporting obligations on Human Rights treaties.

CHAPTER ONE: THE PRECONDITIONS

1.1 Peace, Security and Governance

Since the signing of the Lomé Peace Agreement in 1999, the Government of Sierra Leone, with the support of the international community, has made good progress in rebuilding the country and securing peace. Among the key achievements are the peaceful and democratic national elections held in 2002 and 2007 and the local Government election held in 2004; the establishment and completion of the work of the Truth and Reconciliation Commission; the comprehensive reform and restructuring of national security institutions, such as the Sierra Leone Police, the Republic of Sierra Leone Armed Forces and the Office of National Security; and the creation of a number of democratic institutions, such as the National Electoral Commission (NEC), the Political Parties Registration Commission (PPRC), the Human Rights Commission and the Anti-Corruption Commission (ACC). Progress in the area of governance also contributed to the stabilisation of the country through the public service reform and the decentralisation process.

While continuing the process of reforming the security and governance institutions, Sierra Leone faced several threats to stability during the reporting period to which the Government provided immediate and appropriate responses. Despite good progress the country still has many challenges in its bid to normalise the situation following such a brutal war.

□ Peace and Security

In 2009 an inter-agency coordination committee made up of ONS, PPRC and NEC was set up to ensure effective security coordination before and after elections. The committee produced a comprehensive and budgeted plan of action that was presented to internal and external partners. By the end of 2010 a security sector preparedness exercise will be conducted with the support of the UN. This exercise will test all levels of security preparedness relating to the 2012 elections.

The NEC continues to improve its capacity and preparedness to carry out its constitutional mandate of conducting elections at the local and national levels. The Chair of the Commission was reappointed to a second five year term in July. The Commission conducted successful local council and parliamentary by elections in several parts of the country. It also took part, along with the Ministry of Internal Affairs, local Government and Rural Development, in arranging paramount chieftaincy elections in 37 chiefdoms. The Commission conducted village headmen elections in 49 villages in the Western Rural District of the country. However, a local council election in February 2010 in Tongo Fields, Kenema District, was marred by serious incidents of political violence.

In March 2010, the Commission held a workshop to evaluate the electoral cycle from March 2005 – March 2010, and in May 2010 a second workshop was held to validate a draft strategic plan based on the recommendations from the electoral cycle workshop.

In parallel to those positive developments, 2009 was marked by the emergence of potential threats to peace. After a serious outbreak of violence between the two main political parties in

March 2009, a determined response was sought to stop the emergence of political violence that threatened to derail the political process.

Immediately after those events, and in close collaboration with the President and members of the diplomatic corps, a dialogue between the two main parties initiated through the UN's mediation resulted in the signing of the Joint Communiqué by the leaders of the two main parties on 2 April 2009 (see annex IV). The third party, the PMDC, later adhered to the agreement of the Joint Communiqué, making it a de facto multi-party agreement. The Joint Communiqué called for a cessation of all acts of political intolerance and violence, the recognition by the Government and the opposition of their respective roles and responsibilities, the establishment of independent mechanisms to investigate and review the incidents of political violence and alleged acts of rape and sexual violence. The communiqué further stressed the importance of the parties working together to disband the military youth wings and the need to reinforce the capacity of the Police and the political institutions.

Subsequently, various measures were taken to implement the Joint Communiqué. The two aforementioned independent investigation panels were commissioned and submitted their reports. The first investigation that focused on alleged rape during the disturbances in March 2009 concluded that there was insufficient evidence to uphold the claim, while the second investigation on the root causes that led to the violence and the cancellation of the local elections in the Pujehun District is still to be released. In addition, an independent public broadcaster, the Sierra Leone Broadcasting Corporation was formally launched in June 2010.

Sierra Leone Broadcasting Corporation

The second independent public service broadcaster in Africa was created this year in Sierra Leone with the support of the United Nations. In 2009, at the Government's recommendations, the Parliament of Sierra Leone adopted a law creating the independent Sierra Leone Broadcasting Corporation (SLBC) and dissolved the former government broadcaster, the Sierra Leone Broadcasting Service (SLBS). The 2009 Joint Communiqué also called on political parties to work towards the creation of an independent public service broadcaster. To complement this effort, it was decided that the United Nations radio, the source of impartial and credible news in Sierra Leone for about a decade, would be integrated with the former SLBS to create the new independent broadcaster.

The merger of the former UN radio with the former SLBS, and the official launch of the SLBC took place during the United Nations Secretary-General's visit to Freetown in June 2010. Today, SLBC is on the air. Former UN Radio staff and programmes have joined the former staff of SLBS at the Broadcasting House and have an integrated program schedule and staff structure made up of 160 total staff. The Board of Trustees is operational and a final selection for a Director General and Deputy Director General is underway.

The Political Parties Registration Commission's (PPRC) capacity was reinforced and training was provided to political parties' leaders in order to strengthen the leadership of political parties. The PPRC handled multi-party talks organized at all district headquarters as well as regional capital towns.

Democratic Elections and Political Dialogue
UNIPSIL, UNDP, DFID, EU and Irish Aid

Donors and government have been involved in a long-term partnership in order to promote democratic elections and peaceful political dialogue in Sierra Leone. High levels of cooperation and collaboration between donor community and government have supported the emerging institutions of democratic governance in Sierra Leone. Key institutions for the successful delivery of democratic politics have been strengthened, dialogue between political leaders has been improved and communities have been sensitised and educated as to their rights and responsibilities in the political process.

The Electoral Assistance Project 2005-2010 provided the framework for donor support to government institutions to support the successful 2007 elections. Donors are continuing to provide support to democratic governance in Sierra Leone ahead of elections in 2012 through operation of pooled funding mechanisms led by the UN.

The National Election Commission (NEC) and the Political Parties Registration Commission (PPRC) have received significant support from donors, led by the UN.

Capacity building of key institutions. *Support has been provided by the UN and DFID to enable the new PPRC and NEC to train staff in democratic governance and better resource use. The NEC received training in the operationalization of elections in Ghana as well as provided with GPS technology for mapping all polling centres/stations, constituencies and ward boundaries. The 5 year NEC Strategic Plan 2010-2014 has been developed with donor and national stakeholders that defines their budget and activities for the next electoral cycle. The PPRC has received support to have its own dedicated staff and address the problem of relying on seconded civil servants from other government departments.*

Grassroots outreach. *The UN and PPRC has conducted village level sensitization campaigns on the essential messages of the political process, through the use of dramatic sketches and radio programmes in all 149 chiefdoms of the country. The political party youth outreach programme, focusing on political tolerance and non-violence, was also completed in 14 districts, including the western area of the country.*

Inter-party dialogue events. *The PPRC, with support from UNIPSIL and UNDP, hosted several inter-party dialogues at the regional capitals. Dedicated peace activities involving youths from the political parties were organized with the goal of fostering political tolerance and non-violence at districts.*

Gender empowerment in elections. *Donor funds have facilitated intra party meetings of female wings of the three political parties with seats in Parliament. The meetings enabled preliminary discussions on how a 30% representation for women in the country's elective institutions can be achieved.*

Training and inspection of political party leadership. *The UN and PPRC provided leadership training courses for political party executives. In 2009 it undertook as part of its mandate an inspection of political party offices in the country as well as ensured that ethnic composition of the country was reflected in the membership of the parties represented.*

Looking ahead to the next elections. *In anticipation of the 2012 elections, the PPRC has, in collaboration with the NEC, begun a review of the electoral legal framework including aspects concerning the political parties.*

In response to the request the Government for technical and financial assistance for the 2012 elections, a United Nations Needs Assessment Mission was deployed and a project document for funding the election is being finalized.

Security Forces: Activities to enhance the capacity of the Sierra Leone Police (SLP) to address public order incidents and to strengthen the investigation capacity of the SLP Complaints, Discipline, and Internal Investigation Department were conducted in collaboration with international partners. The SLP received crowd control equipment (non-lethal) and training was provided to all Crowd Control Units (CCU), Police Support Unit and Mobile Armed Response Vehicle Units in all 29 police divisions in Sierra Leone. 2,423 SLP officers were trained in the provincial capitals Bo, Kenema and Makeni, and in Freetown.

134 Complaints Discipline Internal Investigations Department (CDIID) investigators received training on topics such as police ethics, investigation techniques and human rights. Computers and computer related equipment as well as two vehicles and four motorcycles were also provided to the CDIID. In addition, in order to increase the investigative capacity of the CDIID, two highly specialized teams of investigators were established to conduct undercover operations; arrest police officers involved in extortions; and investigate cases of officers involved in critical incidents such as fatal or serious injury to civilians.

**Support to the Sierra Leone Police
German Federal Government**

In response to the current human and financial resource gap in the SLP, the German Federal Government has supported it in its infrastructure and capacity building measures. In 2009 GTZ financed trainings of more than 1000 police officers nationwide in community policing, gender based violence, Interpol, traffic management, financial management, and map reading. It has also provided 100 compasses to be used nationwide in particular in the border areas to secure regional peace.

In addition, the infrastructure support provided by the German Foreign Office especially in the rehabilitation of police barracks has added to the SLP efforts to improve the living conditions of police officers, increasing their performance due to better health conditions and heightened motivation. The GTZ implemented programme has also complimented the SLP's efforts in transforming the Hastings Police School to a Police College by rehabilitating key infrastructure and furnishing the health centre with modern equipment and medications. Such facilities will allow improved training for recruits and serving officers adding on their capabilities to perform their respective tasks in providing security.

As a result of increased tensions between of the Sierra Leone Police (SLP) and the Republic of Sierra Leone Armed Forces (RSLAF), the Sierra Leone National Security Council Coordinating Group (NSCCG) established a subcommittee to conduct an independent inquiry into the circumstances that had led to outbreaks of violence. The sub-committee, which consisted of representatives from the Ministry of Information and Communication, Office of National Security, National Fire Force and UNIPSIL, developed a comprehensive strategy to address the conflict between the Military and the Police. This strategy was the basis for a project proposal which was submitted to and subsequently supported through the Emergency Window of the UN's Peace Building Fund. The goal of the project is to eliminate the animosity between the military and police and to enhance the working relationship between the two institutions. The strategy developed by the committee includes among other initiatives joint police/military training sessions for 7,200 personnel and the establishment of joint Police/Military Liaison Units.

As a result of this joint work, tensions between police and military are diminishing. However, under the surface issues between the two groups remain and sustained efforts from both sides will be required to solve them in the future.

In September 2009, Freetown experienced an increase in armed robberies. The Military Aid to Civil Power Policy was invoked on 10 October 2009, which enabled the military to legally assist the police in tackling the issue of armed robberies. The action taken by the President and the work done by joint teams of police and military proved successful in minimizing robberies throughout the country. According to police records during the period of 10 October through 19 November 2009 a total of 56 persons, including several dangerous suspects were arrested throughout Sierra Leone for armed robbery.

Support to Security Sector Reform UK Government

The UK Government has provided significant long-term support to security sector reform in Sierra Leone since 1999, with the goal of maintaining a stable security environment that enables progress on development.

Current UK Government support managed by DFID focuses on advisory and financial assistance to the Office of National Security (ONS) and Central Intelligence Support Unit. This has seen the establishment and continued growth of a politically neutral security organisation, capable of increasingly effective coordination of security activity at national, regional, district and chiefdom level. This has made a significant contribution to the maintenance of stability in Sierra Leone. The ONS played a key role in the successful 2007 and 2008 elections that were considered largely peaceful, and is currently involved in preparations for the 2012 elections.

UK Government support, managed by the UK-led International Military Advisory and Training Team (IMATT), focuses on strengthening the capabilities of the Republic of Sierra Leone Armed Forces (RSLAF) as a democratically accountable and responsible member of the national security architecture. IMATT's role includes continued support to effective and sustained RSLAF peacekeeping operations in Sub-Saharan Africa and long-term support to core officer / non-commissioned officer education and training.

IMATT is also working to develop and accredit an academy as a Peace Support Operations 'Centre of Excellence' as part of a wider strategy of engagement with sub-regional security institutions, particularly ECOWAS.

In the latter part of 2009, the Sierra Leone Police (SLP) officially released the 2009-2011 Strategic Plan. In the plan, the SLP will strive to improve in several areas such as maintaining a neutral police force and decision making systems and procedures.

Regulation of small arms and light weapons: The Office of National Security worked in 2009 on the establishment of a National Commission on Small Arms with the mandate to regulate the proliferation of small arms and light weapons. The Sierra Leone National Commission on Small Arms (SLenCSA) received Parliamentary approval in July 2010. The commission will be responsible for the implementation of the Economic Community of West African States

(ECOWAS) Small Arms Control Programme (ECOSAP), a regional programme to implement the *ECOWAS Convention on Small and Light Weapons, their Ammunition and other Related Materials* (2006). The Arms and Ammunition Act, which will provide the licensing framework, remains outstanding. Once the updated Arms and Ammunition Act has been approved by Parliament the firearms licensing can commence. The Firearms Licensing Bureau has been rehabilitated and equipped and the licensing software is now being updated.

Disaster management and Early Warning and Intervention/Response: In 2009, a flood that affected the Kroo Bay community in Freetown was handled through effective coordination by the Disaster Management Department of the Office of National Security. The sector has since been engaged in disaster preparedness and response in partnership with its partners, uniformed and non-uniformed, all of which is geared towards the enhancement of human security. In addition, aspects of disaster risk reduction are being introduced in school curricula.

District Security Committees and pilot Chiefdom Security Committees were established in order to provide prior warning about potential breakdowns in security. The channel for sending early warnings starts from the Chiefdom level, and then they continue to be transmitted through the appropriate chain of the National Security Architecture. Despite this progress, there is still a need for the Government to significantly strengthen the response mechanism to disasters.

□ Public Sector Management Reform

The ability of the public sector to manage and deliver quality public services remains a major challenge for the implementation of the Agenda for Change. While progress has been made in recent years, for example in public financial management and the alignment of ministry plans with the Agenda for Change, significant issues still confront the Government. These include:

- An unbalanced civil service predominantly made up of unskilled or low-skill staff
- A significant lack in middle level and skilled professionals
- Generally low salaries and low motivation
- Insufficient data on key staff categories, and payroll constraints such as late payments
- Weaknesses in budget execution
- Recurring problems in procurement and financial management
- High level of corruption in the public sector

All these factors have resulted in low ratings of government effectiveness and integrity compared to many neighbouring countries. Strong cooperation with the ACC has been undertaken to target these problems (see section 6.1).

The Government has responded to these weaknesses with policy reforms and specific initiatives. A Public Sector Reform Programme for 2009-13 has been approved to foster improvements in service delivery through structural and strategic alignment; staff pay and incentives being linked to performance; capacity building, and changes in attitudes and behaviour, including gender and anti-corruption. A fully fledged Human Resource Management Office (HRMO) has been established, and it works closely with the Public Sector Reform Unit (PSRU) on the formulation of policy reforms. New Regulations and Rules and Civil Service Code have been prepared for submission to Cabinet. Plans have been drawn up for a “rightsizing” of the civil service,

including a reduction in the number of unskilled staff and significant increase in the number of skilled professionals. Significant work has been done on preparations for a pay and pay grade reform and implementation has started in the health sector, but there are concerns about the affordability of a pay reform. A Records Management Improvement Programme has been established, including action to create full personnel files for all civil and public servants. After two unsatisfactory initiatives to complete teacher verification, a new exercise will commence in 2010, with support from EU and AfDB, with the intention of restoring the integrity of the teachers' payroll. For gap-filling in the civil service, a diaspora programme to attract qualified Sierra Leoneans living abroad has been established. Various capacity building efforts are being considered, including the re-establishment of a civil service training college, in addition to training being offered by various MDAs, often organized through the Institute for Public Administration and Management (IPAM) of the University of Sierra Leone.

In public financial management a better budgeting legislation and accompanying regulations have been put in place. Poverty reduction expenditures were largely spared from cuts during the economic downturn of 2008 and 2009. The successful Public Financial Management initiative, which has seen Sierra Leone make significant advances, as measured by the international PEFA approach, is being extended, including a full roll-out of the financial accounting and planning programme (IFMIS). Integrity processes are being strengthened, including annual procurement plans for all ministries and agencies, auditable verification of payroll, a new chart of account, which is also being mandated for use by external development partners. The Government has taken initial steps to start bringing the significant number of externally funded key positions in the public sector into the Government's own personnel structure.

To address the impressions and realities of corruption, the Government strengthened the anti-corruption legislation and the staffing and capacity of the Anti-Corruption Commission. The ACC has vigorously pursued its mandate, including indictment of ministers and senior civil servants for corruption, preparation and publication of critical reviews of selected ministries and their processes for maintaining integrity in operations and financial management. It maintains a wide-reaching outreach and education programme to mobilize public support and understanding. To further strengthen governance the Government has prepared a Freedom of Information Bill, expected to be passed by Parliament in 2010.

Significant challenges still remain in establishing a well functioning public sector. Low government revenues limit the ability to afford salaries that motivate performance. The recent increases in salaries in the health sector, underpinning the free healthcare initiative, may have created expectations in other parts of the public sector, which may challenge the funding ability of the Treasury. Despite progress, the civil service reform agenda still has large amounts of work ahead of it and capacity constraints will continue to impact service delivery for years.

□ The Decentralisation Process

Decentralization and devolution of public services has been a core part of the development process after the civil war. The aim of decentralization was partly to improve public service delivery and partly to empower local communities to handle their own affairs. Local council elections in 2004 established 19 local administrations, with second local elections in 2008. All

local councils are now fully functional and play a central role in public services delivery. They have their own national organization and compare performance, including an annual award for a best local council. Central Government re-launched the devolution process in mid-2009, in order to revitalize the process which had lost momentum in the process of change of power at the national level. In 2009, a chieftaincy legislation (Chieftaincy Act no. 10 of 2009) was passed, establishing clearer rules for the election and functioning of Chiefs, which play an important and complementary role to the local councils.

Devolution of public service delivery is at the heart of decentralization. Out of 80 functions slated for devolution, 46 have been fully devolved. These include key services such as primary education, basic health care and agricultural services. Among key functions yet to be devolved is the maintenance of feeder roads. (see annex V)

Local councils still have very limited scope for revenue generation and rely largely on transfers from the central government. These transfers are based on an allocation formula, which limits the discretion of central government in allocation among councils. At the same time the allocation formula restricts the spending autonomy of local councils, as grants are highly earmarked, both for operations and for development and investments. With the exception of a small number of core administrative staff, most of the service delivery staff is still on central government payroll, but report to local councils.

**Kenema District Economic Recovery Programme
UNDP**

In an effort to support the Government's push towards decentralization, a joint effort between UNDP and UNCDF was piloted in Kenema District to strengthen local governance capacity and increase local economic development activity.

As a result of support from the project, these councils are better placed to formulate local development plans through participatory and consultative processes. This has also led to a clearer definition of tasks between councillors and technical staff. The joint UNDP/UNCDF programme provided financial support to the Kenema District Council and the Kenema City Council that, through an enhanced local planning process, has been used to support local priorities such as: roads (2), bridges/culverts (5), day-care center (1), guest houses (2) markets (2).

In the past local councils faced the same constraints in service delivery as the central government, including limited resources and severe capacity constraints. With support from the central government and development partners, significant capacity building efforts have taken place, including training for councillors, mayors, administrators, procurement officers and financial management staff. A capacity development fund has been established to further strengthen training efforts. Training of sector specific staff, such as teachers and nurses, is still the responsibility of the parent ministries. The current dual relationship of staff to a ministry and a local council is also seen as problematic and devolution of staff to local councils is part of the policy revision of decentralization which the Government is currently considering.

The recent launch of free healthcare for pregnant women, lactating mothers and young children under five, is likely to stretch the capacity of delivery in many councils, as the bulk of this healthcare will be delivered through devolved functions.

**Institutional Reform and Capacity Building Project (IRCBP)
Supported by the World bank, DFID and EU**

The IRCBP has been a longstanding governance project in support of the Government's decentralization agenda (as well as originally also public financial management reform). Launched in mid-2004 initially with a World Bank credit of US\$25.1 million, financing was further extended in 2006 with the establishment of a Multi Donor Trust Fund of an additional US\$25 million provided by DfID and the EU. The Project Development Objective has remained constant throughout as "to support the post-conflict GoSL to establish a functioning local government system and improve inclusiveness, transparency, and accountability of public resource management at all levels of government". With the passage of time, some of the original outcome indicators were noted as achieved while others were re-cast or added, to reflect the changing operational environment. The activities of IRCBP are implemented by the Decentralisation Secretariat and the Local Government Finance Department of the Ministries for Local Government and for Finance respectively.

In the context of a fragile post-conflict environment Sierra Leone's success in re-establishing and embedding local government is notable. Two council elections have been completed, all local councils have the core staff to carry out planning, budgeting, accounting and procurement functions, a system of intergovernmental transfers is in place, and local governments are able to work with the (non-devolved) staff of central ministries to manage decentralized service delivery across the sectors. The pace at which Local Councils began to assume full identity as democratic entities and institutionally oriented themselves to discharging devolved functions has been an outstanding feature of the decentralization process.

Support under IRCBP is currently scheduled to finish in December 2010. However, financing is already in place to provide continuing backing for strengthening service provision at local level through the 2010 activation of the Decentralised Services Development Project- with a US\$20 million IDA credit - which is expected later to attract additional donor contributions.

□ Human Rights

The Government has continued to place emphasis on the protection of the basic rights of the people of Sierra Leone. It has undertaken comprehensive justice sector reforms to ensure robust response to both national and global demands, that the rights of citizens are preserved and access to justice for all is enhanced. Specific focus has been on:

- (i) strengthening the democratic process in the country;
- (ii) improving access to justice service delivery;
- (iii) strengthening the rule of law; and
- (iv) promoting safer communities.

The Human Rights Commission of Sierra Leone (HRCSL) continues to take the lead role in advising the Government on building a culture of human rights. A positive development in 2010 was the validation of the Common Core Document which is the basis for all international treaty

reporting. In addition to protecting and promoting human rights in Sierra Leone, the HRCSL is working to ensure that the Government ratifies several international treaties and protocols and fulfil its reporting obligations. A major concern is that the Government has not been able to fulfil its reporting requirements and has twenty-nine reports that are overdue.

Human rights observers do not see/report widespread deliberate systematic abuses in Sierra Leone. The country however faces grave challenges in the socio-economic arena as many sections of the population lack clean drinking water, health services, education and electricity. Steady albeit sometimes slow progress in these areas is observed owing to the limited capacity of many service providers and the lack of necessary coordination mechanisms to reach international standards in the short to medium term. There are lingering issues of rights for disabled persons and massive youth unemployment. Individual people's rights related to overcrowding and poor conditions in prisons, violence and abuse of women and children in the form of physical abuse, child labour, harmful traditional practices and forced and/or early marriages are ongoing and complex challenges facing an overstretched Government. In many cases data is hard to establish and data management systems remain ad-hoc and problematic. The lack of magistrates, particularly in rural areas, compounds many of the above issues.

Support to the Prison Service IOM

The United Nations Peace Building Fund in support of Government's drive for improved human rights, and in response to a report from UNIOSIL captioned "behind walls" provided \$1.61m in 2008 to contribute to improved living conditions of some 2000 inmates and, to improve the capacity of the prison department. As a result of the project inmates in 2009 have access to training opportunities in life skills, beds and beddings, improved access to water and better sanitary conditions. To decongest the prison which was 300% over its intended capacity, the Mafanta prison was also rehabilitated and can now accommodate 450 inmates. The capacity of the prison department was also bolstered with seven vehicles, including a water bowser.

Access to Justice and Human Rights. Post-conflict Sierra Leone continues to be characterized by a dual system of justice, with approximately 70 percent of the population living under the jurisdiction of customary/traditional law which is practiced in the majority of the 149 Chiefdoms across the country. This is often due to the distance of the justice system infrastructure from the population.

Access to justice, particularly for the poor and vulnerable, remains too weak and in vast parts of the country services remain limited and scattered. For example, while cases of reported rape and gender based violence are increasing, convictions are falling; even when people seek justice it is not easily achieved. One explanation for this is that trials often take years and victims have to travel far for the process, consequently they tire from the waiting and give up. Furthermore, a formal institution assessing who can get financial aid for trials is not in place, limiting further access to justice for the common Sierra Leonean.

Realising that justice is a sine qua non to security, a new programme called the Improved Access to Security and Justice has been designed, laying emphasis on the demand driven side of security

and justice. The thrust is to ensure that the down trodden in society have unfettered and equitable access to security and justice and was further supported by the Legal Aids Scheme representing 90,000 clients of the Sierra Leone Bar Association. This innovation will also strengthen the relationship between the security and justice sectors.

Access to Justice
In collaboration with DFID, UNDP

The Government of Sierra Leone and development partners have been working together to improve access to justice and the capability of the justice sector. This has been a multi-agency initiative including DFID, UNDP, the Ministry of Justice, the Office of the Chief Justice, the Sierra Leone Police and civil society organisations.

The UNDP Access to Justice project and DFID's sector-wide Justice Sector Development Programme through British Council (JSDP) have been instrumental in guiding action in these areas. Across a large sector, with a number of actors, specific areas of government-donor success have been:

Strategic planning and coordination within the sector. *The Justice Sector Reform Strategy and Investment Plan has been drawn up by from the Justice Sector Coordination Office with support from donors.*

Community Mediation. *A programme has been piloted through the JSDP in four rural chiefdoms in Bombali and Bo Districts to empower local communities to resolve disputes at a local level and reduce the number of minor cases being dealt with by the courts. Preliminary findings indicate that around 850 cases have been presented for mediation during the second quarter of 2010, following the training of 300 community mediators. 99 per cent of these cases have been successfully mediated.*

Family Support Units (FSUs) and gender-based violence. *43 FSUs have been established throughout the country to provide a safe place for women and girls to report, discuss and seek resolution to incidences of sexual and gender-based violence. The establishment of FSUs has provided women and girls with more options for informal resolution of disputes as well as allowing for an increase in criminal proceedings.*

Modernising prison management. *Basic training has been provided by DFID to 470 prison staff, together with furniture and equipment to improve record keeping. To support rehabilitation services for prisoners, health staff have been trained in aspectof drug and alcohol abuse, mental health, anger management and victim sensitisation.*

Oversight and accountability. *Technical assistance has been provided to the Office of the Ombudsman to develop Strategic and Action Plans and a Communication strategy. The number of cases reported to the Office of the Ombudsman steadily increased during 2009 to 203 cases, compared to a total of 71 cases in 2008. Over 50 per cent of these cases were successfully concluded, whilst 16 were transferred to other institutions such as the Anti Corruption Commission and the Human Rights Commission.*

Demand side strengthening through civil society. *This has established mechanisms for engagement and coordination of civil society and citizen involvement in justice sector reform. Grants and technical advice have been provided for Civil Society Organisations in Bo, Kenema, Freetown and Makeni which mainly focused on human rights sensitisation to communities.*

On 26 October 2009, the Sierra Leone Special Court, by a majority, upheld the convictions of three former leaders of Sierra Leone's Revolutionary United Front. (RUF) The former RUF Interim Leader Issa Hassan Sesay and Senior RUF Commander Morris Kallon were each convicted in February 2009 on 16 counts of war crimes and crimes against humanity for atrocities committed during Sierra Leone's decade long civil war. In addition, former RUF Security Chief Augustine Gbao was convicted on 14 counts. The judgment upheld the first ever convictions by an international tribunal for forced marriage as a crime against humanity, and for attacks against United Nations Peacekeepers. The court also upheld convictions for the recruitment and use of child soldiers, upheld the 52 year prison term for Sesay; 40 year term for Kallon and the 25 year term for Gbao. On 31 October 2009, the convicted suspects were transferred from the Special Court's detention facility to Rwanda's Mpanga Prison.

1.2 Sustaining Macroeconomic Stability

Since the end of the civil war, economic growth has remained solid, averaging around 7% for the period to 2009, accompanied by a notable fall in poverty headcount of between 7% and 9%, depending on methodology of measuring. In spite of this growth, the country still hovers near the bottom on several indicators of human development, but has begun to improve its position.

The global financial and economic crisis however adversely affected the performance of the economy in 2009 and undermined the gains made in stabilizing the economy in recent years. In particular, the mining sector was hard hit resulting in a significant drop in mineral output and exports. Combined with the decline in remittance inflows, the availability of foreign exchange in the economy decreased. As a consequence, the exchange rate of the Leone to the US dollar depreciated markedly (from approx. Le 3,000/1 USD to Le 4,000/1 USD), which in turn fuelled inflationary pressures (see annex VI). Inflation, which fell to a single digit during most of the year, reverted to double digits in the last quarter of 2009 (see annex VII). The cumulative impact of these developments caused a reduction in GDP growth to 4.0 percent in 2009 compared to the original projection and 2008 growth rate of 5.5 percent each. While this fall is significant, the country nevertheless seems to have weathered the global crisis.

Vulnerability FLEX European Union

The 2008-2009 international financial crisis and the ensuing economic downturn have had a significant impact on the Government of Sierra Leone's economic performance and public finances. Like many other developing countries, the economic downturn in Sierra Leone translated into a noticeable contraction of its economic growth, a drop in exports (mostly minerals), lower foreign direct investments' inflows and remittances.

Anticipating the impact of the unfolding crisis on the Government's revenues and the risk of a worsening fiscal deficit, the European Union decided, on 6 August 2009, to create an ad hoc instrument – the "Vulnerability FLEX" – in support to Developing Countries experiencing important revenue shortfalls linked to the economic recession. The Vulnerability FLEX also aimed to prevent a reduction in Governments' poverty-related expenditures and provided some fiscal space to the Government of Sierra

Leone to implement its modest "stimulus package" which took the form of increased expenditures in road and water infrastructures.

In Sierra Leone, the Vulnerability FLEX funds were disbursed in the form of an additional general budget support tranche. Following an assessment of Sierra Leone's macro-economic situation and Government's projected revenue shortfalls, an initial amount of €12 million was disbursed in 2009. An additional €10 million disbursement is also being considered for the fiscal year 2010. The Vulnerability FLEX allocations for 2009 and 2010 come in addition to the EU's €96 million budget support programme for a period of 5 years (2009-2013).

As the worst of the economic downturn appears to be behind us, it is recognised that the Government of Sierra Leone will only be able to maintain and increase the needed level of poverty-related and capital expenditures and limit its dependency on donors' budget support if it shows determination in improving its tax administration and increase revenue collection.

Output and investments in agriculture continued to grow, despite the crisis, and agricultural exports have now become of importance to the external account (21% of exports in 2009, compared with 9% in 2008). Construction similarly remained strong throughout the crisis. After a significant growth in electricity production in 2008, there was a small fall in 2009 before a renewed growth as the Bumbuna hydropower facility came on stream toward the end of 2009.

The Government's domestic revenues are low compared to the economy, at 11.7% of GDP in 2009, which was a slight increase from 2008, mainly due to improved collection of duties. This was in line with the target of the PRG programme. Revenue from mining and other fee paying activities still remain low, at less than 1% of GDP, as do non-tax revenues from other ministries (e.g. fisheries, communications) but have begun to increase and exceeded expectations in 2009. The introduction of a goods and services tax (GST) in early 2010 is expected to provide notable addition to revenues. There are also significant expectations for revenue from an expected significant increase in mining (notably iron ore) and prospects for oil production (see annex VIII).

Government expenditures amounted to 22.5% of GDP. The difference between expenditures and domestic revenues were covered by external grants of 7.8% of GDP and government borrowing. Overall the budget deficit, excluding grants, increased to 11% of GDP in 2009, from 9.6% in 2008, mainly due to increased investments in infrastructure. Poverty expenditures were largely protected from variability in resource availability that resulted from the crisis. External support (grants and concessional borrowing) remained stable.

Government debt and debt service fell drastically from 1.6 billion to 600,000 million with the completion of the HIPC and MDRI debt relief agreements in 2006. In the year reviewed debt however rose slightly. At the end of 2009 government debt was US\$ 692 million and debt service was US\$ 16 million (compared to close to US\$ 50 million pre-debt relief). Of the debt \$ 394 million were to multilateral agencies, and \$ 240 million to commercial creditors, the rest to non-Paris club official bilateral lenders (see annex IX). A program for the buy-back of external commercial debt is under preparation, in cooperation with IDA of the World Bank.

Credit to the private sector continued to grow significantly, with the entry of new banks into the system, but the quality of bank portfolios remains a concern, with non-performing loans of significant amounts.

The London investment and donor conference in 2009 was important for the future prospects in the economy. It attracted significant interest from potential foreign investors, some of which is currently being turned into real investments. For example, the Arab Fund pledged 233.6 million USD in 2010 for as diverse areas as water supply, tertiary health and airport infrastructure. The conference confirmed a continued support from external development partners to maintain aid at least at current levels and increase it where possible.

Looking forward, GDP growth is expected to be close to 5% in 2010 and reach 6% or more by 2012. Inflation is expected to revert to single digits, but foreign exchange reserves are expected to decline with increased imports as economic activity increases. Government domestic revenue is expected to increase to 13.5% of GDP by 2012. New major mining contracts as well as GST are expected to contribute significantly to revenue. There are also expectations for increased revenue from fisheries and communications, where a new international fibre-optic link, to be activated by 2011, is expected to contribute to increased telecoms activities. While government spending will increase somewhat, partly with increased infrastructure investments, government is committed to a conservative borrowing strategy, including limiting external borrowing to concessional resources.

1.3 Growing the Private Sector

□ Private Sector Development

In 2009, a national Private Sector Development Strategy was launched by President Ernest Bai Koroma. The Strategy is designed to provide expert advice and implementation support to the Ministry of Trade and Industry (MTI) to develop and implement a comprehensive Private Sector Development Plan. For the reporting period, the Private Sector focused its efforts on developing policies and programmes to stimulate local and export trade, improving the investment climate, encouraging and expansion and diversification of exports and promoting the development of Small to Medium Enterprises (SMEs). The main focus on SMEs has been important as these enterprises are entry points for job creation at lower levels of expertise and address the high levels of unemployment among youth and women. A number of initiatives have been carried out by the Government to improve access to affordable finance for SMEs. However, lack of finance and implementation of the land tenure law still remain a huge constraint.

**Private Sector Development and Employment Promotion
Microfinance Investment and Technical Assistance Facility (MITAF) I and II
KfW Germany**

In 2004, the Government of Sierra Leone, in collaboration with KfW, UNDP, UNCDF and later Cordaid, started a 5-year project, the Microfinance Investment and Technical Assistance Facility (MITAF) with the overarching objective to increase sustainable access to financial services for poor and low-income people in Sierra Leone. When the programme started, there were a handful of relief and development agencies

providing credit serving just 13,000 poor people. There are now more than 20 institutions or programmes offering financial services to the poor and the underserved, including microfinance institutions, commercial and community banks and donor or NGO projects. Many of these have benefited from MITAF's financial and non financial assistance and for others it served as catalyst. At June 2010, the 13 leading institutions being supported by MITAF were serving 132,000 clients. MITAF has also succeeded in demonstrating the important role microfinance can play in increasing access to finance to a range of lower income market segments and deepening the financial sector at large. Indeed, the recently approved Sierra Leone Financial Sector Development Plan (FSDP) addresses microfinance as an integral part of the financial sector.

However, many poor remain underserved and access to finance remains one of the most critical challenges for small enterprises to grow and thereby create employment. It was therefore decided to initiate a second phase of MITAF, MITAF II. Whereas MITAF I was instrumental in creating a microfinance sector, MITAF II has a focus on consolidating and professionalizing the microfinance sector and to assist in building up an appropriate support infrastructure that could take over the non financial services component of the facility promoting innovations and training.

Establishment of Growth and Production Centres through partnerships in rural areas have been crucial to skills development and employment amenities. While Growth and Production Centres have contributed positively, the lack of capacity, sustainability, replicating the same programmes in the districts and limited capacity of partner institutions were major challenges faced by the private sector. Another challenge has been in enforcing the legal and regulatory framework and inadequate financial resources to implement key recommendations. As Sierra Leone is opening up for investments, the Government through the MTI has put in place mechanisms for the simplification of the entire investment procedures. The Tourism sector while in the process of developing new projects underwent decreases.

The Business Reform with the overall objective to improve the investment climate in Sierra Leone through the continued removal of administrative barriers to trade and investment in the country improved Sierra Leone's ranking to do business. Ranking at 148 on the Ease of Doing Business, Sierra Leone is the best place to start business in the Manu River. The MTI in collaboration with other stakeholders has developed an investment incentive package for investors which has been approved by Cabinet. Specific actions undertaken to stimulate business in 2009 involved the removal of six administrative barriers to investment which will help create an enabling environment for growth and competitiveness of the private sector. In this regard, the National Revenue Authority no longer requests advance tax payments from businesses to obtain a tax clearance certificate for business registration; the office of the Administrator and Registrar-General no longer issues General Business Licenses; and authorities cannot request the submission of a business license under any circumstances. Also mandatory involvement of legal practitioner to register limited-liability companies has been eliminated, the merging of work and residence permits extends the validity up to 5 years, a One Stop Shop is being set up for Business registration at the Office of the Administrator and Registrar General, and the Companies, Bankruptcy and Payment System Bills have been passed into law by Parliament. The combined effect of all these is the reduction on the cost and time of doing business in Sierra Leone.

The MTI also tries to encourage small businesses to register. Out of the strategy, the Ministry in collaboration with the Soros Foundation Economic Development Fund organised a business plan

competition known as Bomba Business Plan Competition. The overarching objectives of this competition are to amongst other things: foster a culture of entrepreneurship in Sierra Leone and to create a more supportive environment for entrepreneurs, encourage a wide range of entrepreneurs across Sierra Leone to translate ideas into actionable business plans and mobilize a range of support systems – business advisers, financiers etc – to align behind these entrepreneurs.

At present the Coordinator of the Private Sector Development Strategy Project is working in collaboration with the Market Women Association to build cold rooms in fish landing sites and market places. A Partial Loan Guarantee Scheme has been developed to see how banks could reduce the cost to finance and how it could be accessed. The sum of Three Hundred and Fifty Thousand US Dollars would be used as collateral to the banks. That amount will be increased from time to time as the project seeks additional capital.

In partnership with the International Community, the Ministry is encouraging skills development through the establishment of Growth and Production centres. Three Growth Centres in Binkolo, Pujehun and Kpandebu have been rehabilitated and equipped with agro-processing machines and other equipment. The other centres at Bo and Rotifunk have been assessed and a project is currently being developed under the Enhanced Integrated Framework (EIF) programme to provide funds for their rehabilitation. Technology was improved at all Growth Centres in the area of Food Processing and Agricultural tools manufacture. All the centres have been rehabilitated and brought to the required standard and a workable business plan for each Growth Centre has been developed to enable them to become self-sufficient. Group savings and loan programmes (cooperatives) for each Growth Centre have been and established.

One of the major constraints currently facing the Sierra Leone private sector is the lack of adequate and reliable market information. In a bid to address this constraint, the MTI designed a trade information and capacity building project, which enhances its information management capacity, facilitates the effective use of relevant trade data in the formulation of its trade policies and other core functions. It enables MTI, through the fully operational Sierra Leone Investment and Export Promotion Agency (SLIEPA) to offer relevant, reliable and timely information services to its user groups, and improves the access to relevant trade information to the public and private sectors through the establishment of an effective network of trade information actors.

In addition, MTI in collaboration with SLIEPA and other trade-related Ministries, Departments and Agencies embarked upon the development of a clear export strategy for Sierra Leone. In October, 2009, in collaboration with the Office of the President, SLIEPA organized a successful International Investment and Trade Conference in London referred to above. As an outcome of this Conference, the inflow of foreign direct investment into Sierra Leone has increased. Additionally, in June 2010, SLIEPA with assistance from the International Community developed a National Export Strategy with the ultimate objective of promoting pro-poor growth by raising the quantity and value added productivity in agriculture and fishery. The strategy has been launched by His Excellency, the President and the implementation of its recommendations have commenced in earnest. Further, SLIEPA has now developed a fully functioning website which will serve as a gateway to potential investors.

In June 2010, the Bureau has achieved the development of National Food Safety Policy, National Food Safety Standard Bill and Food Safety Action Plan for Sierra Leone that would be used to monitor the implementation of the Food safety management systems throughout the country. The finalised draft Food Safety Policy, draft Standards Bill 2010, would be implemented to consolidate the laws relating to the establishment of the food safety management and standards authority, responsible for regulating the manufacture, storage, distribution, handling, sale, and retail, export/import with a view to ensuring availability of safe food for human consumption and to provide for other related matters in Sierra Leone. The bill also seeks to add value by limiting expired goods into the market and attracting small scale businesses. The Bureau has created a Website: FoodSafetyInformationSierraLeone.Com, with a view to capture, store and easily retrieve information on national food safety issues and notification from member countries/standards organisations within the sub region which was launched in July 2010. The Bureau has also developed a National Phytosanitary Policy, Import Quarantine System and a Phytosanitary and Pest Control Act in 2010.

Additionally, in its quest to ensure access to finance by private sector operatives in tandem with the National Private Sector Development Strategy Document, the Ministry has developed a comprehensive Cabinet Paper on securitisation of land. The Cabinet Paper has been approved and the recommendations therein are awaiting parliamentary approval. Once this has been actualized private sector operatives will be able to use land for loans and other banking facilities. The MTI in collaboration with other relevant stakeholders has also enacted a new Company Act 2009. Further, in collaboration with the Bank of Sierra Leone, a new Bankruptcy Act 2009 has been enacted into law.

The Government of Sierra Leone is also developing a national Economic Processing Zone Policy aimed at attracting sustainable foreign direct investment into Sierra Leone. The Ministry introduced price formulas for food and fuel which stabilized the prices of such important commodities. Regional offices were furnished and equipped, and their monitoring capacity strengthened to reduce the smuggling of our commodities to neighbouring countries. The Ministry, following Cabinet approval, employed Trade Monitors, to monitor prices of commodities, check the sale of expired and contraband goods. The Ministry participated actively in the preparation of the Shanghai China 2010 EXPO.

MTI has transformed the Sierra Leone Produce Marketing Company to a Public Private Limited Company for greater participation. The primary focus of this outfit is to coordinate and oversee the export of agricultural produce. The company has established buying centres in nine districts for the purchase of rice, cocoa and coffee and 60 new Licensed Buying Agents have been appointed in Bo, Kenema, Kono and Kailahun. The Company, with a nucleus of staff, has started operations in Bo, Kono, Kenema and Kailahun to buy Cocoa and Coffee. It has also started operations in Tonkolili – Mile 91, Moyamba, Kambia and Port Loko to buy husk and milled rice.

Competitiveness

A Programme Estimate was developed to finance the development of law and policies and also provide funding to the Ministry of Trade and Industry to conduct workshops and seminars to

deal with EPA and Private Sector Development (PSD). The Programme Estimate had been signed by the MTI, the National Authorizing Office and the European Commission. The Programme Estimate will support the Ministry financially costing 865,350 Euros for the period of 11 June to 31 December 2010.

The overall objective is to contribute to poverty reduction in Sierra Leone by enabling MTI to devise strategies and policies that will allow it to take advantage of the modern day international trade by enhancing the capacities of the MTI to deal with PSD. The expected results from this programme are reorganization of the MTI, human resources management and working processes improved; trade policy analysis and formulation built and strengthened and capacity to deal with WTO/EPA negotiations built; and the MTI is able to use regional and EC/ACP resources to fund further trade-specific projects.

The Ministry, in collaboration with the West African Monetary Institute has developed a National Trade Policy Document which has been presented at a National Stakeholders workshop and subsequently endorsed by Cabinet. In April 2010, NCCT members held a retreat in Bo. From the retreat a draft national trade policy and trade sector development action plan was developed and validated. A sensitisation tour was also conducted in Bo, Makeni and Kenema on the role of the NCCT, the ETLs and the CET.

The Ministry has been holding a few member education meetings and some training in partnership with the international community. The plan is to work with a few pilot cooperative groups and thereafter extend it to more cooperative groups. The rural and private Sector Development Project has already started collaborating with field staff in Kambia and Port Loko Districts, by supporting them with rice and garie processing machines. They have also registered three Cocoa Farmers Cooperative Societies in the Eastern Region. Further, the Ministry of Trade and Industry is in the process of trying to obtain some funding from the EU for the Cooperatives. Requests for technical assistance have also been sent to the ILO. There has been an increase in the number of registered Cooperative Societies for the period spanning 2007–2010. About 50 new Cooperative Societies are registered and subsequently this was followed with increase in membership, savings and loans.

□ **Tourism**

Revenue from the period 2008 to 2009 from the tourism sector reduced from Leones 62 million to Leones 60 million. The reduction in revenue was attributed to the closure of Lagoonda Hotel complex, Cape Sierra, Cabenda and Mammy Yoko Hotels. The Government is working towards attracting investment resources for tourism; the sector is among those showcased in terms of investment opportunities at the last Consultative Group meeting in London on Sierra Leone's development. A Strategic Marketing Plan for tourism has been drafted with special focus on drastically reducing the perception in the source market that Sierra Leone is a conflict zone. Along these lines a website portraying the country as a safe zone has been developed for the Sierra Leone tourism sector. The Enhanced Integrated Framework (EIF) process is a multi-donor/agency initiative with the basic objectives to build the capacity of the LDCs to fully participate in the MTS and mainstream trade into the Development Plans or PRS's of the LDCs. Sierra Leone has received two million US dollars from the EIF process. The Ministry of Trade and Industry in collaboration with the Ministry of Tourism and Culture and the National Tourist

Board is currently implementing a Tourism Development Project. The overall aim of this project is to increase the contribution of tourism to jobs creation, income generation and poverty reduction. Under the EIF Tourism project, a Strategic Plan for the development of Tourism has been developed, sixty tour guides have been trained and the NTB has participated in International Tourism Fairs to rebrand Sierra Leone's image.

1.4 Efficient Management of Natural Resources

□ The Mining Sector

The mining sector in Sierra Leone is the second highest contributor to the Gross Domestic Product (30%). In terms of employment and income generation, it is the second most important sector employing directly an estimated 300,000 people. The government sector policy objective therefore is to ensure that the people receive optimal benefits from the mineral wealth and to facilitate economic and social development. The medium term objective is to address mining problems that have in the past undermined the realisation of maximum benefits from the sector.

In this vein, the Government has revised the Core Mineral Policy, with a view to attracting private investment in the sector, improving the regulation and efficiency of artisanal and small-scale mining, promoting improved employment practices, encouraging participation of women in the mining sector and preventing the employment of children in the mines. This led to the development of the Mines and Minerals Act 2009 which was enacted on 31 December 2009. The Government faces challenges in awards and licensing and especially weak development agreements that do not yield underlying potential, regulations and monitoring and mining cadastre and collection of taxes and designing of the mineral fiscal regime. With depreciation in the mining sector and ad hoc mining (especially in the diamond trade) have caused increases in unemployment for youth.

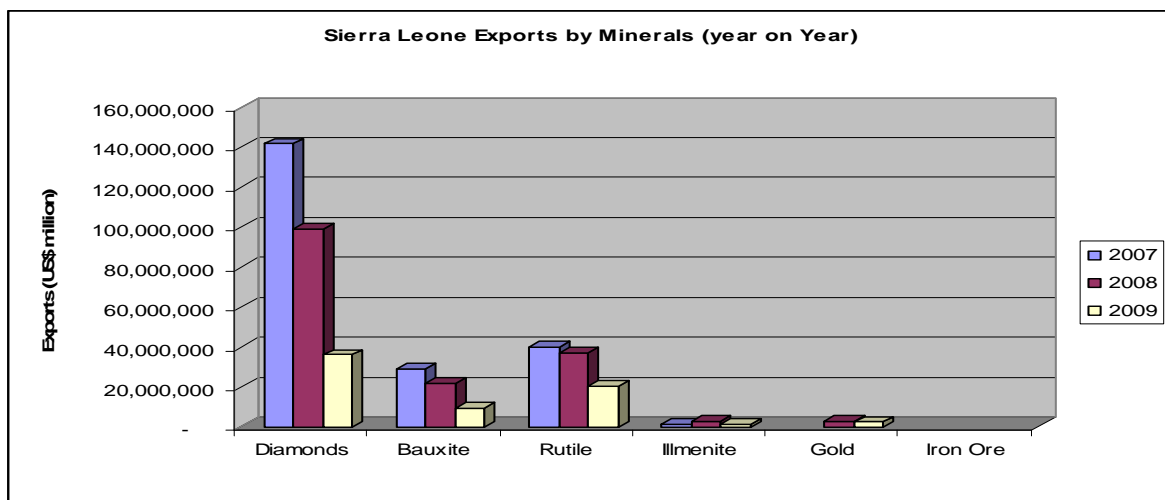
Support to the Minerals Sector UNDP

As a result of the cadastre system established through UNDP support, the average processing time for a minerals license has been cut by 90%, from over 78 days to just over 8 days. The cadastre system has had a profound impact on the credibility of both the licensing process and the licenses themselves, becoming widely recognised as the primary source of information on the status and legality of license boundaries in Sierra Leone today. According to the Ministry of Mineral Resources (MMR), this has greatly helped to prevent conflicts, provided a constructive compliance environment with regard to regulations, and introduced clarity on boundary plot coordinates. The cadastre system has resulted in new applications being more carefully reviewed to ensure accuracy and avoid potential conflicts and errors.

With over 15,000 documents digitised and linked directly to their respective licenses in the system, the cadastre has also revolutionized record-keeping in the minerals sector. Prior to the introduction of an electronic cadastre, documents were often very difficult to find, stacked in dusty piles and filing cabinets, but are now readily available at the click of a button. The system also provides Ministry officials with alerts when a license holder is due to provide reports, fees or applications for the renewal of licenses. In the past, many such obligations remained unfulfilled by license holders as the MMR was unable to track upcoming deadlines. As a result, the Ministry can take action to ensure that the license-holders meet their obligations or have their licenses revoked due to non-compliance.

Revenue from exports of the key minerals: diamond, bauxite and rutile continuously declined from 2007 to 2009. The decline in revenue could be attributed to the slowdown in the mining activities over the last two years and the falling prices of diamonds in the world market between 2007 and 2009.

The years from 2004 to 2007 witnessed a rising revenue trends in the mining sector. The export value of the major mineral, diamonds, increased gradually from US\$126.7 million in 2004 to US\$141.8 million in 2007. Subsequently, the trend was drastically reversed, the export revenue dropping from US\$141.8 million in 2007 to US\$ 99 million in 2008. All precious minerals: bauxite, rutile, illmenite, gold and diamonds saw a steady drop in export values from US\$ 211 million in 2007 to US\$ 162 million in 2008.



□ The Environment

In a post-conflict setting, the improved governance of natural resources and the environment is a key feature of government stability and relevance. In the case of Sierra Leone, the prominent role that natural resources played in societal unrest and in the civil war shows the importance of improved and effective natural resource governance. The Government is mindful of the effects of unsustainable exploitation and management of the country's natural resources. The poor are the ones most affected when the environment is degraded and therefore special attention has been paid to the management of the environment within the framework of the PRSP II. The major foci are on the following areas:

- Strengthening National Environmental Management Institutions
- Ensuring integrated environmental management mechanisms
- Mainstreaming environmental and disaster management issues
- Strengthening the Environmental Impact Assessment (EIA) Framework
- Strengthening environmental compliance and enforcement

Since January 2009, some progress has been made in addressing environmental issues. The Government has been strengthening the capacity of the Sierra Leone Environmental Protection Agency (SLEPA) by employing key staff to run the institution.

Interventions in the environmental sector
European Union

To support the Government in its efforts to improve environmental governance, the European Union contributes at institutional level EUR 1 Million for the start up and capacity building of SLEPA.

In addition, three major programs support environmental protection and sustainable natural resource management on the ground :

*- **The Gola Forest Program** "A new, practical model for achieving sustainable protected areas in post-conflict Sierra Leone" (EUR 3.0 million) is implemented by the Royal Society for the Protection of Birds (RSPB), Conservation Society of Sierra Leone (CSSL), in collaboration with the MAFFS, namely the Forestry Division and SLEPA .*

*- **Across the River:** A Trans-boundary Peace Park for Sierra Leone and Liberia (EUR 2.4 million) is implemented by Vogelbescherming Nederland (VBN), CSSL, Forestry Division within MAFFS of Sierra Leone, Society for the Conservation of Nature of Liberia (SCNL), Forest Development Authority (FDA) of Liberia, RSPB, BirdLife International. This program aims to secure long-term conservation of trans-boundary forests through national and international partnerships for improved forest governance across the Sierra Leone-Liberia border, with the active collaboration of local communities. This project was officially launched on 15/05/2009 by President KOROMA of Sierra Leone and President JOHNSON-SIRLEAF of Liberia at the Gola Forest Reserve.*

*- The Conservation of the **Western Area Peninsula Forest Reserve (WAPFR)** and its Watersheds program (EUR 2.5 million) is implemented by Welthungerhilfe (WHH), Environmental Forum for Action (ENFORAC), in collaboration with the Forestry Division within MAFFS and SLEPA . The program aims to to conserve and sustainably manage the Sierra Leonean Western Area Peninsula Forest Reserve and its watershed through participatory processes in decision making on the sustainable use of natural resources that contribute to the reduction of rural poverty in the Western Area Peninsula. This program was officially launched by President Koroma on 19 March 2009.*

SLEPA has appointed a permanent Executive Director and is planning to finalise recruitment of several key positions and build its staffing capacity and functionality. By the end of this period SLEPA will be reporting directly to the President's Office, thus greatly strengthening SLEPA's institutional position.

Creating an Enabling Policy Environment in Sierra Leone (CEPESL)
USAID

Through the project entitled "Creating an Enabling Policy Environment in Sierra Leone", (CEPESL), USAID facilitates the establishment of enabling policies necessary to support sustainable agriculture, forest co-management and artisanal mining. The policies emanating from this project will also address policy concerns of the PAGE program (Promoting Agriculture, Governance and the Environment).

In 2009, the United States Government worked with the Sierra Leone Environmental Protection Agency (SLEPA), Ministry of Land, Housing and the Environment (MLHE), and the Ministry of Agriculture, Forestry and Food Security (MAFFS) and other key stakeholders to develop a shared approach to forest

co-management – requiring a partnership between the state and communities on the management of forest resources. In addition, 189 tree crop producers were trained in sustainable tree crop management, particularly focusing on shade cocoa.

The USG, in collaboration with the Law Reform Commission, other donors and civil society organizations engaged MAFFS to develop a comprehensive review of the current forestry and wildlife policies with a view to developing more effective legislation. This consultation helped to harmonize coordination among the various government ministries and agencies. A Memorandum of Understanding to this effect has been developed between the USG and the Government, represented by MAFFS. With U.S. assistance, an artisanal mining policy is being formulated to stall the negative effects of artisanal mining on the environment and maximize benefits to the miners and their communities.

The Government is in the process of harmonizing the Natural Resource and Environmental Management Act. Steps are being taken to ensure that all national development projects have environmental components; the EIA process is being strengthened to make sure that all projects factor into their activities environmental concerns. Awareness raising and sensitization on the environment have been ongoing.

The Government is also participating in the Sustaining Natural Capital (SNC) initiative supported by the World Bank Institute with a view to promoting accounting and efficient use of the natural resources of the country. It participated actively in the preparations for the COP 15 conference on climate change that was held in Copenhagen, producing a position paper that was launched at the conference. The Government has also developed a new energy policy which moves towards green energy commitments and renewable power.

Meanwhile, the land tenure reform process has been gathering pace: initial research has outlined the nature of the problem and a reform strategy approved by the Cabinet. The Government has set up five working groups to develop policies to tackle various dimensions of the problem. It is planned to have the new land tenure policy prepared by the first quarter of 2011. Land tenure is more than just an environmental issue, but progress in the land reform process will prove critical to environmental protection in the years ahead.

Environmental Cooperation for Peacebuilding UNEP

In Sierra Leone, the environmental causes and consequences of war have been prominent for the past 20 years. Inequitable benefit sharing of natural resource wealth was one of the drivers in the civil war that ravaged the country from 1991 to 2002. Diamonds and other minerals were used to fund combatants, and also became the spoils of war.

In the post-conflict era, the environmental impacts of the conflict and continued unsustainable natural resource management have presented challenges to development and peace consolidation that persist today. This was the main message of a report by the United Nations Environment Programme (UNEP) that was launched in Freetown in June 2010 following an extensive assessment. The report can be downloaded from the following site: <http://www.unep.org/conflictsanddisasters/>

In summary, this assessment found that the civil war had significant impacts on the basic environmental resources of the country, namely water and agricultural land, and did major damage to institutional capacity. In addition, many of the risk factors for conflict that existed in the 1980s and 1990s have not been adequately addressed, most prominently in the environment and natural resources sector. However, if reformed and managed effectively, natural resources and environment can play a vital peacebuilding and development role in Sierra Leone, building the foundation for sustainable jobs and economic growth. Supporting this ongoing process is the focus of UNEP's work in Sierra Leone.

❖ **Recommendations emerging from consultations:**

- *There is a need to build a critical mass of human resources capable of supporting and facilitating sustained improvements in the public service delivery systems which involves attraction and retention of quality staff, continuous capacity building and periodic training, updating capacity for existing and new staff, and resuscitating the civil service and develop the capacity of middle rank civil servants.*
- *There is a need to make more progress on the alignment and systematic inclusion of external funding from donors*
- *There is a need for more periodic meetings with the top management of each Ministry to discuss the constraints on implementation, and suggestions for effective implementation. The information gleaned from these meetings should be incorporated into future activity plans and strategies.*
- *There is a need to continue, even increase, the public information campaign for the general public about the decentralization process.*
- *An important focus remains the Free Health Care Initiative which is being delivered through devolved functions.*
- *There is a need to focus on the completion of the 29 outstanding reports before Sierra Leone undergoes the Universal Period Review before the Human Rights Council in 2011.*
- *It is right to keep the Government's budget well balanced within reasonable limits so to fight inflation.*
- *There is a need to strengthen the existing Growth Centres and promote new Growth Centres in the districts, along with additional policies to manage Growth Centres.*
- *There is a need to enforce the implementation of the laws related to land tenure.*
- *Institutionally investors should be better protected.*
- *There should be improved governance to be able to effectively address challenges in the awards of contracts and the licensing of companies along with regulatory enforcement.*
- *There should be improvements in the collection of adequate taxes in the mineral sector.*
- *There is a need to provide sufficient geo-data so to examine significant environmental and social impacts of mining.*
- *There should be improvements with respect to participation and consultation in natural resource management.*
- *There should be improvements concerning the capacity of the Sierra Leone Environmental Protection Agency to implement policies.*
- *There should be further measures for the co-management of water, forest and land resources.*

CHAPTER TWO: ENERGY

The Government has placed the energy sector at the top of its development agenda. This is informed by the increasing recognition of the tremendous multiplier effect that a reliable and sustained supply of electricity can have on the economy of Sierra Leone. Access to reliable and affordable energy supply on a sustainable basis, particularly by industries, agriculture and the commercial sectors, will serve as an important catalyst for achieving high economic growth and hence poverty reduction.

In the medium to long term, therefore, the Government's main policy thrust for energy development covers the following:

- Improving thermal power generation
- Exploiting hydro potentials
- Upgrading and expanding the national transmission and distribution network
- Improving energy sector governance
- Ensuring an integrated policy approach

Electricity generation fell by 4.7 percent to 131.98 GW/hr in 2009 compared to 138.8 GW/hr in 2008 as a result of defective transformers and the frequent break down of thermal generating machines as well as the close down of the private electricity providers - the Income Electrix Ltd and the Global Trading Group. However, electricity generation rose sharply in December 2009, for the first time since July following the commencement of the operations of the Bumbuna Hydroelectric Dam. Total units sold declined by 16.7 percent to 64.8 GW/hr from 77.8 GW/hr in 2008 due to technical losses. Industrial consumption nonetheless, increased by about 10 percent to 22.7 GW/hr from 20.6 GW/hr in 2008.

2.1 Energy Sources

Hydropower generation

The Bumbuna Hydroelectric Project was completed and commissioned in November 2009. Its installed generation capacity is 50MW but its firm capacity is 18MW. The dam supplies Freetown and its environs. Plans are underway to extend the Bumbuna Hydroelectric Project to towns along the transmission line such as Lunsar, Makeni, Magburaka and Bumbuna Town. The potential of hydropower generation of Sierra Leone is estimated at 1200MW (1995 estimates). However, a national mini hydro feasibility study still needs to be undertaken to determine the true national hydro potential. Seven new hydroelectric projects are in the pipeline.

Funded by the Government of China, the Charlotte and Makalie Mini Hydros project has started. The design has been completed and is currently under review after which the construction will start. Another China-funded project of Mini Hydro in Bankasoka, in Port Loko district, has got an estimated capacity of 3MW. The Yele Mini Hydro, in the Tonkolili district funded by the Government of Sierra Leone and an international NGO is expected to generate 250KW.

The Bumbuna II project should yield an increase of Bumbuna scheme generation capacity from 50 to 400MW. To date, 25 million EURO have been pledged by the Government of Italy to finance priority works such as access to road, camp, validation of feasibility study, detail design, preparation of bidding documents, engineering supervision, etc. The Bumbuna project is to cover the Western Area and major towns in the North including Magburaka, Makeni, Lunsar and Port Loko. Three more projects in Bekongor, Bagbe-Bafin Rivres Hydro and Kamatimbo, for a total estimated generation potential of 650 M, still need to be funded.

Thermal power generation

From 2005 to 2007, the thermal generation capacity increased from 5 to 15 MW in Freetown thanks to the Emergency Power Programme.

In March 2010, a 10MW thermal plant in Kingtom was commissioned. By the end of 2010, a 16.5MW thermal plant is expected to be commissioned in Blackhall Road in Freetown. Some projects of restoration of energy supply in all the districts headquarters town are planned and expected to be completed by the end of 2011. This will be done in two phases. The first phase will target the cities of Makeni, Magburaka, Matotoka, Lungi, Lunsar, Port Loko, Kambia. The second phase will focus on Kabala, Pujehun, Bonthe, Moyamba, Koidu and Kailahun.\

2.2 Energy Transmission

In June 2009, a 11KW transmission line project implemented through a grant of JICA was completed in Freetown. Another 33KW transmission line project in Freetown, supported by a World Bank grant, should be completed by December 2010.

With the current efforts of Government, including improvement in the Transmission and Distribution lines, electricity generation is expected to assume upward swing by end 2010 to early 2011. Installation of about 33KW lines is ongoing and a Sub-station has been completed at Regent in Freetown.

The development of the transmission and distribution for Makeni-Magburaka and Lunsar-Port Loko is being planned under EU support. For the South and Eastern Region, the Government is securing support from the Peace Building Fund (PBF) to improve the operations of the Bo-Kenema Power Station (BKPS). Plans are also underway to install 77.0 kVA and 250kVA generating capacities in the Southern Towns of Pujehun and Moyamba.

Power Plant at Kingtom and Support to the Regent Power Sub-Station Government of Japan

A 10MW Diesel Plant has been installed at Kingtom by the Grant Aid of Govt. of Japan on March 30th, 2010; the installation of another 16MW Diesel at Blackhall Road is at an advanced stage and it is hoped to be completed by end 2010 or early 2011 through the Loan of BADEA (Banque Arabe pour le Developpement Economique en Afrique).

The construction of a 33KW primary Sub-station and the rehabilitation and strengthening of the distribution network for safe and efficient power distribution has been completed at Regent in Freetown in early 2009 under a Grant Aid of Govt. of Japan.

2.3 Governance of Energy Sector

Some progress has been made with regard to improving energy sector governance. A comprehensive energy policy is being developed and is hoped to be finalised in 2010. To ensure the full participation of IPPs in the sector, a new Electricity Act is being formulated. Government is formulating instruments for the development of renewable energy and this will be embedded in the new National Power Authority (NPA) Act that is being formulated. To enhance revenue collection and management, plans are underway to install a total of 20,000 prepaid metres by 2011.

Despite encouraging progress in 2009 up to 2010, the energy distribution prospect in the provinces remains a huge challenge. The mobilization of additional funds required in order to rehabilitate 11 provincial town's power systems is uncertain. Furthermore, line loss of the electricity generated continues to be an overriding issue. Finally, the distribution in Freetown relies entirely on few transmission cables to Freetown without any alternative network.

❖ *Recommendations emerging from consultations:*

- *There should more timely disbursement of donor and government funds.*
- *There should an increase in the rate of instalments of prepaid meters to all customers.*
- *There should be increase the monitoring of illegal use of energy, instituting energy recovery charges and penalties.*
- *There should be an up-grade in the voltage level to 33/11kV to reduce transmission losses and to accommodate increased power generation.*
- *It is important to gradually phase out of obsolete equipment (causing high losses) with modern cost effective equipment.*

CHAPTER THREE: TRANSPORTATION

Given the key role this sector plays in promoting growth in key sectors such as agriculture, the Government continues to focus its attention on improving transport infrastructure throughout the country, especially in the areas roads, air and sea.

Despite the Government's efforts to expand the road networks there has been inadequate funding for the implementation of projects. In addition to inadequate funding, road works have been hampered by indiscriminate excavation of road pavement, lack of adequate spacing/parcels of land for the creation of off-street and designated lorry parks and low level capacity in the road construction industry.

In the Airport sector, there has been notable progress in construction, expansion and upgrading of the existing Lungi Airport infrastructure and promotion of aviation safety. However there are issues that still require attention. Two major challenges are the coordination of aviation safety programmes, and ensuring that Sierra Leone Civil Aviation sector is fully autonomous in carrying out its oversight function by provision of required technical and financial support.

Privatisation of the Sierra Leone ports authority is envisioned to lead to growth in the private sector. Securing funds for identified programmes and enforcement of maritime laws however remains a test.

3.1 Road Network

The Government has embarked on a large national transportation programme including extensive feeder road works and the reconstruction of all weather trunk roads (see annex X). In addition to the implementation of major donor and Government funded projects, there have also been intense road maintenance activities on trunk and feeder roads nationwide. These activities, which involve improvements to paved and earth roads and to significant structures such as concrete drains, culverts and bridges, and routine maintenance, are meant to provide comfort, convenience and safety to road users, and to also preserve the investment made in roads and related structures.

Feeder Roads: While aggregated information is not yet available on the exact number of kilometres of feeder roads rehabilitation or constructed since end of 2008, massive works have been ongoing across the country. About 10 donor supported feeder road programmes are ongoing. These include the ADB supported Agricultural Sector Rehabilitation Programme (ASREP), the IFAD supported Rehabilitation and Community Based Poverty Reduction Programme, IDB supported Rural Infrastructure Development Programme, World Bank supported Rural and Private Sector Development Programme, EU supported Rural Roads Rehabilitation Programme, World Bank supported Infrastructure Development Programme, ADB supported New Rice for Africa road works, KfW supported Pro-Poor Growth for Peace Consolidation; and ADB supported Social Action Support Programme.

On-going construction/rehabilitation programmes of Feeder Roads										
District	1	2	3	4	5	6	7	8	9	10
	ASREP (ADB)	RCPRP (IFAD)	DFPP (IDB)	RIDP (IDB)	RPSDP (IDA)	Rural rds (EU)	IDP (IDA)	NERICA (ADB)	PPGPC (KfW)	SASP (ADB)
Bombali	-	-	x	X	x	-	-	-	-	-
Tonkolili	-	-	x	X	x	-	-	-	-	-
Koinadugu	-	-	-	-	x	-	x	-	X	
Port Loko	X	-	-	-	x	X	x	x	-	x
Kambia	X	-	-	-	x	X		x	-	x
Bo	-	-	x	-	x	-	-	-	-	-
Bonthe	-	-	-	-	x	-	-	-	-	-
Moyamba	X	-	-	-	x	-	-	x	-	x
Pujehun	X	-	-	-	x	X	-	-	X	x
Kenema	X	x	-		x	X	-	-	-	-
Kono	-	x	-	X	x	-	x	-	-	-
Kailahun	-	-	-	X	x	-	x	-	X	-
W/A	-	-	-	-	x	-	-	x	X	-
-	-	-	-	-	-	-	-	-	-	-
No. of Km	410	45	70	555	500	647	400	251	291	63

Source: SLRA Report on Feeder Roads Works 2009

Other feeder road works are in the pipeline. These include the construction of (400-600) km World Bank supported road works in Kailahun, Kono, Koinadugu, and Bonthe. Studies are already underway and the tender process will start soonest possible.

All weather trunk roads: The Government is also embarking on the reconstruction of bituminous roads. The reconstruction of the Masiaka-Bo Highway (164 km) has been completed and the completion has been commissioned by the Government. Other roads that have been completed are Makeni-Matotoka highway (37 km), and Bo-Kenema Highway (69 km). Other trunk road works in progress are the reconstruction of Freetown-Conakry Highway: Rogbere Junction-Foremeah (86 km) Goderich - Waterloo Coastal Road: Tokeh-Lumley Sector (21 km), the Hill-Side By Pass Road in Freetown and the Songo-Moyamba-Moyamba Junction (104 km), and The Port Loko – Lungi Road (68 km).

Infrastructure Development Project World Bank

The project is scheduled to run from mid-2006 to September 2011 with a combined grant and credit value of US\$55 million. It engages the Government in a broad set of transport sector policy reforms in addition to physical investments. A notable feature of design and implementation has been the close collaboration amongst donors and between them and GoSL. The overall Project Development Objective is “to rehabilitate selected priority roads, port and airport facilities: and to support the regulatory and institutional reform and effective management of the road, port and airport sectors.”

Early progress on project implementation was slow due to a number of reasons like coordination among government agencies, low national procurement capacity and lack of agreement on the overall approach to roads construction (value for money or standards based). A mid-term review tackled these issues

directly and it was resolved for the Minister of Works to take ownership for overall project management; for the regularization of a value for money approach on roads; for improvement to communications mechanisms between the Bank and project management to hasten component execution; and for the installation of strong backstopping on procurement.

As a consequence of these changes implementation has improved considerably and successes are now evident on several fronts arising from the efforts put in to building consensus and support with a broad set of government actors. With Roads, legislation for the separate road fund and reform of SL Roads Authority has been adopted by Parliament, and an action plan for operationalisation is in place. Also design consultants for the feeder roads are working with local governments, communities and SLRA on the prioritization and design of works. For the Ports the concessions for the container terminal and general cargo have been awarded and negotiations with the winning firm are now under way. The contract for the dredging of the port is awarded and a supervision contract is being finalized. At the Airport, the civil works contract is signed, the contractor and consultant have been mobilized and works are under way.

3.2 Airport

The rehabilitation of the Lungi International Airport is highlighted in the Agenda for Change as a key priority result to be achieved by 2012. The Government has committed to reconstruct, expand and upgrade the existing Lungi Airport infrastructure. This involves designing and promoting aviation safety, facilitating international and domestic movements of people and goods through the effective management of the airport, and providing efficient passenger and cargo handling facilities. The Government has also pledged to address the problem of linking the Lungi International Airport, with Freetown through public-private partnership arrangements that will provide additional ferries and other safe means of sea transportation.

The rehabilitation of the airport planned by the Sierra Leone Airport Authority (SLAA) includes the construction of a new terminal building and a modern car park, the rehabilitation and refurbishment of the existing airport terminal building, the construction of a new runway, the rehabilitation of the existing runway. Furthermore, the SLAA is planning to rehabilitate all the domestic airstrips in the country and to build a new airport on the mainland.

In 2009, the Ministry of Transport and Aviation secured a grant of 8.9 million US Dollars from the World Bank to upgrade the Freetown International Airport infrastructure. Activities initiated include:

- Overlay of the runway and widening of the taxiway (ongoing)
- Relocation of airfields ground lighting system (ongoing)
- Provision of water and electricity for the airport (ongoing)
- Provision of navigation and communications equipment (equipment ordered)
- Institutional strengthening and training (ongoing)

For the new terminal and runway, some activities related to the arrangements on a Build, Operate and Transfer basis started in 2009. The overlay of the runway is in process and is estimated to finish by the end of the year. In addition, a preliminary project of architectural design of the new

terminal building was presented to the SLAA by China Engineering Company limited. The provision of water and electricity is currently being negotiated.

With regard to efforts undertaken towards more efficient management and passenger and cargo handling at Lungi International Airport, a private service provider (Group Europe Company) was awarded the contract for ground handling. A new fire vehicle was also procured to improve the emergency response services in compliance with the ICAO/IATA regulations.

The targets of the Ministry of Transport and Aviation in the aviation area for the next twelve months are:

- Rehabilitation of the runway at the Lungi International Airport including expansion of turning loops
- Construction of a pipe borne water station
- Construction of electricity power station
- Procurement of Doppler VOR Air/Ground Communication and Instrument Landing system Procurement, installation and management of X-ray Baggage Screening System on a Build, Operate and Transfer Basis.

3.3 Seaport

The Agenda for Change envisages the privatisation of the Sierra Leone Ports Authority (SLPA), which would be transformed from a service port to a landlord port in which the core activities of stevedoring and shore handling will be relinquished to private sector operators. Furthermore, in parallel to the privatisation process, the SLPA has planned activities of rehabilitation and equipment.

These include:

- Construction of a new Oil Jetty or Port
- Rehabilitation of Kissy Oil Jetty (KOJ)
- Procurement of a Close Circuit Television (CCTV) to improve security at the port and monitoring operations
- Procurement of a Pilot Boat, Tug and Mooring Work Boat with a capacity of 2,500HP
- Provision of Handling equipment
- Dredging of the Queen Elizabeth II Quay
- Dredging of the area immediately in front of the Litherage Quay
- Demolition and reconstruction of the Jetty and Government Walf

The Sierra Leone Maritime Administration (SLMA) focuses on the construction and rehabilitation of jetties with storage and sanitation facilities, the procurement and installation of navigational aids and communication equipment, the clearing of wrecks in the coastal and inland waterways, dredging of inland waterway and construction of Boat Yards.

In 2009, the SLMA commenced construction of jetties in the following areas:

- Gbondapi in the Pujehun District
- Gbangbatoke in the Moyamba District

- Yargoi in the Bonthe District
- Port Loko in the Port Loko District
- Rokupr in the Kambia District
- Kassiri in the Kambia District
- Kychon in the Kambia District
- Mabololo in the Kambia District

In 2009, the SLMA also procured a Search and Rescue Boat as well as a large quantity of Navigational Aids that are ready for installation in Sierra Leone territorial waters and inland water ways. Finally, communications equipments have been also procured and will be installed in ten jetties in the country.

Regarding the regulatory framework, the Ministry of Transport and Aviation in collaboration with the SLMA has submitted the Statutory Instrument for ratification by Parliament. Moreover, amendments to the Merchant shipping Act have been passed in Parliament in which provision has been made for the regulation of Shipping Agents.

The targets for the next twelve months (2010) are:

- Rehabilitation of Kissy Oil Jetty
- Procurement of Pilot Boat, 50ton Tug Boat and a Mooring/Work boat
- Demolition and construction of the Ligterage Quay and reinforcement of the shoreline in this immediate vicinity at the Queen Elizabeth II Quay. The quay would be used by lighter vessels of smaller draft
- Dredging of the area immediately in front of the Ligterage Quay
- Demolition and reconstruction of the jetty at Government Wharf

❖ ***Recommendations emerging from consultations:***

- *There should be a clearer road policy and enhanced procedures for contract awards.*
- *There should be further encouragement for donor investment in the road infrastructure.*
- *There should be further encouragement private sector participation in the establishment of lorry parks.*

CHAPTER FOUR: PRODUCTIVE SECTORS

4.1 Agriculture

Agriculture remains the backbone of the Sierra Leone's economy. Nearly two-thirds of the population depend on the sector for their livelihoods and the sector contributes almost fifty percent to the country's GDP. The Agenda for Change calls on agriculture to be the engine for economic growth with a focus on the agricultural value chain of input supply, production, value addition (agro-processing) and marketing, including exportation of crops, livestock, forestry and fisheries products. From a pro-poor growth perspective, raising the quantity and value-added productivity in agriculture in general is critical to poverty reduction as the majority of Sierra Leoneans are engaged in agriculture.

In total the country has 5.4 million ha farmland, whereof 11% is coordinated. Progress in the areas of mechanization, irrigation and cooperatives has been significant with a growth from 45,000 ha under mechanization in 2008 to 65,000 ha in 2009. The increase in the area under irrigation has modestly increased from 1,000 ha in 2008 to 1,005 ha in 2009.

With respect to increasing agricultural productivity significant achievements have been made over the period covered in the present report. The tables in this section demonstrate that total crop and livestock have risen during the period. Agricultural export as a sub-sector has also performed well in the period under review as illustrated by the table at the end of this section.

The National Sustainable Agricultural Development Plan (NSADP) provides the broad framework for putting the objectives of the Government's Agenda for Change into action in agriculture. The NSADP Plan has the vision to commercialize agriculture generally through linking small to large farmers to market economies. The NSADP also emphasises the critical role of agricultural extension, which is decentralized to the local District Councils as extremely important in planning and budgeting for efficient and effective implementation of programmes in coordination with, and the participation of local actors such as NGOs, development agencies and private sector. The key policy objectives the Government embarks on over the next 3-5 years are: (i) increasing agricultural productivity, (ii) promoting commercial agriculture through private sector participation, (iii) improving agricultural research and extension delivery systems and (iv) promoting efficient sector resource management systems.

A major stocktaking exercise was conducted to identify, among others, sector growth opportunities and potentials, as well as challenges. The main findings highlight that, while Sierra Leone is well endowed with natural production resources, there are great challenges due to weak human resource capacity, weak producer organizations, few agro-dealers, infrastructural limitations, institutional and financial impediments to private sector development and overall weak government capacity. Other challenges identified include access to land, declining soil fertility, low technology and hindrance to its access, lack of value addition, input and output marketing bottlenecks, very limited farmer empowerment and welfare, weak producers

organizations, insensitive taxation regime, lack of a facilitating investment policy as well as lack of mainstreaming of cross-cutting issues such as gender and youth affairs.

In September 2009 the agricultural policy of the Government was linked to the Comprehensive African Development Programme (CAADP) to support the NSADP. The main goal of CAADP is to help African countries reach a higher path of economic growth through agriculturally-led development, which eliminates hunger, reduces poverty and food and nutrition insecurity and enables the expansion of exports. It provides a shared framework for strategy planning and implementation, and for partnership and development assistance in the sector. Further, CAADP offers the prospect for political, technical and financial support for countries with plans and strategies that are aligned with the CAADP principles and framework.

During the reviewed period the *National Agricultural Response Programme* (NARP), was drafted by the government's Ministry of Agriculture, Forestry and Food Security in close collaboration with FAO, the World Food Programme, the African Development Bank and the International Fund for Agricultural Development in response to the food price crisis. This programme aims to support farmer based organisations by providing capacity building for farmers, developing agricultural markets and to capacitate other institutions to support the area. The programme activities are centred around the growing and processing of the three commodities cocoa, rice and cassava.

Under the Smallholder Commercialisation Scheme commercial farming was advanced as 390 farmer cooperatives engaged in the in 2009. Whereas the farmers received training in the years 2007-2008, in 2009 they were co-opted into farmer based organisations. The plan for 2010 is to create cooperative clusters using a value chain approach.

Smallholder Commercialization Programme

The GoSL has established a Presidential Initiative called Smallholder Commercialization Programme (2010-2015) (SCP) focused on alleviating food security through productive and safety net actions. The MAFFS is responsible to facilitate the implementation of the SCP in collaboration with other line ministries. Development partners have pledged support to the SCP through the CAADP Compact signed 18 September 2009 in Freetown. All major development partners currently support through direct support (JICA), through implementation support from FAO (EU Food Facility, Irish Aid, OFID, Italian Cooperation, Government of Germany, Government of China), WFP or through loans/grants (WB, IFAD, ADB, and IsDB). International NGO partners (AfriCare, WVI, Care, CRS, ACDI/VOCA, Concern, WHH, GTZ, COOPI supported with support from USAID, EU, Government of Germany and private donations), national NGO partners such as farmer association and civil society and private sector actors have all pledged to support the SCP through strategic alignment as well.

The SCP has recently received a USD50 million commitment from the Global Agriculture and Food Security Programme (GAFSP) to add to the above on-going funding of more than USD100 million. This additional funding is aimed at MDG1, especially household and national food security.

WFP in collaboration with the Ministry of Agriculture, Forestry and Food Security and other supply-side partners piloted a Purchase for Progress (P4P) initiative in Sierra Leone. P4P is an extension of WFP local procurement with the aim to increase smallholder market engagement. Different procurement

options are being explored to cater to the ability and potential of small-scale suppliers. The goal is to enable smallholder farmers to access reliable markets so that they can sell their surplus crops at competitive prices, thus bolstering their income.

In 2009/2010, WFP signed contracts with farmers' organizations for the procurement of 1,232 metric tons of locally produced milled rice, both under competitive commercial procurement and the P4P initiative. Some 260 metric tons of rice from some 2,000 smallholder farmers have been bought and collected, 162 tons of which is under P4P. The rest of the contracts had to be cancelled due to supplier default because some producers were unable to meet the requirements to deliver the contracted because of storage and processing problem. The purchased rice has been distributed to 50,000 pupils in 210 primary schools under the WFP-assisted school feeding programme. In 2010/2011, WFP plans to buy more rice and 50 metric tons of pulses for its safety net programmes.

The Ministry of Agriculture, Forestry and Food Security in an effort to boost pro-poor agricultural development as well as ensure the social protection of farm families, incorporated social and productive safety nets into their own Smallholder Commercialization Programme, which constitutes the first 5 years of Sierra Leone's Comprehensive Africa Agricultural Development Programme (CAADP) investment plan.

Food Facility European Union

The European Union is a key contributor to the Smallholder Commercialization Programme (SCP) through the EU-FAO and the EU-WFP Food facilities. (21.3 Mio EURO). The EU Food Facility, implemented by FAO supports a package of activities in the framework of the SCP, in particular:

- Baseline survey of all Farmers Based organisations in Sierra Leone
- Construction/rehabilitation of 105 Agricultural Business Centres (ABCs)
- Support to the process of decentralisation of agricultural services
- Support to the PEMSD Unit of the MAFFS.

The Programme contributes towards the definition of a business model for the ABCs.

The EU Food facility also supports the SCP by providing 7,093 MT of food through WFP to be used for Food for Work for the rehabilitation of critical agricultural assets including:

- 500 Km of feeder roads (in addition to the EU support for feeder roads through SLRA)
- 5,950 Ha of tree crop plantations
- 5,350 Ha of Inland Valley Swamps
- 60 Post-harvest structures

The EU, through WFP and NGOs, supports actions in response to soaring food prices, focusing on urban and peri-urban agriculture in Freetown and Western Peninsula.

In addition, the EU Food Security Thematic Programme finances actions implemented by international NGOs working in partnership with local NGOs. (9.5 Mio EURO). The projects cover all the Districts in Sierra Leone.

Other major projects include the World Bank's Rural and Private Sector Development Programme, the ADB supported Agricultural Sector Rehabilitation Programme covering five districts and the Diversified Food Production Project supported by IDB. Further, to strengthen community based agricultural development five new Financial Services Associations (FSAs), three Rural and Agricultural Banks/Community Banks, and a Technical Assistant Agency have been established and launched from 2009 to 2010.

**Rural and Private Sector Development Programme
The World Bank**

This programme works through several projects funded by a grant from the World Bank under the Rural Private Sector Development Programme. The activities of this pilot capacity building project include the following:

- *Capacity building for 75 Farmer Business Organisations (FBOs)*
- *Construction of post harvest infrastructure*
- *Supply of equipment*
- *Rehabilitation of feeder roads*

There has been considerable progress on all the various components of this programme. All the 75 Farmer Business Organisations (FBOs) with close to 5000 members have received training before their initial 40% matching grant for the construction of drying floors, produce storage facilities and sheds to house processing equipment. The majority of the groups have already started construction and some are nearing completion. The processing equipments for rice and cassava are on order and delivery is in April 2010. With respect to the rehabilitation of planned 468 km feeder roads, work has already started with the use of labour intensive methods in all districts. Starting from February 2010, all feeder roads and rural infrastructure projects are expected to be completed by June 2010. A total of \$4.6m of the \$30m grant had been disbursed as at March 15 2010, and about \$8.4m is expected to be disbursed for feeder roads in the next four months.

□ Crop Production

As indicated from the table below there were significant increases in the production of all the major crops over the period 2008-2009 with rice and sweet potato registering the highest and second highest increase in production levels.

Total Crop Production (tons)			
Crop type	2008	2009	%Change
Rice	640.00	888.42	38.8
Cassava	1,893.90	2,516.60	32.9
Sweet potato	110.20	160.70	45.8
Groundnut	57.45	75.05	30.6
Maize	22.85	29.64	29.7
Total	3364.40	4351.45	34.7

Actual Growth Compared to Target Growth 2008-2009 %			
Crop type	Target	Actual	Deviation %Point
Rice	23.0	38.8	15.8

Cassava	33.0	32.9	-0.1
Sweet potato	46.0	45.8	-0.2
Groundnut	30.0	30.6	0.6
Maize	30.0	29.7	-0.3

The Ministry has taken measures to modernise the sector with the intent of attracting private participation and commercialization of the sector. Along this vein, the Ministry is also implementing feeder roads rehabilitation, maintenance and construction thereby linking production centres to markets. In addition it has provided 23 combined harvesters, 30 rice mills, cassava graters and other processing equipment to reduce drudgery on the farming population and thereby add significant value to their product. This will reduce the level of post-harvest losses thus increasing the level of production.

**STABEX Project
European Union**

Since 2007, the European Union has been providing support, through its STABEX project, for the promotion and rehabilitation of cash crop productions (mainly cocoa and coffee) in Kenema, Kailahun and Kono Districts of Eastern Province. The project was implemented by WeltHungerHilfe in partnership with three local cooperatives representing more than 4000 farm households.

One of the major highlight of this programme was the presence for two consecutive years of the Millennium Cocoa Growers Cooperative (MCGC) – one of the largest cooperative supported by the STABEX project – at the BioFach trade fair in Nuremberg (Germany) where it presented its organic cocoa and coffee product to international buyers. The BioFach is the largest organic trade fair in the world. The Millennium Cocoa Growers Cooperative passed the first organic inspection in December 2008 and obtained organic certification in October 2009. Another cooperative under this project, the Kpeya cooperative obtained Fair Trade certification in the course of 2009. Organic and Fair Trade certifications will allow these cooperative to sell their products at a premium price thus improving the economic and living conditions of the farmers' communities. The STABEX project assisted the cooperatives in promoting their cocoa and coffee products and contributed to increase international buyers' interest in Sierra Leonean cocoa and coffee products. It also contributed to the marked increase in cocoa exports from Sierra Leone recorded in the last two years.

In terms of area under mechanical cultivation, the 2009 target of 52,000 hectares has already been achieved by the deployment and effective use of 86 tractors from the public sector and 30 tractors from the private sector and a significant number of power tillers. Efforts in irrigation are just starting and significant momentum has been gained. The aim is to increase the current low level of less than 2000 hectares to over 50,000 hectares in three major basins of Tormabum, Gbondapi and Komrabi Mamila with the possibility of multi-cropping.

**"Sepahan Afrique Company"
Iran**

Sepahan Afrique, a famous Company in Iran that has been encouraged by Iranian Embassy to invest in Sierra Leone, is focusing especially in the agricultural sector. This was in response to the Government's wish to encourage the commercialization of the sector. In light of this, Sepahan Afrique has decided to make huge investment in the Country. For this purpose it has secured significant land within the

Marampa and Robuya Romende areas. It has in its first phase set up its headquarter in Madina village between Lunsar and Makeni. This farming project is serving as a pilot project, starting with nursing and plantation of Palm oil and rice production. It has brought in some agricultural equipment such as fertilizers, tractors and with plan to build a factory for extracting palm oil and other edible oil. Also the above mentioned Company, provide employment for the youth of the region. Therefore, one of the aims of presence of Sepahan Afrique Co. in Sierra Leone is fulfilling Agenda for Change of His Excellency Dr. Ernest Bai Koroma.

In addition, and almost from scratch the Ministry has been able to sensitize, mobilize, train, organize and support 390 farmer based organizations to transform themselves from subsistence farmers into private sector operators capable of going through the whole value chain (input supply, production, processing and marketing). The number of farmer cooperatives engaged in commercial agriculture also increased from 50 to 95 during the same period.

Agriculture - Promoting Agriculture, Governance, and the Environment USAID

The USAID-funded PAGE Program enhances agricultural productivity (“intensification”), as a means of promoting economic growth through commercial agriculture (“extensification”). In line with the GoSL’s Smallholder Commercialization Program, PAGE recognizes the importance of approaching the agricultural sector from a commercial standpoint, by empowering farmers to practice farming as a business rather than a lifestyle. The program is accomplishing this by organizing farmers into Producers’ Organizations and Marketing Associations, providing them with targeted technical assistance, and linking them to end markets both domestic and international through the value chain approach. The program will increase by 20% over the baseline the incomes derived from agriculture for 29,000 farm households in the Eastern Region of Sierra Leone, and will directly benefit 147,150 people, including 88,000 women and children in Kono, Kailahun, Kenema and Koinadugu Districts.

PAGE is building on previous USAID interventions by working with 975 farmer field schools (FFS) to increase agricultural productivity. The program has clustered selected FFS into Producers’ Organizations and Marketing Associations, registering 10 thus far as Limited Liability Companies. PAGE trains marketing associations (existing and new) in sound business and management practices to benefit from the expanding agribusiness opportunities. PAGE is assisting these groups to develop bankable business plans and link them to those financial services providers (such as First International Bank, Union Trust Bank and Rokel Commercial Bank) that are now willing to support agro-processing activities. To facilitate the business environment, PAGE is working with the Ministry of Trade to review the Cooperatives Act and also promoting fair trade cocoa.

In support of economic growth activities, PAGE is working to expand and strengthen village savings and loans (VSLA) associations and more formal credit unions and micro credit institutions. Project targets include training and systems strengthening for 121 existing VSLAs and the creation of 75 new ones. The program supports the adoption of improved planting materials, new farm technologies and sustainable National Resources Management (NRM) practices such as forest co-management, storey cropping for commercial tree crops (agro-forestry), and soil and water management. PAGE sponsored five producer groups to supply 128 metric tons of locally grown rice to the Purchase for Progress (P4P) initiative spearheaded by the WFP in collaboration with the Ministry of Agriculture. In the governance sector, PAGE works with Producers’ Associations, Marketing Associations, forest user groups, and grassroots women’s and youth’s associations to increase local participation in economic and governance decision-making.

□ Livestock Production

The sector has also witnessed a considerable increase in the livestock population emanating from improved veterinary service delivery to livestock farmers. Nationwide vaccination campaigns have been undertaken against major livestock diseases. These campaigns were made possible mainly by the availability of drugs and improved laboratory facilities.

Total Animal Production ('000 of heads)

Animal type	2007	2008	2009	%Change 2008-09
Cattle	326	391	470	20.3
Sheep	392	470	620	31.8
Goat	458	530	730	37.7
Poultry	5,202	6,503	8,600	32.2
Total	6,378	7,894	10,420	32.0

Actual Growth Compared to Target Growth 2008-2009 %

Animal type	Target	Actual	Deviation %Point
Cattle	20.0	20.3	0.3
Sheep	20.0	31.8	11.8
Goat	16.0	37.7	21.7
Poultry	25.0	32.2	7.2

□ Agricultural Export Revenue

The table below shows the export revenue from major food and cash crops. As can be seen from the table, there is generally an improvement in the export levels of all major cash crops and it is expected that the 2009 target will be met because of the favourable export climate especially now that there is a niche for organic cocoa and coffee. The development of this niche has been furthered by significant funding by the EU.

Total value of Export (Million US Dollars)

Crop type	2008	2009	%Change
Cocoa	7.30	9.50	30.14
Coffee	0.85	1.50	76.47
Palm Oil	2.00	3.00	50.00
Total	10.15	14	37.93

Actual Export Compared to Target Increase in Export 2008-2009 %

Crop type	Target	Actual	Deviation %Point
Cocoa	30.0	30.14	0.14
Coffee	76.0	76.47	0.47
Goat	16.0	37.7	21.7
Poultry	25.0	32.2	7.2

4.2 Marine Resources

The fisheries sector plays a significant role in the national economy and food security of the country. Currently it contributes 9.4% of GDP and is the most important economic activity along the coastline of Sierra Leone. Fish is the largest single source of protein of the population of Sierra Leone, supplying about 80% of the total animal protein consumption. Small-scale artisanal fishery is a significant source of employment and rural income. The industrial fishery sub-sector is highly capital intensive and foreign-dominated, but constitutes the mainstay for revenue generation from fisheries.

However, records strongly suggest the need to ensure efficient and sustainable management of the fishery resources. Recent reports from artisanal fishermen raise concerns on the depletion of the coastal fishery resources, particularly in the Northern continental shelf areas of the country. Statistics in the Ministry of Fisheries and Marine Resources (MFMR) also suggest that the country has been losing approximately US\$29 million per year due to illegal, unreported and unregulated fishing activities (IUU).

Within the framework of the Agenda for Change, the MFMR has achieved the following under its priority areas:

□ Fisheries Surveillance Mechanism

Progress has been made with regard to establishing effective fisheries surveillance mechanism to prevent illegal fishing. To unlock the potential associated with marine resources in the country, an effective management system is necessary to ensure sustainable fishery exploitation. One of the most effective tools for fostering sustainable exploitation for wealth creation from fish resources is through the setting up of a robust monitoring, control and surveillance system.

The Government has secured funding under the World Bank funded 'West Africa Regional Fisheries Project'. This project will include the purchase of a long range surveillance boat.

With assistance of the Government of United States senior staff from the Ministry of Fisheries and Marine Resources (MFMR) have undergone training in fisheries surveillance. In August 2009, the USA coast guards also conducted training on sea patrol and boarding procedures for the MFMR and SL Naval staff.

Surveillance interventions have started yielding results as demonstrated by the arrests of two illegal fishing boats on the Sierra Leone waters, and fines amounting to over US\$ 500,000 have been levied as a consequence. Additionally, the Government has introduced community surveillance and facilitated the functioning of the Joint Maritime Committee (JMC).

Fisheries Surveillance and Joint Maritime Committee: Cognisance of the precarious nature of our maritime protection, the Government has established a Joint Maritime Committee (JMC) as a Sub-Committee of the National Security Council (NSC). The JMC is an inter-agency Committee comprised of eight government institutions charged with the responsibility of putting integrated

resources together to ensure our maritime protection and fish stock preservation. Training was conducted for fishing stakeholders in country including local councils on fisheries policies, legislation and FAO code of conduct for responsible fishing. The Sierra Leone Cabinet recently approved the establishment of this institution with the Ministry of Fisheries and Marine Resources as the head of the management team.

Combating illegal fishing in the industrial fisheries sub sector: The issue of combating the alarming activities of IUU in coastal states within the sub-region has been a challenge, but the Ministry has had some success. The Ministry has a memorandum of Understanding with the Sierra Leone Navy to conduct joint fisheries patrols in Sierra Leone. The Navy has mid-range patrol vessel, donated by the Chinese Government, and three inshore patrol vessels, donated by the United States Government. The Navy receives logistics support from the ADB-funded AFDEP project to conduct these patrols for about 15 days a month out at sea. This collaboration has led to a number of arrests of fishing vessels for various offences. The following arrests have been made since August 2009 by the Joint effort and the Sierra Leone Navy:

Arrested Vessels	
Vessel	Status
Yu Feng 102	Court decision made and vessel ceased and 15 crew members in prison.
Port City 103 and 104 Bouthenia	Fines paid and released
Bouthenia	Fines paid and released
Min Yu 701, Bokjori	Fines paid
Suyu 614	Matter still in court
Hae Jeong 7	Fines paid and released
See God I and See God II	Matter still in court
Tsukwei 1 and Tsukwei II	Matter still in court
Kepa 3	Discharge by court
Lian Run 19	Fines paid and released
Star shrimper 3 and Star shrimper 32	Fines paid and released

In addition to the recent bolstering of the fisheries surveillance and patrols, the ministry in collaboration with the Sierra Leone Navy has recently received a complete component of satellite-based surveillance equipment from the United States of America. This will enable monitoring of the activities of all fishing vessels within the Sierra Leone waters. Also, the Ministry is planning to implement the Vessel Monitoring System on all licensed fishing vessels in Sierra Leone waters. The VMS is a satellite-enhanced system that monitors activities of all licensed fishing vessels at sea on an office-based computer monitor. As a follow-up to this initiative, the Sub-Regional Fisheries Commission (SRFC) based in Dakar, Senegal is planning a

visit to the Ministry with a view to developing and harmonizing a strategy to implement the sub-regional VMS project in Sierra Leone.

Port State Measures: In a similar effort to combat IUU in coastal states, Sierra Leone participated in the FAO meeting on Port State Measures in Rome, 18-23rd November 2009 and was among the first eleven countries to sign the Agreement to deter, prevent and eliminate illegal, unregulated and unreported fishing. The measures taken here include mandatory inspections of all fishing vessels, designating a central transshipment zone, ascertaining the quantities and origin of fish catch onboard.

Modernizing Sierra Leone's Fisheries Legal Framework FAO

FAO is assisting the GoSL through the MFMR to review, revise and build consensus for a modern fisheries legal framework in conjunction with support from the EU and World Bank. The new legal framework will streamline produce inspection regulations, promote stronger fisheries regulations against IUU fishing and establish a new Fisheries Act, updating the 1994 Fisheries Act. In addition, FAO will contribute to the building of human resource capacity within the MFMR to ensure strengthened policy formulation, implementation and institutional knowledge. FAO will also assist with logistical support for the MFMR such as internet connectivity. Overall, FAO's assistance will complement other technical assistance to the fisheries sector, increasing the chances for new private sector investment and increased revenue in the sector.

Membership of International Commission for the Conservation of Atlantic Tunas (ICCAT): With the effort of the ministry, Sierra Leone has gained membership in ICCAT and for the first time a delegation comprising the Honourable Minister of Fisheries and the Director of Fisheries was invited to participate in ICCAT General Assembly meeting. Issues pertaining membership responsibilities, membership quotas, fishing vessels registry were discussed. Sierra Leone was threatened with trade sanctions in view of the open registry kept by Sierra Leone. As a result of the ICCAT meeting, cabinet has approved the delinking of registration of fishing vessels from this registry. This was necessary because report from the EJJ (Environmental Justice Foundation) proved that vessels flying Sierra Leone flags have been observed to be involved in IUU fishing.

Elimination of illegal fishing nets from the artisanal fisheries: Although, the ministry is focusing on deriving maximum benefit from our rich marine resources it is mindful of exploiting the resources in a sustainable manner. Last year, the Police and Navy coupled with the political will from the Government, a ban was instituted on the widespread use of illegal fishing nets and fishing methods in Sierra Leone waters which culminated to a nationwide elimination of destructive artisanal fishing gears such as channel nets, monofilament nets, mina nets, beach seines, etc. So far the ministry has successfully eliminated an estimated over 50% of illegal fishing nets and provided the fishermen with new ones. The rationale is to promote responsible fishing for the exploitation of our fish stocks in perpetuity with a view to improving fish yields and more income for artisanal fishers. The ministry, realizing the potential impact the drive would have on the communities, has therefore made proposals to facilitate access to appropriate fishing gears. A transitional period of a couple of years while stock recovers is however expected

to affect the livelihoods of the fishing communities negatively and concerns exist that the proposals are not quickly materialising into concrete activities.

Lifting the Export Ban on Fish to the EU Market

Accessing of our fish and fisheries products to EU markets is one of the visions of the Agenda for Change. To meet this vision, the Ministry has succeeded in facilitating the visit of EU inspection team to Sierra Leone in October 2009 to assess the capacity of Sierra Leone to fulfil requirements of EU markets.

With regard to lifting the ban on fish exports to the EU market, the following activities have been undertaken: Over 50 fishing vessels and fisheries establishments have been inspected and corrective measures advised to improve fish health and sanitation in accordance with EU rules, laboratory testing was carried out for water quality in fulfilment of these rules, various stakeholders in fish health have been trained by EU experts on sanitary related fish issues, and laboratory equipment for microbiological testing has been purchased. Further, the MFMR continues to organize training workshops in fish handling, processing and preservation among artisanal fishing communities. The report of the EU inspection team gave us direction as to the essential measures required for accessing the EU markets.

Improving Infrastructure and Support Services for Commercial Fishing

Construction of fish harbour: In 2010 the solid efforts of the Ministry in acquiring a fish harbour resulted in an initial fund of US\$ 8 million being approved by the World Bank to construct a fish harbour that will consist of transshipment area, bunkering, etc. it is estimated that a total of US\$ 13 million will build a functional harbour. This shortcoming has to be met.

Institutional Support for Fisheries Management Project: This project started over two years ago and is a fisheries management project jointly implemented by MFMR and Institute of Marine Biology and Oceanography (IMBO). The total EU-funding is 3 million EURO. The project has four objectives:

- Develop realistic fisheries policy statement
- Establish status of the fish resources
- Strengthen IMBO as a major research centre
- Develop comprehensive fisheries management and conservation measures

The project has recommended the establishment of marine protected areas in Little Scarcies River, Sierra Leone River Estuary, Yawri bay and Sherbro River in a bid to rebuild depleted fish stocks and protect vulnerable stocks. In addition, the project is currently evaluating the status of the fish resources in the Sierra Leone continental shelf. The project has also developed a draft copy of a revised National Fisheries Policy awaiting Cabinet approval.

Fish Product Health Strengthening in ACP Countries Project: The first phase of this EU funded project has been concluded. It is designed for Sierra Leone fish products to access international markets. The project has undertaken several trainings in fish quality assurance and there are proposals to purchase laboratory equipment for the Pharmaceutical laboratory by the European Union.

Aquaculture Fish Farming Project: The objective of the project is to strengthen the capacity of the Ministry and Private Sector for sustainable aquaculture practice for increased fish supply in the hinterland. The total cost of the project is about 300,000 US dollars and is FAO funded. The project has developed a draft national strategy paper on Sustainable Aquaculture Strategy through National consultation. A nationwide inventory of fish ponds has been conducted and established. The Ministry has just received one forty-foot container of fish feed to be distributed to fish farmers.

Technical capacity building in fishing and seafood processing technology in Sierra Leone: The Ministry of Fisheries and Marine Resources on behalf of the Government has secured US\$ 1 Million fund from UNIDO for capacity building in the fisheries sector. This is project will re-establish the Marine Training School and build the capacity in seafood processing technology.

□ **Capacity Strengthening of the Ministry of Fisheries and Marine Resources**

To strengthen the capacity of MFMR, staff of the Ministry has undertaken series of trainings including (i) participatory approaches in fisheries management in Holland this 2009, (ii) fish stock assessment in Iceland from September 2008-March 2009, and (iii) aquaculture training in Holland this year.

Revenue Generation: In general, there has been an increase in fish production in Sierra Leone over the last decade, and by all categories—industrial fisheries, artisanal, quantity landed locally, quantity exported.

The Ministry has instituted stringent measures which have led to the collection of Le 8,503,686,824.19 (Eight billion, five hundred and three million, six hundred and eighty-six thousand, eight hundred and twenty-four Leones) as Government revenue for the first six months (January to June) of 2010. There is indication that by the end of 2010, the revenue will exceed the 11 billion Leones generated in 2009. The revenue generated from this sector in 2009 and first half of 2010 far exceeds previous years which was fluctuating between 4.5 to 5 billion Leones.

The measures include creating additional sources of levies such as levies on fish discharge and export; eliminating the issuance of one month fishing license and increasing collaboration with NRA and other MDAs. The main revenue sources are from licences, royalties and transshipment fees. However, due to heightened policing of our national waters by the Navy, several fishing vessels engaged in illegal activities have been arrested and fined. Proceeds from these fines contribute about 2.7 billion Leones to the total revenue for the first 6 months (8.5 billion Leones).

Revenue from licence, royalty and transshipment fees 1997 – 2009		
Year	Revenue (Le)	Comment
1997	340,900,006	One year
1998	1,524,351,218	One year
1999	1,647,202,572	One year
2000	2,266,966,374	One year
2001	2,562,913,364	One year

2002	2,763,317,916	One year
2003	2,788,979,996	One year
2004	5,067,788,932	One year
2005	5,229,988,782	One year
2006	4,002,725,027	One year
2007	4,352,348,467	One year
2008	4,816,496,194	One year
2009	11,200,000,000	One year
2010	8,503,686,824.19	6 month (Jan-June)

□ Supporting Artisanal Fishery Development

Supporting this sub-sector is extremely important to Government since poverty is widespread in the artisanal fishery sub-sector. Government has been undertaking various interventions to support the poor in this sector including the construction of jetties and cold room complexes at fish landing sites through the Sierra Leone Maritime Administration. The completion of these sites is expected to improve the sanitary condition of fishing activities in Sierra Leone and to facilitate fish export from the artisanal sector (see section 3.3).

The Artisanal Fisheries Development Project (AFDEP) supported by the African Development Bank has currently been ongoing for nearly seven years and has various components, including institutional and capacity building, micro-credit, and aquaculture and fisheries surveillance aspects. The project is presently constructing modern fish receiving stations with jetties at Goderich, Tombo, Shenge and Bonthe. It is hoped that when finished they will reduce post harvest losses and thus enhance fish production and wealth generation in the artisanal sector. This project is also complementing the effort in assessing the status of the fish stock in Sierra Leone. It has succeeded in training 500 fishermen in basic account, book keeping, responsible fishing practices, fish handling and processing techniques.

❖ *Recommendations emerging from consultations:*

- *All partners need to build more storage facilities and provide more tractors, power tillers and harvesters to keep the momentum gained to date.*
- *All partners need to continue to enhance agro processing, marketing and distribution.*
- *There needs to be additional efforts with respect to national agricultural research and extension policies/strategies and programmes.*
- *A strong database for agricultural statistics needs to be developed.*
- *There should be a National Agricultural Plan and a strategy for cocoa export by 2010.*
- *There should be increased provision of harvest facilities – storage, drying floors, rice mills and threshers*
- *There should be provision of additional irrigation facilities and increasing the cultivation of food crops such as cassava, sweet potatoes, water yam and maize.*
- *The establishment of supply chains for inputs such as fertilisers, pesticides and high yielding seed varieties such as NERICA and Roks is important.*

- *Implementing a system capable of monitoring the entire 200-mile limit of Sierra Leone's territorial waters in the absence of suitable long-range patrol vessels should be a priority.*
- *It is important to finalise the harbour facilities at Kissy Dock, requiring further funding of \$5 million USD in addition to the initial funding of \$8 million USD allotted by the World Bank.*

CHAPTER FIVE: HUMAN DEVELOPMENT

5.1 Junior Education

Access to education continues to be a priority of the Government in the fulfilment of the second Millennium Development Goal. Following the enactment of the 2004 Education Act, which provides the legislative framework for compulsory education at the basic education level, the Government and its partners continue to work to reduce the many challenges associated with its implementation. The below table shows there is an increase in access to primary and junior secondary schools. However, concerns about the quality of teaching are raised by civil society given that the teacher-student ratio is at 1:50 and a career in teaching is perceived as an unprofitable and underappreciated profession.

Breakdown of the key statistics concerning enrolment and exam passes in the academic years 2004/2005 to 2008/2009.¹						
Strategies	Indicator	2004 /5	2005 /6	2006 /7	2007 /8	2008 /9
Increasing access to primary schooling	Yearly Enrolment	355,300	1,291,355	1,356,688	1,324,968	1,353,723
Increasing access to Junior Secondary Schooling	Yearly Enrolment	-	250,917	179,710	195,215	252,162
Improving quality of primary education	NPSE Passes	55,737	63,917	69,774	74,731	75,036
Improving quality of performance of girls in primary education	NPSE Girls' Passes	20,062	24,142	29,918	33,696	33,775
Improving quality of performance at Junior Secondary Schooling	BECE Passes					
	Boys	9,058	12,909	15,036	14,851	16,481
	Girls	4,166	5,701	7,622	7,692	8,456
Source – Ministry of Education and West African Examination Council. NPSE- National Primary School Examination, BECE- Basic Education Certificate Examination / Ministry of Education						

Junior secondary school enrolment lags behind primary school enrolment implying there is a need to step up efforts to ensure a smoother transition of pupils from primary to junior secondary school. In some areas this is because there is a lack of infrastructure to support junior secondary schools creating a bottleneck in this area. Pupils, especially the girls, often drop out of school during this transition period. Gender parity in school enrolment however has improved in the period from 2007 to 2009 for all primary and secondary school levels.

¹ The decrease in yearly enrolment in the years 2006 and 2007 can be explained by the elections held this year which made students engage in other activities.

Gender Parity Index 2007 and 2009

Year	Primary School	Junior Secondary School	Senior Secondary School
2007	0.91	0.70	0.57
2009	0.97	0.75	0.73

The Government' expanded its Girl-Child Support Programme in junior secondary schools in Eastern and Northern Provinces to include the Southern Province and the Western Area. This is expected to help improve access and retention rate of girls in Junior Secondary Schools.

**The Ambassador's Girls Scholarship Programme
USAID**

Over the last five academic years, the USAID-funded Ambassador Girls Scholarship Programme (AGSP) provided 18,877 scholarships to scholars in 167 primary schools in Koinadugu, Port Loko, Bombali, Kono, Kenema, and Kailahun Districts. The program originally targeted girls only, but was extended to include about 10% coverage of boys in the fourth year. The AGSP provides scholarship, mentoring and school feeding to school children in classes 4-6. The scholarship package comprises textbooks, notebooks, pencils, pens, uniforms, bags, shoes, tuition, raincoats, and lamps. Mentors, engaged as community volunteers, help to improve scholars' academic performance by conducting home visits, supervising study groups and leading discussions on child rights and health issues (including HIV/AIDS). To motivate the children, AGSP participating schools usually attracts visits from the American Ambassador.

The project is implemented by five local NGO partners: Christian Extension Services (CES), Adventist Development and Relief Agency (ADRA), Forum for African Women Educationalists-Sierra Leone (FAWESL), Community Empowerment for Rural Development (CEFORD) and Network Movement for Justice; and Development (NMJD). The program has improved access and retention of girls in school in all the six Districts of intervention. Project Performance Reports have noted improved academic performance due to regular school attendance, mentoring activities and close community involvement.

Text Book Pupil Ratio: In 2007, the textbook-pupil ratio was 3:1; this ratio appears to remain the same at primary level in 2009. It is hoped that the decentralization of education will accelerate the process of improvement of the textbook-pupil ratio to enhance quality.

Quality of Teaching: In-service training for teachers is an annual and national process. Increasingly this task is being done at district level as an element of the decentralisation process. It should be noted however that in some areas the District Education Offices are struggling to cope with the extra work load. Collectively in the first half of 2009 five hundred primary school teachers were trained in basic pedagogical skills on child centred techniques, and one hundred and twenty-two lecturers at Teacher Training Colleges were also trained in child centred techniques.

An ongoing challenge is that there are often too few teachers in remote areas. The Ministry has tried to meet this challenge by changing the policy making it easier to deploy teachers in remote areas. The Government has also created the *Teaching Service Commission* with the purpose of

ensuring access to quality education. Recommendations of the Commission include the removal of the current teacher recruitment ceiling so to allow for an increase in the number of teachers. As an immediate measure to assist the current situation an agreement in 2009 with the American Peace Corps allowed for thirty-nine American teachers to supplement the national effort in remote areas. The Commission also aims to improve the quality of teaching by employing more school inspectors.

Educational Management Information System: The Government strives to improve the policy, planning and monitoring and evaluation system of the Ministry of Education. To this end, steps have been undertaken to establish Education Management and Information System (EMIS) in the Ministry. This will ensure regular periodic reporting of progress in the Ministry.

Basic Education and School Feeding WFP

In collaboration with the Ministry of Education, Youth, and Sports WFP continued to implement its school feeding programme in eight districts and the Western Area, reaching 341,000 primary students in over 1200 schools. As a result of an intensive process of introspection, made up of multiple programmatic evaluations, reviews, and stakeholder discussions at both district and national level, school feeding has undergone significant design changes in order to move in the direction of an increasingly government led, managed, and owned programme.

Targeting of schools is now done on a chiefdom basis and is being carried out in all twelve districts of the country through a series of stakeholder consultation workshops involving representatives from each district council, the line ministries of agriculture, health, and education, civil society, and traditional leadership from each chiefdom in the district. Once chiefdoms are prioritized, all schools within the high priority chiefdoms are targeted for assistance, laying the foundation for a truly national programme focused on the most vulnerable areas of the country.

As mentioned above, commodities utilized in the food basket of the school feeding programme are increasingly purchased locally – either through standard commercial procurement processes or directly from small holder farmers under the Purchase for Progress (P4P) initiative. In the 2010-2011 academic year, WFP intends to increasingly use local procurement to meet school feeding needs, moving in the direction of a ‘home-grown’ nationally-led programme.

5.2 Health Care

There is a growing realisation that the Government has increased its commitment towards supporting the health sector and that these efforts have led to a number of improvements. Whilst improvements are noted in health service delivery a lot of systematic challenges remain, which is clear by virtue of the fact that Sierra Leone is still among the countries with high infant and maternal mortality rates. Delays on the part of Parliament and Cabinet to make decisions on policy issues relating to establishment of the Health Service Commission have led to some frustration. The lack of doctors in Sierra Leone is an ongoing concern. Even though there are

schemes to improve the opportunities for training doctors only twenty or so graduate each year. Retention too is a problem after graduation.

The table below presents a summary of the status of the Agenda for Change outcome indicators monitored in the health sector. In most cases in 2009 the trend was moving a way that indicates positive change.

Table: Progress in health Outcome Indicators:

Indicator	2008 Baseline	2009 Target	Dec 2009 Status
1. Proportion of deliveries taking place in health facilities	17.8	35%	45.5%
2. Percentage of children receiving Penta-3 before 12 months of age	50.7%	60%	72.9%
3. Prevalence of underweight among children 6-59 months	6.5%	5%	7.6%
4. Percentage of children under five years of age who slept the previous night under an insecticide treated net	38.3%	50%	59.0%
5. % of under fives with fever in the last 2 weeks who received appropriate anti-malarial treatment within 24 hours from onset of fever	77.2%	80%	81.4%
6. HIV-infected pregnant women receiving a complete course of antiretroviral prophylaxis for PMTCT	642	800	645
7. Percentage of smear-positive pulmonary tuberculosis cases treated successfully	89.6%	92%	86.6%
8. No. of health facilities providing screening services for Hypertension, diabetes and sickle cell anaemia.	35	50	35
9. Percentage of households with access to improved sanitation	4.80%	15%	TBC
10. % of population with access to safe drinking water	50.30%	55%	TBC
11. % of PHUs reporting uninterrupted supply of tracer drugs	43%	50%	57.1%
12. % of population living within 5 km of a health facility	73%	80%	NA
13. No. of Regional Hospitals with Physician, Gynecologist, Surgeon and Dentist (out of 4 in the country)	0	1	2
14. Number of PHUs with at least 2 health care staff	456	750	780
15. No. of partners contributing to pooled funding account	0	2	0
16. Proportion of GoSL planned budget that is disbursed to the health sector	4.40%	8%	NA
17. % of monthly ICS reports submitted on time by PHUs to districts	8.4%	40%	35.2%
<i>Source: Ministry of Health</i>			

Vaccination campaigns in districts were conducted with an aim of protecting not only children under the age of one, but older children including adults against certain vaccine preventable diseases as indicated below:

- Five rounds of Polio supplemental immunisation in 2009

- Four rounds of Polio supplemental immunisation in 2010
- Yellow fever - One round of response campaign and two rounds of preventive campaign in 2009.
- One round of Measles supplemental immunization activities in 2009.

UNICEF supported the Ministry of Health and Sanitation in the procurement and distribution of vaccines in all campaigns. UNICEF has also provided support for communication and social mobilisation activities for these campaigns in order to ensure campaign awareness and ensure maximum uptake of the vaccines. Communication strategies have involved the use of radio, the mobilisation of traditional and religious leaders, the Sierra Leone school system and I/NGO supported community networks.

**Assistance to Development of National Health Sector Strategic Plan
WHO**

National Health Sector Strategic Plan 2010-2015 that elaborates the approach of the Agenda's health sector commitments was jointly developed by stakeholders under the leadership of the Ministry of Health and Sanitation and launched by H.E. the President on 5th November 2009. This document now forms the basis for strategic direction for Free Health Service Initiative and sector wide approach amongst other strategies for delivery of Millennium Development Goals 4, 5 and 6 with special focus on maternal and child health care. The signing of the Government as a member of International Health Partnership and other related initiatives (IHP+) on May 17, 2010 is an important milestone in ensuring sustainability. The several vaccination campaigns conducted in 2009 and 2010 to stop local transmission of poliomyelitis and avert outbreaks of yellow fever and measles has contributed to the strengthening national capacity. In order to ensure holistic maternal and child health services, policies and strategies have been developed to strengthen communicable and non-communicable disease control and nutrition services in the country.

□ Free Health Care Initiative

In April 2010 the Government launched the Free Health Care Initiative for children under five years of age, pregnant women and lactating mothers. The objective was to reduce the high infant and maternal mortality rates and achieve the Millennium Development Goals 4 and 5. The initiative involves the provision of cost free medical care and drugs to these vulnerable groups. It also provides significant improvements in the compensation to professional health workers to ensure the elimination of user fees in all government hospitals and health centres.

This basic package ensures the provision of minimal essential quality of care for all and includes services that have the greatest impact on the major health problems (especially that of maternal and child health). A sensitisation programme ensured that the public was made aware of the possibilities for receiving health care under the Free Health Care Initiative through a vast variety of means of communication, in particular radio and newspaper.

Even though problems in implementing this ambitious project have been encountered, this is a huge step forward for a country at the bottom of the Human Development Index with some of the highest maternal and child mortality rates in the world. In addition to the budgetary implications (the additional cost of the initiative is currently estimated at 1.2 percent of GDP) the challenges to the Free Health Care Initiative are widely recognised, such as providing drugs and

equipment and storage facilities, improving standards of training for health professionals and strengthening management, planning and monitoring systems. A widely discussed issue is that the success of the programme has encouraged people from neighbouring countries to cross the border to access the free health care provided in Sierra Leone. As the core issue here is the widespread lack I.D. and passport documentation in the region this issue is broader in nature than the health sector and will require a solution that is beyond only the health sector.

Support to Free Health Care UN Agencies, DFID and other Development Partners

The delivery of government provided Free Health Care to pregnant and lactating women, and children under five, represents a significant step forward in the delivery of public services to those whose health outcomes have been some of the worst in the world. This initiative has been made possible as a result of close collaboration between government and a number of donors.

The UN system has focused on taking strategic leadership in the Logistics and Supplies, M&E, Human Resource and Infra-structure committees. DFID has focused its efforts on delivery of free health care and also longer-term capacity building and strengthening of the Ministry of Health and Sanitation, including support to the national Reproductive & Child Health Strategy and the National Health Sector Strategic Plan.

Major areas of UNICEF and DFID support have included:

Logistics and supplies. *UNICEF and DFID have both procured several million dollars worth of drugs and consumables for distribution to primary health units to support Free Health Care Capacity building and technical advice. DFID has provided technical assistance to the Ministry to develop implementation and monitoring plans for the Initiative, ensuring that challenges delivery are identified and tackled.*

Communication. *UNICEF in collaboration with other agencies has provided effective communication training and social mobilization of communities to enable them to understand and utilize health services Improving staff retention and payroll efficiency. DFID has funded specialists to help identify and verify health workers, ensuring that the payroll is accurate and equitable. DFID has funded a significant increase in health workers salaries, bringing them in line with the regional average and helping morale and retention.*

Community mobilization. *Partners like mothers' clubs, inter-religious council, Village development committees and NGOs are being used as channels for health promotion and information dissemination; presently UNICEF is supporting over 600 such groups and partners in the country*

Infrastructure development. *UNICEF is supporting maternity units to provide basic emergency obstetric and neonatal care.*

Longer term public health improvement. *DFID has provided 170,000 young people with life-saving HIV and reproductive health messages annually and a programme that has begun to extend water and sanitation coverage to 750,000 people in Freetown and 1.5 million in six Districts.*

□ HIV/AIDS

Through a strong collaborations and partnerships, the HIV prevalence rate among the general population has remained stable since 2005. In 2005, the Population-based zero-prevalence study estimated a national prevalence of 1.53% among the general population. The 2008 Demographic Health Survey also estimated a similar prevalence rate of 1.49% among the general population. Based on these estimates, there are signs of the epidemic being on the verge of stability.

On June 4th 2010, the fourth National AIDS Council (NAC) meeting was held and chaired for the fourth consecutive time by H.E. the President of the Republic of Sierra Leone Dr. Ernest Bai Koroma. Accompanying H.E. the President throughout the entire meeting was Hon. Vice President, Alhaji Chief Samuel Sam Sumana. The National AIDS Council is the highest strategic body, responsible for the overall policy and coordination of the national response to HIV in Sierra Leone. The distinct feature about the NAC meeting is attracting political/policy and technical representation of high level actors in the national response (Government, UN, Donors/Partners, NGOs, Civil Society, PLHIV, Private Sector, etc). Through the members respective positions and knowledge decisions that bring about substantive change can be made.

Recognising the significance of such high level political commitment and the necessity for such a forum, UNAIDS and the National AIDS Secretariat have continued to advocate, facilitate and support partners to ensure their meaningful involvement in the NAC, to strengthen leadership, coordination, and optimal joint action among interested organizations working on HIV. This strategy is also tied to UNAIDS advocacy/facilitation and support to the establishment and strengthening of critical networks and umbrella bodies to coordinate and advance the multi-sectoral response to HIV/AIDS, including NETHIPS (Network of HIV Positives Sierra Leone), BCAASL (Business Coalition Against AIDS in Sierra Leone) and the Parliamentary Committee on AIDS, all of whom are now members of the NAC. Over the years, the Secretariat has an effective decentralised response through District AIDS structures within the Local Councils. District AIDS Committees within the Local Councils have been established to ensure that HIV and AIDS are mainstreamed into Local Council Development Plans and to provide the leadership in supervising District HIV and AIDS activities.

The early initiation of sexual activity among the adolescents and young adults is a concern. The age of sexual debut among our adolescents appears to be decreasing. Likewise young people continue to engage in high risk behaviour due to the perception that the individual risk is low because of the low HIV prevalence among the general population. To some extent the low prevalence of HIV reduces the routine application of HIV prevention education. Also observers note that reaching the homosexual community remains difficult due to the low tolerance in the general society, and implications related to the current laws, to such minority groups. Even in these culturally complicated areas some progress has been made.

Summary of progress on the outcome indicators monitored for the PRSP since December 2008 to May 2010						
Outcome Indicator(s)	Baseline (Dec. 2008)	Target 2009	Actual (Dec 2009)	Target for Dec 2010	Status as May 2010	% Achievement
Number of PLHIVs who received ART in the last 12 months	4,810	6,592	6,592	8,242	7,445	90

Number of Condoms Distributed	7,704,505	7,000,000	7,000,000	9,000,000	12,605,328	140
Number of Pregnant women receiving complete course of ARV prophylaxis	1735	3,095	3,095	3,720	2,616	70
HIV/AIDS prevalence amongst Antenatal clinic attendants	3.5%	3.5%	3.5%	3.2%	3.1% ²	

Source: NAS M&E Database

5.3 Water and Sanitation

In spite of Sierra Leone's huge natural water resources potential, harnessing its water resources has remained a challenge. Access to safe and sustainable water sources has remained poor. From this starting point the Government's aim, as laid out in the National Water Policy, is in the medium to long term to make available potable safe water to as many people as possible, targeting high population density areas such as urban, peri-urban and large villages.

The Table below shows trend in percentage terms of households with access to safe drinking water in selected provincial and other large towns and cities from 2005 to June 2009. While there have been increases in access over this period, this improvement has been marginal and leaves a lot to be done if the country is to achieve optimal levels of access.

Percentage of household with access to safe drinking water for elected towns and cities					
Town	Year				
	2005	2006	2007	2008	2009
Bo	8%	9.50%	12%	13%	15 - 20%
Kenema	20%	25%	28%	33%	35 - 40%
Makeni	13%	16.50%	25%	30%	25 - 30%
Lungi	4%	6%	7%	8%	10 - 15%
Kono	-	-	-	-	Not yet started
Kabala	-	-	-	-	Est. start Oct. 2010

The immediate to short term interventions are focused on increasing access to safe drinking water in Freetown and its environs, the district head quarter towns and large provincial settlements. In the rural areas over 400 underwater wells are currently being constructed and should supply another 5,000 people with clean drinking water by end September 2010.

Improving access to water in the western area: Funds are being mobilized to undertake the necessary expansion of the water supply system in Western Area. In addition, and to complement

² Preliminary results

Guma's capacity, a number of potential water sources have been identified for increasing water availability and supply in the Western Area. Already, under the Freetown Water Supply Project supported by DFID, 132 standpipes have been erected and are operational. Of these, 32 are in central Freetown, 60 in the West-End and 40 in the East-End of Freetown. Efforts have been ongoing to expand the reservoir at Allen Town to contain 450,000 gallons of water (existing capacity 99,000 gallons). To this end, a total of four dams have been rehabilitated and treated. Considerable efforts have also been made to control water leakages in the city, supported by the provision of standpipes in many areas.

Moreover, modalities have been put in place to survey, demarcate, manage and protect catchments areas around the peninsular. When completed, it will not only guarantee sustained availability of safe and clean drinking water to the western area, but also restore the hitherto pristine nature of the Freetown peninsular.

It has been noted as a constraint facing Guma Water Supply Company that in the capital city too few consumers pay for water supplied and consumed. This calls for the sensitization of the public and the need to develop a modest tariff plan to ensure the contribution of consumers towards the cost of water supply.

Improving Access in Provincial Towns and Large Settlements: The national plan aims to rehabilitate 42 water supply facilities in the provinces in order to develop these sources into sustainable water supply schemes, thereby providing improved access to adequate and safe drinking water. For some of these provincial towns funds have been secured, or negotiated, for some of these projects. Financial resources however remain a key constraint.

**Rehabilitation of water supply station in Rokupr Town
Government of Japan**

Rehabilitation of water supply station in Rokupr (Kambia District) and its staff capacity building on operation and maintenance by slow sand filtration water treatment was introduced with JICA support. In Rokupr public taps are now operational (faucet type), fair water tariff and self-support accounting system by water management unions has also been established towards the end 2009. Under the Govt. of Japan and JICA support the Government intends to apply the same method to Kambia town.

Other WATSAN Related Efforts: The Government is working towards the operationalising a closer cooperation and coordination among departments and agencies responsible for various aspects of water and sanitation. It has taken steps to establish a National Water Resources Management Board to guide the integrated approach to water management. Government has taken considerable efforts to mobilize resources, develop programmes towards rehabilitation, reconstruction or the expansion of water supply and sanitation facilities in various small and urban towns that are not currently covered under the existing development programmes. A WASH Committee that brings together all the Government's partners in the area of water and sanitation meets regularly and better coordination between non-State actors with State actors remains a priority.

5.4 Social Protection

Social protection in Sierra Leone is mainly provided by extended family structures or religious societies; the National Social Protection Policy has been developed for those that fall outside of these traditional social security nets. The draft National Social Protection Policy was completed on 7th March 2010. It is going through the approval process at the moment. During the reporting period social protection was delivered through six elements activities, as listed below:

a. National Social Security and Insurance Trust (NASSIT): The National Social Security and Insurance Trust is a statutory Public Trust established by Parliament charged with the responsibility of administering Sierra Leone's National Pension Scheme. The objective is to provide old age benefits, invalidity benefits and survivors' benefits to its members. Currently the Trust is paying 6,136 pensioners. To make sure that each covered worker receives benefits commensurate with his or her history of contributions, and to provide a cushion against inflation, NASSIT implemented a policy of indexation of pensions in 2009. NASSIT also worked on introducing a health insurance scheme to guarantee social security for agricultural and informal sector workers and to this end was able to conduct a successful consultative conference in June 2009. The NASSIT scheme faces extra challenges because of insufficient data management and IT services.

b. Public works: In this area there are three main activities. These are roads, agriculture and environmental protection / urban Renewal. This programme was awarded \$8 million in two phases. In the first phase \$3.68 million has been disbursed (\$3.3 million for roads, \$0.3 million for agriculture and \$0.08 million for environmental projects). This phase employed 16,515 people. In the second phase \$3.46 million has been disbursed so far (\$2.55 million for roads, \$0.82 million for agriculture and \$0.09 million for the environment). This phase employed 15,570 people. From these investments the following outputs have been achieved to date:

Activity	Phase 1	Phase 2	Total
Km of road rehabilitated	492	380	872
Ac. Of crop developed	680	1,393	2,072
Tree planted	20,000	22,500	42,500

c. Support to the aged: This area of work is still struggling to obtain results and few if any national advances were observed during the reporting period.

d. Reparations for war victims: The Reparations Programme follows the recommendations of the Sierra Leone Truth and Reconciliation Commission (TRC). The three million US dollars that were made available through the UN's Peacebuilding Fund was only the starting point for the coverage of costs associated with the TRC's recommendations. More resources and more time are needed to provide meaningful reparations to all the eligible victims.

Interventions	Progress Indicator	
	Target	Actual
Registration of war victims	17,500	32,403
Educational support	6,984	6,984
Part micro-grants	13,123	13,123

Gynaecological / fiscular surgery	250	250
Emergency medical assistance	60	49
Symbolic reparations	40	40

**Support to the Implementation of the Reparations Programme
IOM with funds for the PBF**

This project helped establish a Reparations Unit within NaCSA to identify victims and provide the necessary support and/or social services to them. The project thereby helps the Government of Sierra Leone meet its legal obligation as of the Lomé Peace Agreement of 7th July 1999 and to fulfilling the recommendations of the Truth and Reconciliation Report of October 2004 to restore the human rights and dignity of the war victims through the implementation of a reparations programme constituting, in combination and as appropriate, restitution, compensation for harm, and rehabilitation in mind, body and status. It is envisaged that the success of this programme will invaluablely contribute to national reconciliation and enhance the peace consolidation process.

The Reparations Taskforce with technical assistance from consultants (REDRESS and IOM Geneva) developed plans and strategies to implement the Reparations Program including the setting up of the Reparations Unit, establishing and operationalising the Special Fund for War Victims, identifying and developing a database of beneficiaries, and identifying the policy and legal framework required to enhance the effective implementation of the reparations for war victims.

In December 2009 a Special Trust Fund for War Victims managed by a Board of Trustees was established to oversee and approve funding requests forwarded to the Board of Trustees by the Directorate of Reparations. The technical assistance delivered by the IOM included the development of eligibility criteria, data base development, development of initial criteria for the delivery of cash benefits, and the technical documentation required. To achieve actual delivery of reparations to war victims, NaCSA initiated several awareness raising programs to inform the public about the reparations programme. This was followed by the collection of baseline data through the registration of five categories of war victims (amputees, victims of sexual violence, war widows, war wounded and child war victims). This data was analyzed and entered into a war victim's database. Based on available data and financial resources to the programme, benefit packages were identified and delivered for various categories of war victims.

d. Support to Education: A total of thirty-one sub-projects were completed by NaCSA in 2009 comprising of five primary schools, nine libraries and twelve community centres. The Government was also supported in this area through WFP's School Feeding Programme. (See Education sector).

e. Support to Health. Through NaCSA four health units were constructed in 2009.

f. Small scale productive assets: The main thrust of Agenda for Change is the reduction of poverty. Micro-finance and Enterprise Development are key instruments for reducing poverty by enhancing the link between access to credit and developing Small and Medium Enterprise. NaCSA's interventions in micro-finance are currently limited to building the capacity of Micro-

Finance Institutions on best practices of industry, coordinating micro-finance policies and sharing information on development in the sector.

5.5 Gender

The unequal status and marginalization of women and girls in Sierra Leone has been exacerbated and solidified by the eleven year civil conflict, in which rape and sexual violence were used as weapons of war. The post-conflict period continues to marginalize the importance of including women as equal participants in social, political and economic life as a way of consolidating peace and advancing sustainable development for all. In overall terms women in Sierra Leone remain poorly educated and suffer from high illiteracy rates of up to 80% among rural women. It is estimated that 90% of women in Sierra Leone aged 15-49 have undergone Female Genital Cutting (FGC), 60% of women in the same group were married before the age of 18. Although the main parties are now addressing female representation, previously few women engaged in politics could not get party sponsorship or support; there is only 14% female parliamentary representation, far below the 50% target of the African Union.

In the Agenda for Change the Government has renewed its commitment to addressing gender issues. There is increasing recognition that human development hinges highly on firm commitment to minimising gender inequality. Even so, the Ministry of Social Welfare, Gender and Children's Affairs face several challenges in the implementation of poverty related gender issues, including low budgetary allocation and inadequate human and logistical support, leading to a lack of mobile units able to take key messages down to the village level. Also there is a lack of trained people in the various ministries that deal with gender issues that are able to run and monitor funds emerging from the international community leading to an over-reliance on external management structures and UN intermediaries.

In spite of the problems, during the reporting period the Government drafted a National Gender Strategic Plan. Costing of this plan would soon be finalised and a robust monitoring and evaluation set up. The 6th and final draft of Sierra Leone's response to CEDAW was submitted to the Department for the Advancement of Women and the Treaty Office in Geneva. Also a National Committee on Gender-Based Violence has been established, comprising Government Institutions, UN System, and Non-governmental Organisations. In addition a National Referral Protocol for child victims of sexual and gender-based violence has been developed and finalized. This protocol remains to be signed by the stakeholders involved for enforcement and implementation. Also a meeting of the Mano River Union took place in mid-2010 to discuss the implication of Resolution 1325. Sierra Leone was represented alongside Liberia, Guinea and Cote D'Ivoire.

Support to Gender Equality Irish Aid

Addressing gender equality is essential to effective poverty reduction in line with the Agenda for Change and Millennium Development Goal 3. This objective is affirmed in a range of international obligations which underpin Sierra Leone's commitment to gender equality including the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW).

A focus on gender equality is mainstreamed throughout the Irish Aid Programme reflecting its positive impact on health, nutrition, education, productivity and participation in economic development. Irish Aid Programmes target maternal and child nutrition and reproductive health in collaboration with the Ministry of Health and Sanitation; women's access to agricultural inputs in cooperation with the Ministry of Agriculture, Forestry and Food Security and access to justice for victims of gender based violence. Ireland also supports the Human Rights Commission's work which spans a range of gender equality and empowerment issues. Programmes are implemented in partnership with UN agencies and international organizations such as IRC.

Gender Based Violence is rooted in gender inequality and international evidence shows that it can result in increased poverty thus undermining development. Gender based violence results in immediate costs for households and communities in terms of expenditure on health and justice services, lost productivity and an overall reduction in mental and physical well-being. In line with the GoSL's commitment under PRSP II to address gender based violence in Sierra Leone, Ireland has been supporting the provision of health and judicial services to victims of gender based violence. The entitlement to free health services for victims of gender based violence is stipulated under the Domestic Violence Act, however, access difficulties remain. Between January 2008 and May 2010, over 3,500 victims of gender based violence have received free medical services from Rainbo Centres in Freetown, Kono and Kenema funded by the Irish Aid Programme.

Several groups have formed and met in order to improve the coordination of gender issues in the country. The Task Force for Women in Politics was formed and is now actively involved in all aspects of the preparations related to the electoral processes. A meeting of women's organisation in Sierra Leone took place in Makini on 16 June 2009 that brought together representatives from 300 organisations to exchange experiences and build on best practice in the sphere of the promotion of gender issues in Sierra Leone.

Promoting Gender Equality and Women's Rights UN Gender Technical Team

UN Joint Vision Programme 17 "Gender Equality and Women's Empowerment" is primarily supporting the implementation of the recommendations of the Truth and Reconciliation Commission relevant to women and girls, the concluding comments to the 1st – 5th CEDAW report for Sierra Leone, the Government of Sierra Leone's National Gender Strategic Plan and UN Security Council Resolutions 1325 and 1820. The Lead agency UNIFEM and the UN Gender Technical Team prioritizes enhancing and building the capacities of the Ministry of Social Welfare, Gender and Children's Affairs so that the Government of Sierra Leone's national machinery for gender equality more effectively drives the quest for gender equality and women's empowerment in the country. The UN Gender Team also supports key women's organizations in Sierra Leone so that these organizations can play a greater role at grassroots and national level in terms of: a) advocacy for women's rights and political and economic inclusion; b) service provision in the provinces for survivors of SGBV; c) establishment of income generation, employment and vocational skills training opportunities for women; and, d) providing a channel for activism, civic education and capacity building of future women leaders.

❖ **Recommendations emerging from consultations:**

- *An effective collaboration and coordination between Deputy Directors of schools and local councils to facilitate the devolution process is essential to improve the delivery of educational services needs to be established.*
- *Local councils should take responsibility for the transportation of text books and other learning materials.*
- *The provision of salary incentives and other benefits to attract teachers to work in remote areas should be a priority.*
- *There should be proper management of staff at all primary and junior schools to expedite the process of replacing teachers who have left the service.*
- *There should be an increasing the number of school inspectors who oversee the education sector to ensure a certain level of quality.*
- *Swift enforcement of the June 2010 International Labour Conference Recommendation concerning HIV and AIDS and the World of Work is important.*
- *There should be increased advocacy and the speedy review of the labour laws by the Ministry of Employment, Labour and Social Security.*
- *It is necessary to separate water resources management (regulation) from water supply and sanitation provision.*
- *There should be enhanced use of technology appropriate to local conditions to develop water resources and target greater availability to safe and portable water.*
- *Ensure compliance of registered institutions of NASSIT in the future.*
- *The extension of the NASSIT insurance scheme beyond the formal sector should be undertaken.*
- *There should be a mapping of all institutions implementing gender-related issues to improve coordination and ensure coherence and synergies among various actors.*

CHAPTER SIX: RESPONSES TO MAJOR RISKS

6.1 Corruption

The Government remains firmly committed to the fight against corruption and continues its strong support to the Anti-Corruption Commission (ACC). 2009 was the second year of the implementation of the three year strategy of the ACC. Much has been achieved in this period where Sierra Leone moved from 1.9 in 2008 to 2.2 in 2009 in Transparency International Index. The Global Corruption Barometer conducted by Transparency International found that 64% of Sierra Leoneans believed that the Government's efforts to fight corruption were effective, and the Global Integrity Indicator Scorecard gave the ACC and the 2008 Anti-Corruption Act (ACA) 80%, showing progress while underlining that challenges still remain.

The main remaining challenge is the permissive attitude towards corruption throughout the government agencies, private sector and the general population. This challenge has been met by sustained efforts by the ACC, which has strengthened its capacity to investigate, try and convict cases of corruption. The ACC has also put great effort into decentralising its services and engaging in various outreach programmes to educate and advance anti-corruption attitudes throughout the entire population.

National Anti-Corruption Strategy: In order to orchestrate a national involvement in the fight against corruption a National Anti-Corruption Strategy (NACS) was developed and implemented in 2009 with ACC providing the secretariat to oversee implementation and civil society organizations and the Press working as monitors and awareness raising partners respectively. The raison d'être of the NACS is to minimize the level of corruption so as to improve the quality of life for all Sierra Leoneans through improved service delivery.

□ Capacity Building

Anti-Corruption Act: In 2008 the ACC underwent a robust review and renewal. The 2008 Anti-Corruption Act (ACA) gave the ACC a stronger mandate and a wider scope of coverage. The impact of the 2008 Act can be measured by the increased number of investigations and prosecutions of cases recorded from late 2008 to the first half of 2010. There have been trials and convictions of senior officials including the former Ombudsman and the former Minister of Health and Sanitation. Currently, two trials of senior government representatives are in process. These trials will be decisive for the success of countering corruption in the future.

Sierra Leone remains a fluid cash economy and the principal tactic for concealing ill-gotten wealth is through assets acquisition. As a result, the Commission included in the ACA 2008 assets declaration as a mandatory prerequisite for all public servants. To give this process the required meaning and impetus, President Koroma opted to be the first declarant of all public personalities. 17,000 public servants across the country have since declared their assets.

Corruption Cases 2006-2010

Actions	2006	2007	2008	2009	2010 ³
Total cases investigated	64	33	86	122	117
Cases concluded for prosecution	12	5	10 (5 to court)	24 (9 to court)	9 (4 to court)
Cases closed	29	8	22	24	19
Cases kept in view	-	-	1	5	1
Uncompleted cases/continuing cases	23	20	45	59	87
Cautioned	-	-	8	10	1
Convictions	9	1	4	11	6

Conviction Summary

Year	Number of Convictions
2001	1
2002	0
2003	3
2004	10
2005	7
2006	9
2007	1
2008	4
2009	11
2010	6

Recovery Funds 2006-2010

Year	2008	2009	2010 ⁴
Recovery funds (Leones)	771,617,163	1,790,594,588	1,038,264,441

The Report Centre of the ACC plays a pivotal role in the Commission's day to day activities. It receives all complaints of alleged corruption from the general public. During 2009, a total of 1109 complaints were received. The high number of reporting to the Commission shows the increased public confidence in the Commission's work and the success of the many outreach programmes in particular the free mobile hotlines and the anonymous reporting function via the Commission's website.

Considerable progress has been made in reviewing internal systems and processes. The mission, vision and core values of the Commission have been reviewed and a new structure is currently in place. The Human Resource Unit was able to attract and recruit a considerable number of staff to fill vacancies, and through training programmes in Sierra Leone and overseas, new investigative techniques and competences of staff have been developed along with better management, administration, and IT-skills. Likewise, logistical support in the form of transportation, strengthened capacity of the resource centre, new equipment and a new IT information system have been developed. The Commission, however, still lacks trained and qualified staff with modern investigative and systems review techniques.

³ As of end July 2010.

⁴ As of end July 2010.

The Commission's work requires logistical support such as vehicles, computers, cameras and tape recorders for effective and prompt investigations. Although the bulk of the Commission's finances are provided by the Government, this amount is inadequate to carry out all of its activities countrywide and important aspects of its work remains under-funded and continued reliance on donor funding is not a sustainable solution for the continued struggle against corruption in which the Government should be a main partner.

A main concern of the ACC is the urgent lack of secure office space. The ACC faces serious problems with the level of security, in particular at the Head Office in Freetown. The Commission's success in investigating high profile personalities raises the need for staff and property protection. Besides a low security level at the current rented premises of the Freetown Head Office, the lack of office space prevents the Commission from fully accommodating its staffing strategy with the result of delays in handling alleged corruption reports on time.

□ Outreach and Education

To ensure that corruption is recognized when it occurs and to mobilize general opposition against it, the Public Education and External Outreach Department kept the public informed on specific cases, new developments and trends, and the efforts to combat corruption in the country. Programmes were strategically designed to target different audiences within public, private and non-governmental organisations.

Nineteen community theatre performances and customized meetings were held with a host of organisations, including: Sierra Leone Police and Traffic Wardens, Sierra Leone Non-Governmental Organizations, Ahmadiyya Muslim Jamaat, Markets Women Association, Motor Drivers Association, Sierra Leone Boat Owners Association, Sweissy Jewellers, Fire Stone Youth Association, Women in the Media, Bike Riders Association, Sierra Leone Women Parliamentarians, Cassette Sellers Organization, Sierra Leone Medical and Dental Association, Bombali District Women's Association, Makeni Union of Youth Groups, Bo Government Hospital, Bo Lebanese Community, and Consumer Welfare Association.

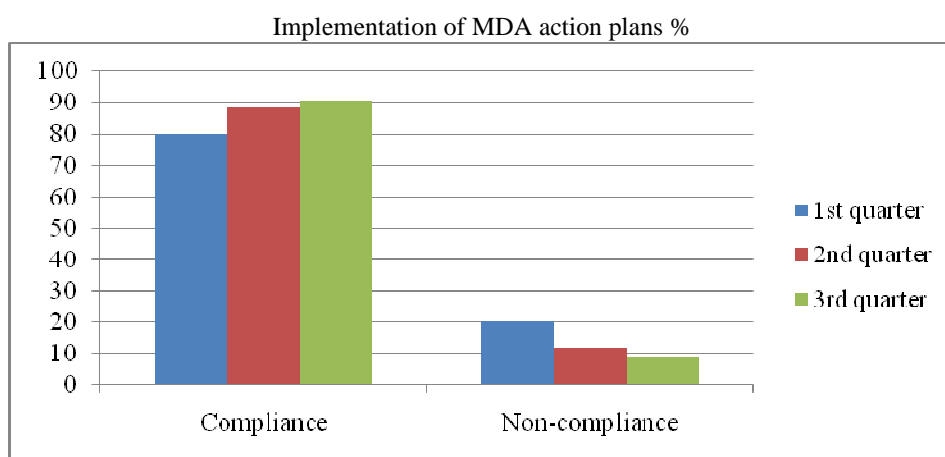
Other commendable educational activities were:

- Finalisation and endorsement of the Media and Civil Society communiqués
- Establishment of integrity clubs in secondary schools as a means of cultivating a sense of integrity in the younger generation
- Training of 54 teacher coordinators to empower teachers and students to encourage others to reject corruption
- Development of educational materials for teaching anti-corruption issues were developed
- Training of the Peace and Justice Commission
- Training of the Accountability Now Clubs (ANC) of Milton Margai College of Education and Institute of Public Administration and Management at Fourah Bay College
- Distribution of promotional materials to government institutions
- Youth Meetings held in Freetown, Bo and Kenema with representatives of more than 60 youth organizations
- Release of an anti-corruption music album containing a number of leading local artists
- Broadcasting of radio jingles, documentary programs and 144 radio discussions widely publicized by the media

In the opinion of the Commission, an increased number of the population are now aware of the dangers of corruption and have developed the willingness to report corruption offences to the commission. Currently, a scientifically tested citizen perception survey is being carried out to prove the above assertion. This survey will be crucial in evaluating whether anti-corruption sensitivity has spread outside of the ACC and into the general population.

Review of MDAs: In 2009 a number of MDAs had their systems reviewed to identify weaknesses and loop holes that could ferment opportunities for corruption, to further the complete reformation of the practices and procedures in the target MDAs for improved productivity and service delivery. These include: The Ministry of Education, Youths and Sports; The Ministry of Health and Sanitation; The Ministry of Local Government; Sierra Leone Prisons; The National Fire Force; Sierra Leone Police; Ministry of Agriculture; Ministry of Lands; and Government Printer.

However, support from the public and private sector remains varied and only some institutions have embraced the fight against corruption. This makes the work of the Commission difficult. Likewise better coordination amongst the public sector as well as the donors remains a huge problem in pushing for greater transparency and accountability.



Decentralisation: To actualize the Commission’s plan to be fully and permanently represented in all four regions of the country, decentralisation efforts accelerated in the 18 months reviewed. The office in Makeni is now fully operational, while the capacity of the Bo office has been significantly strengthened. Both offices now have report centres and free mobile hotlines. The plan is to have the Kenema office fully operational in the third quarter of 2010. Given the appropriate funding, the Commission further aims to complete the construction of the Bo office.

Another significant achievement was the monitoring conducted at district level by the Civil Society Monitoring Groups. Also, two regional workshops for Civil Society and the Media in the South and Eastern regions to ensure the internalisation and implementation of their recommendations in the NACS and to build their capacity in monitoring and reporting on the implementation process.

6.2 Illicit Drugs

Taking advantage of its porous borders and weak state and security institutions, Sierra Leone is increasingly being used by drug traffickers as a transit point for drugs bound for Europe from Latin America posing a great danger to the security and stability of the country. It is estimated that 50 tons of cocaine transit West Africa annually and several seizures suggest that heroin is trafficked through the region. As a post-conflict country, the fight against transnational organised criminal activities is a herculean challenge for the security sector. Drug traffickers and money launderers are targeted at Lungi airport almost on a weekly basis, and drugs trafficking is viewed as an easy and profitable route to income in large parts of the population.

In order to enhance international and national coordination, a first interim agency, the Joint Drug Interdiction Task Force (JDITF) was created in 2009 until its mandate was increased and the agency transformed in June 2010 into a full-fledged Transnational Organised Crime Unit (TOCU).

□ The Joint Drug Interdiction Task Force

In May 2009, at a National Security Council's Coordinating Group (NSCCG) meeting, the Director of the Sierra Leone Serious Organized Crime Coordinating Group briefed members of the NSCCG on the newly revised Sierra Leone JDITF Standard Operating Procedures. After a lengthy debate, the NSCCG unanimously approved of the SOP, but only after it was recommended that an Advisory Board consisting of the following be established:

- Inspector General of Police
- Minister of Internal Affairs
- National Security Coordinator

During the period in review, the UNIPSIL Counter Narcotics & Organized Crime Adviser assisted and mentored the JDITF to set up a Command Centre for the task force. The Adviser also created different levels of network access for JDITF management to allow staff to review and inspect the work of their investigators. Computers and printers were also part of the equipment provided to the JDITF by the UNDP, UNODC and INTERPOL (RAID equipment).

International Support for the Computer Based Training Centre UNIPSIL, UNODC, US Africa Command

In December 2009 the UNIPSIL Police and Security Unit, with the assistance of UNODC in Dakar and the financial backing of the U.S. Africa Command, set up a Computer Based Training Centre (CBTC) at the Joint Drug Interdiction Task Force Headquarters. UNODC and Africa Command provided the JDITF with 10 computers, 70 computers based training modules, computer desks, chairs and training. The training modules will allow JDITF members to receive basic law enforcement training on drug interdiction at airports and seaports, intelligence analysis, search and seizure. In addition, two JDITF Administrators received training for the administration of the Computer Based Training Centre. The CBTC will provide training to all members of the Joint Drug Interdiction Task Force.

In August 2009, the Sierra Leone Police and the Counter Narcotics and Organized Crime Adviser of UNIPSIL completed several strands of training for the SLP segment of the Joint Drug Interdiction Task Force. The training specifically focused on preparing and equipping the 25-person armed Special Mission Teams (SMT) of the JDITF which will be responsible for conducting actual drug interdiction operations. Five individual SMT teams were established and trained on topics such as surveillance, dynamic entry, searching of buildings for suspects and evidence and the collection and protection of evidence. In addition the CNOCA arranged for the transport, storage and the issuance of \$100,000 worth of equipment for the newly trained members of the JDITF.

In September 2009, following extensive surveillance by the JDITF it was discovered that a suspect from the 13 July 2008 investigation which resulted in the seizure of 703 kilograms of cocaine at the Lungi Airport, had returned to Freetown. Subsequently members of the JDITF SMT arrested the suspect and four of his associates. The arrest yielded valuable intelligence which established that the suspect had returned to Freetown to re-establish the drug trafficking trade in Sierra Leone. Additionally, in the period between September and November 2009, the JDITF arrested 32 suspects for a variety of drug-related offences.

□ **The Transnational Organised Crime Unit**

Through the creation of TOCU, national and international cooperation has been centralised in one interagency unit. The TOCU comprises a wide area of expertise from different units⁵, trained and equipped to fight transnational organized crime and to coordinate their activities in an international framework. The TOCU has the following responsibilities:

- Collect, collate and analyse information and disseminate criminal intelligence in relation to transnational crime and drug trafficking
- Pro-actively develop targets for investigation of complex transnational organized crime cases
- Act as primary contact point in the country for transnational organized crime, drug trafficking and cross-border matters
- Coordinate cross-border investigation through INTERPOL and liaison officers
- Strengthening the capacity of the national police and law enforcement institutions
- Advise other law enforcement agencies on complex and international investigations, money laundering investigations and assets tracking

TOCU staff have been seconded from existing priority law enforcement agencies. Officials from relevant agencies have been physically integrated into one unit, working closely together on a daily basis. Hence, the expertise from different law enforcement sectors has been pooled in one unit, creating positive synergies that have led to more efficient law enforcement activities. Moreover, the TOCU has formed close ties with prosecutorial services including a prosecutor in order to enhance effectiveness of their investigations. Finally, the TOCU is acting as the national coordinating focal point for international cooperation in the fight against transnational organised

⁵ NDLEA: National Drug Law Enforcement Agency, NRA: National Revenue Authority, SLAA: Sierra Leone Airport Authority, NCB: National Central Bureau, BSL (FIU): Bank of Sierra Leone Financial Investigations Unit, ACC: Anti-Corruption Commission, SLPA: Sierra Leone Ports Authority, SLMA: Sierra Leone Maritime Administration, SLPB: Sierra Leone Pharmacy Board

crime. Close cooperation with, or integration of the Interpol National Central Bureau (NCB) is therefore a core feature of the TOCU in Sierra Leone.

The training and equipment provided to the TOCU staff includes extensive education and mentoring on the processes of:

- 1) The intelligence cycle: collecting, collating and processing of information (from the existing intelligence structure, national databases and records, open and covert sources, surveillance, informants, international contacts etc.
- 2) Intelligence analyses
- 3) Target development
- 4) Tactical operations
- 5) Investigations with modern investigation techniques, and
- 6) Communication and coordination with the INTERPOL/NCB

There is a strong need to sustain these efforts since the general lack of adequately trained personnel and equipment such as detectors, scanners, sniffing dogs and a forensic laboratory impedes the work of the unit. Without sufficient logistic support there is a risk of the TOCU becoming a mere skeleton agency.

6.3 Youth Unemployment

About 50% of Sierra Leone's youths are unemployed depriving the country of its most valuable human resource. If left unchecked, this level of unemployment could result in social unrest and threaten the country's path to peace and stability. For these reasons the Government has placed youth employment as a core outcome of the national economic development strategy. The International Year of Youth 2010 was launched in Freetown on 12 August with the purpose of reversing the circumstances of young people by developing them as a resource for sustainable development, involving them in decision making and creating employment opportunities for them through enterprise development.

In December 2009, the National Youth Commission (NYC) was approved by Parliament. The search for a suitably qualified Commissioner and Board Members has been on-going since then. It is expected that the NYC will be operational by September 2010. The Ministry of Education, Youth and Sports (YES) Secretariat will form the initial technical core of the NYC and it is expected that the staff and skills will be expanded so that the NYC is able to fully undertake its role.

The network of youth officers have been developed and decentralised and there are 6 district offices in the Provinces and 2 in the Western Peninsula. All officers have been trained on Project M&E and Business Skills Development. The goal is to make sure each District has a youth officer and that each of the Provinces has an office of the National Youth Commission.

In 2009 the M&E operational capacity of the YES Secretariat was significantly developed. The former M&E system was put under tough scrutiny and the Secretariat now has an operations manual with suggestions for refinements in indicators, reporting requirements and verification

procedures. The YES Staff, Youth Officers in Freetown and the district headquarter towns were also trained in M&E tools, especially regarding qualitative impact assessment of programmes. Despite this recent strengthening, the YES Secretariat remains understaffed, under resourced, and is still lacking a database for project tracking.

National Youth Employment Programme UNDP

Strengthened Capacity of the Youth Employment Secretariat

The capacity of the Youth Employment Secretariat (YES) in the Ministry of Education, Youth and Sports (MEYS) has been significantly improved through support from UNDP's National Youth Employment Programme. As a result, the Secretariat is now better equipped to lead strategic planning and coordination in Sierra Leone's youth employment sector. With its improved capacity, YES is expected to serve as the foundation of the National Youth Commission (NYC).

Through the Programme, the YES Monitoring and Evaluation (M&E) Unit was assisted to develop an operations manual which details core M&E processes and YES staff and Youth Officers in Freetown and the district headquarter towns were trained in these M&E processes, with a focus on the qualitative impact assessment of interventions. Also with support from the project, YES introduced the innovative, qualitative methodology of 'Most Significant Change', a selection of stories of impact from the field. Best practices and lessons learned identified by the YES M&E Unit with their enhanced capacity informed the development of the National Strategy on Youth Employment (2010 – 2012), a key strategic document which will serve to guide the development and coordination of youth programming in Sierra Leone.

Since the commencement of the Programme in 2007, YES has managed the implementation of 48 projects which have supported approximately 20,000 youth in the areas of skills development, enterprise development and agri-business. These greater numbers of employed youth has contributed to local economic development and social cohesion in Sierra Leone.

Despite delays in disbursement of tranche and disbursement funds and poor reporting compliance by IPs, the M&E report generally complimented the good work being undertaken by all of the 17 IPs. Beneficiaries across the projects repeated again and again three key words, the importance of which cannot be underestimated: *hope, dignity and respect*. The report concluded that if the projects have succeeded in providing these key benefits they have gone a long way to securing the ultimate goal of the YES, namely youth employment and empowerment.

In 2009 the YES Secretariat supported a total of 17,751 youths divided in:

- 4,329 in Skills Development
- 6,350 in Agriculture
- 7,072 in Enterprise Development

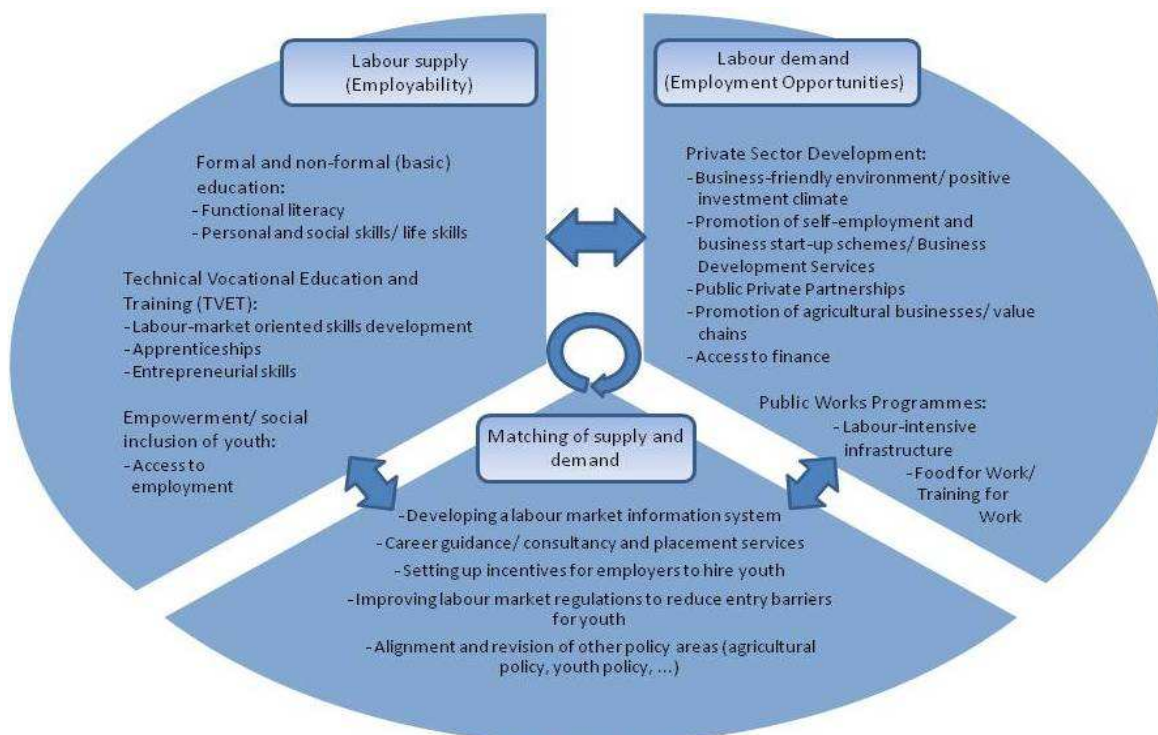
These efforts resulted in:

- 457 youth in paid employment (207 male, 250 female, 8 disabled)
- 3,396 youth trained in the cultivation, processing, marketing of agricultural commodities (1870 male, 1526 female, 156 disabled)
- 1,088 youth participating in apprenticeship programmes (639 male, 449 female, 82 disabled)

- 913 youth trained in vocational skills relevant to the wider labour market (556 male, 357 female, 45 disabled)
- 1,534 youth trained in the establishment and management of enterprises (740 male, 794 female, 23 disabled)
- 336 youth profit-making enterprises established
- 42 existing enterprises supported to increase number of youth employees
- 4,956 active youth borrowers (1408 male, 3548 female, 2 disabled)

□ New Youth Employment Strategy

In the period under review the youth employment strategy was changed. In recent years, more than 85% of youth employment projects focused on enhancing “employability” (mainly skills training) without linking the training to the business market and labour demand. The new strategy focuses more on creating employment opportunities and linking youth to those opportunities. As part of the economic strategy, the Government made significant strides to create an enabling macroeconomic environment to further the employment opportunities for youth. A 15-place improvement in the *Ease of Doing Business Index*, the development of an international investment and export strategy, and the prioritization of small holder commercialization of agriculture and land tenure reform are all initiatives with the intent of countering youth unemployment. The three-part Youth Employment Strategy of the Government targeting both labour supply and demand and the importance of matching the two is illustrated in the chart below.



Following this, in the reporting period the project strategies have been gradually changed to be more business/self employment-orientated. Based on the new M&E tools, the YES Secretariat conducted a Mid-Term-Review Evaluation of all its 17 projects in October 2009 in order to assess their impact on the youths. As part of the new strategy the evaluation identified and developed three areas of good practices to be up-scaled and replicated:

1. *Adding business development training and mentoring to youth farmers* to shift orientation from basic production to business. For example, a youth group in Kono District concluded a contract with WFP for five years (2009-2013) to supply 50 Mt of rice per year. The group mobilized other 23 youth farmer-groups to produce 10,000 bags of rice per year collectively.
2. *Adding market-based intensive business coaching in the Microfinance programme.* For example, 25 women who received the first soft loan without collateral started a restaurant at a major road junction. With the business coaching, they run the business with a daily income of US\$ 38-80. As they repaid the first loan, they received the larger loan. They opened the second restaurant and employed more youth as assistants.
3. *Partnering with a private sector business venture.* For example, 50 youth in Freetown and 50 youth in Kenema established their own businesses in communication, cosmetics, bakery and ice production based on a micro franchise model. The micro franchisees provided the technical training and supplied basic equipment, and the formal banks provided training in accounting. 83% of the youth reported a profit.

Negotiations are underway for a 20 million USD grant from the Work Bank for Youth Employment (2010-2013) to enable NACSA to employ 31,000 people, mostly youths, in seasonal work on road up-grading and rehabilitation of farmland. In addition, the project will support up to 18,000 youth, who either have established businesses or are interested in pursuing business/employment opportunities, through a package of technical assistance consisting of technical training through apprenticeship schemes in the formal and informal sector, business development support and coaching, and other life skills. Three segments of the youth population will be targeted:

- Urban youth with low levels of education (none or some primary);
- Urban youth with higher levels of education (completed primary to some secondary);
- Rural youth (all levels of education). Interventions in urban areas will be located in the cities of Freetown, Bo, Kenema and Kono.

Skills Training

Skills Development is one of the pillars of the Youth Employment Scheme. The demand for skills training of young people is great. The Skills Development Programme aims to enhance the employability level of young people through capacity building through three components:

- 1) Training of young people (male and female)
- 2) Provision of tools and equipment to training institutions
- 3) Rehabilitation of selected facilities within the training institutions

All of the IPs currently engaged in skills training have expressed concern that their beneficiaries will be insufficiently equipped to either establish their own SMEs or seek waged employment in their given trades with less than 12 months training. The situation is especially acute for the more

highly skilled occupations such as motor, generator or refrigerator mechanics, electrical and electronics installation, and plumbing.

A total of 1530 male and female youth have been recruited into the programme based on the SC approved criteria:

- Youth between 15-35 years
- Less educated/out of school youth/unemployed/persons without employable skills
- Youth with disabilities
- Commercial sex workers and girl mothers
- Youth workers seeking skills upgrading and certification of their skills acquired informally
- Youth that demonstrates capability, willingness and availability to undertake the training
- Preference given to young and willing women

The Secretariat is far from able to cater for all the potential trainees. Only 32% of applicants were accommodated by the programme showing the lacking capability of the youth training programmes available. Additionally there is an urgent need for tools, equipment, classrooms/workshops and tutor training in TECH/VOC institutions.

YES Agricultural Component

Currently, over 65% of the livelihoods in Sierra Leone is based on agriculture, however generating little income and few business opportunities. Of the 11,541 MSMEs registered by the Sierra Leone Indigenous Business Association (SLIBA) only about 1% are in agriculture with the majority in the retail trade. It is believed that that international investment in this area will create employment, for example, the Addax International investment is expected to create 4,000 jobs and the FNP Agricultural Company investment is expected to provide over 10,000 jobs. Nonetheless, support will be required to develop on a national scale the employment opportunities in agriculture.

In 2009, over 30,000 people have been provided with short-term paid work through Cash-for-Work (CFW) and Food-for-Work (FFW) projects to improve agriculture assets such as irrigation systems in inland valley swamps, smallholder tree crop plantations and feeder roads. In 2009 the Government (with support from PBF funding) has supported 17 projects on a range of interventions from skills training, enterprise development and agriculture production. In total, 11,000 youth were supported.

Twelve of the seventeen initiatives undertaken by YES in 2009 possess an agricultural component. The ongoing projects aim to promote significant increases in income levels for existing farmers and support the creation of new agribusinesses, encouraging marginalised youth to engage in sustainable, profitable and legal forms of agriculture.

Taken together the projects support four key components of the Agenda for Change:

- Support farmers to increase cultivation of food crops such as cassava, sweet potatoes, water yam, coco yam and maize

- Facilitate the utilization of agricultural machinery such as tractors, power tillers and harvesters
- Construct post harvest storage facilities including drying floors, rice mills, threshers, animal feed mills and abattoirs
- Promote appropriate technologies for packaging, handling, processing, and storage

**Private Sector Development and Employment Promotion
The Employment Promotion Programme
GTZ**

Addressing the main challenge of mass unemployment, especially among young people, the Employment Promotion Programme (EPP) implemented by GTZ seeks to address simultaneously both, the dramatically low skills level of the Sierra Leonean workforce and the lack of employment opportunities. Together with the Financial Cooperation programmes such as Pro-Poor Growth for Peace Consolidation (GPC) and microfinance sector programme, the GTZ engagement in youth employment follows the German Cooperation focus on "Private sector development and employment promotion", targeting especially rural and agricultural development in selected districts (Koinadugu, Kono, Kailahun, Pujehun, Western Rural).

Thus, a contribution is made to the consolidation of peace. The aims mentioned are expected to contribute to mitigating extreme poverty, the prevention of social or political crises and a stronger legitimating of state institutions. The aim for EPP under the new offer from April 2010 onwards is to improve the employment and income situation for youth in rural areas.

The intervention areas by the technical cooperation in employment promotion are: 1. Capacity development of decision makers in selected districts regarding youth employment; 2. Local economic development; and 3. Demand oriented qualification of youth.

Successful implementation models could be shown so far in the following areas: a) voluntary youth resettlement and reintegration into home communities, with 6.000 people resettled so far, and more than 15.000 within next year; b) smallholder commodity commercialisation in selected value chains, with 10.000 farmers benefiting from improved cocoa quality and income (together with Welthungerhilfe); c) Public-private partnership models for outgrower farmers, piloted with 100 outgrowers for Goldtree on quality palmoil production; d) needs oriented functional literacy and technical qualification programmes for over 3.000 youth.

Target groups are marginalised youth of both genders aged 15 to 35 without employment or underpaid employment, as well as selected groups at community level especially in rural areas committed to income-creating activities; small and medium-sized enterprises, enterprises in the informal economy and large companies with a high employment potential.

The total costs are estimated at 17,200,000 EUR for a period of 7 years and 3 months (from 01/2006 to 03/2013), with 10,800,000 EUR for the new phase of 3 years (from 04/2010 to 03/2013).

□ YES Private Sector Component

Although youth believe that self-employment is the best income opportunity only one third of working youth are self-employed, mainly because of a perceived lack of capital, business network and training. Ten of the seventeen YES projects in 2009 contained an element of skills training and/or enterprise development within the private sector. The initiatives are broadly split

across two key approaches: skills training with support for enterprise development and supported enterprise development.

Collectively, these agencies incorporate three components of the Agenda for change, namely:

- Promote the capitalization of MSMEs and start-up of community businesses
- Increase micro-credit facilities for women, and provide training in budgetary and implementation matters
- Support production centres (including basic recreation and other relevant facilities) wherein young people receive training for a specific period

❖ ***Recommendations emerging from consultations:***

- *The ACC should be located in larger premises to meet the requirements of both material and staff security.*
- *The ACC and judiciary should be strengthened in terms of staffing and other resources in order to improve their capacities to recognise and fight corruption.*
- *Stronger efforts should be made to support the National Strategy Paper on Anti-Corruption and the entire population and the Government must adopt an “attitudinal change” towards to counteract corruption.*
- *A national perception survey should be carried out to portray a more accurate picture of corruption.*
- *There should be a nationwide sensitisation campaign to inform and educate people about their rights and duties related to corruption, the negative effects that corruption has on them and their families’ everyday lives, the improper public services they are receiving, and the existing mechanisms to protect themselves from corrupt practices.*
- *There must be continued cooperation between the Transnational Organised Crime Unit, the ONS, the police, and law enforcement counterparts.*
- *There must be continuing sensitisation campaigns targeting youths and school children to counter the use and cultivation of marijuana.*
- *It is important to diminish the potential for market saturation and achieve the assumed linkage between skills training and job creation.*
- *The focus should be on strengthened Public-Private Partnerships to provide long-term employment.*

ACRONYMS

ACC: Anti Corruption Commission	NASSIT: National Coordinating Committee on Trade
ACT : Artesunate Combination Therapy	NEC: National Electoral Commission
AfDB: African Development Bank	NGO:Non- Governmental Organization
ASREP: Agricultural Sector Rehabilitation Programme	NPSE: National Primary Schools Examination
AIDS: Acquired Immune Deficiency Syndrome	NSCCG:National Security Coordinating Group
ANC: Antenatal Care	OAG: Office of the Accountant General
HIV: Human Immune Virus	ONS: Office of National Security
IDA: International Development Association	PFM: Public Financial Management
IF: Integrated Framework	PHU: Peripheral Health Care Unit
IFAD: International Fund for Agricultural Development	PLWHAs: People Living with HIV/AIDS
IFMIS: Integrated Financial Management Information System	PPRC: Political Party Registration Commission
IMF: International Monetary Fund	PRSP: Poverty Reduction Strategy Paper
INGO: International Non-Governmental Organization	PSC: Public Service Commission
IRCBP: Institutional Reform and Capacity Building Project	RSLAF: Republic of Sierra Leone Armed Forces
ITNs: Insecticide Treated Bed Nets	SALW: Small Arms and Light Weapons
IUU: Illegal, Unreported and Unregulated Fishing Activities	SLP: Sierra Leone Police
JCC: Joint Co-ordinating Committee	SLRA : Sierra Leone Roads Authority
JIC: Joint Intelligence Committee	SMEs: Small and Medium Enterprises
JMC: Joint Maritime Committee	SSG: Strategic Situation Group
MCH: Maternal and Child Health	SSRR: Security Sector Review Report
MDAs: Ministries, Departments and Agencies	STD: Sexually Transmitted Disease
MDGs: Millennium Development Goals	TBAs: Traditional Birth Attendants
MDRI: Multilateral Debt Relief Initiative	TOCU: Transnational Organized Crime Unit
MTI: Ministry of Trade and Investment	TRC: Truth and Reconciliation Committee
NaCSA: National Commission for Social Action	UCI: Universal Childhood Immunization
NACS: National Anti-Corruption Strategy	
NAS: National Aids Secretariat	

Annex I: Matrix of sectors showing support from the International Community

Donor Agency	Strategic Priorities			Preconditions for Achieving Strategic Priorities				
	Infrastructure (Energy & Transport)	Agri	Human Development ^a	Good Governance ^b	Peace & Security ^c	Macro economic Stability	Private Sector	Environment & Natural Resource Management
African Development Bank (AfDB)	X	X	X	X	-	-	-	-
Arab Bank for Economic Development in Africa (BADEA)	X	-	-	X	-	-	-	-
Canada International Development Agency (CIDA)	-	X	X	-	-	-	-	-
Global Environment Facility	-	-	-	-	-	-	-	X
Government of Japan	X	X	X	X	X	X	-	-
IDA	-	-	X	-	-	-	-	-
International Fund for Agricultural Development (IFAD)	X	X	-	-	-	-	-	-
International Monetary Fund (IMF)	-	-	-	-	-	X	-	-
International Organisation for Migration (IOM)	-	-	-	-	X	-	-	-
Islamic Development Bank (IDB)	X	X	X	-	-	-	-	-
Japanese International Cooperation Agency (JICA)	X	-	X	X	-	-	-	-
OPEC	X	-	-	-	-	-	-	-
Open Society Initiative for West Africa (OSIWA)	-	-	-	X	-	-	-	-
PBF	X	-	X	X	X	-	-	-
Saudi Arabia	-	-	X	-	-	-	-	-
Trust Fund for Integrated Framework	-	-	-	-	-	-	X	-

on Trade								
UNAIDS	-	-	X	-	-	-	-	-
UNDP	-	X	X	X	X	X	-	X
UNFPA	-		X	X		-	X	
UNHCR	-	X	X	X		-	-	X
UNICEF	-	X	X	X	X	X	-	-
US Embassy	X	X	X		-	-	-	-
USAID	-	X	X	X	-	-	-	X
WHO	-	-	X	-	-	-	-	-
William and Flora Hewlett Foundation	-	-	X	-	-	-	-	-
World Bank	X	X	X	X	-	-	X	X
World Food Programme (WFP)	-	X		-	-	-	-	-
European Commission (EC)	X	X	X	X	X	X	X	X
Government of Germany	X	X	X	X	X	-	X	
Government of UK	X	-	X	X	X	X	X	X
Government of Italy	-	X	X	X	-	-	-	-
Government of Sweden	-	-	X	X	-	-	-	-
Government of Ireland	-	X	X	X	X	-	X	X
Government of Norway	X	X	X	X			-	X
Government of Spain	-	X	X	-	-	-	-	-
Government of Switzerland	-	X	X	-	-	-	-	-
Government of The Netherlands	-		X	-	-	-	-	-

^aHuman Development includes education, health, HIV/AIDS, water and sanitation, gender, youth employment, social protection

^bGood Governance includes decentralisation, public financial management, transparency and accountability, capacity building

^cPeace and Security includes humanitarian assistance and justice sector programmes

Annex II: Committed (USD), Disbursed (USD) by Donor Agency in 2009

Funding Source	(USD)	(USD)
Unspecified	1,075,251	1,088,462
African Development Bank (AfDB)	31,988,665	29,664,422
(BADEA)	7,080,752	4,085,735
Canada		30,096
European Commission (EC)	134,403,718	116,671,278
Germany	1,837,018	6,462,916
International Monetary Fund (IMF)		
Ireland	8,314,824	8,314,823
Islamic Development Bank (IDB)	3,761,892	3,961,892
Italy		19,241
Japan	16,396,666	2,908,112
Netherlands, the		63,326
Norway	2,949,207	2,949,093
OPEC		
Sweden	2,409,330	2,876,093
Switzerland	438,869	92,845
UK	52,867,205	64,969,366
UN	62,963,829	54,099,264
USA	4,768,853	3,626,909
World Bank	51,163,794	55,585,731
	<u>382,419,873</u>	<u>357,469,604</u>

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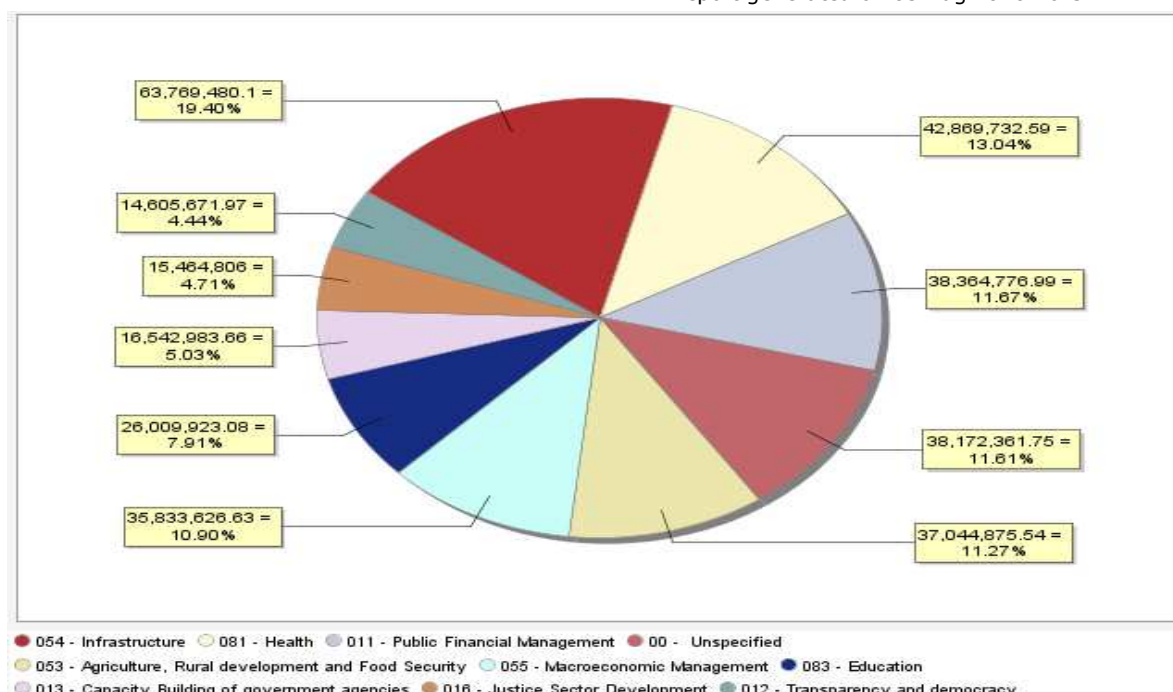
Annex III: Aid Disbursed (USD) by Sector in 2009

Sector	Committed (USD)	Disbursed (USD)
00 - Unspecified	9,959,068	38,172,362
011 - Public Financial Management	38,841,720	38,364,777
012 - Transparency and democracy	14,416,888	14,605,672
013 - Capacity Building of government agencies	15,722,724	16,542,984
014 - Security Sector	3,838,995	4,036,389
015 - Decentralisation	10,367,022	6,650,149
016 - Justice Sector Development	7,984,258	15,464,806
051 - Private Sector Development	6,255,966	6,389,474
052 - Youth Development	535,101	594,060
Security	43,711,113	37,044,876
054 - Infrastructure	50,987,766	63,769,480
055 - Macroeconomic Management	97,073,113	35,833,627
081 - Health	48,053,957	42,869,733
082 - HIV/AIDS	2,234,676	3,952,210
083 - Education	25,065,464	26,009,923
084 - Water and Sanitation	4,382,403	2,467,144
085 - Environment	2,989,654	3,436,133
128 - Humanitarian		1,265,822
99 - Unallocated		

382,419,888

357,469,621

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Annex IV: The Joint Communiqué

Joint Communiqué

All Peoples Congress and Sierra Leone People's Party

Keenly aware of our joint responsibility for the consolidation of peace in Sierra Leone and for advancing its development as well as for preventing the mistakes of the past that have brought so much suffering to our fellow compatriots, the two largest parties in the country, the All Peoples Congress (APC) and the Sierra Leone's Peoples Party (SLPP) have come together to overcome recent differences, to help quell all forms of political violence and to speed the country's progress towards peaceful development. The recent spate of violence in the country has already caused alarm in the minds of Sierra Leonean citizens and tarnished the international image of Sierra Leone.

Against the backdrop of the recent events, and cognizant of our obligation to abide by the principles stipulated in the Code of Conduct for Political Parties signed by all political parties on 20 October 2006, we stand together in upholding the Rule of Law and maintaining the core principle of democracy, of free debate over alternative policies and views in an atmosphere of mutual respect. We pledge to work jointly in preventing all forms of political incitement, provocation and intimidation that could lead to a recurrence of the disturbances witnessed in March 2009. While we must learn from our painful historical experiences, we maintain that we should not be haunted by those memories; instead we commit ourselves to building a peaceful, democratic and prosperous Sierra Leone for the benefit of all of our people.

In this spirit and following a series of UN sponsored consultations and bi-party dialogues, the leadership of both parties represented here by an APC delegation led by its Administrative Chairman and Secretary General and an SLPP delegation headed by its Chairman and Secretary General have agreed to uphold the following undertakings pertaining to the relations between our two parties, taking account of a number of concerns that are important for the future of our country:

1. Both parties recognize the important roles and responsibilities that both the governing and opposition parties have to play in a democratic dispensation, and reiterate that only the people of Sierra Leone can choose their government in free and fair elections. The opposition party accepts the overall authority of the State within the Constitution and that of the institution of the elected President of the Republic as well as the Law, while the governing party accepts the special responsibility of the State in providing adequate security to the opposition parties including its leaders

and properties as well as political space to the opposition party to undertake legitimate party activities.

2. Both parties join together in denouncing all forms of violence and in particular recent acts of political violence and intolerance. Without prejudice to any investigations conducted by the Sierra Leone Police and other law enforcement agencies, both parties agree to recommend to the President to authorize the speedy conduct of an Independent Review into the incidents that occurred in Gendema, Pujehun District, Freetown and Kenema during the month of March 2009 and that both parties will be consulted on the terms of reference (TOR) and the composition of the Independent Review. In consonance with the statement made by President Ernest Bai Koroma on 17 March 2009, we further agree that those who will be proven to have committed acts of violence will be brought to justice, irrespective of their real or alleged political affiliation. Both parties ask the UN to provide technical assistance to the Review process.

3. Both parties condemn, categorically, any form of violence against women, in particular sexual violence directed against women as a form of political, ethnic or other means of intimidation. We recognize that rape is a serious crime and both parties stand together in calling on the Government to prosecute the perpetrators of such heinous and dishonorable acts and ensure that they face the full penalty of the law. Both parties shall collaborate to strengthen relevant institutions, including civil and religious societies that deal with such kinds of violence. Both parties agree to recommend to the President the establishment of a separate Independent Enquiry to investigate all allegations of rape and sexual violence against women at the SLPP headquarters on 16 of March 2009 and to bring to justice anyone who has committed sexual violence against women and to consult with both parties on its TOR and composition. Both parties request the UN to provide technical assistance to the Enquiry process.

4. Both parties agree on the important role of the Sierra Leonean Police in upholding the rule of law and in maintaining peace and security throughout the country. Both parties agree on the need to maintain the operational independence and impartiality of the police and to work together on improving the professionalism of and the respect for the Sierra Leonean Police as a national institution. In this spirit, both parties further agree to recommend to the Government to speed up existing plans for the establishment of an Independent Police Complaints Board. Both parties call on the international community to assist in the establishment of the Independent Police Complaints Board as well as to provide international assistance for the training and equipping of the Sierra Leonean Police, in particular in enhancing its capacity to deal more effectively with civil disturbances without resort to the use of any lethal force.

5. Both parties agree on the need to further strengthen democratic institutions. In particular, both parties agree on the need to strengthen the

capacity of the Parliament in fulfilling its roles of conducting open and informed debates on all issues of national importance, of approving laws and in discharging its constitutional duties. Both parties recognize the independence of the Judiciary and pledge to extend their cooperation to this branch of government in further strengthening the integrity and professionalism of these important branches of government. Equally, both parties agreed to work together to enhance the respective roles and responsibilities and to respect the independence of important democratic institutions such as the National Electoral Commission (NEC), the Political Parties Registration Commission (PPRC), the National Human Rights Commission (HRC), the Anti-Corruption Commission and the Independent Media Commission (IMC).

6. Without prejudice to the constitutional prerogatives and authority of the President of the Republic to nominate candidates of his choice to head important independent democratic institutions, both parties recommend as a confidence building measure that consultations be held with the opposition parties before the names of such candidates are submitted to the Parliament for confirmation.

7. Both parties recognize the importance of freedom of speech and the role of the media in a democratic society and agree that the question of the lifting of the ban on the operation of the two party radio stations should be dealt with by the Independent Media Commission. Nonetheless, they are also cognizant of the latent dangers that party-owned radio stations could pose in a developing country that has just emerged from brutal civil war. Both parties agree, therefore, to work together in establishing an independent public broadcasting corporation for Sierra Leone that operates on the basis of internationally accepted standards and gives equal access to the views and arguments of all political parties.

8. Both parties recognize the dangers that heightened regional and ethnic divisions could pose to the peace and stability in Sierra Leone and stress the need to function as truly national parties that embrace all aspects of Sierra Leone's rich and diverse social fabric, irrespective of the genesis of their evolution. Both sides will, therefore, strive to maintain regional balance in the membership and representation of their respective parties as well as within State institutions. Both parties agree to ensure unimpeded access to all affiliates of any party to all parts of the country, irrespective of political, geographical or ethnic considerations.

9. Both parties recognize the problem of youth unemployment and, if not solved, the risk that this could pose for peace and stability in Sierra Leone. Both parties re-affirm their commitment to disband all so-called youth task forces or any other militant youth groups and to refrain from inciting their respective party youth wings. In this spirit, both parties agree to organize joint events and other confidence-building measures between their respective party youth wings and to develop a bi-partisan approach to

overcome youth unemployment and to work together in implementing various programmes that benefit Sierra Leone's young men and women from an idle into a productive force of society.

10. Both parties underscore the need to make further efforts to integrate ex-combatants into society and undertake to refrain from engaging ex-combatants or any other similar elements of society in party politics or in State institutions without any due process of reorientation, training and diligent selection. Both parties agree to work together to abolish the use of war-like nicknames by any of their followers that are intimidating and reminiscent of the brutal civil war.

11. Both parties realize the enormous threats that international trafficking in illicit drugs poses for the Sierra Leone's social integrity and security. They are keenly aware that this is an external attack on the nation that can only be overcome if all Sierra Leoneans close ranks in combating this threat. Both parties pledge, therefore, to work together and develop a bi-partisan approach to develop policies and programmes aimed at keeping Sierra Leone free of illicit drug trafficking and consumption.

12. Both parties recognize the need for multi-party talks in order to build up consensus on critical issues of national interest and reduce tensions. They agree to regular multi-party talks to be held not only in Freetown but also in the regional centers of Makeni, Bo and Kenema. These talks are to be chaired by the Political Parties Registration Commission (PPRC) and the Executive Representative of the Secretary General will be invited to act as co-chair. The co-chairpersons, in consultation with leaders of the registered political parties, will propose the agenda for those meetings.

13. Both parties thank the international community for standing behind the Sierra Leonean people, for having sacrificed so much in blood and treasure, and for providing the human and material resources to bring peace to this country. We call on all our international partners to continue in their generous support to Sierra Leone, especially in these trying times of the global economic crisis.

14. Both parties agree to call on the political parties that did not take part in the bi-party meetings leading to the adoption of this Joint Communiqué to cooperate with the two political parties in the realization of the undertakings specified above.

15. In accordance with paragraph 22 of the Code of Conduct of the Political Parties, a Committee chaired by the Political Parties Registration Commission with the Executive Representative of the Secretary General of UNIPSIL as Co-Chair and comprising of representatives of the political parties, the Sierra Leone Police, two representatives from civil society, one representative of the National Commission for Democracy and one from the

Inter-Religious Council shall ensure adherence to the agreements contained in this Joint Communiqué

16. Both parties agree to deposit jointly the Joint Communiqué with the Parliament of Sierra Leone and call on the Executive Representative of the Secretary General to convey this Joint Communiqué to the Secretary-General of the United Nations, the United Nations Peacebuilding Commission and the United Nations Security Council.

Signed in the presence of

**The President of the Republic
H.E. Dr. Ernest Bai Koroma**

and

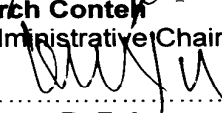
Members of the Diplomatic Corps:

High Commissioners of the Federal Republic of Nigeria and the United Kingdom; Ambassadors of the Peoples Republic of China, the European Union and the United States of America as well as the Charge d'Affairs of Ghana and the Federal Republic of Germany

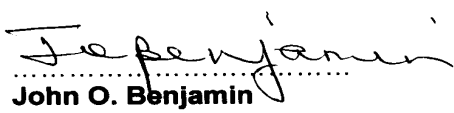
Freetown, Thursday, the 2nd of April of the year 2009


For the
All Peoples Congress


.....
Birch Conteh
Administrative Chairman


.....
Victor B. Foh
Secretary-General

For the
Sierra Leone People's Party


.....
John O. Benjamin
Chairman


.....
Jacob J. Saffa
Secretary-General


.....
Witnessed by

Michael von der Schulenburg
Executive Representative of the Secretary General

Annex V: Overview of Progress in Decentralization

Out of a total of 80 functions slated for devolution, 46 have been fully devolved. The MDAs that have not devolved any functions since the beginning the devolution programme are as follows:

- Ministry of Social Welfare, Gender and Children's Affairs
- Sierra Leone Roads Authority
- Ministry of Mineral Resources
- Administrator and Registrar-General's Department
- Ministry of Works, Housing, Technical Maintenance
- Infrastructure
- Ministry of Tourism and Culture
- Ministry of Energy & Power and Water Resources
- Ministry of Labour and Employment

The table below summarises the status on the devolution process so far.

Table: Status on Functions to be devolved

NAME OF MDA	FUNCTION	WHAT HAS BEEN DEVOLVED	OUTSTANDING ISSUES
Ministry of Health and Sanitation	<ol style="list-style-type: none"> 1. Registration of Births and Death 2. Public Health Information, Education and Communication 3. Environmental Health Care 4. Maintenance of Non-technical Equipment 5. Primary health Care 6. Facilities Management 7. Procurement of Equipment and Medicines 8. Secondary Health Care 	All functions except one	<p>Secondary Health Care</p> <p>Control and maintain the hospitals effectively Ensure that hospital objective objectives and plans meet community needs Ensure strict control over income and expenditures Monitor performance against plans and budget</p>
Ministry of Internal Affairs, Local Government and Rural Development	<ol style="list-style-type: none"> 1. Sensitisation and education on fire prevention 2. Basic non-technical fire fighting 3. Community Development 	All functions fully devolved	None
Ministry of Social Welfare, Gender and Children's Affairs	<ol style="list-style-type: none"> 1. Family case work 2. Probation 3. Disability issues 4. Child welfare 5. Community based organisations 6. Gender issues 	None	All
Sierra Leone Roads Authority	<ol style="list-style-type: none"> 1. Maintenance of primary feeder roads 2. Maintenance of chiefdom roads/tracks 	None	All functions
Ministry of Information and Communication	<ol style="list-style-type: none"> 1. Information Services 2. Sale of Gazettes and Receipts 	All functions	None

NAME OF MDA	FUNCTION	WHAT HAS BEEN DEVOLVED	OUTSTANDING ISSUES
Ministry of Mineral Resources	<ol style="list-style-type: none"> 1. Establishment and management of Community Development Funds 2. Coordination of mining licences 3. Rehabilitation of mined-out areas 	None	All functions
Ministry of Fisheries and Marine Resources	<ol style="list-style-type: none"> 1. Licensing of small canoes and attendant fishing gear 2. Establishment and management of fish ponds and inland lakes 	All functions devolved	None
Administrator and Registrar-General's Department	<ol style="list-style-type: none"> 1. Celebration and registration of civil marriages 2. Administration of Estates and Gratuities 	None	All functions
Ministry of Works, Housing, Technical Maintenance and Infrastructure	<ol style="list-style-type: none"> 1. Maintenance of Council buildings/premises 	None	Maintenance of Council buildings/premises
Ministry of Lands, Country Planning and the Environment	<ol style="list-style-type: none"> 1. Land surveying 2. Land Registration and Control of illegal sale of land 3. Leasing Government land 4. Strategic local plans 5. Issuance of building permits 6. Sand dues 7. Preparation of land use plans 8. Education and sensitisation on Environmental issues 	Sand dues	Seven of functions have not been devolved
Ministry of Education, Youth and Sports	<ol style="list-style-type: none"> 1. District Education Schools 2. Primary to Mid-Secondary School (JSS III) 3. School supervision 4. Government Libraries 5. Youth Affairs 6. Local Sports 	District Education Schools Primary to Mid-Secondary School (JSS III) School supervision	Government Libraries Local Sports Youth Affairs
Ministry of Tourism and Culture	<ol style="list-style-type: none"> 1. Local Museums 2. Cultural Villages 	None	All functions listed
Ministry of Energy & Power and Water Resources	<ol style="list-style-type: none"> 1. Rural Water Supply 2. Urban Water Supply 3. Peri-Urban Water Supply 	None	All functions listed
Ministry of Labour and Employment	<ol style="list-style-type: none"> 1. Man Power Planning 2. Enterprise development 3. Trust fund based safety net Schemes 	None	All functions listed

NAME OF MDA	FUNCTION	WHAT HAS BEEN DEVOLVED	OUTSTANDING ISSUES
Ministry of Agriculture, Forestry and Food Security	<ol style="list-style-type: none"> 1. Conservation of national Forests 2. Community Forest woodlots 3. Fire prevention and control 4. Sensitisation campaigns on forest conservation 5. National production forests 6. National production forests catchments 7. Central nurseries 		
<u>Forestry Division</u>			
<u>Crop Division</u>	<ol style="list-style-type: none"> 1. Extension services 2. Tree/Cash Crop Nurseries 3. Plantation development and maintenance 4. Seed production/multiplication 5. Produce inspection grading and licenses 6. Input delivery services 7. Off-farm income generation etc. 8. Staff training 9. Farmers Training 11. Marketing 12. Post Harvest and agro-processing 13. Food Science and Nutrition 14. Vegetable Production 	All functions listed	None
<u>Land and Water Division</u>	<ol style="list-style-type: none"> 1. Small scale IVS/Upland Rehabilitation 2. Small scale Swamp Development 		
<u>Livestock Division</u>	<ol style="list-style-type: none"> 1. Animal Health 2. Animal Production 3. Cattle settlement schemes 4. Administration of livestock markets 5. Settlement of crop/livestock disputes 	All functions listed	None

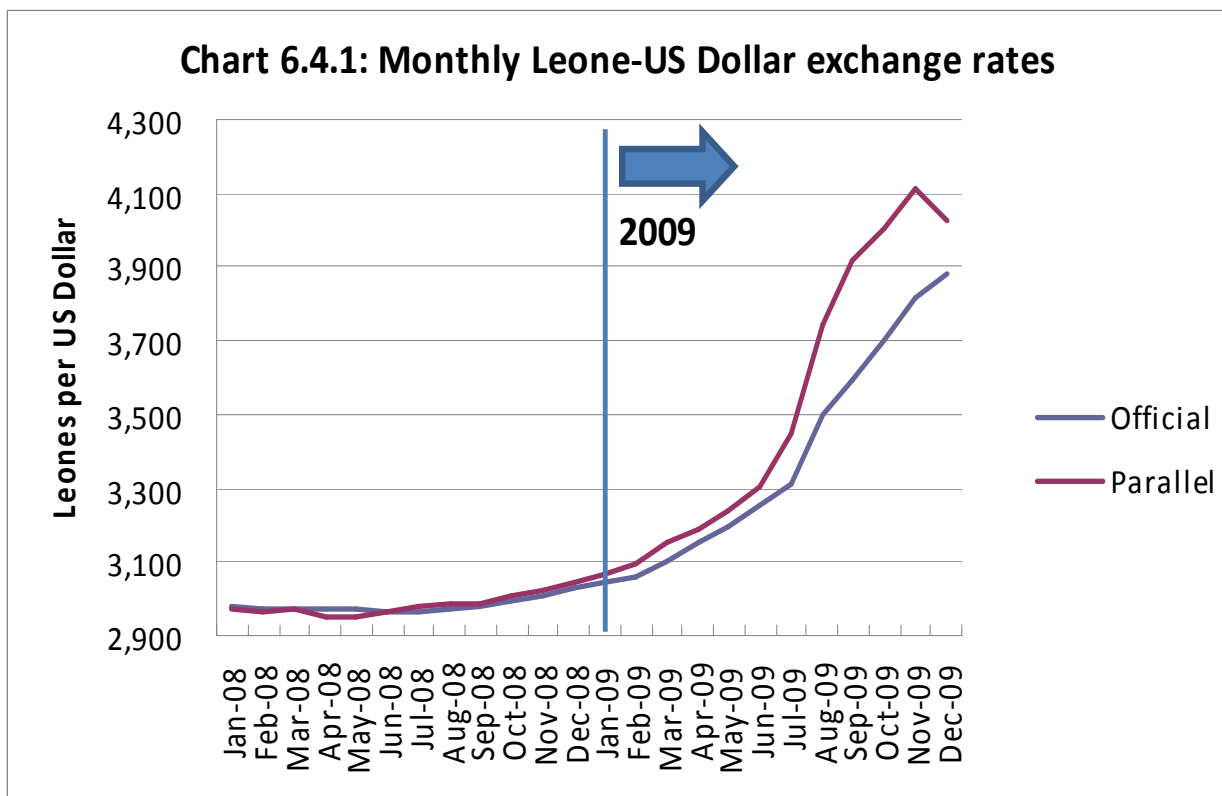
Source: Decentralisation Secretariat, Sierra Leone

Annex VI: The Exchange Rate

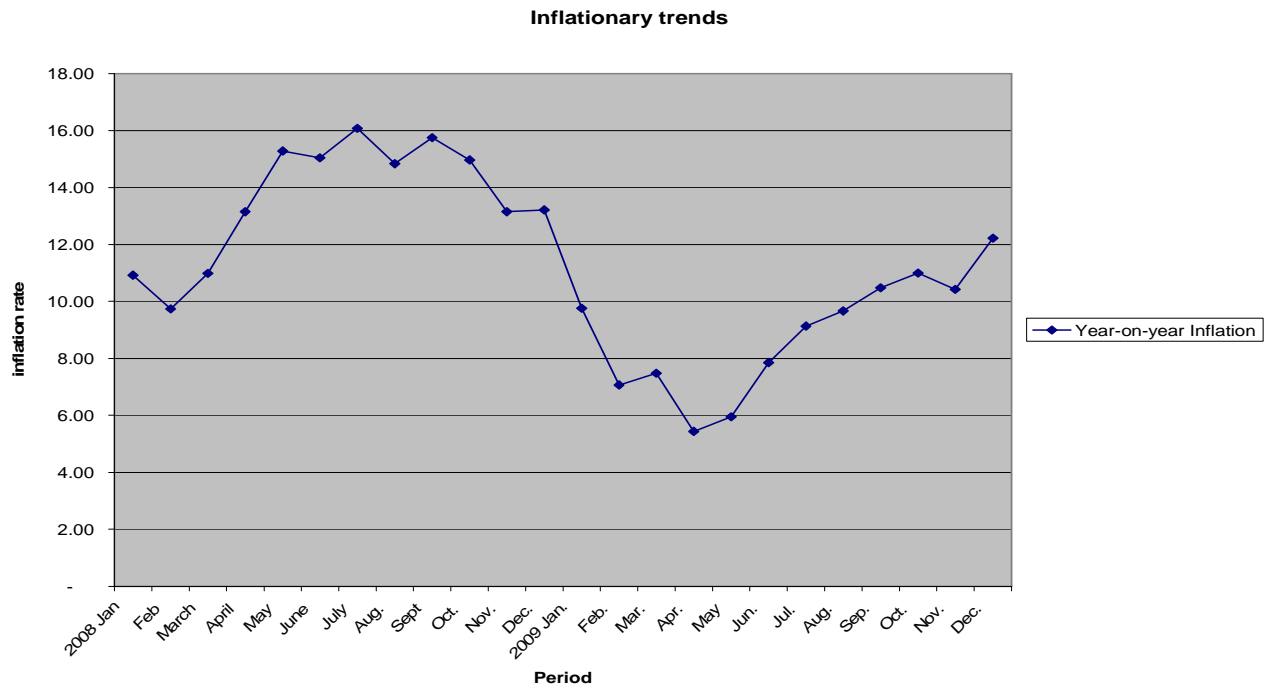
The nominal exchange rate of the Leone to the US dollar depreciated substantially over the year. The official average mid-rate for December 2009 stood at 3,885 Leones per US\$, a depreciation of 28 percent compared to a year previously. Exchange rates against other major currencies broadly followed this trend.

It is likely that this depreciation has been driven by the deterioration in the current account caused by the sharp decline in mineral exports in 2008 and the fall in remittances. The Leone exchange rate has been put under additional pressure due to shortages of foreign exchange in neighbouring countries leading to foreign currency being taken out of Sierra Leone.

The fall in the import bill and rebound of exports in the latter half of 2009 suggest that the exchange rate is likely to stabilize in 2010 and prospects of increased exports due to planned investments in the iron ore and diamond sectors point to a relatively stronger Leone than seen in the last two years.



Annex VII: Inflationary Trends



Annex VIII: Selected Economic and Financial Indicators, 2005-2009

Sierra Leone: Selected Economic and Financial Indicators, 2005-2009					
	2005	2006	2007	2008	2009
	Act	Act	Act	Act	Est
Income and Expenditure					
Real GDP	7.3	7.4	6.4	5.5	4
GDP Deflator	12.9	11.9	10.8	11.2	5.7
Nominal GDP 1/	21.1	20.1	17.9	17.4	10.5
Consumer Prices (end of period)	13.1	8.3	13.8	12.2	10.8
Consumer Prices (annual average)	12.1	9.5	11.7	14.8	9.2
Money and Credit					
Broad Money	32.8	18.9	25.9	30.8	28.7
Velocity (level; incl. foreign currency deposits)	4.7	4.7	4.4	4.1	4
Domestic credit 2/	1.0	-48.7	27.2		24.3
Government 2/	-2.2	-63.9	17.6	71.9	26.7
Private sector 2/	17.8	18.5	39.4	56.8	45.4
Reserve money	24.3	10.7	26	10.2	20.6
Interest rate 3/	16.9	14.2	21.3	9.1	14
External sector					
Exports (U.S. dollars)	15.4	28.3	2.9	-5.2	3.9
Imports (U.S. dollars) 4/	31.8	1.9	2.2	24.8	-2.6
Terms of Trade (- deterioration)	-2.3	-6.4	-1.9	-2.5	-8.3
Real effective exchange rate (- depreciation; end of period)	20.8	-7.4	-1	-11.5	-6.7
Average exchange rate (local currency per US dollar)				2984.6	3413.9
Nominal exchange rate change (- depreciation)				-2.2	-28.2
	(In percent of GDP)				
Saving and Investment					
Gross domestic investment	17.4	15.5	13.2	14.8	14.7
Government	5.8	5.1	3.5	6.2	7
Private	11.5	10.4	9.7	8.6	7.7
Gross national saving	10.3	12	9.7	4	5.7
Gross domestic saving	4.2	7.9	6.1	1.7	1.8
Government	-1.6	-1.3	0.3	-12	-13.60
Private	5.7	9.1	5.8	12.8	16.9
Current account balance, including official transfers	-7.1	-3.5	-3.4	-11.7	-8.4
Current account balance, excluding official transfers	-14.2	-8.8	-15.7	-13.4	-12.6
Overall balance of payments	1.0	10.2	1.9	-1.2	4.5
Government domestic revenue	11.9	11.8	10.8	11.4	11.7
Total expenditure and net lending	24.6	22.7	17.7	20.7	22.7
Grants				4.5	7.8
Of which: recurrent expenditure	18.7	17.6	13.3	14.6	15.3

Overall fiscal balance					
(commitment basis, excluding grants & MDRI) *	-12.8	-11	-6.8	-9.4	-11
(commitment basis, including grants & MDRI) **	-2.7	9.3	25.2	-4.8	-3.2
Domestic primary fiscal balance 5/	-3.1	-3.1	-1.9	-2.4	-3.8
Domestic financing	1	-10.4	2.2	2.7	1.8
Financing gap	0.00	0.00	0.00	0.00	0.00
External public debt (including to the IMF)				31.8	33
Memorandum items:					
External current account balance, excluding					
official transfers	-172.5	-125.7	-115.9	-255.9	-255.5
Gross international reserves	168.3	184.2	215.5	209.5	333.5
(in months of imports) 9/	4.4	4.7	4.5	4.4	6.4
GDP (billions of leones)					6,407.0
	3,510.2	4,217.0	4,966.5	5,826.0	
GDP (millions of U.S. dollars)					1,941.9
	1,214.8	1,423.7	1,663.7	1,954.3	
Sources: Sierra Leonean authorities; and IMF staff estimates and projections					
1/ As in IMF Country Report No. 05/194. Ratios as percent of nominal GDP reflect revised national gross domestic product data					
2/ Changes as a percentage of beginning-of-period money stock (including foreign currency deposits). The numbers for 2006 onwards reflect the impact of MDRI.					
3/ Treasury bill rate (end of period); in percent					
4/ Includes imports purchased with bilateral aid, those related to rehabilitation and reconstruction programs, and imports of embassies and UN peacekeeping force (UNAMSIL).					
* For 2004-08 excluding MDRI					
** For 2006, assumes MDRI relief from IMF; for 2007, assumes MDRI relief from IDA and AfDF.					
5/ Domestic revenue minus total expenditure and net lending, excluding interest payments, and externally financed capital expenditure and disarmament demobilization, and reintegration (DDR) program					
6/ As percent of exports of goods and services, after Naples (2001) and Cologne flow rescheduling (2002-04), and delivery of full HIPC initiative MDRI assistance.					
7/ Net present value (NPV) of debt relative to backward-looking three-year average of exports of goods and services. Program numbers for 2006 and 2007 do not include the effect of MDRI.					
8/ assumed unconditional delivery of enhanced HIPC initiative assistance in 2000.					
9/ In months of imports of goods and services of subsequent year					

Annex IX: Stock of External Debt

Table: Stock of External Debt				
US\$ million				
		End Dec 2008	End Dec 2009	Annual change (%)
Multilateral		326.0	394.4	21.0%
World Bank Group		108.4	124.3	14.7%
IMF		53.5	72.9	36.3%
ADB/F		43.3	60.2	39.0%
Other Multilateral		120.8	137.0	13.4%
Official Bilateral		48.3	58.0	20.1%
Commercial Creditors		245.9	240.2	-2.3%
Total		620.2	692.6	11.7%

Annex X: Report on SLA achievements since 2007

Road/Area	Length (Km)	Donor Funding	Local/Counterpart Funding	Works To Be Done	Start Date	End Date	Funding Agency	Remarks
COMPLETED and ONGOING DEVELOPMENT PROJECTS								
Makeni – Matotoka Highway	35km	\$4.0 Million	Le2.0 Billion	Rehab/Recon	Mar 2008	Oct 2009	World Bank (IDA) & GOSL	The contractor, China Railway Seventh Group completed the project by the target date of October 2009. The project has been commissioned by H.E The President, Dr Ernest Bai Koroma
Masiaka – Bo Highway	164km	EU41.0 Million	Le2.3 Billion	Recon	Jan 2006	Mar 2010	EU & GOSL	The contractor, SALCOST, completed the project by the target date of March 2010. The project has been commissioned by H.E The President, Dr Ernest Bai Koroma
Bo – Kenema Highway	65km	\$8.6 Million	Le4.0 Billion	Rehab/Recon	Mar 2008	Feb 2010	World Bank (IDA)	The contractor, China Railway Seventh Group, completed the project by the target date of March 2010. The project has been commissioned by H.E The President, Dr Ernest Bai Koroma
Tokeh Lumley Stretch of the Goderich - Waterloo Rural Coastal Road	21.2km	\$27.6 Million	Le4.0 Billion	Construct	June 2009	Feb 2011	Kuwait Fund, OPEC & GOSL	The previous contract on this road with BURHAN International was terminated and re-awarded to a new contractor, CSE in June 2009. CSE has fully Mobilized and work is in progress. The project's scope of works has also been increased by constructing the first 9km (from Lumley to Hamilton Junction) to 4-lane.

Road/Area	Length (Km)	Donor Funding	Local/Counterpart Funding	Works To Be Done	Start Date	End Date	Funding Agency	Remarks
Second Phase of Freetown - Conakry Highway	86km	EU24.0 Million	Le2.5 Billion	Construct	Feb 2009	Aug 2011	EU	The previous contract on this road with CEC was terminated and re-awarded to a new contractor, CSE in February 2009. Work is in progress and CSE has completed laying about 25km of asphaltic wearing course from Kambia - Mange.
Kenema-Pendembu Section of the Kenema - Koindu Road	87km	\$59.8 Million	Le25 Billion	Recon	Oct 2009	Jan 2013	GOSL/ KUWAIT FUND/ BADEA/ SAUDI FUND & IDB	The works contract for the first phase of the Kenema - Koindu Road (Kenema - Pendembu section) was signed with the contractor, ISU Engineering Company, on July 30, 2009. The contractor is mobilizing and the construction of the campsite is in progress. Compensation is being paid to the Project Affected Properties Owners (PAP's)
Hill Side Road: Pademba Road/Jomo Kenyatta to Blackhall Road	4.2km	\$32 Million	Le2.0 Billion	Construct	April 2010	Oct 2011	OPEC/ BADEA	The contract was awarded to CSE on April 22, 2010. The contractor is mobilizing, and bush clearing and demolition of structures along the road corridor is in progress. Compensation is being paid to the Project Affected Properties Owners (PAP's). Government has also provided land in Yarms' Farm for the PAP's.
Widening of Wilkinson Road	5km	Nil	\$4 Million	Recon	Jun 2010	Jun 2011	GOSL	The contract was awarded to the contractor, CSE in June 2010. The contractor has mobilized, and compensation is being paid to the Project Affected Properties Owners (PAP's)
Rehabilitation of 25km City Roads	25km	Nil	Le30 Billion	Rehab	March 2010	Feb 2011	GOSL	The contract was awarded to the contractor, CSE in March 2010. The contractor has mobilized, and work is in progress. The project involves the rehabilitation of about 30 streets in Freetown.
Rehabilitation of City	100km	Nil	\$62 Million	Rehab	Jun 2010	Jun 2011	GOSL	The contracts for the first phase of the rehabilitation of

Road/Area	Length (Km)	Donor Funding	Local/Counterpart Funding	Works To Be Done	Start Date	End Date	Funding Agency	Remarks
and District Headquarter Township Roads								City/District Headquarter Township Roads have been awarded to two contractors. SALCOST was awarded the contract for streets in Kenema, Bo, Magburaka and Makeni, whilst the contract for the rehabilitation of roads in Port Loko and Kambia was awarded to Cymain Ghana Ltd.
Port Loko – Lungi Road	62km	\$25.0 Million	Le8.0 Billion	Recon	N/A	N/A	ADB	The Evaluation report on bids submitted has been sent to the Donors, ADB, for their No-Objection for the award of contract.
EU's Rural Roads: Port Loko, Kambia, Kenema, Pujehun	650km	EU9.5 Million	Nil	Construct	Sept 2008	Feb 2010	EU	Works are in progress. About 70% of works have been completed.
Rural Infrastructure Development Project: Bombali, Tonkolili, Kailahun, Kono	555km	\$12.4 Million	\$524,500	Construct	Feb 2008	Sept 2001st Phase Feb 2010 2nd Phase	IDB (World Bank)	Works have been completed
Agricultural Sector Rehabilitation Project: Kenema, Pujehun, Moyamba, Port Loko, Kambia	410km	\$1.0 Million	Nil	Construct	N/A	N/A	ADB	Procurement process is in its final stage for projects to commence after the rains.
Rehabilitation & Community-Based Poverty Reduction Project (RCPRP)	314.40 km	\$1.44 Million	Nil	Rehab	Dec 2009	Oct 2010	IFAD	10% (about 31km) has been completed.
Rural & Private Sector Development Project (RPSDP) in	468.34 KM	\$8.613 Million	Nil	Rehab	Mar 2010	Nov 2010	IDA	82 contracts have so far been awarded nationwide, and about 50% of those contracts have been completed.

Road/Area	Length (Km)	Donor Funding	Local/Counterpart Funding	Works To Be Done	Start Date	End Date	Funding Agency	Remarks
all the 13 Rural Districts								
European Union Funded Rural Roads Project: Port Loko Kambia Pujehun Kenema	647.40	EUR9.50 Million	Nil	Rehab	Sept 2008	Jul 31, 2010	EU	73% (about 475km) has been completed
Infrastructure Development Project: Bonthe, Kailahun, Kono, Koinadugu	400km	\$12.4 Million	Nil	Construct	N/A	N/A	IDB (World Bank)	Road surveys to start by end of July, 2010, and works contracts are expected to commence in October 2010
Multinational NERICA Dissemination Project (MNDP)	258.4 KM	Le3.7 Billion	Nil	Rehab	Mar 2008	Jun 2010	ADB	64.8km completed