

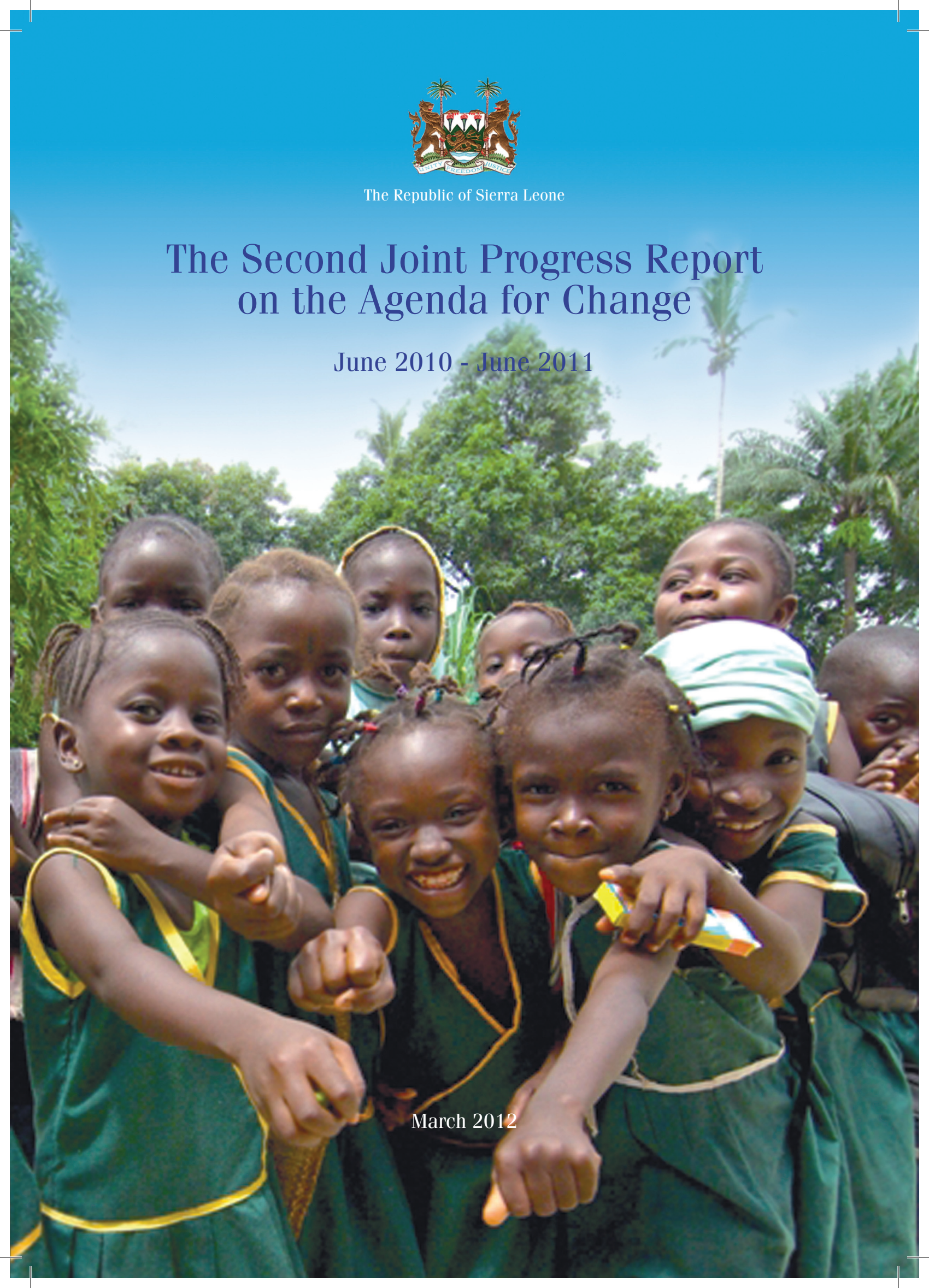


The Republic of Sierra Leone

The Second Joint Progress Report on the Agenda for Change

June 2010 - June 2011

March 2012



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Foreword

We have completed yet another report jointly prepared with our partners on the implementation of the **Agenda for Change (2008 - 2012)**. I am very pleased that our partners continue to align their support behind this national document for the peace, stability and development of Sierra Leone. We have continued as in the previous years, with vigour and renewed determination to push through with our strategic priorities.

This report provides a comprehensive assessment of the achievements we are making for the period July 2010 to June 2011. It indicates that progress has been made in a number of areas notably in preparing for a peaceful, credible free and fair third post conflict election; expanding on our infrastructure projects; managing the external shocks on account of the global economic downturn with GDP growing from 5.0 in 2010 to 5.3 in 2011. This was as a result of the upturn in the mining sector and strong performance in the agriculture sector. We are improving on our capacity to deliver through a number of capacity building programmes and the wider public sector reform programme. The Free Healthcare Initiative has reduced the high infant and maternal mortality rates and has helped in lifting Sierra Leone from the bottom of the UN Human Development Index. We have placed our young people at the heart of development through establishing a National Youth Commission to focus on youth employment and related activities; improve the lot of smallholder farmers and attract Foreign Direct Investment. We continue to make progress in our fight against corruption and improved business climate. We have put measures in place to ensure that we manage our mineral resources in a way that is beneficial to all Sierra Leoneans.

As we come to the end of implementation of the Agenda for Change, no doubt key challenges still remain in fully realising the strategic objectives. We will address these in the successor **Agenda for Prosperity (2013 - 2017)** building on the successes and drawing on lessons learnt. This, we will do with the usual partnership of our development partners, to whom we remain grateful for their immense contribution to the development of Sierra Leone.

We express our gratitude to the UN Family and other bilateral and multilateral partners as this joint report, demonstrates once again, the excellent working relationship that has guided our development. We appreciate this collaboration and look forward to our continuing relationship in moving Sierra Leone forward.



Dr. Ernest Bai Koroma
President of the Republic of Sierra Leone

Executive Summary

The Executive Summary is structured around the key recommendations that were highlighted in the last Joint Report on the Agenda for Change.

Build on the Peace Dividend: During the reporting period, Sierra Leone and its development partners made considerable investments in the Electoral Management Bodies (EMBs) that oversee the party political system and provide the administration for free and fair elections. The follow up to the Joint Communiqué that was written after a serious outbreak of violence between the two political parties in March 2009 has been positive. The three main political parties have guarded against the possibility of any slippage from the agreements in the communiqué. In 2010, and so far into 2011, a lot of work has been done to strengthen the capacities of the EMBs and prepare for the 2012 elections. Key activities include electoral law reform and planning for voter registration. The All Political Parties Women’s Association and the All Political Parties Youth Association have been formed to help foster the democratic process along side nation building by giving women and youth respectively a stronger voice. The Office of the National Security (ONS) is well established as the coordination hub for the armed services, police force, prisons service, immigration service, fire brigade and the intelligence gathering services in the country. The preparation for an enabling environment for the elections in 2012 is one of the top priorities for the ONS. The roles and responsibilities of the services that report to the ONS through the National Security Council have been clarified and the overall management and coordination continues to improve. Significant progress was made in promoting and protecting human rights in Sierra Leone. The Human Rights Commission engaged in the Universal Periodic Review process and the effective participation of all the stake holders led to a successful review of Sierra Leone by the Human Rights Council in May 2011.

Ensure Macroeconomic Stability and Manage Risks from External Shocks: Throughout the reporting period, inflationary pressures remained high as a result of rises in international food and oil prices, increases in the pump price of petroleum products and the gradual but continuous depreciation of the exchange rate (*see annex A for Leone to US dollar exchange rates*). In most cases, those with jobs lamented that their incomes have remained stagnant whilst the cost of living has slowly risen. For those on the poverty line, there is no buffer against either internal or external shocks and the Government has subsequently relaxed some of its intentions to remove state subsidies on account of the tangible impact such actions may have on the most vulnerable. As the country continues to transition from post-conflict to long term development, the challenge of competing priorities has come to the fore. The government has continued to wisely spend in areas that meet people’s hopes and promote sustainable development, such as health reform, feeder and main roads, reliable power supply, agriculture, etc. The areas prioritised for spending are commendable but the treasury has struggled to pay all the bills. Managing the economy has been difficult due to a jumble of complex economic factors. Some over spending was noted at the end of 2010 but brought back under control in 2011. The economy is expected to show a slow recovery through 2011 and in the medium term. Real GDP is expected to grow at 5.1 percent in 2011 and continue the expansion to 6 percent in both 2012 and 2013, reflecting the increased investment in basic infrastructure and energy, rise in agricultural productivity and huge investments in the mining sector. The commencement of iron ore mining in particular is expected to substantially boost economic growth in the medium term.

Close the Infrastructure Gap and Boost Productive Sectors: During the reporting period, the government rearranged its activities in the agricultural sector into the national Smallholder Commercialization Programme, which has subsequently attracted a US\$ 50 million grant from the Global Agriculture and Food Security Programme. This builds on earlier work and consolidates the position of agriculture at the centre of the Agenda for Change. However, the use of subsidies, in particular fertilizer, raises questions about longer term sustainability. At the policy level, there is still a struggle between maximizing fish revenues and protecting the fish stock. One of the most effective ways for fostering sustainable exploitation for wealth creation from fish resources is through the setting up of a robust monitoring, control and surveillance system. The creation of such a system is an ongoing activity for which some progress was made during the reporting period. Unfortunately, despite determined efforts by all concerned, Sierra Leone still cannot sell fish to European markets. This is due largely to problems related to the management of the packing and storage facilities in Sierra Leone. In many cases, the jetties and the equipment are in place but the management and oversight of the facilities remain too poor to reach European requirements. New roads are being constructed and there is an increase in the direct contribution by the Government compared to donors concerning the related expenses. A lack of credible construction companies to do the work emerged as a big constraint; it is estimated that only about 10% of total available cash is currently being converted into contracts that relate to road building. As new road contracts come on-line, there is still a problem concerning the maintenance of old and recently constructed roads, the capacity of contractors once again, being part of the problem. Although particularly evidenced in the roads sector, the problems of maintenance exist in almost all sectors. The international airport at Lungi saw a number of projects completed during the reporting period in preparation for expected increases in air traffic as Sierra Leone develops. Long term plans for infrastructure development in the Lungi area have been discussed at senior level with a number of big international private investment companies and there is optimism that progress in this area will soon be observed.

Deliver on Public Sector Reforms: The adoption of a new pay policy opens the door to increases of salaries of civil servants, which may address some of the underlining problems concerning moral. However, the need for discipline to keep public spending under control raises questions about the overall affordability of the policy. It has also been noted that pay adjustment alone is not sufficient as it must be linked to wider reforms that promote rightsizing, improved results based management linked to performance management, merit-based recruitment, targeted training and capacity development. To improve result-based management, 17 ministries and 6 districts and city councils have signed performance contracts with the government; this pilot project is expected to be extended elsewhere in the future. The ongoing existence of 'ghost workers' in the health and education sectors remains problematic and leads to claims that the reforms have not taken hold. The ongoing effort to build capacity through training and upgrading information technology systems continues and in many cases is improving the flow of information. In particular, I.T. training is being aimed at the middle management as it is at this level that decisions and actions are often left pending.

Manage Extractive Industries for National Development: The Ministry of Mines has rapidly upgraded its ability to negotiate and track mining contracts. Also the roles and responsibilities within the ministry have been clarified. Through the Cadastre system, international standards are now being sought and excellent progress is being made. The establishment of a complete digital record of all licenses, their history and supporting documents lays the essential

foundation for transparency in that it provides an archive that can easily be queried by citizens, civil society organizations, companies or development partners. The Ministry is now integrating data on royalties, taxes and customs payments to make the cadastre system a fully complete record of all revenues generated by companies active in the minerals sector in Sierra Leone. This is a tremendous achievement given the widespread lack of access to information that is prevalent in emerging countries rich with natural resources. Significant interest and advice from international experts through partner networks has kept up with the sudden and overwhelming increase in business in the extractive industries across the country. The previous imbalance where the mining companies had all the expertise is being addressed and increasingly a ‘win-win’ outcome to current negotiations is more likely. Keeping in line with EITI guidelines will be an important activity for Sierra Leone as this international initiative ushers investment choices and informs investors of the associated risks. Despite so much progress, many remain deeply worried about the potential of so much new wealth to destabilize the country and question the extent to which future wealth will be spread across the whole population. If the expected potential in this sector is realized, then, in parallel to its growth, management systems and capacities will need to be further scaled up to cope with such a surge of activity. If managed well, this sector has the potential to completely replace the country’s current dependence on overseas aid in just a few years.

Free Health Care Initiative: Momentum has been maintained for the Free Health Care Programme and indirect indicators suggest that its impact is positive. In some districts, systems were overwhelmed at the start as people thought it was a ‘short term campaign’ and rushed to get their free drugs before the campaign finished. Also people from neighbouring countries crossed the border seeking free drugs. These start up problems are now mostly over and the initiative is well established and increasingly popular. As the initiative settled down systematic problems of record keeping have emerged that negatively affected the tracking and re-supply of drugs in some districts. In parallel to the Free Health Care Initiative, the Health Compact was approved and has started to address the deeper and longer-term issues of capacity across the whole health system.

Continue to Fight Corruption: The importance of the work of the Anti-Corruption Commission (ACC) is widely known across the country. The general public considers that the fight against corruption is genuine and that the ACC is making progress. During the reporting period, the ACC has continued to prosecute cases at several different levels with a relatively high success rate. In some cases, where the court cases were likely to be long and hard to win outright, the ACC has accepted out of court settlement in order to quickly recover public assets and public funds, both of which have been returned to Government. The ACC has also pushed hard to move its operations out of Freetown and establish a country wide presence; this widening of the net has been well received by the public. The cumulative effects of these sensitization programmes have shown that the vast majority of the people in Sierra Leone (81%) were aware of the Anti-Corruption Strategy adopted by the Government of Sierra Leone¹. The number of reported cases in 2010 was 880 compared with 580 cases in 2009. Although the number of non-corruption related reports were still higher than the corruption related reports, it shows that in spite of ongoing misguided perceptions of what corruption actually is, the people are gaining confidence in the work of the ACC. As the ACC raises awareness, widens its net and opens more fronts, it also becomes increasingly apparent that the scale of the problem could simply overwhelm the

¹ National Public Perception Survey on Corruption in 2010

capacity of the ACC. Questions about where to focus its resources when faced with so many facets of corruption are now being asked. It has also been noted that as the ACC starts to exercise its strong mandate and wide ranging powers, corrupted institutions are finding new ways to slow down and undermine the ACC.

Continue to Respond to Youth Unemployment: There have been two major changes to the institutional configuration of the Government of Sierra Leone in dealing with youth employment issues. In December 2010, the responsibility for youth employment was shifted to a new ministry, the Ministry of Youth Employment and Sports (MYES). This did not immediately create the expected momentum for youth employment. There was confusion of roles between the MYES and the Ministry of Labour and Social Security (MLSS). After many months of consideration, the National Youth Commission (NAYCOM) Commissioner and Deputy Commissioner were appointed and approved by Parliament and by June 2011 the NAYCOM was fully constituted. An agreement between the MYES and the MLSS was developed in order to clarify the respective roles and responsibilities of both entities. The NAYCOM has now moved into refurbished offices and is now operational. The Youth Employment Scheme (YES) Secretariat has been absorbed into the NAYCOM and the recruitment of additional officers is on-going and includes joint efforts in special employment programmes with development partners.

Continue to Fight Transnational Crime: Steady progress has been made to reduce the porous nature of land and sea borders on the West Coast of Africa. In Sierra Leone, the Transnational Organised Crime Unit (TOCU) has built on previous gains that address key weaknesses in the State to mount operations. The relatively easy movement of drugs through the region however continues and its associated threats remain. A worrying trend is the small but growing use of hard drugs in the country. Previously all illicit drugs were transiting through the country: sadly it now appears that couriers are increasingly accepting payment in drugs rather than in cash. The switch of many small scale farmers to growing marijuana rather than staple food crops is also an indication that the fight is still to be won, as well as indicating some disjoints in the local economy concerning incentives to grow food staples. The banking system is also not yet sufficiently resistant to money laundering schemes allowing the criminals to hold on to their ill-gotten profits.

Grow the Partnerships: The Sierra Leone Aid Policy that was adopted at the London Conference Consultative Group Meeting has been mostly implemented during the reporting period, in that the Development Partners Committee (DEPAC) has met frequently. The yearly Presidential DEPAC demonstrates the highest level of commitment to the Aid Policy. The supporting Sector Working Groups have enjoyed varying levels of success but collectively their contribution to the agenda of the DEPAC has been lower than first envisaged. The level to which the sectors have managed to reach down and connect with and assist coordination at the district levels is not very uniform. In general terms aid predictability remains a problem for the Government and its implementing partners alike. To date the Agenda for Change still does not have a published results framework which is a point of growing concern for the international community. Commitment to the Agenda for Change however remains high by Government and its international partners. The cooperation and collaboration among international partners as well as between them and Government also remained as high during the reporting period as in the previous reporting period. *(See annex B for information taken from the Development Assistance Database concerning aid flows during the reporting period).*

Chapter One: THE PRECONDITIONS

1.1 Peace and Security

The people of Sierra Leone continue to enjoy improved security and better law enforcement. Security sector reform remains a high priority. In broad terms, security and law enforcement agencies managed to build on the gains made in previous years.

Throughout the reporting period, the National Security Council (NSC) worked on its plans to provide a safe and enabling environment for the elections in 2012. During 2010 and so far in 2011 the NSC put in place preparedness plans and did exercises using command and communications networks. These exercises will be ongoing from now through to the elections at the end of 2012.

A Multi-faceted Approach towards Supporting Sierra Leone's Elections in 2012

United Nations Development Programme

The nationally led electoral cycle 2011-2014 is supported by development partners through an Election Programme managed by UNDP. The programme is a multifaceted undertaking aimed at providing support to the Sierra Leone's electoral and political processes and contributing to the objectives of non-violent, inclusive and credible elections in 2012. The total budget for the programme is US\$38 million, with contributions totaling this amount committed by DFID, European Commission, Irish Aid, Germany, the Peacebuilding Fund (PBF) and UNDP. The integrated programme is being implemented in close cooperation between UNDP and UNIPSIL, bringing together the strengths of the political and development mandates of the UN system. A Steering Committee co-chaired by the Minister of Finance and the UN with representatives from all stakeholders and civil society is providing overall direction and oversight of the Election Programme.

The election programme is concentrating on three key strategic areas of electoral support:

1) Institutional strengthening: enhancing the institutional and management capacity of the National Election Commission (NEC) and Political Parties Registration Commission (PPRC), through improvement of the electoral administration as a whole, including support to electoral law reform, voter registration, institutional strengthening, and management of electoral stakeholders.

2) Inclusive participation: expanding levels of electoral/democratic awareness and participation, particularly for under-represented and disadvantaged segments of society, reducing the level of political tension and promoting a more conciliatory and consultative political and electoral process, the second strategic area, funded by the PBF, focuses on Non-State Actors such as paramount chiefs, the Inter Religious Council, the youth and female wings of the political parties as well as academia and artists.

3) Conflict management and electoral security: improving the administration of electoral disputes, and strengthening capacities of ONS and SLP to ensure peaceful elections.

The main focus in 2011 has been capacity development, support to electoral law reform and preparing for biometric voter registration. All essential equipment for the voter registration was procured with UNDP support, including 800 registration kits. NEC is leading the process of civic and voter education with support from the programme. The legal reform process advanced and proposed amendments to the electoral law are expected to be passed to Parliament well in advance of the 2012 elections.

Widely known concerns about the mobility of the security services, especially the police, remain unresolved. Many vehicles are in a poor state of repair. In the event of serious law and order problems during the elections the reaction times by the security services could be worryingly slow. The government continues to seek international assistance to ensure its police force is more mobile before, during and after the elections but to date the response has not been very encouraging.

The NSC, as in previous years, met often with its counterparts for Guinea and Liberia during the reporting period to ensure good cross border collaboration; the analysis to date suggests that there are no cross border threats. The borders however remain quite porous which remains a cause for concern. During the reporting period the movement of people in the border areas, mainly for small scale trading opportunities, did not constitute a risk to the country's integrity or sovereignty. In a bid to minimise smuggling and further improve on revenue generation, detailed plans for eleven new border offices and customs posts were approved. These will be supplemented by cargo inspection equipment and infrastructure and border surveillance vehicles. The Yenga dispute remains unresolved but does not present a critical problem at this time and the Government feels a solution can and will be reached through diplomatic channels. The Joint Maritime Committee also oversaw exercises in 2010 and 2011 and continues to work in partnership with international partners in an effort to reduce illegal fishing, piracy and drug running.

The level of gun crime in the country remains low, and there is no evidence that ex-combatants are any more or less likely to be involved in criminal acts than any one else. This suggests that the post-war 'Demobilization, Disarmament and Resettlement' plan went well.

With support from development partners the Sierra Leone Government has managed to keep the momentum in its efforts to reform the armed services with the aim of ensuring robustness and flexibility within its ranks in order to play its important role that is consolidating peace. The overall form and function of the army has been reviewed resulting in a gradual 'right sizing' to reflect the situation in the country; in effect to create a smaller but better equipped and trained armed force.

In September 2010, nine Liberian officer cadets, alongside thirty Sierra Leonean cadets, were commissioned at the Armed Forces Training Centre at Benguema. This was the first time that the Training Centre embarked on the training of non-Sierra Leoneans. Such training activities tend to foster good long term relationships with the country's neighbours. Various training centres for the army have been rehabilitated; the new recruits' accommodation building and the main military hospital being two of the larger projects.

The Sierra Leone Police is engaged in reforms in the areas of crime management, operations and support services. The government embarked on the construction of a Police Station and Barracks at Hill Station, Freetown. The rehabilitation of police posts across the country continues as part of an ongoing effort to improve the basic infrastructure.

Participating in Peacekeeping Mission: Sierra Leone's army (30 plus participating soldiers) and police force (260 participating officers) have been part of the peacekeeping operations in Darfur, Sudan. Such operations promote the image of the country on the World stage and also provide significant training opportunities. Exposure to international standards through these deployments is one benefit that can be brought back to Sierra Leone. In the long run this is likely to have a

positive impact on the standards within the Police in Sierra Leone. On an individual level the monetary benefits that come along with doing service in peacekeeping operations also helps lift moral.

Social Welfare & Morale of the Army: Mosques and churches for army personnel have also been refurbished as well as many canteens, mess halls, and dwellings. The government has restored the rice supply programme to the RSLAF. The government also supported the army to establish agricultural units in Moyamba in the South and Tonkolili in the North to allow soldiers to grow their own food to supplement that provided centrally.

Financial management within the force has also been improved as part of wider reforms to ensure improved accountability and transparency. One outcome being that the payment of soldiers' salaries is now done through banks. The establishment of the RSLAF Industrial Training Complex is helping to offset costs associated with military uniforms.

An Ongoing Concern: Complaints about wide spread corruption in the police force continues and is a frequent story in the country's press. Despite of many training initiatives and the work of the internal investigations unit the police struggle to win over the confidence of the general public. The man in the street complains frequently of on-the-spot fines by policemen that are often not related to any misdemeanor. For the second year in a row a survey on perceptions that was conducted by the Human Rights Commission showed that the police force had a lot still to do to stop such practices, and then reverse the negative perception of such practices.

1.2 Public Sector Management Reform

Overview: The government has continued to make progress in improving the effective and efficient functioning of the Public Service. In 2010, job descriptions for all civil service positions were reviewed and updated. Civil service size was reduced from 17,560 in 2007/2008 to 13,631 in March 2010. It increased to 15,703 in May 2010 due to additional recruitment of public officers in support of the Free Healthcare Initiative.

Teacher's Records Management Project: Management of Teachers' records has posed considerable challenges in the past. Of the 74,000 strong public sector workforce just over 35,000 are listed as teachers. The creation and management of a personnel file for every teacher marked the first step towards establishing a reliable human resource data management system that will support a clean payroll and a credible database for human resource development relating to teachers and schools. In many schools there are teachers who are working that were not formally recruited by the government and therefore have no index number and are paid through non-formal agreements by the schools rather than the central government. This practice is being challenged as it causes considerable confusion and bad feeling from the pupils and the parents when these teachers under perform. The international community is becoming increasingly frustrated with issues related to the teacher's payroll given that previous attempts to correct it have not been very successful. On 10 August 2010, the government provided PSRU with the sum of Le464.8m as payment for Component One of the First Phase exercise for the creation of Files for Teachers. Work commenced in mid August by the IRMT/RMIP, and an interim Presentation was made on 2 September 2010. Component Two payment of Le435.2m was also released to PSRU bringing the total GoSL funding for the first phase to Le900m.

Between September and December 2010, the Records Management Team under PSRU supervision, sorted and reviewed over 112,000 Teachers Records Forms held at Ministry of Education, and created files for every teacher (35,305) currently on the Accountant General's Payroll. In the next phase that started in 2011 the files are being matched with the individual teachers through a physical verification. This will be followed by a consolidation phase, including electronic scanning, to ensure that the paper-based evidence can be effectively managed and stored over time and linked to the pay-roll. Discussions have since taken place with an international donor for funds to embark on the final phase of the project.

Support of Public Sector Management Reform

African Development Bank

Following the successful completion of the first phase of the Teacher's Records Management Project (creation of files for each teacher), the Bank approved approximately USD2.0 million for the second phase of the project which involves verification of teachers, developing standards and guidelines for managing teachers and document imaging. This exercise is expected to result in significant savings on the payroll through the reduction of ghost workers and the identification of teachers who have gone past retirement age. The project is also expected to institutionalize the systems that should govern the management of human resource information and to plan for the future.

The Civil Service Code, Regulations and Rules: Over the last five decades, the Civil Service has been locked up in old fashioned 'General Orders' that are no longer tenable in a fast-moving, knowledge-based environment. The Civil Service / Civil Servants are therefore trying to modernize entrenched attitudes as part of the change process. To address the obsolescence of the General Orders a new "Civil Service Code, Regulations and Rules" has been drafted and will be presented to H.E. the President in early January 2012.

Supporting Civil Service Reform

United Nations Development Programme

UNDP continued its support to civil service reform in Sierra Leone, helping the government to design and adapt new and standardized tools for recruitment, the design and roll-out of tailor-made training; the publication of a Civil Service Code of Conduct; and targeted institutional capacity support covering basic operating systems and tools, primarily for HRMO and PSC. A key milestone was the cascading of performance contracts in the civil service, intended to strengthen accountability, results based planning and team work. In August 2011 169 senior teams consisting of Permanent Secretaries, Directors-General, Professional Heads and Division Heads drawn from seven pilot MDAs signed performance contracts at State House. In September, Officials from 6 Local Councils joined in the initiative. A new project titled "Leadership Development and Institutional Capacity Building in Sierra Leone" was initiated in June 2011 under a partnership involving India, Brazil and South Africa (IBSA). The IBSA project is a South-South initiative which aims to strengthen leadership and build the institutional capacity of central agencies of government, primarily the Office of the President, the Cabinet Secretariat and the Ministry of Foreign Affairs and International Cooperation.

The IBSA project demonstrated early results when in July 2011 four senior officers from the Government of Sierra Leone drawn from the Office of the President, the Public Sector Reform Unit, the Human Resource Management Office and the Cabinet Secretariat travelled to Kenya for a week-long visit to understudy the Performance Management system in that country. In return, and in the spirit of South-South co-operation, a high-level delegation from the Kenya Government visited Sierra Leone between 21 November and 2nd December 2011 to share experience and lessons learnt in implementing a performance contracting system for the public sector.

Improvements in Systems and Tools: Given the importance of Information Communication Technology (ICT) in governance, efforts have been made to install systems and tools in MDAs to enhance service delivery. Action commenced to modernize the ICT platform with modest supplies of essential equipment to the Cabinet Secretariat, Human Resource Management Office, Public Service Commission and the Public Sector Reform Unit. With support from a UN agency, an E-Government Unit, with its supporting Steering Committee, was established at the Ministry of Information and Communications. This will ensure a common platform for Government and fast-track the E-Governance project, which is a significant component of the National ICT Policy. In order to enhance their productivity, the following MDAs were provided with additional ICT equipment in April 2011: Ministry of Works, Housing and Infrastructure; Ministry of Tourism and Cultural Affairs; Ministry of Labour and Social Security; Ministry of Social Welfare, Gender and Children Affairs; Ministry of Internal Affairs; and Ministry of Information and Communication. Three Provincial Offices including East, South and North also benefited from the equipment.

Training and Training Policy: Since the closure of the Civil Service Training College, training in the Civil Service has been extremely ad hoc and often not regarded as part of the Human Resource Management process. In 2010, as part of the short/medium term plan for capacity building, PSRU and HRMO designed and implemented training programmes for Middle and Senior Level Civil Servants in Records Management, Human Resource Management, Public Policy and Analysis, Procurement Management, Civil Service Ethics, Business Writing and Communication, Strategic Leadership and Management, and Local Governance and Devolution. Training was also conducted in Strategic Leadership and Change Management. Support was provided by a UN agency and African Capacity Building Foundation (ACBF) to conduct training locally and international. Internationally, the ACBF provided higher level and longer term training at the Ghana Institute of Management and Public Administration (GIMPA). Other areas provided trained in include: Public Sector Policy Formulation and Management and Geographic Information Systems, the latter for officials of the Ministry of Lands, Country Planning and the Environment.

Public Financial Management Reform: The Government is continuing with its Public Financial Management (PFM) reform programme with support from the international community. Given the need to further strengthen the reform process a new phase of the PFM programme has been entered into—the Integrated Public Financial Management Programme (IPFMRP) with support from the aforementioned four donor institutions.

In a bid to generally develop and retain procurement specialists within central government the National Public Procurement Authority (NPPA) has been directing efforts towards establishing a procurement cadre. With this in place, specific procurement officers will be recruited to undertake procurement activities in MDAs. Thirty procurement officers already recruited into the civil service during the fourth quarter of 2010 and assigned to various MDAs. In addition to

capacity building initiatives organized by the NPPA in enhancing the pool of qualified procurement trainers, the University of Sierra Leone has now introduced Procurement as major in degree courses being offered. Furthermore, several training programmes were organized for personnel assigned procurement responsibilities both within the Central Government and Local Councils thereby increasing their awareness and technical abilities in carrying out procurement functions. Delivery systems, starting from the sea port or the airport all the way down to districts remain extremely unpredictable. ‘Leakages’ and ‘diversions’ are still too common and present significant problems for the Government’s partners when implementing joint programmes that involve large quantities of products that have an intrinsic value on the black market.

During the period under review, government enacted the Public National Debt law, and began the process of revising various financial legislations and guidelines including: the Public Procurement Act 2004, Procurement Regulations 2006, Government Budgeting and Accountability Act 2005, and Financial Management Regulations. On the budgetary management, significant strides were made in 2010. The MTEF budget process was further strengthened, ensuring stronger linkage between sectoral activities and the PRSP priorities; MDAs were trained in this direction. The MTEF process (both within the Central Government and Local Councils) was enhanced with the recruitment of Budget Officer by MoFED. Some of these Budget Officers have been assigned to the key IFMIS rolled-out MDAs to help deepen the MTEF process.

To effectively guide budgetary and fiscal operations to stay the course of improved macroeconomic environment in the country, a Macro Fiscal Section now functions within the Economic Policy and Research Division (EPRU) in MoFED. This Section is charged with the responsibility of generating reliable and consistent macroeconomic fiscal projections to facilitate credible and reliable forecasting of revenue flows. An IMF-styled Financial Programming and Policies Model (Sierra Leone Integrated Macroeconomic Model - SLIMM) has been developed which seeks to ensure transparency, ease of use and consistency of application in the development of macrofiscal forecasts for 2011-2013 medium term budgeting period and beyond.

For detailed progress of the reforms please refer to “The Public Financial Management Reform Status Update Reports for 2010” obtainable from the Public Financial Management Reform Unit in MOFED or visit the website: www.mofed.gov.sl.

1.3 The Decentralisation Process

The number of devolved functions remained the same in 2010 as in 2009 (see 2009 Joint Progress Report on Agenda for Change). Statutory functions that are yet to be devolved relate to: (i) the Sierra Leone Roads Authority, which should devolve maintenance of primary feeder roads, and maintenance of chiefdom roads/tracks; (ii) the Ministry of Labour, Social Security and Industrial Relation, which should devolve enterprise development and administration of Trust Fund Based Social Safety Net Scheme; and (iii) the Ministry of Lands, Country Planning and the Environment, which should devolve lands survey, land registration and control of illegal sale of land and education and sensitization on environmental issues.

To improve the working environment and administrative efficiency in local councils, the government has embarked on the construction of modern local council office complexes with support from the international community. As at end 2010, nine offices had been completed

and handed over to the relevant councils including Makeni City Council, Bo City, Kenema City, Kailahun District, Pujehun District, Port Loko District, Tonkolili District, Moyamba District and the Western Area District Council.

Stronger Social Accountability to Deliver Better Basic Services

World Bank

Since 2004, the Government has embarked on a nation-wide decentralization program that aims to improve basic service delivery and empower community members to actively participate in their own development. The World Bank has supported these efforts with US\$20M support via the Decentralized Services Delivery Project (DSDP), which commenced in 2009. Under the program Local Councils provide improved basic services in health, education and water & sanitation. Effective citizen engagement and social accountability has been an important element of DSDP and its predecessor Institutional Reform and Capacity Building Project (IRCBP). This has involved providing feedback to Local Councils on their performance through the Integrated Public Services Perception Survey and also through the widely publicized index of local council capacity and quality of service delivery (CLOGPAS). Under DSDP the social accountability work is being taken forward in health service delivery. As part of this World Bank-funded initiative, in 2012 the Government will partner with selected NGOs to pilot a community monitoring intervention in Bo, Bombali, Kenema, and Tonkolili districts. The intervention encourages community members and health clinic staff to make mutual commitments to one another in order to improve the quantity and quality of health services and address challenges in implementing the Free Health Care Initiative. By motivating community members to demand better health services and partner with clinic staff to monitor health improvements, the intervention hopes to empower citizens, enhance health care delivery, and generate lessons about how the Government can further invest in social accountability work to improve service delivery in health and other sectors. Experience from other countries (e.g. Uganda) shows a significant improvement in health sector outcomes through social accountability measures.

1.4 Access to Justice and Human Rights

During the reporting period the government embarked on a number of reforms and measures aimed at improving access to justice. New courts were constructed in the provinces as well as in the capital of Freetown. Backlog Courts were set-up to clear backlog cases in order to decongest prisons. The Information Communication and Technology Department was established within the judiciary sector to enhance effectiveness and efficiency in service delivery. Preparations are also underway to establish a National Judicial and Legal Training Institute. Itinerant courts have been introduced to improve access to justice by the people in all corners of the country and a legal aid scheme to provide legal assistance to the poor and the vulnerable was piloted. The legal Aid Bill has been completed and gone through Cabinet. It is expected to be enacted later this year.

Other justice and human rights related efforts include:

- Interventions designed to build the capacity of Chiefdom Police have been undertaken by the Ministry of Local Government and Rural Development (MLGRD) with a pilot training programme implemented in Moyamba District (88 personnel were trained). This programme is now being rolled-out to districts.

■ The Local Courts Bill (which had been drafted since 2006) was finalized and agreed upon by the Office of the Attorney General and Minister of Justice (AG/MOJ) and MLGRD. It was endorsed by Cabinet and enacted by Parliament in July 2011. Training for Local Courts across the country was commenced in Moyamba involving Paramount Chiefs and other local authorities. The need to increase the number of women accessing local courts, disposal rates and reduction in the number of appeals was emphasized.

■ A nationwide public perception survey of the Sierra Leone Police was completed.

■ Major rehabilitation has been done to the Mafanta Prison Facility in a bid to transfer 150 low risk inmates from the Freetown Central Prisons to reduce overcrowding.

■ The age assessment guidelines for children have been completed.

■ There is now in force a new and improved High Court Rules, the aim of which is to simplify procedure and speed up cases in court.

■ Cabinet has recently approved the new Justice Sector Reform Strategy and Investment Plan (2011-2014) which continues to be the Government of Sierra Leone's policy on justice sector reform. The goals of the JSRSIP II remain "A Sierra Leone where there is safety for people, security of property and access to justice".

Support to the SLP

UK Department for International Development (DFID)

The UK Department for International Development (DFID) has provided support to the Sierra Leone Police (SLP) through its Justice Sector Development Programme (JSDP) between 2005-2011, in line with priorities in the Government of Sierra Leone's Justice Sector Reform Strategy and Investment Plan. Support has included strengthening organisational capacity in research, strategic development (including the SLP Strategic Plan 2009-2010); senior and middle management and investigations training. Development support for these functions have been mainstreamed through the SLP Training Department to build and sustain the capacity of key Departments. Office equipment and materials have also been provided to improve services.

Support has also focused on the decentralisation of police services with the provision of additional trained investigation officers in rural areas, together with Complaints, Disciplinary and Internal Investigations Department (CDIID) and Inspections functions. Local Regional Commanders have also received training to address intelligence led policing; supervision of investigations, leadership and management skills. DFID's support to the SLP will continue under its new Access to Security and Justice Programme, which commenced on January 2012, for a period of four years.

Next to capacity development a strong emphasis has been given on improving access to justice, e.g. by supporting the Judiciary with the implementation of the itinerant courts. These courts are meant to extend formal justice beyond the urban centres in the Provinces. While GIZ has supported the Judiciary in the Eastern Region, the international community have supported the mobile courts in the Northern and Southern Region respectively - a successful example of aid harmonization facilitated by the Justice Sector Coordination Office of the Government of Sierra

Leone. The Law Officers' Department received much needed equipment for the office of the State Counsel and Customary Law Officer in Makeni and further assistance to maintain a presence outside of Freetown and supervise the Local Courts. Access to justice has been further enhanced by supporting Timap to Justice with trainings for paralegals and the establishment of offices in the Eastern Region. These paralegals are crucial in educating the people about formal justice mechanisms and bringing justice to places that formal system cannot reach. The international community also cooperated with the Open Society Justice Initiative for scaling up paralegal services countrywide.

Promoting the Rule of Law and Justice in Sierra Leone

GIZ

The German Ministry of Foreign Affairs aims to strengthen the justice sector of Sierra Leone through its implementing partner GIZ by developing the capacity of justice personnel, supporting legal reforms and improving access to justice. GIZ's project "Promoting the Rule of Law and Justice in Sierra Leone" started in September 2009 and will end on 31.12.2011. There will be a second programme phase (2012 - 2013).

GIZ has supported the Judiciary of the Republic of Sierra Leone with the establishment of the National Judicial and Legal Training Institute (JLTI) and the implementation of a number of trainings for magistrates, clerks, paralegals and other personnel of the justice sector in 2010 and 2011. While the JLTI has still a long way to go it has already been established as an important institution for capacity development of the whole justice sector. GIZ has further aided the Law Reform Commission with equipment and technical assistance on research methodologies with regard to customary law.

As part of its statutory mandate, Human Rights Commission in Sierra Leone (HRCSL) was actively involved during 2010 (together with the UN and human rights NGOs) in ensuring that Government, civil society and all other stakeholders fulfill their obligations under the Universal Periodic Review Process. In July 2011 the HRCSL was accredited by the ICC an "A" status National Human Rights Institution (NHRI).

Sharing the view that the TRC National Vision for Sierra Leone should be preserved for posterity, the HRCSL sought for and received funding from the international community to digitize and preserve contributions made to the TRC National Vision (now in HRCSL's custody). President Ernest Bai Koroma fulfilled one of the outstanding imperative recommendations of the TRC in March by giving a public apology to the women of Sierra Leone for the harm suffered during the conflict.

The Persons with Disability Bill 2010 received a pre-legislative hearing at Parliament. When passed into law the Bill would address the human rights concerns of PWDs as stipulated in the Convention on the Rights of Persons with Disabilities. There are lingering issues of rights for disabled persons. For example, the recent road construction, whilst largely successful for those with cars, has done nothing to assist pedestrians and no thought has been given in the designs for helping with access issues for disabled people.

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 issues and extremely complex challenges

facing the Government. The justice sector continues to struggle on a number of issues due to ongoing funding difficulties. In some cases the establishments in this sector cannot even cover routine running cost.

Despite all these activities people awaiting trial in jails across the country appears to still be increasing, overcrowding in detention centres is common place, a back log of court cases still exists and there are widespread concerns about the accuracy of prison records. On the plus side, there has been a reduction in prisoners' death toll recorded in the past three years². Concerns are still high however, especially with regard to Pademba Prison where approximately 50 inmates have died this year. Human Rights activists continue to state that problems in this area still exist but also accept that the authorities have been honest about the problems and are willing to work in partnership with civil society activists to find solutions.

1.5 Sustaining Macroeconomic Stability

Overview: The economy recovered in 2010 following a slowdown due to the global economic and financial crises. Real GDP grew by 5 percent in 2010 from 3.2 percent in 2009. This was driven mainly by the upturn in the mining sector and strong performances in agriculture, manufacturing, construction and services sectors. Anecdotal evidence indicated that the production of food crops, especially rice and cash crops increased in 2010.

Seriously hit in 2009 due to global economic downturn, the mining sector significantly recovered in 2010. With the exception of rutile, production of minerals recovered significantly in 2010. Bauxite recorded the highest increase in output at 64.2 percent, followed by Gold at 53 percent, ilmenite and diamond output at 9.9 percent and 9.3 percent respectively.

Output in the manufacturing sector increased compared to the previous year. The relatively good performance in the manufacturing sector occurred at a time when electricity supply to Freetown improved following the commissioning of Bumbuna at the end of 2009 and the installation of a 10MW machine from the Japan International Cooperation Agency. Proxied by the volume of cement production, construction activities increased significantly in 2010—supply of cement amounted to 363 thousand metric tons. In the telecommunications sub-sector, the total number of subscribers is estimated to have increased from 1.8 million in 2009 to 2 million in 2010, while in banking, there is an increased penetration of services countrywide, with the number of commercial bank branches increasing from 73 in 2009 to 80 in 2010.

Notwithstanding the aforementioned performance, inflationary pressures had continued to increase during 2010. Recording 12.2 percent at end 2009, inflation rose to 16.1 percent by end February 2010 following the introduction of the GST. Throughout the reporting year, inflationary pressures remained high as a result of continued rise in international food and oil prices, increase in the pump price of petroleum products and the gradual but continuous depreciation of the exchange rate. In most cases those with jobs lament that their incomes have remained stationary whilst the cost of living has slowly risen. *(See annex C for inflation chart)*

² See Government of Sierra Leone, 2010, "Sierra Leone: The Turn Around—Three Years of Transformative Achievements", The Office of the President, Freetown, Sierra Leone.

Poverty Reducing Budget Support

UK, EU, AfDB, WB

As part of the multi-donor budget support framework UK, EU, AfDB and WB have provided Poverty Reducing Budget Support (PRBS) to Sierra Leone since 2002. Budget support has contributed significantly to the maintenance of macroeconomic stability in the face of a series of regional and global economic crisis, and has also helped sustain economic growth above regional averages, improve significantly public financial management and create the fiscal space for the delivery of essential services including health and education.

Balance of Trade: Total value of imports was estimated at US\$ 770.0 million in 2010, 48 percent higher than 2009 levels, a growth driven by a sharp rise in the importation of machinery and transport equipment, largely as a result of new large-scale mining investments and the scaling up of road construction works around the country. Imports of manufactured goods also increased strongly, by 53 percent. The value of rice imported fell by around 10 percent, whilst food imports as a whole remained roughly unchanged from 2009. The growth (48 percent) in imports was met by the same growth in exports—export recovered strongly in 2010 amounting to US\$ 341.2 million, up 48 percent from US\$ 230.7 million in 2009. In particular, mineral exports recovered, with diamonds, bauxite and rutile recording growth of 45, 66 and 13 percent, respectively. Agricultural exports overall declined by 20 percent in 2010. In 2009, coffee exports were reported to be unusually high, returning to a level closer to trend in 2010, while cocoa exports continued to grow strongly. In summary, even though the value of imports and exports increased at the same rate, the trade deficit widened to US\$ 428.8 million from US\$ 289.6 million in 2009.

Revenue: Domestic revenue collected in 2010 exceeded the original Budget projections by 19.4 percentage points and was 34.2 percent above the amount collected in 2009. Relative to the size of the economy, this constitutes a reasonable improvement from performance in 2009—revenue was recorded at 13.3 percent of GDP in 2010 compared to 11.7 percent of GDP. Tax revenue was estimated at Le 879.3 billion, recording a growth rate of 38.9 percent compared to Le 633.0 billion in 2009. Non-tax revenue rose by 10.3 percent from Le 69.2 billion in 2009 to Le 76.3 billion in 2010.

The 2010 performance is attributed largely to improved collection of income taxes due to the following reasons: (i) the payment of outstanding personnel income tax by African Minerals of Le 24.5 billion (ii) payment of Le 34.1 billion as capital gains tax by Woodside Energy in respect of the sale of oil block (iii) intensification of field audits which yielded additional revenue of Le 16.8 billion, and (iv) the collection of tax arrears of Le 8.5 billion. Additionally, despite the initial challenges experienced with the introduction of Goods and Services Tax (GST) launched in January 2010, the tax was successfully implemented. Revenue from GST amounted to Le 246.4 billion (3.2 percent of GDP) in 2010. Customs and Excise duties did not perform to expectations, with a drop in revenue from 477.7 billion (6.6 percent of GDP) in 2009 to Le329.9 billion (4.3 percent of GDP) in 2010. A large part of this shortfall was simply due to the cessation of collection of import sales tax and domestic sales tax, which were replaced by GST. There were also technical difficulties related to the clearing of container cargo which affected revenue from import duties.

There was a slight drop in budgeted revenue from grants, including programme and project support—revenue from this source amounted to Le542.6 billion in 2010 below a the budgeted amount of Le567.5billion. The reduction was due to lowering of project grants, while programme support exceeding projected amount by Le15.7 billion.

Supporting Improved Tax Administration in Sierra Leone

UK Department for International Development (DFID)

DFID has been supporting the Sierra Leone National Revenue Authority (NRA) since 2005 to improve its tax administration capability. Enhancing the ability of NRA to collect taxes and raise domestic revenue will be vital for enabling Sierra Leone to move away from dependence on international development assistance in the medium to long-term. A more effective tax system will also promote business development.

Significant progress has been made in strengthening NRA's ability to collect and administer taxes between June 2010 and June 2011. Regarding customs processes, a new Customs Act was passed by Parliament to support implementation of the automated risk based 'ASYCUDA' system. This system has already been implemented at Freetown's port, and is to be rolled out to Lungi airport by the end of the year. Plans have been agreed to licence customs brokers and integrate clearing agents into the new system. The customs authority is now moving towards a risk-based model of clearing goods into the country that will both facilitate faster trade and allow a greater focus of resources on higher risk imports.

In line with international best practice, a new Domestic Taxes Department (DTD) has been formed that integrates the previously separately administered areas of Income Tax, GST and other non-customs domestic taxes. A Large Taxpayer Office has been formed within DTD that will focus NRA's resources on providing efficient and effective service to, and audit of, around 120 taxpayers that constitute the bulk of domestic taxes. Domestic tax administration also took a significant step forward in 2011 as a result of reforms that now allow taxpayers to pay their taxes at any commercial bank.

On average, there was improved revenue performance in 2010, largely due to a significant hike in domestic revenue collection—domestic revenue accounted for 65.0 percent of total revenue and grants compared to 60.0 percent in 2009, while external budgetary support fell from 24.4 percent of total revenue and grants in 2009 to 17.1 percent in 2010.

Expenditure: Total expenditure and net lending amounted to Le 2.1 trillion (27.3 percent of GDP) in 2010, about 17.1 percent higher than the budgeted amount of Le1.8 trillion. This was due to greater than anticipated recurrent and capital spending. Recurrent expenditure amounted to Le 1.3 trillion (16.9 percent of GDP) in 2010. Of the total recurrent expenditure, wages and salaries amounted to Le 535.7 billion (7.1 percent of GDP) compared to the budgeted amount of Le 453.3 billion. The overrun in the wage bill is attributed to the increased wage bill for the health sector as part of the Free Maternal and Child Healthcare Initiative; higher than budgeted pension payments; social security contributions due to an increase in the salaries of health sector workers; the lump sum allowance paid to teachers; and the impact of the depreciation of the exchange rate on payments to foreign missions.

Total capital expenditure increased from Le 452.3 billion (7.0 percent of GDP) in 2009 to Le 787.3 billion in 2010 (10.4 percent of GDP), 13.0 percent higher than the budgeted amount. Domestically financed capital expenditure amounted to Le 355.1 billion (4.7 percent of GDP) compared to Le 107.0 billion (1.7 percent of GDP) in 2009 and was higher than the budgeted amount by Le 153.4 billion. The overrun in the domestic capital expenditure was as a result of:

(i) additional costs on infrastructure projects mainly energy and road projects; (ii) unanticipated expenditures for the rehabilitation of hospitals in line with the Free Health Care Initiative; and (iii) additional transfers made to local councils in the form of development grants.

Public Debt: Since Sierra Leone reached HIPC Completion Point in December 2006, annual debt service payment obligations have substantially reduced. Total debt service payments in 2010 amounted to US\$ 19.4 million compared to US\$ 16.5 million in 2009. This was as a result of higher amortisation in favour of external commercial creditors. The effect of exchange rate movement in the basket of loan currencies also helps to explain the increase. As at end December 2010, total stock of domestic debt instrument stood at Le1.16 trillion, reflecting an increase of 23.8 percent when compared to the same period in 2009. This increase emanated from the conversion into Treasury securities of Le177.5 billion and Le45.3 billion of the stocks of Non-negotiable Non-interest Bearing Bond (NNIB) and Ways and Means Advances respectively during the course of the year.

Looking Forward: For the rest of 2011 it is expected that the economy will continue to recover. Real GDP is expected to grow at 5.1 percent in 2011 and continue the expansion to 6 percent in both 2012 and 2013, reflecting the increased investment in basic infrastructure and energy, rise in agricultural productivity and huge investment in the mining sector. The commencement of iron mining in particular, is expected to substantially boost economic growth in the medium term. The global economy is expected to recover with increased export demand for minerals and cash crops, which should contribute to exchange rate stability. Combined with expanding domestic food production, this should ease inflationary pressures. Monetary and exchange rate policies will also aim at returning to single-digit inflation, with end-period inflation projected to decline to 7.5 percent in 2013. However, import coverage of gross foreign exchange reserves is expected to decline from 5.8 months in 2010 to 4.4 months in 2013, as imports recover with the economic recovery and expansion in investment.

Fiscal policy in the medium term will be tightened to maintain fiscal sustainability and consolidate macroeconomic stability and support key infrastructural development to support economic growth. Domestic revenue is projected to increase from 13.3 percent of GDP in 2010 to 13.6 percent in 2011 and further to 13.7 percent in 2013, reflecting the efficiency gains from GST, increase in royalties and sustained efforts to improve tax administration and broaden the tax base.

1.6 Growing the Private Sector

Private Sector Development: There is increasing recognition of the private sector as the main engine for economic growth and development. Within the framework of the national poverty reduction strategies, key reforms and programmes have been sought to place the private sector in the driver's seat for promoting economic growth and enhancing job creation. As Sierra Leone is opening up for investments, the Government has put in place mechanisms for the simplification of the entire investment procedures.

Business reform initiative has improved investment climate through the continued removal of administrative barriers to trade and investment in the country. The country has improved its ranking in the Ease of Doing Business Index. Sierra Leone is the easiest place to do business in the Mano River Union, globally ranking at 143 (up 6 points from last year) on the Ease of Doing Business Index; and one of the easiest in West Africa to start a business. Currently Sierra Leone has instituted six key investment climate reforms which have streamlined procedures and will harness accountability with the ultimate goal of reducing time, cost and mitigating risks in doing business.

Promoting Broad-Based Economic Growth Through Improved Support To Investors

USAID

The Tony Blair Africa Governance Initiative (AGI) came to Sierra Leone in 2008 at the invitation of President Koroma and was asked to explore options for improving government effectiveness. Following extensive consultation with the President, and with a wide range of other stakeholders including civil society representatives, public officials at local and national level, investors and businesspeople, development partners and academics, it was agreed that the focus should be on helping the government to bridge the 'implementation gap' between vision and execution, especially in the areas of health, agriculture and private sector development.

A team of 8-10 AGI staff have been on the ground in Sierra Leone, providing support in key government institutions, including the Office of the President, Sierra Leone's Investment and Export Promotion Agency (SLIEPA) and the Ministries of Agriculture, Health and Trade. AGI staff work shoulder to shoulder with their Sierra Leonean counterparts, embedded full-time with their teams, supporting the building of sustainable systems, structures and skills to plan and performance manage the President's priorities for implementation.

Since 2011, USAID is funding some of AGI's team to work with the Ministry of Agriculture to support Sierra Leone's own, home-grown entrepreneurs by supporting the delivery of the Smallholder Commercialisation Programme. This programme aims to help smallholder farmers to move from subsistence to commercial agriculture through the provision of seeds, storage facilities, fertiliser and training. With USAID's support,

AGI is also working to strengthen the capacity of the Sierra Leone Investment and Export Promotion Agency to attract and secure high quality foreign direct investment and build the infrastructure and services necessary to support a fast growing economy. As such, USAID's partnership with AGI is successfully building on the key reforms that have led to Sierra Leone's continued climb up the Doing Business rankings, and contributes to Sierra Leone's broad-based economic growth as well as development through private investment.

A fast track commercial courts and a credit reference bureau have been established and are now fully functional. The Credit Bureau will help entrepreneurs to access capital while protecting lenders who are now able to share credit information. The commercial courts will also provide fast track redress of grievance including foreclosure and bankruptcy proceedings. The MTI, in collaboration with other stakeholders, has developed an investment incentive package for investors which has been approved by Cabinet. As a recipe for investment attraction and trade facilitation, the Investment Incentives and Customs Bills 2011 have gone through a pre-legislative hearing and are on the verge for enactment. A One Stop Shop has been established to build on actions undertaken in 2009 to stimulate business, which included the removal of administrative barriers.

A New Project Aimed to Boost Private Sector

European Union

A project for institutional support to the Ministry of Trade and Industry was implemented during the period June 2010-June 2011. The Project aimed at assisting the Government of Sierra Leone to benefit from international trade, support growth, and thereby contribute to poverty reduction. Different activities have been carried out as part of this project, in an effort to reorganise the MTI, establish a policy framework within the Ministry and design the 10th European Development Fund Trade related technical assistance. The implementation phase of the project has come to an end with an overall satisfactory result.

In addition, during late June 2011 a Financing Agreement between the GoSL and the European Union was signed with the aim to strengthen the capacity of SLIEPA to promote investments, develop the private sector and increase exports. The implementation of the project is scheduled to start in November 2011 and will end three years later, with a total budget of 2M Euros. The project is expected to Increase Foreign Direct Investment (FDI) to Sierra Leone; to explore the Export Markets; to improve the Institutional Capacity of SLIEPA; and to improve Communication and Marketing Strategy.

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 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.

In June 2010, the Credit Bureau developed 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 final drafts of these policies would be implemented to consolidate the laws relating to the establishment of the food safety management and standards authority. To this end, the Sierra Leone Standards Bureau received from a UN agency a purchased order to procure and establish a microbiology and chemical laboratory for which training of personnel in quality management has been conducted.

Competitiveness: A Programme Estimate was developed to finance the development of trade law and policies, and to provide funding to the Ministry of Trade and Industry to conduct workshops and seminars to deal with EPA and Private Sector Development (PSD). An agreement was signed between MTI and a UN agency for technical assistance for developing the said law and policy and the procurement process commenced for economic survey to guide the development of the policy. National sensitization workshop on EPA negotiation was conducted and MTI participated in the EPA negotiation meetings.

As a key component of competitiveness of Sierra Leone's products in the global market, the MTI through the Sierra Leone Standards Bureau (SLSB) undertook several measures to develop and implement product standards. Some of these measures are discussed below.

Introduction of Metric System: The government enacted the Weights and Measures Act No.5 of 2010 in July 2010. The Act introduces the metric system of measurement in Sierra Leone moving

from the imperial system. On 1st May 2011, the petroleum sector adopted the metric system, shifting from gallon to litre as a measurement system. A nationwide sensitization was embarked upon on the introduction of the metric system.

Food Safety Policy and Draft Bill: The SLSB in consultation with other stakeholders has developed draft Food Safety Policy which is aligned with the EU Directive on Food Safety. This Policy will consolidate laws relating to the food safety management and will lead to the establishment of a Food Safety Authority which will be responsible for regulating the manufacture, storage, distribution, handling, and sale (including export and import) of food. The Draft Policy shall be validated by relevant stakeholders before presented to Cabinet for approval. A draft Food Safety Bill will then be developed in collaboration with the Ministry of Justice and Attorney General.

Standards Development: In order to establish standards in several sectors of the economy, the SLSB have developed sixty-six measures. These have been approved by Cabinet and gazetted. In December 2010, the SLSB created a website www.slstandards.org for the publication of laws, policies and the notification of standards.

National Phyto -sanitary Policy and Draft Bill: SLSB together with the Ministry of Agriculture, Forestry and Food Security (MAFFS) developed a National Phyto-sanitary Policy and a Phyto-Sanitary Pest Control and Import Quarantine System Bill in 2010. The Policy and law will be aligned to the International Plant Control Convention improve phyto-sanitary practices in the agricultural sector. The Policy and draft Bill are awaiting are to be presented to Cabinet Approval.

Microbiology and Chemical Laboratory: The Sierra Leone Standards Bureau has received equipment for the microbiology, and glassware for the chemical laboratory from a UN agency. The Staff of SLSB have also been trained in laboratory quality management systems. Technical Manuals for microbiology and chemical and quality management systems have also been developed. The proper functioning of these laboratories will facilitate the SLSB to receive regional and international accreditation towards enhancing the competitiveness of domestic products for exports.

National Trade Policy and Action Programme: The National Trade Policy was developed in order to consolidate all trade related policies into one coherent document in order to provide a guide for both policy makers and members of the private sector on matters relating to trade in Sierra Leone. The policy provides strategies to address the challenges that face Sierra Leone's trade sector. It identifies interventions which will be needed to improve the regulatory and legal regime; remove trade distorting policies and practices and build capacity of institutions responsible for policy formulation, implementation and monitoring. The National Trade Policy is accompanied by an Action Programme which is a compilation of projects required to operationalize the key policy prescriptions and commitments in the policy. The policy and action plan were both approved by Cabinet and are now being implemented.

Industrial Development Policy and Action Programme: The Ministry has developed an industrial development policy which provides a framework for the Government to accelerate industrialization through the promotion of endogenous transformation of local raw materials. It will also lead to the development and diversification of industrial productive capacity with the objective of increasing Sierra Leone's export base in manufactured products. An action programme that highlights measures and projects needed to realise the objectives of the policy was also developed. The action programme will serve as a guide to the Government in allocating

resources for action relating to industrial development in Sierra Leone. The Industrial Policy and Action Programme have both been validated by stakeholders and are to be presented to Cabinet for approval.

Cooperatives Policy and Review of the Cooperatives Act: The Ministry has also reviewed the laws and policies relating to Cooperatives in Sierra Leone. As a result the Ministry has developed a cooperative policy which will be used as a basis to revitalise the cooperatives movement in Sierra Leone.

1.7 Tourism

In the tourism sector, the number of tourist arrivals in Sierra Leone for holiday, conference, business and for visiting friends and relatives increased by 19.7 percent in 2010. The increased number of tourist arrivals reflects the gradual recovery in the global economy and the improved political and investment climate coupled with promotional activities undertaken by the national tourist board.

The government has continued to pay great attention to the tourism sector, given its potential to contribute revenue towards national development. A Strategic Tourism Action Plan has been developed and plans are underway to develop a National Tourism Policy and also review the 1990 Tourism Development Act.

Although tourist arrivals have been fluctuating in the last three years, as Table 4.7.1 indicates, the number of visitors is expected to rise as the economy continues to boom, security improves, and branding of the country is stepped up.

Year	Tourists
	Number of tourists arriving
2008	35,679
2009	26,122
2010	31,271

1.8 The Mining Sector

Overview: The government aims to ensure the fullest utilisation of Sierra Leone’s huge mineral potential for the benefit of the population. All mining agreements will be reviewed with the aim of increasing the contribution of the sector to socio-economic development. A New Mines and Minerals Act is now in place to guide Government’s activities in the sector. Also a new institutional framework will follow with a stable, predictable, and competitive investor-friendly legal framework and fiscal environment.

Huge employment opportunities exist with the increased investors in the mining sector, including African Minerals (AML) operating at Ferengbeya in Tonkolili District, and Pepel in Port Loko District, which has provided jobs to hundreds of youths. As the mines become fully operational, the tax revenue could be raised significantly, with the potential to employ over 11 thousand Sierra Leoneans. The London Mining Company for the exploitation of Marampa Iron Ore in Lunsar is expected to significantly add to state revenues, including employment opportunities.

There are four laws that govern the sector, as follows:

- Cutting and Polishing Act (2007)
(Governs the licensing of diamond cutting and polishing companies)
- National Minerals Agency Act (2009)
(Establishes the institutional framework through which the sector will be administered)
- Mines and Minerals Act 2009
(Administrative Regulations, Underground, Social & Environmental Regulations)
- Diamond Trading Act 2009
(Governs internal trade, import and export of diamonds - in line with Kimberley Process)

The following table below shows the registration and license guidelines provided by the Ministry of Mines.

Registration and License Guidelines			
	Artisanal Mining	Small-Scale Mining	Large Scale Mining
Max Area	- 1/2 hectares (5,000sqm)	100 hectares (1 sq km)	125 sq km
Duration of licence	- 1 yr, renewable 3 times	-3yr, renewable for 3yr periods	-25 yrs, renewable for 15 yr periods
Operations	-open pit, up to 10 meters deep	-up to 20 meters deep, no underground operations	- any safe & approved mining method
Annual License Fee	Le 250,000	\$600 per hectare	\$500,000

Transparency in the Mines Sector: The Ministry of Mineral Resources has established a Minerals Cadastre Office with dedicated staff working on the system. With support from a UN agency, the system has been rolled out to all local MMR offices nationwide. All staff members are trained in GPS data collection and GIS applications, as well as license administration skills. The cadastre now records not only industrial and small scale mining operations but also thousands of artisanal mining licenses that are active throughout the country.

With over 15,000 documents digitized and linked directly to their respective licenses, the cadastre has revolutionised record-keeping in the minerals sector. The system provides a full digital record of each license along with scanned applications, plot maps, receipts, environmental certifications, approvals and other supporting documents that are regularly backed up to protect data. As a result, the MMR now has an overview of all titles belonging to any given license holder and can easily see which licenses are valid, who holds them and what are their exact boundaries, as well as a complete history of each license.

The system automatically gives Ministry officials alerts when a license holder is due to provide reports, fees or applications for renewal of licenses. In the past, many such obligations went unfulfilled as Ministry officials did not know what deadlines were coming up or being missed. Now, the MMR will be alerted of renewals, the payment of fees or submission of reports to which license holders are obligated. The system has also dramatically increased the efficiency of the approval and management of licenses, bringing the average processing time from over 78 days to a mere 9. Moreover, because each event affecting a license is recorded in the cadastre, it imposes a strict discipline on the Ministry as to how licenses are administered.

The establishment of a complete digital record of all licenses, their history and supporting documents itself lays the essential foundation for transparency in that it provides an archive that can easily be queried by citizens, civil society organizations, companies or development partners. The Ministry is now integrating data on royalties, taxes and customs payments to make the cadastre a fully complete record of all revenues generated by companies active in the minerals sector in Sierra Leone. This is a tremendous achievement given the widespread lack of access to information that is prevalent in developing countries rich in natural resources. Most significantly, an online portal to the system is being created to give full public access to mineral mining information, which will mark a milestone in the management of the minerals sector, not just in Sierra Leone but across the continent. No other country provides complete access to information on mining revenues. The portal is already being tested and preparations are underway for its launch. *(See annex D for an example of the on-line database).*

The UK Department for International Development (DFID) has supported the Ministry of Minerals Resources in establishing the National Minerals Agency (NMA) to manage mining licences and contracts. This process is well advanced with the 2012 budget committing Government to operationalising the NMA in 2012. This support, along with DFID's co-financing of the World Bank's joint technical assistance project in the extractive industries sector, will improve Government's ability to govern the sector effectively. More effective revenue collection from extractive industries will result in the sector contributing more to public finances. In turn Sierra Leone will be able fund from taxation revenues a greater proportion of its development needs through priority wealth creation and poverty reduction programmes

Revenue from Mines: Towards improving revenue from mines, royalty rates have been revised as follows: precious stones is now 6.5% (up from 5%); precious metals 5% (up from 4%); while all other minerals remain the same as before at 3%. The proposed rates will place Sierra Leone within the upper range of royalties in the region while still remaining reasonable and competitive. To promote transparency, the Mine and Minerals Act has a section dedicated to reporting, disclosure, dissemination of information related to revenues and payments by both mineral right holders and Government. The Act goes quite far to make this an obligation of the licence holder and contravening this provision will be considered a prosecutable offence (in compliance with EITI). Royalties are only a portion of the revenues generated from the sector - in fact Income Tax usually accounts for the largest contribution to Government. Government will have right to acquire an interest in large-scale mining operations on such terms that will be mutually agreed between the Government and the licence holder. *(See annex E for 2010 Income from Mineral Resources and Annex F for an analysis of Income from mining resources).*

1.9 Land Management

Land is a scarce commodity and it is the easiest means by which both the affluent and the poor can store their wealth, especially in Sierra Leone and the under developed economies in the absence of investment opportunities. Therefore land ownership and use continues to be hotly contested all the time. Land Management includes, but is not limited to: formation of land policy; preparation of development and land use plans; administration of land related programmes; investigations by land administrators such as surveyors, valuers and land registrars; and the allocation of natural resources found in the land according to the prevailing situation. To improve on the administration lands in the country, the government has come up with the following classification of lands in an effort to distinguish state lands from other ownership types.

Following No.19 Ordinance of 1960, *Crown or State Lands are defined as follows:*

- All Lands that belong to the crown by virtue of any treaty, cession, convention or agreement.
- Any land acquired in the name of the State for public use.
Lands acquired under the provisions of the Public Lands Acts. Cap 116, including shores, beaches, lagoons, creeks, river, estuaries etc.
- Lands that maybe lawfully disposed of on behalf of the state.
- Lands unoccupied for 12yrs. can be declared as state land under unoccupied Lands Act Cap. 117.
- Reservations in the provinces are lands made possible under the Provinces Lands Act Cap. 122 (1927 Ordinance).

Traditional and Private Ownership: Traditional lands, also referred to as customary lands, sometimes referred to as chieftom or communal and family lands are mainly found in the provinces held by land owning families or lineages with a chieftaincy structure and in totality held in trust by the Chiefs. Private ownership of lands exists where the owner has freehold rights to land. To enhance effective management of State Lands in line with PRSP II, the following have been achieved during the reporting period:

- 80% of State Lands reclaimed in the Western Area.
- National land policy developed.
- Policy guidelines on state lands prepared; the lifting of the ban on State Lands has been enhanced and judicious allocation of such lands has been ensured.
- Sensitization of public information on Land Management issues through conducted.
- Regular monitoring of State Lands sites reduced land grabbing by 60% in the Western Area.
- Survey Act reviewed to accommodate GIS Survey and Modern Technology Mapping.
- Registration Laws under review to move from Deeds to Title Registration of Properties
- Provinces Land Act. Cap. 122 under review to address the Land Tenure System.

1.10 The Environment

The Environmental Protection Agency in Sierra Leone (EPA-SL) is now fully operational. The Environmental Protection Act of 2008 was amended in 2010 to better reflect the current realities of environmental management. The amendment created a position of an Executive Chair of the EPA who is supported by a board drawn from relevant sectors of government. The Agency's staffing situation has tremendously improved. Key activities undertaken during the period under review include the following.

The 1994 National Environmental Action Plan was reviewed. Training was conducted for 100 participants on Strategic Environmental Assessment with the objective of mainstreaming environmental assessment within sectors in government and non-governmental organisations. In December 2010 the EPA-SL hosted a large public event on the role of environmental assessment as a 'tool for sustainable development' which included a statement from H.E. Koroma.

To strengthen the Environmental Impact Assessment (EIA) framework of Sierra Leone, the EPA-SL staff worked closely with staff from the Southern Institute for Environmental Assessment (SAIEA) to review EIAs and increase the monitoring of mining and other operations. The EPA-SL was also involved with the development of draft guidelines for EIAs for the forestry, mining and infrastructure sectors.

To strengthen environmental compliance and enforcement, all mining companies in the country were engaged on their environmental commitments. Monitoring visits were paid to mining sites of major investors and penalties were imposed on mining companies that were not complying with national regulations.

Environment and Natural Resources

The European Union

The EU has been a lead donor in the Environment & Forestry sector and has been playing a significant role in bringing both themes on the country's political agenda. The EU is currently financing the implementation of 4 projects by international and national NGOs focusing on the management of protected areas including marine areas, the Western Peninsula and the Gola National Park for a total envelope of 8.6 Million Euro.

The EU, through FAO is actively supporting sustainable forestry through the FLEGT programme (Forestry Law Enforcement Governance and Trade). The EU also supports the Sierra Leone Environmental Protection Agency (SLEPA) with two specific actions covering the period 2008-2014 with a total budget of 6.1 Million Euro focusing on environmental governance.

A new action was prepared under the Global Climate Change Alliance to be implemented in partnership with the Forestry Department of the MAFFS.

Environmental Governance and Mainstreaming: In a bid to promote environmental governance and sound environmental management in the provinces the Agency conducted an assessment of the capacities of the local District and Town Councils to implement environmental programmes and projects. It has been found out that the councils are confronted with many challenges in terms of capacity to handle environmental issues and problems in their respective localities. Though the councils have acquired training in environmental assessment and monitoring there is dire need to train their functionaries in environmental mainstreaming and handling of environmental concerns such as artisanal mining and other impacts created by the communities themselves such as unsustainable agriculture practices, indiscriminate/illegal logging around river catchment areas, commercial charcoal production and wild bush fires.

A National Climate Change Coordinating/Standing Committee has been established to provide guidance, direction and regulation of climate change issues in Sierra Leone. It is the main body responsible for the strategic planning and formulation of a national climate change policy and strategies in line with the National Agenda for Change to address the climate change problem in the country. It would also facilitate the establishment of a National Secretariat for Climate Change, resource mobilization of climate financing and advocate for the integration of climate change into the national planning process of national programmes and projects.

Key institutions involved in natural resources management (NRM) and project implementation have been identified and currently reviewing methodologies to adapt in the establishment of a databank on natural resource utilization and environmental considerations into the planning process of their programmes and projects.

Staff of the Agency actively participated in the review of the Petroleum Act and drafted comments for environmental considerations into the amended Petroleum Act. The Agency also worked in close collaboration with the Ministry of Mines and Mineral Resources in the review of the draft mining regulations to ensure that environmental considerations and guidelines on the mining sector are integrated into the mining regulations. The Agency also submitted drafted comments to the Office of the President's for consideration into the Extractive Industry Agreement.

USAID CEPESL Project

USAID

The CEPESL Project (Creating an Enabling Policy Environment in Sierra Leone) was designed by USAID to provide technical assistance to the Government of the Republic Sierra Leone (GoSL) to improve the enabling environment for natural resources management. Through this small but important project USAID/Sierra Leone provided support for the establishment of participatory, equitable and transparent policies, laws and regulations that are necessary for the sustainable management of natural resources. Specifically, the CEPESL work plan defined a two phase implementation approach. In Phase One (Situational Analysis) CEPESL conducted a comprehensive review of the existing enabling framework for the forestry, mining and agriculture sectors. In Phase Two (Reform) CEPESL worked with GoSL and civil society to develop selected reforms— which include the following results:

- Forestry Policy (approved by Cabinet in September 2011, and currently pending official adoption by Parliament)
- Conservation and Wildlife Policy (approved by Cabinet in September 2011, and currently pending official adoption by Parliament)
- Forestry Act (draft developed and submitted to MAFFS in February 2011, and currently pending revision and finalization)
- Wildlife Act (draft developed and submitted to MAFFS in February 2011, and currently pending revision and finalization)
- Artisanal Mining Policy (finalized and submitted to MMR in February 2011, and currently pending action by GoSL)

Chemical management: The Agency through the Chemicals and Chemical Management Department has identified all regional and international Conventions and Protocols on chemicals signed and ratified by Sierra Leone. A Cabinet Paper for Sierra Leone to become signatory to the Rotterdam, Basel and Bamako Conventions has been submitted to Cabinet for ratification by Parliament.

The Agency in consultation with the UN and Global Environment Facility (GEF) developed a management plan for the removal of Tetraethyl lead at Kissy Petroleum Terminal to protect human health and the environment.

Chapter Two: ENERGY

Limited access to reliable and affordable energy supply on a sustainable basis is recognized as a major constraint to economic growth and hence poverty reduction. As Government continues its post-war reconstruction and improving the lives of the people, it has placed the energy sector at the top of its strategic priority areas.

In this regard, the first ever Sierra Leone Energy Policy and Strategic Plan have been prepared and officially launched in Freetown in April 2010. The broad objectives of the Policy are:

- To provide reliable and affordable power supplies to stimulate the economic development of Sierra Leone, through the consolidation, improvement and expansion of existing power supply infrastructure
- To increase access to modern energy supplies for poverty reduction in off-grid areas.
- To improve the efficiency of energy use.
- To increase and diversify sources of energy supply in order to ensure security of supply
- To protect the environment, through the use of low carbon and renewable energy resources and the application of clean technologies.
- To enhance private sector involvement in energy infrastructure development and service delivery;
- To strengthen human resource capacity and research and development in energy.
- To improve governance of the energy sector, to address, in an integrated manner, the key issues that will guide the effective implementation of the energy policy.
- To promote energy integration as part of the economic integration of West African States.
- To address the energy needs of women.

Progress Indicators: The progress indicators monitored under the energy sector are shown below:

Outcome Indicator	Baseline 2008	Target for 2011	Status	Target for 2013
National electricity generation capacity (excluding private generation)	24MW	78.26MW	90MW	218MW
% of households with access to electricity	7%	8.5%	11%	20%

2.1 Power Generation

Electricity supply to Freetown has risen from 5MW at the start of 2007 to 76.5 MW with the commissioning of the 50MW Bumbuna Hydro Power Project and the donor funded 10MW plant at Kingtom Power Station, as well as new power plants recently installed in Eastern Freetown (Blackhall Road Power Station) with a capacity of 16.5MW to the supply for the city.

Through government funding, electricity generation for Bo/Kenema Power Services which has been patchy over the last few years is being strengthened, with all three thermal plants in Bo undergoing complete overhauls to provide a steady 5MW throughout the year. There are plans to upgrade the Dodo hydroelectric plant to 12MW, which will significantly improve power generation in the cities of Bo and Kenema. Bumbuna Town and the nearby village of Kamanke are receiving electricity supply from Bumbuna hydropower while Makeni, Magburaka and Lunsar will soon be added to the list of beneficiary towns.

Government is also funding a programme for the electrification of provincial towns and cities with thermal plants which are in the process of being installed in the various district HQ towns, as follows:

LOCALITY	CAPACITY
Makeni/Magburaka/Matotoka	6 MW
Lungi airport and environs	6 MW
Koidu/New Sembehun	6 MW
Port Loko/Lunsar	3 MW
Moyamba	2MW
Kambia/Rokupr	1 MW
Kabala	1 MW
Pujehun	1 MW
Bonthe	1 MW
Kailahun	1 MW

Work is already ongoing to install the 6MW plants in Lungi and in Koidu/New Sembehun in Kono and is expected to be completed before the end of the year. The plants, transmission and distribution materials which are now being installed have been have been paid for by government.

Plans are underway to develop the following mini hydro projects:

LOCALITY	CAPACITY
Bankasoka (Port Loko District)	2MW
Charlotte	2MW
Makalie (Tonkolili District)	170Kw
Yele (Tonkolili District)	500Kw
Moyamba	11MW

GoSL has signed an agreement with ADDAX to build a biomass plant for the production of ethanol. The plant will grow and use sugar cane to produce ethanol, producing up to 30 MW of electricity from the bagasse. Excess energy will be sold to the NPA.

GoSL is reviewing draft MoUs from several firms for the development of Bumbuna II. It is expected that Bumbuna II, when fully developed will add about 350 MW to the 50MW of Bumbuna I for a total generation capacity of 400 MW. A few firms have expressed an interest in developing Bekongor Hydro Project with a capacity of 85MW. However, these projects will need over five years to implement. In the meantime, government is considering options such as additional thermal plants or renewable energy (solar, biomass and micro-hydro) plants to cover the energy requirements, particularly those required by the mining companies, pending the development of the large hydro plants.

The country is an active member of the West African Power Pool (WAPP) which aims to provide access to regional inter-connector transmission facilities. Efforts are being made for the country to benefit from the West African Gas Pipeline (WAGP) which is already supplying gas to some member states.

Work on installing solar street lights will commence shortly, and should be completed in 2012. The project will install over 8,000 street lights in Freetown, Lungi and the 12 District Capitals (Port Loko, Kambia, Makeni, Magburaka, Koidu, Kenema, Bo, Moyamba, Pujehun, Bonthe, Kailahun, Kabala), with funding from its own resources and from a loan provided by the ECOWAS Bank for Investment and Development (EBID).

2.2 Transmission and Distribution

Stable and reliable electricity supply is hampered by a fragile transmission and distribution network which is over 40 years old and for which government has provided substantial funds for improvement. Over 20,000 customers, including industrial customers in the eastend of Freetown, now receive improved and guaranteed 24-hour electric service as a result of the new 33 kV line funded by the World Bank Power and Water Project between the Kingtom and Blackhall Road substations. The increased supplies into the Blackhall substation also free up 5 MW of supplies at the Falconbridge substation, which can be used to add up to 5,000 customers. Furthermore, installation of 19 distribution transformers, 3 packaged transformer stations, and 7 RMUs has improved quality and reliability of supplies directly to an additional 8,000 customers along the affected 11 kV feeder. Moreover, the Project funded procurement of 15MW generation capacity in 2008 when NPA's only operating power plant in Freetown was at 5MW, inefficient and unreliable. Generation capacity supported by the Project increased supplies into the system from 31 GWh in 2007 to 117 GWh in 2008. Accordingly, the Project's investments have led to improved access to power supply for at least 40,000 of NPA's customers in the Project's area.

JICA has completed the construction of a sub-station in Regent and installation of 33kv from Wilberforce sub-station to Regent in the Grant Aid project for Urgent Improvement of Electric Power Supply system in Freetown.

The IDB-funded project due to start later in 2011 will further strengthen and extend the medium and low voltage networks in the Western Area.

To reduce revenue losses due to electricity theft and default in the payment of electricity bills pre-paid meters are being introduced. In Freetown such meters installed between 2009 and 2010 resulted in nearly doubling of revenue. Already 25,000 meters have been installed with another 35,000 to follow. Government has provided funds to purchase 37,000 meters for provincial towns. Rural Energy: A number of homes in rural communities of Mamusa, Blama Massaquoi, Kissy Koya, Makandeh and Mambioma already benefit from solar home systems, provided through a government project sponsored by the Barefoot College of India.

The Government is now in the process of drawing up a comprehensive Rural Energy Programme, which will include, inter alia, rural electrification of village communal facilities, such as schools, clinics and community centres. It will also offer efficient and clean alternative technology for cooking and food processing, as well as the provision of modern energy for productive activities, such as gari and oil processing. The small scale production of biofuels for use in locally installed hybrid engines that supply energy for productive activities and electrification will also form a component of the comprehensive rural energy programme.

Supporting Electrical Power Supply

Japan International Cooperation Agency (JICA)

Japan International Cooperation Agency (JICA) has been supporting for improving the Electric Power Supply in Sierra Leone harmonizing several schemes since some years in term of stable and sustainable power generation and energy transmission and distribution as follows;

■ Master Plan Study on Power Supply in Western Area (2008-09)

■ Project for Urgent Improvement of Electric Power Supply system in Freetown of Japanese Government), which includes construction of Regent Primary Substation and installation of 33kv & 11kv distribution lines from Wilberforce to Regent and construction of 2 unit of 5 MW (total 10 MW) diesel engine generators (2008-10)

■ Dispatching Power Planning Advisor (short-term) to MEWR (2009-11)

■ Basic Design Study on project for Improvement of Power Distribution System in Freetown (Grant Aid) (2011)

■ Project for Capacity Development for Maintaining Power Supply Facilities (Technical Cooperation) (2011-)

■ JICA has assisted not only hardware facilities but also software technical transfer, good operation and maintenance in the Power sector. In 2011, JICA started to implement the technical cooperation with the purpose of enhancing the capacity for maintaining power supply facilities through technical training, assisting of TMT (Technical Management Team) and MG (Management Group) for Power Generation and Transmission/Distribution, and the building of daily basic work/data on OJT. It is believed that this would instill confidence to provide constant electric power to citizen for a brighter future in Sierra Leone.

Renewable Energy: With the commissioning of Bumbuna in 2009, most of the national electricity generation (62 per cent) is from hydropower. This percentage will increase substantially when all the plans for the development of our large-scale hydropower resources materialize. Greater focus is now being given to small-scale electricity, using micro-hydro plants, solar photovoltaic electricity and generation from biofuels. By 2013, it is expected that at least 2 percent of the electricity generated will be from these sources.

2.3 Challenges

Despite the many success stories the following challenges remain. For example, there is reduction of the huge technical and non-technical loss in the electricity transmission and distribution system, which is caused by a number of factors including dereliction and capacity of existing lines, electricity theft, poor revenue collection and illegal connections. Furthermore, there is risk of damage to single transmission lines for Bumbuna and Dodo hydroelectric plants. Lack of a national grid that would facilitate rural electrification, provide security of supply and give access to imported energy supplies to meet our energy needs countrywide is another challenge. High cost of installation of renewable energy installations and possible high prices of fossil fuels for thermal plants pose another challenge. Other outstanding challenges facing the Ministry include lack of adequate number of professional staff to ensure the implementation of the Energy Policy and Strategic Planning and the technical support that come with it.

Chapter Three: TRANSPORT AND AVIATION

3.1 Road Network

In 2010 the transport sector continued to make some strides to expand the road networks throughout the country but inadequate funding and a lack of companies available to undertake projects slowed those efforts. *(See annex G for project status at the end of 2010)*

So far in 2011, considerable progress was made in expediting the road construction in Freetown, however the challenges of inadequate funding, 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 remained. A major challenge faced by the roads sector is the lack of proper education of road safety and proper usage of the roads by the public and also to balance the need to work on the new roads and maintaining the older roads.

Strengthening the Transport Sector through Rehabilitation and Capacity Building

European Union

The European Union, through the European Development Fund (EDF), is a key donor of development aid for the rehabilitation of road and transport infrastructures in the country. The 10th EDF Country Strategy Paper complements the SL Agenda for Change program providing additional 95.0 Mio Euro of grants for infrastructure investments in the period 2008-2013.

Between July 2010 and June 2011 three main road rehabilitation projects have been substantially completed:

- the **Masiaka-Bo highway** (148 Km) with a total cost of 53.8 Mio Euro;
- the **Freetown-Conakry highway** (76 Km) including the construction of a new common border post between Sierra Leone and Guinea at Pamelap, with a total cost of 32.3 Mio Euro;
- the **rehabilitation of 650 Km of feeder roads** in four districts (Kambia, Kenema Port-Loko and Pujehun) with a total cost of 9.5 Mio Euro.

Furthermore, the EU has funded for 3.0 Mio Euro a Technical Assistance (TA) program to provide institutional strengthening and capacity building to the Sierra Leone Roads Authority. The TA project will include the purchase of vehicles and materials laboratory equipment, the rehabilitation of office spaces at the SLRA Headquarters and a specific capacity building program. The capacity building program started in January 2011 with a planned duration of 24 months.

A new financing agreement between the EU and the Government of Sierra Leone has been signed in November 2010 providing additional 23.5 Mio Euro for the rehabilitation of Priority Infrastructure Works including the Makeni-Kabala and Bo-Bandajuma roads as well as the rehabilitation of several urban roads in Freetown. The financing agreement also includes some risk mitigation measures (drainages and improvement of accessibility) for the protection of the population living in the Tengbeh town and Moyiba areas.

Finally, in June 2011 the EU and the GoSL have initiated the preparation of a new project, for a total cost of 30.0 Mio Euro, to finance the rehabilitation of the 33.6 Km Moyamba-Moyamba junction road and the rehabilitation of 2 bridges: the Gbangbama bridge on the Moyamba-Moyamba junction road and a new larger Magbele Bridge on the road from Freetown to Conakry.

The Government's national transportation programme for roads has progress steadily but the majority of road works projects stand uncompleted and in a poor state due to several reasons related to funding gaps and the rainy season. Additionally, there seems to be miscomprehension on the differences between seasonal roads and all weather roads and getting the funding to do the latter.

Road Network/Class	Current Status				
	Total Length (Km)	Excellent	Good	Fair	Poor
Class A (Primary)					
Bituminous Class	864	445	183	75	261
Unpaved	1276	0	352	628	196
Subtotal Class A (Primary)	2140	445	535	703	457
Class B (Secondary)					
Bituminous	24	0	11	9	4
Unpaved	1880	0	423	560	897
Subtotal Class B (Secondary)	1904	0	434	569	901
Class F (feeder roads)	4152	0	1380	1195	1577
Subtotal Class F	4152	0	1380	1195	1577
Subtotal National					
Road Network	8196	445	2349	2467	2935
Urban Roads	3104	30	24	1196	1854
Total	11300	475	2373	3663	4789
Percentage (%)		4.20%	21.00%	32.42%	42.38%

3.2 Lungi Airport

The rehabilitation of the Lungi International Airport is a key priority as highlighted in the Agenda for Change. Improvement of the airport was initiated in 2010 with various work undertaken such as overlaying of runway and widening of the taxi way as well as the relocation of airfields ground lighting system which is now fully functional. There is adequate provision of water for airport with extra boreholes. The airport now enjoys sixty-five percent of electricity supply. Bids for navigation and communication equipment have been advertised and returned. Also, seventy percent of X-ray equipment has been purchased and installed. The construction of helipads and terminal buildings in Lungi and Aberdeen in Freetown are ongoing and is expected to be completed in December this year.

Development of Connections to Lungi Airport

African Development Bank

To address the perennial problems of travel between Freetown and Lungi and the congestion in the city of Freetown, the Government during its 50th Independence Anniversary celebrations, organized a Tripartite Investment Programme (TIP) conference in Freetown from May 26 - 27, 2011. The two-day conference which brought together many stakeholders and interested groups including high profiled investors discussed the need for the creation of a developmental hub that will comprise a new city and a fully-expanded, up-scaled and modern international airport in Lungi, and a bridge to improve the transport connectivity and flow of traffic between the Lungi and Freetown. This conference was funded by the Bank.

In December 2010, the Bank officially launched the Lungi-Port Loko Road Upgrading Project and the project site was handed over to the contractor, China Railway Seventh Group by the Government. The upgrading of this project will greatly improve the connection between Lungi airport and Freetown. It will also enhance the development of regional trade between the Port-Loko district and the rest of the country. Upon completion, the road will connect the Conakry-Freetown highway, and will contribute to regional integration between Sierra Leone and its neighboring countries.

3.3 Seaport

Work on the seaport is in progress focusing specifically on the construction of new oil jetty and port. In progress also is the rehabilitation of the Kissy oil jetty. Monitoring equipment such as CCTV together with a tug boat was procured. Dredging of Queen Elizabeth and Litherrage Quays are ongoing with funds secured from the international community for the latter. There are plans to demolish and reconstruct a number of jetties including Government wharf which will be replaced by new passenger terminal at an estimated cost of \$5 million from Climate Change facility.

A Port for the Future

World Bank

A modern and well-run port is essential for meeting the development needs of Sierra Leone. The first infrastructure concession agreement in Sierra Leone was signed between the Government of Sierra Leone and the French company, Bollere Africa Logistics, in November 2010, and the container terminal was handed to the concessionaire in March 2011. The concession is expected to transform Sierra Leone into a transshipment hub in the West African region and showcases the country as an investment destination. The total investment in civil works and port handling equipment over the 20 year concession period would exceed US\$ 122M. There should be noticeable infrastructural development and improvement at the port within the first two years of the agreement. The port is also expected to contribute revenues for the first time, with an initial amount of US\$ 6M followed by an annual rental fee of US\$2.1M rising to US\$18.7 million dollars by the year 2020 and various other fees. The preparation for the transition was led by the National Commission of Privatization and supported under the World Bank funded Infrastructure Development Project (IDP). The World Bank worked closely with the NCP, SLPA and other agencies

in devising the strategy for establishing the landlord Port model in Sierra Leone. Under the project, extensive background work on the legal, regulatory and technical aspects was conducted followed by scenario building and options for private participation. SLPA staff, labor unions and other stakeholders were part of the process throughout. The transparent, rules bound process followed by the government for the concession has signaled Sierra Leone as the newest destination for foreign investors in West Africa and paved the way to replicate this success in other infrastructure sectors.

Since 2010 to date, the Sierra Leone Maritime Administration (SLMA) has been engaged in constructing jetties in various locations. The majority of them are still incomplete. They include:

- Gbondapi in the Pujahun District (almost complete)
- Gbagatoke in the Moyamba District (incomplete)
- Yargoi in the Bonthe District (incomplete)
- Port Loko in the Port Loko District (incomplete)
- Rokupur in the Kambia District (incomplete)
- Kassiru in the Kambia District (incomplete)
- Kychon in the Kambia District (incomplete)
- Mabolo in the Kambia District (incomplete)

Finally, in 2010, the SLMA installed 12 radio stations along the coast to improve rescue network and to increase the frequency checks for boats safety and the use of equipment.

Chapter Four: PRODUCTIVE SECTORS

4.1 Agriculture

As a key priority sector in the Agenda for Change and with nearly two-thirds of the population depending on the sector for their livelihoods, agriculture remains the backbone of the Sierra Leone's economy contributing 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.

As was reported in the 2009/2010 joint report, the National Sustainable Agricultural Development Plan (NSADP) remains the broad framework for putting the objectives of the Government's Agenda for Change into action in the agriculture sector. 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 is embarks on over the next few years remain:

- increasing agricultural productivity,
- promoting commercial agriculture through private sector participation,
- improving agricultural research and extension delivery systems, and
- promoting efficient sector resource management systems.

■ Smallholder Commercialisation Programme

The Ministry's flagship programme is the Smallholder Commercialisation Programme (SCP). All activities of the Ministry during the period under review are thus reported under this programme. The programme has six components:

■ ■ Production Intensification, Processing Value Addition and Marketing:

Distribution of Seeds and Planting Materials: A total of 490 Farmer Based Organisation (FBOs-390 in 2010 and 100 in 2011) under the Smallholder Commercialization Programme were provided with subsidised inputs comprising of 12,525 bushels (313mt) of seed rice, 2,986 bushels (54mt) of groundnut seeds, 8mt of maize seeds, 6,000 bundles of cassava cuttings, 6,000 bags of sweet potato vines, 375kg of cowpea. Under the tractor hire purchase scheme, 25,000 bushels (625mt) of seed rice was also distributed to farmers making a total distribution of 37,525 bushels (938mt) of seed rice. The Ministry also made available 156,000 oil palm seed-lets, 396,000 cacao beans, 373,500 coffee berries and 350,000 cashew seedlings which were raised and distributed to farmers. The Ministry supported projects provided 40,000 cacao, 5,000 coffee, 1,000 coconut, 10,000 citrus and 20,000 mango seedlings to farmers country wide.

Boosting Agribusiness through Sugarcane Ethanol Project African Development Bank

The Board of Directors of the African Development Bank (AfDB) approved in April 2011, a € 25-million senior private sector loan to finance Addax Bioenergy Sierra Leone (ABSL) project. The total cost of this project is over € 220 million with contribution from other financiers.

The project consists of:

- The development of a Greenfield sugarcane plantation of approximately 10,000 hectares;
- The construction of an integrated bio-energy facility including the sugarcane crushing facility and ethanol distillery; and a 32-Mega-Watt biomass co-generation power plant.

The ABSL project represents the largest private sector investment in Sierra Leone's agriculture sector to date. It will broaden electricity supply throughout the country, enhance productivity in agriculture and improve the country's standing as an investment destination. Beyond Sierra Leone, the project is the first large-scale sugarcane ethanol project in Africa and it is expected to catalyze further sustainable investment in the sector, and agribusiness in general, in other African countries. Together with partner development financiers, the Bank has and will continue to play a prominent role in ensuring that the project adheres to international good practices on environmental and social protection, with respect to food security.

Agro-chemicals: A total of 1,520mt of assorted fertilisers including NPK series, Urea. DAP and 6,246 litres of herbicides were distributed to smallholder farmers through the ABCs and beneficiaries of the Tractor Hire Purchase Scheme.

Plant Clinics: In addition to the quantities of herbicides and pesticides provided to farmers, plant clinics were established in eleven out of the thirteen Districts with 53 Satellite Clinics. There is a plan to expand the satellite Clinics in all of the 193 ABCs.

Forestry Activities: During the period under reporting, the Forestry Division has been restructured and divided into three units, namely: Commercial Forestry, Conservation and Wild Life and Community Forestry. The activities undertaken include the following:

- Catchments reforestation in which 288,000 seedlings were planted nationwide during the period under review.
- National seedlings production during which 998,591 seedlings were raised and distributed to communities for tree planting.
- A forestation was also undertaken in the western area and along the peninsular and mountain areas covering a total of 143 hectares under the Western Area Peninsular Forest Protection Project which has not only demarcated the boundary for the protection of the forest but also discovered about four water bodies within the forest that have the capacity to supply water to Freetown and its environs five times more than Guma Dam.

Agricultural sector The European Union

The EU is implementing in partnership with the Ministry of Agriculture Forestry and Food Security (MAFFS) the A4D - Agriculture-For-Development Project (EUR 16.0 million). The A4D project focuses on export crops, cocoa and coffee in the Eastern Province and cashew in the Northern Province, following a value-chain approach. The project supports smallholder farmers to increase their production volumes, while consistently improving the quality of the produce.

Livestock Production: In the area of livestock production, over 16,700 heads of assorted livestock comprising of sheep, goats and cockerel, were distributed to farmers through the ABCs. These were supported with equipment, materials, drugs and vaccines.

The Ministry is temporarily leasing the poultry structures at the Lumley Agricultural station to Pajah and IJ Ltd to set up an hatchery in order to address the unavailability of day old chicks for the small scale producers. An incubator with a capacity of 57,400 setting and 19,200 hatching has been installed and production will commence soon. The animal health unit is also being provided with an assortment of veterinary drugs, vaccines and equipment which are being distributed to the various districts on a cost recovery basis. Support from the African Union Inter African Bureau for Animal Resources (AU-IBAR) “Vaccination against Neglected Animal Diseases in Africa (VACNADA)” Project provided nine hundred and thirty seven thousand five hundred (937,500) doses of PPR vaccines for the country-wide vaccination of small ruminants against Pestes des Petites Ruminants.

Also under the recently concluded Support Programme to the Integrated National Action Plan on avian and Human Influenza (SPINAP-AHI), four vehicles and ten motor bikes were provided to the division to strengthen animal disease surveillance throughout the country.

Labour Saving Machinery Support to farmers: The Ministry obtained a soft loan from the international community through a line of credit to the tune of USD15Million to finance the purchase of 265 Tractors and equipment. The Ministry, in collaboration with the First International Bank (FIB), has provided the farmers access to these tractors through a hire purchase scheme. 252 out of the 265 tractors have been transferred to farmers under the hire purchase scheme. Under the Smallholder Commercialisation Programme, 218 power tillers, 201 rice threshers, 266 rice cutters were supplied to smallholder farmers through the ABCs.

Installation of Rice Mills: Thirty big rice mills are under construction covering all districts in order to process and increase the supply of rice in the market to promote the quality and competitiveness of the local rice. Two of the mills with a capacity to mill 20 bags an hour are being completed in Torma Bum and Makeni, while the remaining 28, with a capacity of 14 - 16 bags an hour, are at different stages of construction in all districts of this country.

Sustainable Rice Development Project (SRDP) Japan International Cooperation Agency (JICA)

Assisting to the agricultural sector, especially in rice development, is one of key cooperation area between two countries. Japan International Cooperation Agency (JICA) in collaboration with the

Ministry of Agriculture, Forestry and Food Security (MAFFS) has been implementing technical cooperation titled “Sustainable Rice Development in Sierra Leone (2010-2014)” since October 2010 to establish rice production techniques and its extension method which will be applicable throughout Sierra Leone. The project is in deed alignment to the national flagship program of Smallholder Commercialization Program (SCP) to promote of commercialization in rice sector. The project team will be improving rice technologies by carrying out both on-farm and on-station trials in close collaboration with the Rokupr Rice Research Centre (RARC) while providing extension staff and farmer facilitator training on rice. Taking into consideration that improved technologies should be profitable and environmentally adaptive, we aim to promote commercialization of small rice farmers through increasing productivity, intensification, value addition and post-harvest technologies.

Construction of Agricultural Business Centrs (ABCs): A total of one hundred and ninety three (193) ABCs have been constructed countrywide with an average of at least one per chiefdom. These ABCs are equipped with 200 mini rice mills, 161 cassava grating machines, drying floors and water sources to enable smallholder farmers to process, add value and market their products. Also, the Rural and Private Sector Development Project (RPSDP) provided 51 cassava grating machines and 23 rice processing machines which have been distributed to FBOs. The ABCs were also provided with jute bags for packaging and linked to markets such as the WFP’s Purchase for Progress (P4P) programme.

Extension Activities, Farmer Organisation and Farmer Capacity Building: In collaboration with partners about 500 small Farmer Based Organizations have been formed and organised, and linked to the 193 Agricultural Business Centres. The capacity of these farmer groups is continuously being built through the establishment of three hundred and eighty (380) Farmer Field and Livelihood Schools (FFS) to train farmers in improved agronomic practices and commercial framing; and the training of 121 Community Facilitators, 40 Training of Trainers as District Coordinators, 750 ABC Board Members. 56 Power Tiller Operators, 193 shop keepers, and 193 rice and cassava mill operators. MAFFS is undergoing a restructuring process for research and extension and is currently recruiting qualified personnel to further strengthen the Extension Division. There are also plans to develop an Extension Policy and staff deployment plan.

Promoting Agriculture, Governance and the Environment (PAGE)

USAID

The goal of the project is to improve the enabling environment for sustainable commercial agriculture while preserving the natural resource base for future generations of Sierra Leoneans. In the agricultural sector, PAGE is building upon previous USAID projects by clustering Farmer Field Schools into larger Producer Organizations and Marketing Associations. PAGE has enabled many of these groups to register as limited liability companies or cooperatives while linking them to local, regional, and international end markets following the value chain principle. For the rice value chain, PAGE has linked more than a dozen marketing associations to the World Food Program’s Purchase for Progress project to provide export-quality rice to the WFP’s school feeding program. For the cocoa value chain, PAGE has worked with producer organizations to produce grade one cocoa that meets the criteria for both organic and fair trade certifications. PAGE has linked these quality cocoa producers to buyers in Europe such as Armajaro, Noble Cocoa, and Euomar. Together with the Gesellschaft for Internationale Zusammenarbeit (GIZ), PAGE has helped create and facilitate the Cocoa Working Group, a high level government-sponsored task force to promote Sierra Leonean cocoa. PAGE has also collaborated with GIZ to

create and support Jula Associates, a consultancy group providing affordable technical assistance to producer organizations in the areas of cocoa certification, traceability and business development services. For the pulses, sorghum, and sesame value chains, PAGE is linking producers to Bennimix, a local manufacturer of infant foods. Finally, PAGE is collaborating with the government's Smallholder Commercialization Program by training the management cadres of the agricultural business centers (ABCs) in the PAGE project zones.

Irrigation

Small Scale Irrigation: A total of 1,793.4 hectares of inland valley swamps in seven districts (Kailahun, Kambia, Kenema, Kono, Moyamba, Port Loko and Pujehun) has been rehabilitated thereby increasing the productivity of farmers. Youths are being engaged as service providers for the rehabilitation and/or development of inland valley swamps thus generating incomes for the youths. Demonstration plots for the testing of borehole and pump irrigation system is under way. Each location will target 20 ha (total 140 ha). If after completion the project is seen to be viable it will be replicated and implemented in other parts of the country.

Large Scale Irrigation: Recently Government has tried to attract private sector investment in the area of large scale irrigation which is not common in Sierra Leone. Key sites with potentials for large scale irrigation have been identified. These are Torma Bum (51,300 ha), Gbundapi (41,100 ha) Kumrabai Manilla (35,500 ha), Rhombe Swamps (14,700 ha) and Rolako (5,100 ha). Feasibility studies have been conducted in Rhombe and Rolako, while proposals for similar studies have been prepared for the others. BADEA has consented to fund the study for Kumrabai Mamilla. The process of consulting a firm to undertake the study is ongoing.

Feeder Roads Rehabilitation

619km of feeder roads to link production areas to market centres have been fully rehabilitated. The process for the construction of 550km to link 96 ABCs to market centres will commence as soon as the Road Maintenance Fund under MOFED is established and road maintenance functions devolved to the councils. A Landing Craft that can carry 6 to 8 tractors plus 30 passengers was bought. Also plus 2 fully air conditioned boats have also been acquired. Each of the boats can take 10-15 passengers. The utilisation policy and strategy of these vessels are being work out.

Access to Rural Finance

The Ministry through its Rural Finance and Community Improvement project have Constructed and equipped 6 new Financial Services Associations (FSA's) or village banks and 4 new Community Banks in three districts during the period under review. A database has been developed on private sector involvement in Sierra Leone agriculture, given the significance of the private sector in Agriculture. The Sierra Leone Chamber for Agricultural Development (SLeCAD) is working in collaboration with the Ministry to establish a Fund for the provision of financial services to large scale investors in the sector. In a bid to liberalise and to attract more investors in the Agriculture Sector, an investment incentive has been developed including duty waivers on imported agricultural inputs, tax holidays, and land lease assistance by the government. From 2009 to date the Ministry has granted waivers to the tune of over fifty-five billion Leones.

The Sierra Leone Centre for Agribusiness Initiatives (SABI) has been developed at the Newton Livestock Station with the objective to transform the agricultural value chain in the country into an end market oriented business, with the aim of making the sector attractive to young people and other entrepreneurs in search of viable and profitable agribusinesses to develop and manage in urban and rural communities.

Social Protection and Safety Nets

Social Protection and safety nets such Food/Cash for Work (F/CFW) are provided for the construction of productive assets such as ABCs, feeder roads, inland valley swamps and tree crops rehabilitation by farmers and vulnerable communities. During the period under review, 953.8 Ha of IVS, 2201Ha of tree crop plantation and 107.6 km feeder roads were supported with FFW.

In collaboration with the MOHS, nutrition coordination meetings have been held. During the period under review the ministry, in collaboration with other partners, established the REACH Programme which is an inter-agency effort to strengthen capacity for multi-sector planning, coordination, and governance to improve nutrition and food security.

The Ministry has established linkage with CILSS and partnered with other stakeholders to prepare early warning instruments, and apportioned responsibilities for deploying these instruments for regular data collection, processing and dissemination on parameters that affects food security in the country. An agreement has been signed with AGRIMET to establish a remote data recording centre to generate data on environmental trends.

National Commission for Social Action

On 15th April 2011 the Sierra Leone Cabinet approved a National Social Protection Policy whose thrust is the promotion of human capital development and improvement in the quality of life amongst the poor. The policy incorporates the institutional arrangements for regulating and monitoring of interventions in order to ensure effective coordination, synergy and tracking of results. It is currently at the office of Attorney General for drafting of the Social Protection Bill for subsequent enactment by Parliament.

Prominent among the Social Protection interventions during the reporting period is the Cash-for-work programme implemented by the National Commission for Social Action (NaCSA). During the reporting period (June 2010 to date) NaCSA received funding from the World Bank in the amount of \$4.0m and \$0.3m from a UN agency for the creation of temporary jobs for vulnerable and unemployed youths in order to cushion the effects of the rising food and fuel prices.

Effective Sector Coordination and Management

Regular Coordinating Meetings including the Presidential Task Force on Agriculture (PTFAg), Agriculture Advisory Group (AAG), alignment and component sub committees meetings were held to coordinate the activities of the sector under the SCP; provide policy direction and mobilise resources. Under this process, USD 50 Million Grant from the Global Agriculture and Food Security

Programme (GASFP) has been committed to the SCP. The grant has already been ratified by Parliament and implementation will commence in October 2011 after all the necessary grant effectiveness conditions have been satisfied. Also, the Islamic Development Bank (IDB) has committed another US\$ 50million to the SCP. This is expected to be accessed before the end of the year. The Ministry in collaboration with the Africa Rice Centre and the Sierra Leone Agricultural Research Institute is implementing programmes to harmonize rice data collection methodologies in line with other twenty (20) countries under the Coalition for African Rice Development (CARD). US\$22million has been secured under this window to support the commercialization of the value chains of rice and cassava 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.

Food Security

European Union

The EU signed two contribution agreements with FAO and WFP for the implementation of the EU Food Facility covering the period from 2009 to July 2011 with a global allocation of EUR 15.7 million. The EU food facility aimed at supporting the Smallholders Commercialization Programme of the MAFFS, and in particular (i) increase yield and farm productivity, (ii) improve access to agricultural support services (input markets, post-harvest conditioning, extension services and technical advise), and (iii) improve access to, and better functioning of rural markets. The project supported the establishment of 138 Agri-Business Centres (ABCs). The food facility also supported the rehabilitation of key agricultural infrastructures by providing food for work. Parallel actions were implemented by NGOs and WFP aiming at mitigating the impact of rising food prices on consumption levels and nutritional status of food insecure households in rural communities. In addition the EU Food Security Thematic Programme finances actions implemented by international and national NGOs (10 Million Euro) in all the Districts of Sierra Leone.

■ National Programme Coordinating Unit

The Rehabilitation and Community-based Poverty Reduction Programme (RCPRP) and Rural Finance and Community Improvement Programme (RFCIP) are implemented concurrently, by the National Programme Coordinating Unit (NPCU) in the Ministry of Agriculture, Forestry and Food Security (MAFFS). The projects are co-funded by International Fund for Agricultural Development, who provides the bulk of the funding, and the Government of Sierra Leone (GoSL), which provides counterpart funding. The NPCU was established in 2009 with the mandate of coordinating on-site field implementation of project activities across the four 'K' districts of Koinadugu, Kono, Kenema and Kailahun districts, under the direction of MAFFS. Since then, the NPCU has scored several successes which have created positive impression on the minds of the donor, causing increments in the size of the portfolio, from an initial total of about twenty million United States Dollars (\$20,000,000) to a current level of about forty million USD.

4.2 Forestry

During the review period, the nationwide reforestation programme has been embarked upon to add to the current 5% forest cover in Sierra Leone. The catchments areas of the Western Area Peninsula Forest Reserve are being reforested in order to address the persistent acute shortage of water supply in Freetown and its surroundings. 100 Forest Guards have been recruited and posted countrywide to address this concern of law enforcement. In addition, the first comprehensive Rubber policy has been developed and approved by Government. A taskforce has been formed to create an enabling environment for implementing the policy. New policies for Forestry and Wildlife Conservation have been developed and awaiting approval by Government.

In fulfilment of the Millennium Development Goals and the United Nations Convention on Biological Diversity, this sector has developed six projects for the creation of a network of protected areas representing of 468,000 hectares. (*See annex F for forestry achievements*).

Promoting Agriculture, Governance and the Environment (PAGE)

USAID

PAGE is helping farmers rehabilitate inland valley swamps and neglected cocoa farms. In 2010 USAID signed an agreement with the Ministry of Agriculture, Forestry and Food Security (MAFFS) to establish a framework for cooperation and coordination between MAFFS and USAID to support the development of co-management of forests in Sierra Leone. The framework provides for joint planning and implementation of forest co-management pilot projects to promote and support the sustainable use and management of the forests of Sierra Leone. PAGE and the MAFFS Forestry Division are collaborating on implementing this agreement. PAGE is working toward the establishment of the first Forest Co-Management (FCM) pilots in Sierra Leone. These two pilots are located in the community forest of the Wara Wara Mountains in Koinadugu District and the state forest in the Kambui North Reserve in Kenema District. PAGE has introduced forest co-management in both areas while collecting scientific and socio-economic data for analysis and management. To date, PAGE has helped establish 127 Village Forest Management Associations. PAGE and the Forestry Division are working with communities to develop sustainable Forest Management Plans. Based on these plans, the GoSL will enter into legal agreements with community-based Forest Management Associations for the management of these areas.

PAGE is implemented by a consortium of US-based organizations: ACDI/VOCA is the prime organization while Tetrattech/ARD, Inc. and World Vision are sub-grantees. PAGE focuses on four districts: Koinadugu, Kono, Kenema and Kailahun. The project has been implemented since 2008 and is now in its fourth year.

4.3 Fisheries

The fisheries sector of Sierra Leone contributes about 10% to the gross domestic product (GDP) of Sierra Leone and provides some 80% animal protein source for majority of Sierra Leoneans. The Fisheries Policy was revised in 2010. The revised fisheries policy and operational framework identifies four objectives which can enhance the management of the artisanal fishery:

- (a) conservation and sustainable use of fish resources
- (b) promotion of co-management in collaboration with stakeholders

- (c) diversification and increase in international trade of fish and fishery products, and
- (d) implementation of cost-effective and functional extension services for improved management of fish resources.

Management Framework and implementation of Activities: Recent activities of the Ministry reflects the President’s Agenda for Change ³ approach for the fisheries sector, which includes stakeholder consultation, the provision of adequate extension services for the artisanal fisherfolks including fish farmers, provision of adequate surveillance capability, improvement of fisheries infrastructure and commercialization of fishing, enhancing value added productivity of the fisheries sector and institutional strengthening to ensure that Sierra Leone fish access EU markets. This Agenda for Change is implemented in tandem with the country’s results based management (RBM) framework which is based on a performance tracking table (PTT) ⁴. A Scientific and Technical Committee (STC) provides additional fisheries management advice to the Minister of Fisheries and the Director of Fisheries and Marine Resources. The STC comprises of various experts in fisheries science and economics including retired Directors of Fisheries. Considerations are now made to include fisher organizations as members of the STC, in order to capture the traditional knowledge of fishers in fisheries management.

The Joint Maritime Committee (JMC) which was established by Cabinet Conclusion in 2009 is addressing the major problem of illegal, unreported and unregulated (IUU) fishing. The JMC is lead by MFMR with the Minister serving as the head and include all major maritime institutions, including the MFMR, Sierra Leone Maritime Administration (SLMA) and Office of National Security (ONS), the Marine Police, Immigration and Customs Department.

Fisheries management and administrative activities with stakeholder institutions includes: fisheries policy formulation through consultative meetings and validation workshops, training activities on data collection, fish processing, fish farming and extension services, fishing vessel inspection and registration, transshipment activities, enforcement of fisheries laws and regulations, licensing, fish quality control and certification, regional and international conferences and fisheries administration. Local Councils are now in charge of revenue collection of licensing of canoes and attendant fishing gears in the artisanal fishery sector. However, this governance arrangement is faced with challenges including the enforcement of fishing gear regulations. The Local Councils issue authorization for the operation of illegal fishing gears in majority of fishing communities. This is largely due to the insufficient capacity and nostalgia among Local Councils for the full implementation of the rules guiding licensing of canoes and attendant fishing gears.

Combating IUU fishing: Major successes have been registered in this area through the assistance of the United States Coast Guards in collaboration with the Sierra Leone Navy. This was achieved through an MOU was concluded in 2007 between the United States Government and the Sierra Leone Government to facilitate effective maritime patrols in the maritime waters of Sierra Leone, in order to combat IUU fishing, the smuggling of contraband goods and other customs related issues.

The JMC has instituted an integrated maritime patrols comprising of the different maritime and key State Institutions, aimed at combating IUU fishing and enforcing other maritime security issues. These arrangements have successfully led to several arrests of vessels in 2010 and 2011. Some arrests made for various infringements during this period are presented below:

³ Government of Sierra Leone (GoSL), “The Agenda for Change, Policies for Sierra Leone’s Poverty Reduction Strategy” (Agenda for Change, PRSP), (2008)

⁴ Ministry of Fisheries and Marine Resources (MFMR), “Performance Tracking Table, implementing year: 1st January-31st December 2011”, MFMR (2011)

Arrested Vessels for various infringements	Year	Status of actions taken
Min Yu 701 and Bokjori	2010	Fines Levied and Paid
See God I and See God II	2010	Fish confiscated, fines levied and paid
Tsukwei 1 and Tsukwei 2	2010	Fish confiscated, but matter discharged by court order
Kepa III	2010	Matter discharged by court order
Lian Run 19	2010	Fines paid and vessel released
Star Shrimper 3 and Shrimper 32	2010	Fines levied and paid, vessel released
MV Loyal	2011	Fines levied and paid
GALERNC	2011	Fines levied and paid

Under the JMC a fleet management system and an automatic information system has been installed in order to monitor the position of licensed fishing vessels at sea. Currently, some industrial fishing fleets are fitted with vessel monitoring system (VMS) which provides real-time information on the position and areas of operation of licensed fishing vessels. The Fisheries Protection Unit of the JMC has been established and under the support of the West African Regional Fisheries Project, Sierra Leone (WARFP-SL), surveillance patrol vessels will be secured for effective integrated maritime patrols. The WARFP-SL will provide support for surveillance patrols. This will contribute immensely towards the reduction of IUU fishing. In addition, a framework is now in place for dashboard operators at MFMR in order to monitor the activities of licensed fishing vessels which will include report on daily catch reporting and positions of vessel operations.

Additionally, through consultations with fishing companies as a new approach to fisheries management adopted by the Minister of Fisheries, Fisheries Observers are now deployed onboard tuna vessels. This is a success for Sierra Leone in meeting her obligations to the International Commission for the Conservation of Atlantic Tunas (ICCAT). This step will enable Sierra Leone to be allocated quota from ICCAT to which Sierra Leone became member in 2008.

Fishery Sector

The European Union

The EU implemented the Institutional Support to Fisheries Management (€3 million) in collaboration with the Ministry of Fisheries and Marine Resources (MFMR) which contributed to establish a realistic picture of the status of fisheries resources, thus contributing to the development of fisheries management measures. Through regional programmes the EU provides assistance to the Government of Sierra Leone in various aspects related to fishery sector policies and strategies. This namely applies to the field of fishery products food safety and health regulations and the new EU regulation on Illegal, Unreported and Unregulated (IUU) fishing, which entered into force on 1 January 2010.

Improving Governance through Stakeholder Consultations: In order to improve on governance of the fisheries sector, MFMR has embraced extensive stakeholder consultations in the design and

implementation of fisheries management measures. Management tools such as the ecosystem approach to fisheries (EAF) have been introduced and have been implemented in the communities. The EAF takes into account the human dimensions of fisheries and the impact of fishing on marine ecosystems. An EAF baseline report for the artisanal fisheries sector has been developed and an Ecological Risk Assessment (ERA) study has been done on the artisanal fisheries. The ERA report will serve as reference information for the preparation of a fisheries management plan for the artisanal fisheries sector.

Additionally, in 2011, Government requested support from the New Partnership for African Development (NEPAD) planning and Coordination Office (NPCA) to accelerate the implementation of the WARFP-SL project in meeting the main project objectives of improving on governance, value addition to the fisheries and reducing IUU fishing. The NPCA support framework will also support key management gaps which were identified during a two days retreat including MFMR and the New Partnership for African Development in June 2011. These include:

- Management and functional review of MFMR
- Wealth based policy and supporting institutional framework
- Management options and modelling
- Development of a draft five year fisheries management plan
- Stakeholder awareness and policy
- Identify and Adopt appropriate fisheries management instruments
- Development of an Aquaculture Strategy
- Value Chain Analysis including the role of women in fishing communities

The NEPAD support programme supports the establishment of a National Comprehensive Africa Agriculture Development Programme (CAADEP) National Technical Sub-committee on fisheries in collaboration with the Ministry of Agriculture which will meet regularly to deliberate on fisheries and aquaculture policies with the view to improving on the general governance framework.

Fisheries Co-Management, Marine Conservation and Territorial Use-rights: In an effort to improve on fisheries governance and to enhance marine biodiversity conservation, the MFMR has adopted a co-management framework for the implementation of a series of fisheries management issues including the enforcement of the ban on illegal fishing and the establishment of Marine Protected Areas (MPAs). In addition, an MPA Task Force Committee has been established and has identified principles for the establishment and Management of MPAs. Several studies have been done on MPA establishment and a multi stakeholder intervention plan lead by the Ministry is now ongoing, in order to harmonize and coordinate the process of MPA establishment. Major donor institutions interested in the establishment of Marine Protected Areas in partnership with the Ministry include: Wetlands International, the International Union of Conservation of Nature (IUCN), the Environmental Justice Foundation and the Europe Aid and West African Regional Fisheries Programme (WARFP) Sierra Leone.

Through the World Bank and Global Environment Facility (GEF) funded WARFP-SL project, the Ministry has embarked on training needs assessments in fishing communities for the registration of small scale fishing vessels which will support the smooth implementation of the enforcement of fishing gear regulations for MPAs and consequently the implementation of territorial use-rights in fisheries (TURFs). TURFs will graduate the artisanal fisheries from an open access regime

(where any one that owns a fishing boat can go fishing), to a regime where access to fishing will be controlled by members of different territories along the coast. Non compliance can result in fishers being denied entry into areas of TURF management including their territory.

The Ministry's enhancement of co-management and the elimination of illegal nets will be strengthened by an incentive for change programme initiated by MFMR. Under this incentive for change scheme, illegal fishing nets used by artisanal fishermen will be replaced by legal fishing nets at subsidized rates. The revenue generated from this will be put in a revolving fund to be used within the community.

A National Plan of Action has been developed for the conservation and management of sharks in Sierra Leone. Under this framework, fishermen and financiers are discouraged from shark fining. The revised fisheries regulations of 2010 also require that sharks and rays should be protected because of their low reproductive capacity. This will enhance marine biodiversity conservation.

Modernizing Sierra Leone's Fisheries Legal Framework: As a way of improving on existing fisheries legislations, a UN agency and the Attorney Generals Law Officers Department is currently supporting the review of the 1994 fisheries management and development Act, the 1995 fisheries regulations and the 2007 fishery product regulations. These legislative instruments were reviewed in 2010 through stakeholder consultations. A fisheries legislative review technical committee (FLRTC) at MFMR was instituted under a technical cooperation project with the UN comprising of legal experts and fisheries professionals. This team has successfully reviewed the fisheries Act, fisheries regulations and fishery product regulations. The draft reviewed documents will be validated in August 2011. Once validated and approved by cabinet, the documents will become the legal instruments for the management of the fisheries of Sierra Leone, after enactment by Parliament.

Fisheries Exploitation Status: Since 2008 to present, latest being in May of this year, series of fisheries surveys have been undertaken bi-annually under the EU funded Institutional Support for fisheries Management Project (ISFM). These surveys have appraised the fishery resource base of Sierra Leone, providing information on the abundance of different fish stocks in the waters of Sierra Leone. Although the studies did not provide a conclusive recommendation for total allowable catches due to limitations on the research vessels used (the insure areas less than 15 m were not captured in the survey), the surveys indicates that Sierra Leone has abundant pelagic fish resources especially the carangids. Further studies also show that the Sierra Leone fisheries is in a healthy state with the biomass higher than the maximum sustainable yields for most of the pelagic resources.

Aquaculture and Inland Fisheries Development: One of the key fisheries sectors that require development is the aquaculture and the inland fisheries sector. The NPCA and the UN has provided support which will improve on aquaculture and inland fishing practices. The UN has provided support which will provide training and capacity building for fish farmers, development of inland fishing and value addition supporting small holder commercialization schemes. In addition, baseline studies will be conducted to determine the potential of the inland fisheries.

Access to EU Markets and Infrastructure development: Sierra Leone is currently not allowed to export fish to the EU markets. This state of affairs adversely affects the country's current policy objective of obtaining optimum revenue and ensuring substantial contribution of the fisheries

sector to the improvement of the national economy. Although official controls have been in place and training and capacity building has been supported through the European Union project on strengthening fishery product health conditions for ACP OPT countries, the official controls were found to be wanting by the most recent evaluation mission of the food and veterinary office of DGSANCO mission in October 2009. A Dutch foods management consulting company, PRECON has been contracted to consolidate effective control systems in place to ensure certification of fish and fishery products for export to the EU markets.

Between 2008 to 2010 four fish landing site facilities have been constructed at Tombo, Shenge, Bonthe, and Goderich under the African Development Bank Funded Artisanal Fisheries Development Project (AFDEP). These facilities will be launched and operations commenced as soon as the management structures are finalised. These facilities when operational will improve on post harvest losses through improved handling and processing of fish caught in the artisanal fishery sector.

There also plans underway for the construction of a fishing harbor by MFMR, which will improve immensely on official controls for hygiene and sanitation for fishery products, facilitate export of Sierra Leone fish to EU markets and improve on employment and economic development in Sierra Leone.

The process of the construction of a Freetown Marine Training School (FMTS) has also been initiated under a UN support scheme. This FMTS once constructed will immensely enhance capacity building for the fisheries sector.

Results Based Management Implementation under the Agenda for Change: The Minister of Fisheries and Marine Resources Dr. Soccoh Kabia has identified five policy outcomes for 2011, which will ensure sustainable use and conservation of fish resources in Sierra Leone. These policy outcomes include:

- Foster good governance for sustainable commercial fisheries development and economic growth
- Ensure sustainable artisanal fisheries commercialization and effective extension support
- Ensuring Access of Sierra Leone Fish and Fishery Products to EU markets
- Promote sustainable fisheries exploitation and infrastructure development
- Development and Diversification of Inland Fisheries and Aquaculture
- Institutional Strengthening for increased contribution to economic growth

Review of the implementation process for the above activities will occur quarterly, in order to ensure that there is good monitoring and evaluation of the implementation process for the agenda for change for the fisheries sector.

Chapter Five: HUMAN DEVELOPMENT

5.1 Basic Education

Access to education continues to be a priority of the Government in fulfillment of the Millennium Development Goals. 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 promulgation. The table below shows that 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 pupil teacher ratio is 1:50 at primary level and 1:30 at junior secondary level, and that a career in teaching is perceived as an unprofitable, and under-appreciated.

Breakdown of the key statistics concerning enrolment and exam passes in the academic years 2004/2005 to 2009/10							
Strategies	Indicator	2004/5	2005/6	2006/7	2007/8	2008/9	2009/10
Increasing access to primary schooling	Yearly Enrolment	1,280,253	1,291,355	1,356,688	1,324,968	1,353,723	N/A
Increasing access to Junior Secondary Schooling	Yearly Enrolment	146,288	250,917	179,710	195,215	252,162	N/A
Improving quality of primary education	NPSE Passes	55,737	63,917	69,774	74,731	74,970	72,429
Improving quality of performance of girls in primary education	NPSE Girls' Passes	20,062	24,142	29,918	33,696	33,775	33,448
Improving quality of performance at Junior Secondary Schooling	BECE Passes						
	Boys	9,058	12,909	15,036	14,851	16,481	18,539
	Girls	4,166	5,701	7,622	7,692	8,456	9,721

Source - Ministry of Education and West African Examination Council. NPSE- National Primary School Examination, BECE- Basic Education Certificate Examination / Ministry of Education

In 2004, 505,174 pupils out of 823,435 were of official primary age, which is 61% of the total. In 2010, 1,109,724 out of 1,408,192 pupils, that being 79% were of the official primary age. Another commendable achievement in the primary sub-sector is that according to the 2010 school census the proxy completion rate rose from 60% in 2003/04 to 86% in 2010. These are clear indications that the school system is normalizing following the war years.

Junior secondary school enrolment lags behind primary school enrolment; implying that 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 2009/2010 in all primary and secondary schools.

Year	Primary School	Junior Secondary School	Senior Secondary School
2007	0.91	0.70	0.57
2009	0.97	0.75	0.73
2010	0.98	0.85	0.79

Source - MEST

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.

A combination of favourable circumstances and the implementation of complementary educational policies, with continuing widespread girl-child education sensitization by the Ministry of Education, Science and Technology, the Education For All Secretariat and our development partners have led to increased enrolment and improving gender parity indices at primary, junior secondary and senior secondary school levels. Many schools are under construction in all the 19 municipal districts to accelerate the process of universal primary education.

Text Book Pupil Ratio: In 2007, the textbook-pupil ratio was 3:1; this ratio remained 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. In 2010, the textbook-pupil ratio was 2:1 mainly because of the remaining core text books supplied by the Sababu project and the Government of Sierra Leone. In September 2010, 2,038,212 textbooks were supplied to African Development Bank (AFDB) supported districts. The number of schools that attained 1:1 pupil textbook ratio based on initial enrolment in AFDB supported districts was 1,450. In the same month, 2010, 1,903,956 books were supplied to schools in the International Development Agency (IDA) supported districts. 1,542 schools in the IDA districts attained 1:1 pupil textbook ratio making a total of 2,992 schools having 1:1 pupil textbook ratio in the Sababu Education Project.

JSS Textbook Distribution: Junior Secondary School core textbooks have been distributed in all the 14 education districts. A total of 488,630 books were allocated to AFDB districts while

472,022 books were sent to IDA districts. About 52 Junior Secondary School (JSS) in AFDB districts and 48 in IDA districts have been supplied. Over 250 JSS were also supplied books as partial grant schools in AFDB and IDA districts. At Secondary school level, books were not provided to attain pupil/textbook ratio of 1:1. Parents are expected to purchase books for their children. These supplies are therefore meant to be placed in school libraries where they will serve the general student population and staff. *(See Annex I for further details on primary textbooks distributed in AFDB Supported districts and annex J for details on primary text books distribution in IDA - Supported Districts).*

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 workload. Collectively in the first half of 2009 five hundred primary school teachers were trained in basic pedagogical skills on child centered techniques, and one hundred and twenty-two lecturers at Teacher Training Colleges were also trained in child centered techniques. In 2010, 300 untrained and unqualified teachers were enrolled for the lower primary distance education course. Below are results of pupils in the last three years:

YEAR	SAT	MALE (PASS)	FEMALE (PASS)	TOTAL (PASS MARK 230)	PASS RATE (% PASS)
2008	100,834	43,025	31,696	74,731	74.1
2009	100,770	41,227	33,743	74,970	74.3
2010	97,374	38,981	33,448	72,429	74.1

Source - W.A.E.C

Year	Passes	% Pass
2008	31,696	74.1
2009	33,743	74.3
2010	33,448	72.1

Source - W.A.E.C

The results above clearly show that pupils in primary schools are doing well in the National Primary School Examination. However, the results of Basic Education Certificate Examination present a completely different story in the period under review.

YEAR	SAT	MALE	FEMALE	5+(English/Maths)	TECH/VOC	PASS RATE (PASS)
2008	59,419	14,851	7,692	22,543	6,225	48.1
2009	67,418	16,481	8,456	24,937	8,658	49.7
2010	73,501	18,539	9,721	28,260	8,628	50.1

Source - W.A.E.C 5 + (English/Maths) indicates 5 passes including English or Maths.

An ongoing challenge is that there are often too few qualified teachers in remote areas. The Ministry has tried to meet this challenge by changing the policy making it easier to deploy qualified teachers in remote areas. Government is about establishing the Teaching Service Commission for the purpose of effective management of the teaching service and the improvement of quality within the sector. The Teaching Service Commission Act had Presidential assent in April, 2011. The issuance of the 2010 White Paper on education is a consequence of the production of the Gbamanja Commission Report on the poor performance of pupils in the Basic Education and the West African Senior School Certificate Examinations. A Presidential Task Force was set up in June this year to implement the White Paper on Education. One of the key recommendations of the 2010 White Paper on education is the removal of the teacher recruitment ceiling.

The recruitment of inspectors by the Public Service Commission to fill existing vacancies in the Ministry of education will undoubtedly improve the quality of teaching in the schools. Another key recommendation of the 2010 White Paper on education is the phasing out of the shift system. The phasing out of the shift system will have a number of implications, chief among which are staffing and infrastructural.

One significant consequence of the phasing-out of the shift system will be the marked increase in instructional time in schools, which is presently less than 600 hours per annum. After the abolition of the shift system the instructional time will increase to over 800 hours per annum, which is in consonance with international standards.

As an initial step to alleviate 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. Another group of forty-nine (49) volunteers arrived this year.

Educational Management Information System: The Government strives to improve the policy, planning, 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. The first school census after many years was successfully conducted in November 2010. The analysis of the data is being completed and the report will be made available to the public.

5.2 Health Care

The Ministry of Health and Sanitation (MOHS) aims to provide quality health care for Sierra Leoneans by establishing and developing a cost-effective and needs-based health system which specifically addresses the health issues and problems of women, children and other vulnerable groups, particularly the poor. MOHS aims to achieve the above goal by focusing on seven key priorities with seventeen outcomes for those priorities. Those priorities include: Provision of Integrated Reproductive and Child Health Services, Nutrition, Malaria Control, STI's/HIV/AIDs and Tuberculosis, Non-Communicable Disease and Mental Health, Water Sanitation and Hygiene Promotion, Provision of Infrastructure for Primary and Tertiary institution, Human Resources, Health Financing and Development of Management systems.

Table showing progress in Health Priority Areas and Indicators

Priority Areas	Results Level	Indicator	Source	Baseline (Year)	2009 Target	2010 Target	Status
Provision of Integrated Reproductive and Child Health Services	Output - Service coverage	Proportion of deliveries taking place in health facilities	HMIS	17.8 (2008)	35%	50%	55.00%
Provision of Integrated Reproductive and Child Health Services	Output - Service coverage	Percentage of children receiving Penta-3 before 12 months of age	HMIS	50.7% (2008)	60%	70%	82.00%
Nutrition	Outcome - Morbidity	Prevalence of underweight among children 6-59 months	Smart Survey 2010	6.5% (2008)	5%	4%	6,9%
Malaria Control	Outcome - Household health practice	Percentage of children under five years of age who slept the previous night under an insecticide treated net	Baseline survey 2009	38.3% (2008)	50%	60%	Figure pending completion of survey. But Preliminary assessment shows that 97% of households have ITNS.
Malaria Control	Outcome - Household health practice	% of under fives with fever in the last 2 weeks who received appropriate anti-malarial treatment within 24 hours from onset of fever	Baseline survey 2009	77.2% (2008)	80%	85%	Results pending completion of survey. But HMIS shows that three times more children were treated with ACT in 2010 than in 2009
STIs/HIV/AIDs and Tuberculosis	Output - Service coverage	HIV-infected pregnant women receiving a complete course of antiretroviral prophylaxis for PMTCT	HMIS	642	800		717
STIs/HIV/AIDs and Tuberculosis	Output - Service coverage	Percentage of smear-positive pulmonary tuberculosis cases treated successfully	HMIS	89.6% (2008)	92%	94%	79.00%

Priority Areas	Results Level	Indicator	Source	Baseline (Year)	2009 Target	2010 Target	Status
Non communicable disease and mental health		No. of health facilities providing screening services for Hypertension, diabetes and sickle cell anemia.	HFS	35	50	80	35
Water, Sanitation and Hygiene Promotion	Outcome	Percentage of households with access to improved sanitation	DHS & MICS	4.80%	15%	25%	No new data is available. It is provided through surveys and no recent survey have been conducted to collect the data
Water, Sanitation and Hygiene Promotion	Outcome	% of population with access to safe drinking water	DHS & MICS	30%	55%	60%	No new data is available. It is provided through surveys and no recent survey have been conducted to collect the data
Provision of infrastructure for primary, secondary and tertiary institution	Input - Drug supply	% of PHUs reporting uninterrupted supply of tracer drugs	HMIS	43%	50%	70%	52%
Provision of infrastructure for primary, secondary and tertiary institution	Output - Service availability	% of population living within 5 km of a health facility	HFS6	73%	80%	85%	77%
Human Resources	Input - Human resources	No. of Regional Hospitals with Physician, Gynecologist, Surgeon and Dentist	HRIS / HFS	0	1	2	2
Human Resources	Input - Human resources	Number of PHUs with at least 2 health care staff	HRIS / HFS	456	750	900	828
Human Resources	Input - Health Care Financing	No. of partners contributing to pooled funding account	HRIS / HFS	0	2	4	0

Priority Areas	Results Level	Indicator	Source	Baseline (Year)	2009 Target	2010 Target	Status
Health Financing	Input - Health Care Financing	Proportion of GoSL planned budget that is disbursed to the health sector	GoSL finance records	4.40%	8%	12%	7.80%
Development of information management system	Process - Information management	% monthly ICS reports submitted on time by PHUs to districts	ICS/HFS	8.40%	40%	60%	83.00%

■ Provision of Integrated Reproductive and Child Health Services

In order to increase the number of deliveries taking place at health facilities the following activities have been undertaken:

- A Free Health Care Policy for Pregnant women, lactating mothers and children under five years of age is being implemented
- Salaries of health workers have been improved as part of implementation of FHC initiative.
- In-service training is ongoing to improve the skills of health staff on emergency obstetric and newborn care and other life saving skills including family planning and PMTCT
- By-laws have been imposed against home delivery in some districts.
- Increasing number of health facilities now have at least two health care staff per health facility.

Maternal health is an important global health priority. Effective interventions to decrease maternal mortality and achieve optimal maternal health exist, however, maternal health remains the area of global public health with the largest disparities between the rich, the less privileged and the poor. Maternal health is an important public health priority for Sierra Leone, since maternal mortality ratio is rated to be higher than in many other countries in the sub region.

Improving maternal health is one of the key focuses of the Government of Sierra Leone. The strategies for doing so includes increasing coverage of ANC services, Intermittent Preventive Therapy (IPT), facility delivery conducted by skilled providers.

Antenatal care: Antenatal visits provide a very good opportunity to optimize the outcome of pregnancy for the mother, her child and the rest of her family. Statistics concerning pregnancies visits are shown below:

- The percentage of pregnant women who made at least 2 antenatal care visits increased by up to two folds in 2010 compared to 2009.

■ The number of deliveries conducted in health facilities increase by up to 15 percent in 2010 compared to 2009.

■ Deliveries conducted by skilled staff increased by up to 20% in 2010 compared to 2009.

■ The proportion of pregnant women who took two doses of ITP for prevention of malaria increase by about 70%.

■ The proportion of pregnant women who received at least two doses of TT Vaccine increased by about 13%.

Human Resource Development for Health: Training of Nurse Anaesthetises

UNFPA

After the civil war in 2002, promotion and deliveries of effective quality Comprehensive Emergency Obstetric and Neonatal Care (CEmONC) in Sierra Leone became one of the greatest challenges faced in the health sector, particularly its human resource base in specialised skills. There was an incomplete core CEmONC team working without anaesthetist. In fact, the country could only boast of one physician anaesthesiologist with a population of five million, supported by only four nurse anaesthetists. Without the complete CEmONC core team, only Basic Emergency Obstetric and Neonatal Care (BEmONC) services could be delivered and the impact was minimal on maternal mortality rate that stood at 1,800 per 100,000 live births in 2006.

A consultant (Professor of anaesthesia) was recruited to develop a curriculum and organize staff to deliver and manage the course. Trainees are recruited mostly from among midwives, so that they can assist with resuscitation and management of eclampsia and continue to work as midwives when there are no emergencies. Twenty nurse anaesthetist trainees graduate each year and are provided with a kit to support their work wherever they are deployed. The nurse anaesthetists get regular supportive monitoring visits from their trainers. Ultimately some of the trainees will be recruited for further training to become trainers, thus ensuring the sustainability and national ownership of the programme.

The original target of one hundred (100) professionals trained by 2012 has to be increased to 300 by 2020 to cope with expanded services in the country, especially with the President's initiative for Free Health care for pregnant women, lactating mothers and children under five, launched on 27 April 2010. Maternal anaesthetist mortality now stands at 857 per 100,000 live births and arguably, the accelerated training of nurse anaesthetists has contributed to this reduction.

The nurse-training project has been adjudged as the most cost effective and beneficial project carried out in Sierra Leone. The Chief Nursing Officer and the Chief Medical officer fully realize and appreciate the importance of the trained nurse anaesthetists and are willing to assist with their recruitment and deployment. There is continuing interest by donors who have supported this programme. The EC was the first to support this nurse anaesthetist-training program to be followed by DFID and the Irish Aid, through the UN Joint Program on Maternal and Child Health. In spite of its achievement, this initiative now faces challenges, such as funding for the continuation of the training programme; recruitment of experienced nurses or midwives who are limited in number. These two challenges must be seriously addressed if the government will sustain the training programme.

Lessons learned from this project are that task shifting in post-conflict situations with scarce skilled health personnel yields positive results. Government and Development Partners should continue to support task shifting, especially in post conflict countries where skilled health personnel are extremely scarce. As government and partners such as UNFPA, Sierra Leone now pays greater attention to neonates, they should use task shifting to train paediatric nurses who do not exist in country's health system.

Vaccination: In order to increase the number of infants that were immunized with three doses of Penta-valent vaccine the following actions were undertaken:

■ Vaccines and other commodities for immunization have been procured and suppliers to all health facilities in the country.

■ **Immunisation coverage:** Compared to 2009 the coverage in 2010 increased. Although the immunisation coverage increased it is below 85%, the threshold for establishing herd immunity. Probably reasons for the ongoing relatively low immunization coverage include;

■ Communities have not internalized the usefulness of immunisation and benefits of completing the full doses for children especially men and grandmothers.

■ Health workers do not sometimes inform or remind mothers/ guardians to come back for follow up doses of vaccines

■ Vaccine shortage and/or cold chain breakdown

■ Poor involvement of local leaders, especially in following up of defaulters.

Nutrition: To reduce on the number of malnourished children the following activities have been conducted by the ministry:

■ Guidelines and other tools have been developed and health workers trained on growth monitoring and feeding practices and basic tools disseminated in health facilities

■ Intensified campaign to promote early and exclusive breast feeding
Intensified the provision of vitamin A and other nutritional supplement to children.

■ Supplemental feeding is provided for malnourished children

■ Weekly health talks are given to mothers on good feeding practices for children and the need to bring their children to the health facility for routine growth monitoring.

The nutritional status of children is an important contributing factor to health. HMIS data shows that the percentage of underweight children detected at health facilities reduced from 29.4% in 2009 to 17.7% in 2010. Data from household surveys conducted over the years show that the nutrition status of children has reduced 31.9% in 2005 to 18.7% in 2010. The HMIS data on nutritional status is quite similar to that obtained from household surveys.

■ Malaria Control

Malaria remains the leading cause of morbidity in Sierra Leone accounting for 50% of all under-fives consultation and 41% of under-fives death in hospitals. To address this problem, proven malaria prevention and control interventions which include effective medicines especially Artemisinin-based combination therapy (ACT) for treating patients and for prevention of infection long-lasting insecticidal nets (LLIN) and Intermittent Preventive Treatment during pregnancy (IPTP) are available. Indoor residual spray (IRS) is also being piloted in selected chiefdoms in four districts: Kono, Bo, Bombali and Western Area Rural districts.

Sierra Leone conducted, in November 2010, a one-week Maternal and Child Health campaign in order to improve health indicators. The campaign included administration of polio vaccine, vitamin A supplementation and Albendazole for children under-five, the campaign also included distribution of 3.2 million long lasting insecticidal-treated mosquito nets (LLINs) to all households in the country (with a target of one net per two persons).

To increasing the number of children sleeping under insecticide treated mosquito nets the MOHS and its partners have undertaken:

- A nation-wide distribution of 3.2 million treated nets in December 2010.
- post-campaign hang-up activities and continuous education through social mobilization
- Provision of Free ITNs to children under one year on successful completion of pentavalent immunization or children 12-59 months on successful completion of two doses of Vitamin A supplementation.

Preliminary results from the independent monitor's in and out-process report of the recently concluded LLIN campaign (November-December 2010), estimated the National coverage to be 98.6%. A Post Coverage and Utilization Survey conducted in June 2011 showed that the distribution campaign in November 2010 was largely effective at increasing both ownership and use of LLINs for malaria control throughout the country. Household ownership of at least one LLIN increased from 33 percent in 2010 to 87 percent in June 2011, use among children under-five increased from 44 percent to 73 percent, and use among pregnant women increased, from 47 percent to 77 percent.

To increase the number of children receiving prompt treatment for malaria the MoHS and partners are implementing community treatment of malaria using the Artemisinin Combination Therapy (ACT). The national malaria policy was updated and the guidelines for case management of malaria revised in line with the new WHO 2009 recommendations to confirm by microscopy or alternatively by Rapid Diagnostic Tests (RDTs) all patients suspected of malaria before treatment are started. The essence of this is to ensure that children with malaria get appropriate treatment within 24 hours of on-set of symptoms, to prevent complications and death. Overall, three time more children were treated with ACT in 2010 than in 2009.

■ STIs/HIV/AIDS and Tuberculosis

Much effort has been made to reduce the spread and mitigate the impact of HIV and AIDS in Sierra Leone. The Number of VCCT Sites has increased from 398 in 2009 to 556 in 2010, and PMTCT sites have increased from 351 in 2009 to 511 in 2010 and ARV treatment sites increased from 111 in 2009 to 131 in 2010. The uptake of PMTCT services among pregnant women with HIV has increased from 40.4% (equivalent to 650 women) in 2009 to 47.7% (equivalent 717 women) in 2010. Similarly the number of HIV positive cases on ART increased from 14.1% in 2009 to 21% in 2010.

The number of TB diagnostic centres increased from 116 in 2009 to 148 in 2010. The TB Case detection increased from 44% in 2009 to 49% in 2010. However, the treatment success rate reduced from 86% in 2009 to 79% in 2010. Possible reasons for the reduction are;

- Poor compliance of TB patients on treatment.
- Unavailability of the drugs for treating TB.
- Drug resistance, which is a scary possibility for the nation. (also see additional narrative below)

■ Non-Communicable Diseases and Mental Health

To increase the number of health facilities capable of screening for hypertension, diabetes and Sickle Cell anemia the Ministry:

- Has established a whole Directorate to ensure that services for managing these conditions are available nationwide.
- Has conducted survey to establish the prevalence of risk factors for NCDs (WHO-STEPS 2009) and (Global Youth Tobacco Survey 2008).
- Has developed National Policy on Non-Communicable Diseases Prevention and Control and Strategic Plan to implement the policy
- Is in the process of procuring diagnostic equipment for these conditions to all hospitals.
- Has undertaken a survey to estimate the prevalence of these conditions in the country.

■ Water, Sanitation and Hygiene Promotion

The Ministry and its partners are implementing a programme known as Community Led Total Sanitation (CLTS). The aim of this programme is to ensure that whole communities adopt practices that prevent diarrhea related diseases. The programme is currently implemented in more than 5000 communities. Ministry of Health and Sanitation in collaboration with partners is in the process of updating the public ordinance of 1960 to respond to current challenges and developing a National Waste Management Strategic Plan. To increase the number of people with access to safe drinking water the Ministry and its partners procured chlorine for chlorination of water-wells in communities and trained community volunteers in the chlorination of wells and drinking sources.

■ Appropriate Systems for the Functioning of Institutions

To reduce the number of health facilities reporting stock out of essential drugs the Ministry and partners have done the following:

- Provided essential drugs to each district for implementing the Free Health Care Policy.
- Started the process of developing a logistics management information system, that will help keep track on drug supply and utilization. The software has been adapted, and staff has been trained in their use.
- Procured computers for district pharmacies to help track drugs distribution and utilization.
- Through the health management Information system, forms have been developed to facilitate reporting on drug stocks at each facility.

2010 saw a huge investment in drug and medical products procurement with over 13 million USD spent by donors on procuring drugs and medical products for the Free Health Care and billions of Leones more spent by the Government of Sierra Leone (GoSL) on procuring cost recovery drugs.

The procurement of such huge quantity of drugs and medical products improved on the availability of drugs and medical products in our health facilities, thereby reducing stock-outs of essential and tracer drugs. This however, took a downward trend towards the end of 2010 when health facilities started reporting stock outs of drugs and other health commodities. The recent Service Availability and Readiness Assessment (SARA) survey conducted shows availability of essential drugs and other health commodities in a mean score of between 26% - 77% in the availability of essential drugs and commodities in health facilities; and the mean score of between 65% - 88% for the availability of basic equipments in health facilities.

Free Health Care

UNICEF

Since its launch on 27 April 2010, UNICEF has worked closely to support the MoHS in the planning, preparation and implementation of the Free Health Care (FHC) initiative for pregnant women, nursing mothers and children under five. Under the leadership of the Ministry, FHC has required an enormous collaborative effort involving donor agencies, civil society groups and the UN family.

As the lead agency of Logistics and Supply, UNICEF has been responsible for delivering essential medicines and medical supplies to all 1126 Peripheral Health Units and 24 hospitals across Sierra Leone. DfID and ECHO have provided large amounts of funding to procure health commodities while UNICEF's support has also extended to: supporting in the establishment of a Logistics Management Information System (LMIS) and capacity building of MoHS staff for improved accounting of health commodities. The launch of FHC has also provided momentum to undertake reforms in the health sector including the rehabilitation of medical stores and health facilities; recruitment and training of health staff and strengthening of the Procurement and Supply Chain Management (PSM) system. Community mobilisation efforts to inform key stakeholders about the policy change have also been conducted. Civil Society Organisation, Health for All Coalition, has been instrumental in reinforcing community monitoring of the implementation of the FHC initiative.

The significant progress that FHC has so far achieved can only be sustained with the continued long-term support of the Government and all its partners. UNICEF looks forward to an on-going collaboration in delivering Free Health Care to pregnant women and children under five in Sierra Leone.

The Ministry of Health and Sanitation made some progress reviewing the essential drugs and consumables lists for 2010 that ensured the availability of quality and medical consumables and equipment in health facilities. The ministry also developed the Logistics Management Information System (LMIS), and CHANNEL software to track drug distribution. In addition, the ministry is on the verge establishing the National Pharmaceutical Procurement Unit (NPPU), as a central body to procure drugs, medical consumables and health equipment.

■ Human Resource Development and Management

To increase the number of regional and tertiary hospitals that have specialized staff in gynecology, surgery, dentistry and medicine the Ministry:

■■■■■ Has requested Specialist doctors from Nigeria to work in Sierra Leone and about 12 will be coming to Sierra Leone soon.

■■■■■ Is in the process of equipping the tertiary hospitals so that they can serve as centres for the training of specialists in surgery and gynecology.

■■■■■ Started discussion with both the Ministry of Finance and its Development partners on modalities to improve conditions of service for health care staff. When implemented, it will help attract health specialists living out of the country to work in Sierra Leone.

To increase the number of peripheral health facilities with at least 2 health personnel the Ministry:

■■■■■ Has recruited additional 1,000 health care staff

■■■■■ Increase the number of training institutions providing the most essential staff needed at health facilities.

■■■■■ Made much progress in the establishment of a Medical Services Commission. This Commission will help fast-track both the recruitment and promotion of health care staff.

The availability of appropriately trained human resources is an important pre-requisite for the delivery of the Basic Package of Essential Health Services (BPEHS) in Sierra Leone. However, evidence suggests that health systems in developing countries are understaffed and exhibit maldistribution of health workers as reflected in Sierra Leone. The Ministry of Health and Sanitation therefore continues to create the necessary environment for increasing the production of the most essential staff to improve service delivery, especially for the health related MDGs.

Total workforce in the public health sector increased from 7164 in 2009 to 8125 in 2010, an increase of 13.4 %. The total number of SECHN increased from 635 in 2009 to 1183 in 2010 an increase of 88%.

Health workforce density per 10,000 populations remains very low and is of serious concern to the health sector. For examples, Generalist medical doctors per 10,000 population is 0.4 and State registered nurses per 10 000 population is 0.5. The Health Sector is marred by the paucity of trained and qualified health personnel.

The approval for the establishment of the Medical Services commission has been given by Parliament and cabinet and we are now advocating for funds to start the Commission. Once established, it will greatly enhance the recruitment, promotion and other Personnel issues in the Ministry.

Improving Human Resources for Health

UK Department for International Development (DFID)

In order to enable the FHC to be launched and implemented successfully, DFID supported the increase in healthworkers salaries as negotiated between healthworkers and government. This programme commenced a month before the FHC launch to ensure healthworkers were in place and prepared for the expected increase in demand for services by the FHC beneficiaries. Part of this support included the cleansing of the payroll to remove ghost workers which in turn freed up funding enabling an additional 2,000 health workers to be recruited. The programme, which runs until 2015, has also supported the Ministry of Health & Sanitation and other key government ministries and departments to better manage performance and attendance of healthworkers at health facilities. Unauthorised absenteeism is currently well below the 10% indicator rate. DFID is also providing technical support to the Ministry of Health & Sanitation to strengthen human resource management and medium to long-term workforce planning, together with other key areas that impact on human resources for health including sector planning, coordination and service delivery monitoring.

■ Strengthening Health System Financing

To establish a pool fund mechanism for health care delivery to which various donors will contribute the Ministry has recruited additional staff to strengthen financial management. To increase the proportion of Government of Sierra Leone Funds that is allocated to the Health Sector the following have occurred:

- Development of formidable projects for Government of Sierra Leone support. The provision of support for these projects results in an increase in government allocation to health sector.
- The Ministry of finance provided additional resources to the health sector for payment of the increased salaries, drugs, equipment and for supervision.

In 2010, total budget to the health sector, as captured in the Ministry of Finance and Economic Development (MoFED) Financial Statement, rose from Le90,2287bn (2009) to Le136,859bn, representing a nominal increase of 34%, and a marginal increase from Le16.47 (US\$4.12) to Le24.80 (US\$6.20) per capita. With general inflation estimated at 17.8% at the end of 2010. Prior to the implementation of FHC, the estimated cost to implement the FHC policy for 2010 was US\$35,840,173, of which US\$31,016,801 was provided by partners. The key partners who contributed to the funding are GoSL, DFID, ADB, World Bank, UNFPA, and UNICEF. In addition, some health implementing partners provided direct financial support to districts for FHC implementation.

Out of the total available funds, 40% (US\$12,390,000) was used to procure drugs and medical consumables for the targeted groups, 52% (US\$16,000,000) was used for the payment of health workers salaries and 8% (US\$2,626,801) for key activities for service delivery.

The Ministry in collaboration with National Social Security and Insurance Trust (NASSIT) and a UN agency conducted a feasibility study for the establishment and implementation of a National Health Insurance Scheme in Sierra Leone. Health Insurance is one of the sustainable means of financing health care services in an equitable and efficient manner.

■ Development of Information Management System

To increase the number of health facilities providing monthly Health Information reports on a timely basis to the district Health Management Teams for compilation:

- The Ministry has also harmonized data collection tools for health facilities. This has greatly reduced the number of reporting forms that individual health facilities have to complete at the end of the month. Unfortunately very often the forms still do not reach to the collection hubs from remote areas due to transport limitations.
- The Ministry has recruited data entry clerks that are responsible for data entry at district level
- Number of health facilities, including hospitals, reporting regularly to the national HMIS has increased steadily
- Producing quarterly health information bulletins that show the level of performance of its districts on key indicators. This has increased the determination among staff to increase coverage of basic services.

Several lessons were learnt in the first year implementation of the Free Health Care Programme. One critical lesson is the education of communities about health service delivery should be an ongoing process and not a one-off, as a lot of people were misinformed about the FHC. This often created false illnesses in order to get the drugs before the 'campaign' finished. Also, the need to strengthen community ownership is critical, as without this even a very good initiative like the FHC could collapse. Delivery systems, stock taking and storage issues remain a very big concern as the 'leakage / loss' of drugs is considered by Government and partners to be far too high.

■ HIV/AIDS

On 4 June 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 and AIDS 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).

A National Strategic Plan on HIV/AIDS 2011 - 2015 and a National Monitoring and Evaluation Plan on HIV/AIDS 2011 - 2015 has been developed to replace the old plan that expired on 2010. This is the second multi-sectoral response strategic plan to HIV/AIDS for the country and the first comprehensive result-based strategic plan on HIV/AIDS. This strategic plan will chart the roadmap for Sierra Leone to achieve the Millennium Development Goal to have halted and begun to reverse the spread of HIV/AIDS by 2015.

Recognising the significance of such high level political commitment and the necessity for such a forum, the UN 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 the UN's advocacy/facilitation and support to the establishment and strengthening of critical networks and umbrella bodies to coordinate and advance the multi-sectorial 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 adolescents and young adults, as in the last report, remains a deep concern. Research shows that highest infection rate is in the 15-24 year old population. Also it remains difficult to work with the gay community as the laws of the country make this a legal rather than a health issue. Studies suggest that this group is highly vulnerable suggesting that this group is 6 times more at risk than the national average.

A bill to transform the National HIV/AIDS Secretariat into a National AIDS Commission has gone through Parliament and now awaits Presidential Signature. It should also be noted that this area is 97% funded through the international community. All the programmes are therefore highly dependent on overseas support. One of the reasons for this low level of financial support from the Government is constitutional, in that the AIDS Secretariat cannot access any treasury budget lines directly. To do this it would need to become a commission.

Although this sector enjoys strong political support the cascade effect is not strong. Condom availability and distribution is high but still condom usage remains low. Even with open access to information and condoms supplies behavioural change remains difficult.

Outcome Indicator	Baseline (Dec 2008)	Target 2009	Actual Dec 2009	Target 2010	Actual Dec 2010	Target Dec 2011	Actual May 2011	% Achievement
Number of PLHIVs who received ART in the last 12 months	4,810	6,592	3660	8,242	5,958	8,242	7,073	85.8
Number of condoms distributed	7,704,505	7,000,000	7,000,000	9,000,000	8,849,400	14,705,060	10,849,400	73.8
Number of Pregnant women receiving complete course of ARV prophylaxis ¹	1,735	3,095	1,933	3,720	2,294	2,136	2,671	125.0
HIV prevalence amongst Antenatal clinic attendants	3.5%	3.5%	3.5%	3.2%	3.2%	3.1%	3.2%	???

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.

Water, Sanitation and Hygiene

UK Department for International Development (DFID)

DFID is implementing a major £50m programme over the period 2010 to 2015 with the Ministry of Energy and Water Resources and the Ministry of Health and Sanitation in support of improving water supply, sanitation and hygiene (WASH) in Sierra Leone. The programme will deliver access to improved water and sanitation facilities to more than one million people. The programme has three main elements:

- Technical support to the Ministry of Energy & Water Resources to implement the National Water and Sanitation Policy of 2010, which includes:

- Legislation to create a National Water Resources Agency and an independent water and energy regulatory commission

- Legislation to strengthen the Guma Valley Water Company and the Sierra Leone Water Company

- Restructuring and establishment of reform management structures within the Ministry including strengthened relations between MoEWS and the Ministry of Health on sanitation and waste management.

- Capacity building in 7 Districts to support planning and management of water including community based approaches for water resource management and water security.

- WASH service delivery improvements in 31 slum/poor areas in Freetown through support to an NGO Consortium, led by Oxfam, and working in cooperation with Guma Valley Water Company and Freetown City Council.

- Community led total sanitation programmes in 6 Districts being implemented through PLAN International and UNICEF. These programmes will also address WASH in schools and in Health Clinics.

■ Improving Access to Water in the Western Area

Growing urbanization has increased the challenges of providing water to the residents of Freetown and its environs. Compounding this problem of meeting the growing demand is the depletion of some minor sources due to environmental and human related activities. The affect of land grabbing and uncontrolled construction is having a very negative effect on the water supply to Freetown. Unplanned and unauthorized settlements pollute the water sources and force the water company to seek new sources ever further away from the city. The level of water theft is reaching alarming levels; in effect there are simply too many consumers and too few fee paying customers to make significant progress. Guma Valley and the Ministry of Lands continue work together to reduce the negative impacts, but the lawlessness of so many people coupled with poor maintenance (in part due to lost revenues) that results in the loss of up to 45% of water on

route to its planned destination can only be reversed by the combined action of the communities themselves, the police and the law courts.

More reservoirs have been constructed in various parts of the city to improve storage and volume of water available for distribution. The government assisted in improving accessibility by funding the installation of more public stand posts, especially in less privileged communities.

Four minor sources are currently being constructed, three of which are in the east end part of the city. When completed these sources would augment the supply from Guma Dam at Mile13 thus alleviating the water problem in the city.

Efforts on the construction of a new dam at Orugu which has been identified by several studies to be the lasting solution, has been extensive and significant progress has been made on funding options.

To ensure a more constructive and sustainable approach, a water and sanitation policy has been drawn by the Ministry of Energy and Water resources to provide a strategic direction on water related issues.

Water and Sanitation

European Union

The EU implemented two projects (5 million Euro) awarded under the EU water facility aiming at increasing the proportion of people with sustainable access to safe water and sanitation facilities, and the application of good hygiene practices and community - led management in Kailahun, Kono and Koinadugu districts. Sierra Leone further benefits from the EU funded project Improving Water Management and Governance in African Countries implemented by UNEP, which will still run until December 2011.

■ 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. The following has been achieved by SALWACO in the provision of potable water for urban as well as rural deprived communities:

■ A water and sanitation project has been developed for the improvement of water supply and sanitation facilities in Bo, Kenema and Makeni which has been approved for funding by the international community for US \$ 62 M. Project has been declared effective and the Project Implementation Unit is in place and the project is being launched on Monday 18th July 2011. This project will improve the access to potable water from 12,404 in 2010 to 372,131 in 2015 in the three cities of Bo, Kenema and Makeni.

■ The existing Makeni Water Supply Station was successfully rehabilitated by SALWACO with funds from the Government of Sierra Leone to supply water using the original facilities. The above-mentioned project will extend the coverage in Makeni Town. BADEA and the Islamic Development Bank have signed two separate loan agreements to fund the Phase 1 and Phase 2 respectively of the Kabala Water Supply Project for a total of US \$ 17. This project will improve access of potable water to a population of 73,396 Project to commence in September 2011. A water supply project has been developed for Lunsar Town, in the Port Loko District for US \$ 2.2 M to be funded by the Government of Sierra Leone for the Provision of a Containerised Treatment Plant and the rehabilitation of the pipe distribution network. The treatment plant is being manufactured in Belgium by SOTRAD WATER and the project is expected to be completed in November 2011. The Government of Sierra Leone is also funding the rehabilitation of the water supply facilities at Mile 91 and Yonibana in the Tonkolili District for US \$ 2.4 M The project is ongoing and about 40% complete and expected to be completed by December 2011.

■ The Government of Sierra Leone is also funding the rehabilitation of the water supply facilities at Pujehun Town in the Pujehun District for Le 6.9 Billion. The project is ongoing and about 30% complete and expected to be completed by December 2011.

■ The rehabilitation of the Lungi and Kailahun Water Supply Facilities is being funded by the Indian Exim Bank for US \$ 14.6 M. The project is ongoing and about 20% complete.

■ SALWACO has just concluded a Rural Water Supply and Sanitation Project funded by the international community for US \$ 9 M in four districts (Bo, Kenema, Bombali and Tonkolili, which has provided the following: 200 boreholes fitted with hand pumps, 360 hand dug wells fitted with hand pumps, 100 Institutional Latrines, 2115 Household Latrines and Hygiene Education for 630 communities.

■ 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 Reparations for War Victims

In June 2011, the second round of reparations for war victims took place. This was possible following a second contribution of money from the UN's Peacebuilding Fund. It was noted that the money available still fell short of the target and many thousands of registered war victims would have to wait for the third round. To date the PBF has contributed \$3,450,000 to the Sierra Leone

Reparations programme. The funds were passed through a UN agency as the recipient agency with National Commission for Social Action (NaCSA) as the executing partner. The joint data base contains 32,110 registered war victims. Currently 10,700 registered war victims are still waiting for payments. Early in 2010 NaCSA launched a special fund for war victims in order to assist the national five year strategic plan for war victims but to date this fund has not attracted very much support. In 2011, closer links between NaCSA and NASSIT are being established with the intention of securing money for grants and micro credits for war victims.

5.5 Social Welfare, Gender and Children's Affairs

Under the Ministry of Social Welfare, Gender and Children's Affairs the major restructuring of its Children's Affairs administration resulted in changes from the last Joint Progress Report. The Ministry reviewed and revised the organogram recommended by the functional review conducted in 2006. A new Terms of Reference and organogram for the new Children's Affairs Directorate and Policy Development and Strategic Planning Directorate was developed. A draft job description for the directors of the new directorate as well as for the child protection division; the alternative care division and the child justice section was created. Job descriptions for the new directors and the Chief Social Services Officer were sent to HRMO for approval and recruitment. The Government continued its commitment towards address the rights of women, the disabled and the aged/elderly. The Ministry has also been working towards harmonizing the children's affairs and gender acts so that there are no contradictions and to ensure that gender issues are mainstreamed throughout the *Agenda for Change*.

The database unit has been established since the beginning of the current fiscal and is fully functional. It has already carried out the following activities as outlined in the PTT:

- Conducted and monitored the implementation of the national disabled street survey
- Prepared a project proposal for the national survey on street children in sierra Leone
- Preparations for field monitoring of the major programmes and projects of the ministry; and
- Updating of existing databases.

■ Gender Issues

The Ministry and its partners have developed a National Gender Strategic Plan. The plan has been budgeted, M & E framework developed, launched, disseminated and implementation ongoing. This plan will address six priority issues namely:

- Capacity Building, Management and Oversight
- Women's participation in Governance
- Sexual and Reproductive Health Rights
- Research, Documentation and ICT
- Women's Empowerment
- Gender Budgeting and Accountability

A National Committee on Gender-Based Violence (NaC-GBV) has been established comprising of government institutions, UN System, International Non-governmental and National Non-governmental Organisations preventing and responding to issues of gender-based violence. The Committee meets monthly and the meetings are chaired by the Hon. Minister of Social Welfare, Gender and Children's Affairs and co-chaired by AIG Crime Services of the Sierra Leone Police. The committee has three thematic areas including Legal and Protection; Survivors Support; and Prevention theme groups. The committee provides technical support to the Ministry of Social Welfare, Gender and Children's Affairs. The Committee is currently supporting the Ministry to enhance the legislation of the Matrimonial Causes and Sexual Offences Bills which will complement the three Gender Acts in addressing gender-based violence. Mapping of service providers on GBV has been done at the Regional Headquarter towns and efforts are on the way at national level. The trend though on Gender Based Violence remains static.

A National Referral Protocol for child victims/survivors of sexual and gender-based violence has been developed and finalized in 2009. However the Ministry and its partners have also included greater input from women in a bid to ensure that it is all encompassing. The review meeting was held in Makeni on 30 June and 1 July 2011 and the document was further reviewed to also include Domestic Violence and other important actors for the full implementation of the Protocol.

Trend on the performance of indicators of gender issues since 2010: The following has been reported:

■ The Ministry has drafted the 6th periodic Ministry social Welfare, Gender and Children's Affairs CEDAW report which has been nationally validated and awaiting finalization for onward submission to the Treaty Body in Geneva.

■ The Sexual Offences Bill 2011 has been strengthened and Cabinet has given approval for its legislation in Parliament. It is expected to be legislated before the end of 2011. The Matrimonial Causes and National Gender Equality Commission Bills will follow later.

■ In 2011 as an outcome of the IWD Celebrations in Magburaka, A Bill entitled Affirmative Action Bill has been drafted and is expected to be tabled in Parliament as a private member Bill as advised by H.E. the President. The Sierra Leone Female Parliamentary Caucus will lead the private member motion of the Bill supported by the Ministry and the CSOs.

■ During the International Women's Day celebrations, H.E. the President promised to support women on the 30% quota. As a result the Ministry in collaboration with its partners established a National Taskforce on M30 comprising of Line Ministries, Parliamentarians, CSOs, UN Agencies, Academia, Traditional and Religious Leaders.

■ Construction of two pilot temporary safe homes for victims/survivors of domestic violence at an advanced stage in the north and western areas respectively

■ The Ministry has developed the Sierra Leone National Action Plan to address Gender-Based Violence 2011 as enshrined in the Agenda for Change. This document is yet in the draft stage and will be validated and launched for effective implementation. It is also tied up with the core provisions of the Sexual Offences Bill 2011.

Challenges & Obstacles Encountered: There are several challenges facing the Ministry in the implementation of the Agenda for Change (PRSP II) which include among others the following:

■ The Ministry of Social Welfare, Gender and Children's Affairs is a social service Ministry which is categorised as a pro-poor service delivery institution. However, it receives the lowest budgetary allocation in the discharge of its mandate. In summary, financial, human and logistical support to the ministry poses a huge challenge for effective service delivery.

■ Gender issues are more often than not regarded as a cross cutting which almost dampens the visibility of gender issues along the implementation of the programmes that will provide a platform for gender equality.

■ Lack of effective coordination for the implementation of gender programmes in the country especially those that are related to the Agenda for Change. The Ministry of Social Welfare, Gender and Children's Affairs should be seen as providing an institutional hub for the monitoring, oversight and coordination of interventions that promotes gender equality. However, capacity problems make it impossible.

■ Child Rights Issues

The regular bi-monthly meetings of the alternative care committee (also known as the vulnerable and excluded children committee) trafficking in persons taskforce, child justice committee and National Child Protection committee meetings continue to be since the commencement of the period under review - 2008 -2011. These coordination meetings are held in the Ministry every 2 months and participants include NGOs and line ministries.

Information Management System (IMS): At the end of the year, the Ministry started meeting with partners to look at the development of an information management system. The Ministry's vision was for an all-encompassing IMS that covered the child protection, gender and social welfare areas. Partners were able to jointly undertake specific thematic with the ministry; for example JSDP agreed to support the Ministry with information and analysis for juvenile justice; IOM for trafficking. This resulted in the establishment of a data processing unit that is part of the Policy Formulation and Strategic Planning Directorate. A random survey on street disabled beggars has already been conducted. Data collection on all the ministry's variables is being organized and managed by this unit.

Implementation of the Child Rights Act: In relation to the Child Rights Act the following were reported:

■ Developed a project proposal to access PBF (Peace Building Fund) money from a UN agency for a Training of Trainers on the Child Rights Act (CRA) at regional and district levels and CRA sensitization.

■ Organised two regional courses for Trainer of Trainers, one in Makeni and one in Bo for all Child Rights Act focal agencies, district MSWGCA offices and all district councils, leading to 3 core CRA trainers per district.

■ Focal agencies and MSWGCA staff conducted training on the Child Rights Act for

MEYS staff, paramount chiefs and others involved in education in the districts, funded by a UN agency.

█ Focal agencies, MSWGCA staff and local council staff conducted district CRA ToTs in all districts.

█ Consultant coordinated a mapping exercise by focal NGOs of all existing CWCs (Child Welfare Committees) established over the past 8 years.

█ PSDOs (Principle Social Development Officers) and a consultant developed a draft plan for establishing and training CWCs, including a proposed budget.

█ MSWGCA representative gave a briefing on the Child Rights Act at a CRA orientation workshop with journalists from around the country. Interviewed by various radio stations from around the country on the content and implementation of the CRA.

█ Input from Social Development Officers and Principle Social development Officers on the draft operational guidelines for CWCs.

█ Consultant developed a simple CRA implementation monitoring tool and supported one of the data clerks in the Child Welfare Secretariat to develop a simple database. The monitoring tool was approved by the CSDO and sent out to all CRA focal agencies and PSDOs.

Challenges and Obstacle Encountered: The following have been reported:

█ Support to victims of trafficking is either very limited or not available (see ‘Human Trafficking’).

█ The issue concerning waiver of fees for medical services to sexual abuse survivors.

█ This was addressed by some PSDOs in the regions but does not cover every health facility.

█ Prosecutions of sexually abused children are often not pursued, frequent adjournments are so common that the cases are compromised and the cases are no longer followed through court.

█ Lack of safe homes outside of Freetown for emergency and interim care for child victims of trafficking, abuse, exploitation and neglect.

█ Continued issues regarding the lack of reintegration support for children in the justice system.

█ Reports of FGM being carried out on very young girls.

█ Lack of trained staff and limited resources and lack of attendance of line ministries at these child protection meetings resulting in an ad hoc approach towards individual cases.

Towards a Systems Approach in Addressing Child Protection Violations

UNICEF

UNICEF has supported the Ministry of Social Welfare, Gender and Children’s Affairs in making the shift from a focus on isolated projects addressing certain groups of children or specific child protection concerns, towards more sustainable solutions through a child protection systems approach. Two important studies - an action oriented research to improve evidence based programming and a mapping and assessment of child protection systems - gave valuable evidence on the current state of affairs. One of the findings was that formal systems like the FSU and the

Child Welfare Committees are accessible to around 10% of the population. Eighty percent of the adults will report a case of child abuse to the chief, making chiefs the most important respondents to child protection concerns. Though investing in the formal structures remains of utmost importance, the assessments made glaringly clear that the government, UN and NGOs need to engage chiefs and other traditional structures more to address child protection abuses. Furthermore, effective links between the traditional chieftaincy systems and the formal systems need to be strengthened to ensure that serious harms come to the notice of and are addressed by the designated institutions, such as the FSU. This finding has resulted in an MOU being developed and signed by the Paramount Chiefs, the FSU and the MSWGCA on improving collaboration between these three key actors resulting in more effective handling of child abuse reports. The MOU is currently being rolled out in four districts.

■ Street Children's Project

This project was formally launched by the former Minister, Dr. Soccoh Kabia, on 7 December 2010. Even before the formal launching of the project, the requisite modalities had been put in place and the stage fully set for the implementation of the project, firstly in Freetown and Makeni, then Bo and the other main cities.

With the utilization the financial allocations from the Ministry of Finance and Economic Development, several activities including the establishment of the National Secretariat (Project Implementation Unit) at MSWGCA, and care centres to address street children have been put into place. There is a dearth of up-to-date data and information on the number and living condition of street children in Sierra Leone. Against this backdrop, the Ministry initiated a Street and other Vulnerable Children's Reintegration and Rehabilitation initiative that will have national coverage, starting from Freetown and Makeni to Bo, Kenema, Koidu New Sembehun and other major towns.

■ Disability Issues

The issue of persons with disability suffered a lull between 2002 and 2010, except for the current trend that is moving towards the operationalisation of the just promulgated persons with disability act, an offshoot of the international Convention of Persons with Disability to which Sierra Leone is a signatory. The Person with Disabilities Bill was drafted in 2008 and had nationwide publicity and inputting. It was sent to the Law Officers' Department in 2009. It underwent further pruning and sent to parliament where it was further had to undergo more scrutiny before it was finally passed into law in 2010.

A workshop for the popularization of the Act has been held in all the four regions in collaboration with the Human Rights Commission and parliamentarians. A workshop for the promotion of the understanding of the act by its target groups has been planned to take place in July.

■ Human Trafficking

The ministry continues to pay great attention to this issue, especially on the international front. A testimony to this is the indefinite suspension slammed on the adoption of children at both the national and the transnational levels. This has also occasioned the pending amendments of the Adoption and Anti-Human Trafficking Acts. Much progress has been made on prosecutions, protection, prevention and coordination issues.

Prosecution: Eleven convictions of traffickers has taken place; the highest imprisonment being twenty-two years and the lowest six years. Also one hundred and sixty one police personnel trained in ATP issues and thirteen paralegals trained to assist volunteers on TIP legal proceedings issues

Protection: Four hundred and twenty four victims of trafficking were identified and provided temporary shelter at the home for survivors of trafficking, four hundred and nineteen were reunified with family members. Five cases are undergoing treatment, ten international victims were repatriated and two international victims are awaiting repatriation. Seventeen Sierra Leoneans were discovered in Mauritania and successfully repatriated through the intervention of the ministry. Fifty micro-grants were allocated given to survivors to help them rebuild their lives.

A national policy on protection and assistance to victims of trafficking developed. Training on the policy was conducted for 500 service providers in Freetown, Makeni, Bo, Kenema, Koo, Kailahun and Koo on issues of trafficking. 58 anti-trafficking groups were formed at the national level.

■ Juvenile Justice

The area of Juvenile Justice continues to pose the greatest challenge to the ministry. The case load, according to the PTT is so huge in the face of limited resources. In spite of the immense challenges the ministry in collaboration with partners continues to grapple with the task.

The Remand Home and the Approved School in Freetown were refurbished to be able to respond minimally to the incidence of children in the Justice System. This activity started in 2008 but stalled and was picked again in 2010; it has been completed in 2010. Certain parts of the job had to be done time and again due to the recurrent damage done to the structure by the inmates. Training of the inmates of the approved school is ongoing and inmates are undergoing instruction in carpentry, tailoring and arts and crafts. Six of the inmates are attending normal school and have just sat for the BECE Examination in the current academic year and awaiting results. Child friendly court system has been established in Freetown and other courts in the country. Procedure manual for juvenile correctional centres have been developed in 2010; this has led to marked improvement in the handling of children in the various homes. Personnel of the ministry, the police and the prisons services have received training on the use of this manual. Training manual child abuse prevention and response was done in July 2010. Representatives of 25 communities in the western Area were trained in preventing child abuse and how to respond to its occurrence in the following communities: Wellington, Kuntolor, Kroobay, Goderich, Calaba Town, Bottom Oku, Newton, Grafton, Tombo, Kwama, Jui, Hastings, Hastin, Newton, Benguema, Allen Town Rogberay, Fofbo, Kanikay, Kissy Shell, Loko Town, Bassa Town, etc,

Coordination: A Child Justice Task Force bothering on Children in the Justice System and how to address them has been set up by the ministry. The task force meets bi-monthly and sub-committee once a month. The Makeni Chain Links, comprising community members, civil society, the Prison, the Police, the Court system, and the ministry is a child welfare response outfit that has impacted child welfare issues in Makeni. It was set up 2009 but has been fully operational in 2010. Most issues relating to children are being jointly handled by this group and the ministry. It meets once in a month, except there is an urgent issue. The Ministry's data system has software for information on the Juvenile Justice variable.

Chapter Six: RESPONSES TO MAJOR RISKS

6.1 Corruption

The ACC made laudable strides in the execution of its mandate during 2010. Out of 119 cases lodged with the ACC, 20 cases were closed and 99 were officially said to be corruption cases. Out of those 99 cases, 86 were still under investigation while 13 were concluded and presented for prosecution. Of the 13 prosecuted there were 7 convictions. *(See annex K for details on corruption cases from 2006 to 2010)*

Recovery of funds shows a gradual increase compared to previous years, the 2010 figure shown in the table is from January to July only. See table below.

Year	2008	2009	2010 ⁵
Recovery funds (Leones)	771,617,163	1,790,594,588	1,729,751,149 +\$70,540

Throughout the reporting period there have been trials and convictions of senior officials. It should also be noted however that one high profile case did not do the way that ACC wished. The ACC intends to return to court with on appeal at the end of 2011.

The ACC undertook Anti-Corruption System and Process Reviews for three ministries: Health, Education, and Energy. In partnership with the Anti-Corruption Commission, a customer charter to guide the relationship between NRA and its customers has been completed and approved by the NRA Board. Following introduction of the Goods and Services Tax (GST) early this year, enhanced sensitisation drive has been instituted to ensure that all key stakeholders are fully informed of the operations of the GST.

Much has been achieved in this period during which Sierra Leone moved from 1.9 in 2009 to 2.4 in 2010 in the Transparency International Index. The Global Corruption Barometer conducted by Transparency International found that 73% of Sierra Leoneans believed that the Government's efforts to fight corruption were effective. This percentage has increased when compared with 64% in 2009. The Global Integrity Indicator Scorecard of 23 February 2010 indicates that Sierra Leone is among several lower-and middle-income countries that has experienced important anti-corruption improvements.

2011 is the year for a new strategic direction of the ACC and the country as a whole in the fight against corruption as the Commission prepares its Strategic Plan 2011-2013 and undertakes a Mid-Term Review of the National Anti-Corruption Strategy (NACS). 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 engaging in various outreach programmes to educate and

⁵ As of end July 2010.

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. To decentralize the ACC 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. Additionally twelve District Coordinators have been recruited nationwide to take the anti-corruption message at grassroots level.

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.

■ National Anti-Corruption Strategy:

The raison d'être of the Anti-Corruption Strategy (NACS) is to minimize the level of corruption so as to improve the quality of life for all Sierra Leoneans through improved service delivery. A public perception survey conducted by the ACC recently indicates that 80.8% of the people of Sierra Leone are aware of the NACS adopted by the Government in 2008. At present, the NACS is undergoing a mid-term review to deal with emerging issues in the fight against corruption. This review will in turn inform the new strategic direction of the ACC.

The Report Centre of the ACC continues to play a pivotal role in the Commission's day to day activities. It receives all complaints of alleged corruption from the general public. The Commission, however, still lacks trained and qualified staff with modern investigative and systems review techniques. 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 still the urgent lack of secure office space, as highlighted in the last report. The ACC faces serious problems with the level of security, in particular at the Head Office in Freetown. As pointed out during one of the consultations; 'when you fight corruption, corruption fights back'. 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.

6.2 Illicit Drugs

Concern over Sierra Leone's exposure to the threat of illegal drugs was highlighted in the Agenda for Change and although a strong response has been mounted the problem persists. The Government passed the National Drug Control Act 2008, seeking to address the issue of illegal drugs and related matters. Since then several drug traffickers have been arrested, prosecuted and convicted as a result of the Government's robust anti-drug policy and activities.

The West Africa Coast Initiative (WACI) is an ECOWAS action plan to address the growing problem of illicit drug trafficking, organized crime and drug abuse receives support from the UN and INTERPOL. Sierra Leone plays an important part in the implementation of the WACI alongside Guinea, Cote d'Ivoire and Liberia. Through the WACI Transnational Organised Crime Units were set up (TOCUs). The TOCU aims to bring together all the relevant Government agencies in a coordinated manner to fight organised crime. No single agency has all the information and assets to fight alone. TOCU therefore organises intelligence, undertakes investigations, enforces the law, provides forensic evidence and seeks prosecutions. There are currently fifty-eight staff members at TOCU.

During the reporting period the TOCU worked alongside SOCA (UK), DEA (USA), the Venezuelan Anti-Drug organisation, the Columbian Anti-Narcotic Administration and the Organised Crime and Drugs Unit (Spain).

In 2010 TOCU investigated a total of 103 cases including unlawful possession of drugs, human trafficking, obtaining money by false pretences and kidnapping. Sixty-one cases were charged to the court, forty-seven of which were convicted. In 2010 the TOCU seized 142.4 Kgs of Cocaine, 2.96 Kgs of Heroin, 2.1 Kgs of Hashish and 1,697 Kgs of Marijuana. The TOCU also raided and closed down a notorious drug den at Lumley Beach in mid-August of 2010. During the first six months of 2011 there were thirty-one various types of cases investigated by TOCU. Twenty cases have been charged resulting in nine convictions while eleven cases are still in the court process. Thirty-five suspects have been detained. A total amount of 1,553 Kgs of Cannabis Sativa (103 bundles) and 0.37 grams of cocaine were confiscated.

The authorities at Lungi airport continue to try to deter couriers from carrying illegal substances through the terminals. An area for scanning passengers and their hand-luggage has been set up. Also the TOCU Border Interdiction Team has been conducting random checks on passengers and luggage with the support of the drugs and explosives detector (Itemizer 3) donated by the German Federal Criminal Police (BKA) since December 2010. It is unlikely that couriers have been completely deterred but the national response to the problem is improving.

Central to all efforts to combat corruption and serious and organised crime is the ability to make it unprofitable. Sierra Leone has anti money laundering/proceeds of crime sections within the set up of the Anti Corruption Commission. There is also a more wide-spreading Anti Money Laundering legislation awaiting signature which will replace previous initial legislation. A small Financial Investigation Unit has been founded within the Bank of Sierra Leone but until the legislation is passed it will be difficult to make prosecutions. Currently lack of regulation in the some of the Sierra Leone banks hampers development and largely unregulated banks do not produce suspicious activity reports. The World Bank has been proactive in facilitating seminars and workshops in order to drive forward anti-money laundering policies and to agree how it should look for Sierra Leone.

6.3 Youth Unemployment

There have been two major changes to the institutional configuration of the Government of Sierra Leone (GoSL) in dealing with youth employment issues. In December 2010, the responsibility for youth employment was shifted to a new ministry, the Ministry of Youth Employment and Sports (MYES). Initially, this did not create the expected momentum for youth employment. There was confusion of roles between the MYES and the Ministry of Labour and Social Security (MLSS). This was a result of the fact that the MLSS had “employment” in its title, the new MYES did not have the technical capacity on youth employment, and the National Youth Commission (NAYCOM) was not yet operational. After many months of consideration the NAYCOM Commissioner and Deputy Commissioner were selected and approved by Parliament and by June 2011 the NAYCOM was fully constituted. An agreement between the MYES and the MLSS was developed in order to clarify the respective roles and responsibilities of both entities. The NAYCOM has now moved into refurbished offices and is now operational. The Youth Employment Scheme (YES) Secretariat has been absorbed into the NAYCOM and the recruitment of additional officers is on-going. A Volunteer from VSO, financially supported by GIZ, is assisting the Ministry of Youth Employment. As the body responsible for implementing, coordinating and monitoring development programs aimed at creating employment opportunities for youth and developing a comprehensive national youth development plan, the National Youth Commission has established a National Technical Working Group in collaboration with other development partners. This forum meets on a monthly basis to present and discuss best practices for youth employment and empowerment. In addition to this, a yahoo discussion group, called the Salone Youth Group has been established as an on-line coordination mechanism. The Yahoo-Group brings together representatives from government institutions, national and international NGOs, the private sector and donors, all working with youth or on youth issues in Sierra Leone. The Group supports the monthly meetings of the Technical Working Group (TWG) on Youth Employment and connects with other people working on Youth issues in Sierra Leone for exchange of experiences, best practices and information on Youth in Sierra Leone.

As a national institution, the NAYCOM through a UN agency has also supported the capacity building of Youth officers in the country. Youth officers and youth councillors have been trained in business development services and monitoring and evaluation of projects. This is in accordance with the expected roles youth officers would play when the Commission becomes fully operational. In addition to the training, the three regional Youth offices in Makeni, Bo and Kenema have been fully furnished and all necessary office equipment provided. The Commission has also opened a new office in Port Loko to serve both Port Loko and Kambia districts

The National Strategy on Youth Employment was first developed in 2006 and later revised in 2009. Following the recent strategic planning retreat in June 2011, the Strategy will now be revised to include:

- A common approach on employment and youth employment
- A stronger commitment to specific practical interventions to support youth employment by the relevant MDAs and practical linkages to relevant initiatives and programmes that could benefit youth employment
- Coherence across the MDAs and realistic targets across each MDA
- Practical approaches based on best practices

Three main coordination structures within the youth employment sector have been established and agreed by all important players within the sector. These are:

■ **Partner Group:** composed of the main agencies who support the GoSL on employment issues (such as the UN, World Bank, European Commission, German Development Cooperation, GIZ, and the International Fund for Agricultural Development) and provides coherent support to Government to coordinate on studies and new project interventions and to jointly develop lessons learned.

■ **Youth Employment Strategy Group:** composed of Senior Officers of MDAs and Directors of large NGOs and supports the development of policy, coherence, synergies and strategic planning between projects, and the adoption of lessons learned.

■ **Technical Working Group:** field level implementers who share practical experiences on implementation.

The Government, with international support is currently implementing the Youth Employment Support Project (YESP). The specific objective of the project is to increase short term employment opportunities and to improve employability of targeted youth. The project seeks to address constraints on the demand and supply side of the labour market namely:

■ To improve technical capacity and promote creation and/or expansion of small youth owned public works.

■ The project will be scaling up ongoing interventions and testing approaches to increase numbers enterprises in economically viable activities;

■ To improve the skills base of young people to make them more employable; and

■ To provide a safety net and income supplement for the most vulnerable youth through of beneficiaries and expand geographic coverage.

Finally, the project is expected to reduce social pressures and the risk of conflict by providing employment support to about **30,000-35,000** vulnerable youth over a period of three years beginning October 2010.

An Integrated Approach to Addressing the Challenges of Unemployment

GIZ

A number of initiatives from the government the private sector and the civil society address the challenge of unemployment. The Employment Promotion Program of the German International Cooperation proposes an integrated approach, bringing together the support to employment opportunities, with the support to a qualified workforce. It is implemented in cooperation with the Pro-Poor Growth for Peace Consolidation (GPC) in the German Cooperation focus of "Sustainable Economic Development".

The key objective of the program is to support Sierra Leone in creating 8000 sustainable employments until 2013. The program supports the institutional framework for Employment Promotion and works on the level of the target-group for tangible results on a short-term. In this sense the program supports the Ministry of Labour and Social Security (MoLSS) and the Ministry of Youth Employment and Sports (MYES) in the development of a National Employment Policy for Sierra Leone. Once agreed, the policy will give strategic orientation and increase thereby the efficiency of the overall employment-promotion system in Sierra Leone.

An example of an integrated approach is the work in the cocoa-sector. The cocoa-sector was one of the drivers for economic growth and income in the rural areas of Sierra Leone over the last years. GIZ cooperates with Welthungerhilfe on the improvement of the quality of the cocoa, by training the farmers and working with the private sector. At the same time, EPP supports the work of the Cocoa-Working Group, together with other donors like USAID/PAGE to coordinate the efforts towards Sierra-Leonean Cocoa. The group works on different aspects relevant to the growth of the sector, addressing topics of export-facilitation, the participation in export-fairs, or else. The approach is combined with selected infrastructure projects, e.g. for the processing of the cocoa, financed by the German Development Bank (KfW).

The program combined this work with an approach on Functional Literacy, to increase the qualification of the workforce. Basic literacy is a key-challenge for employability, especially in the bigger companies. Over the last one-and a half years around 1700 Students have been trained in Functional Literacy. This led to a better employability of the trained students, of who in some regions 86% found a durable employment. The total costs of the program are 17, 2 Mio Euro.

The microfinance institution HELP-SL targeted one of the principal obstacles to youth entrepreneurship, namely, lack of access to finance. In the first phase, beneficiaries were provided with basic business development services and mentoring plus a soft loan to establish an enterprise or expand an existing enterprise. In the second phase, at the end of the repayment period of six months, the credit rating of the beneficiaries was transferred to the Micro-Finance Department of HELP-Sierra Leone who then reassesses the business for areas of expansion and consequently provides a second, larger loan.

Private Sector Development and Employment Promotion

Increasing Sustainable Access to Financial Services for the Poor and Low-income KfW, UNDP, UNCDF, CORDAID

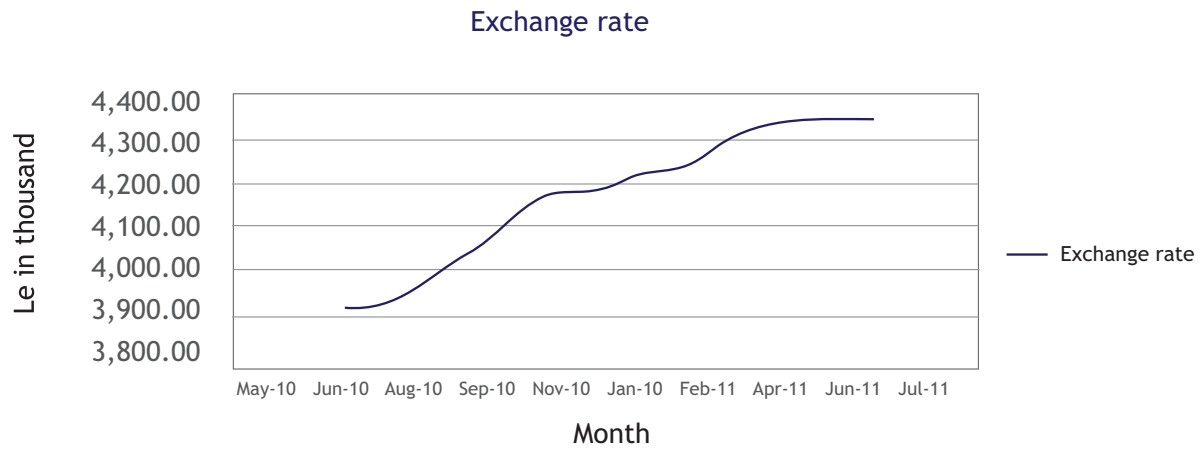
In 2004, the Government of Sierra Leone, in collaboration with KfW, UNDP, UNCDF and later, Cordaid, started a 5-year project, the Microfinance Investment and Technical Assistance Facility (MITAF) with the overarching objective to increase sustainable access to financial services for poor and low-income 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. 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 5-year phase of MITAF. Building on the lessons learnt from phase I, MITAF II aims to support the "access to finance" component of the Government of Sierra Leone's Financial Sector Development Plan (FSDP) which addresses microfinance as an integral part of the financial sector. Whereas MITAF I was instrumental in creating a microfinance sector, MITAF II has a focus on consolidating and professionalizing the microfinance sector, to expand outreach in Sierra Leone's rural areas 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.

Government, through NaCSA recruited and placed sixty young graduates from the universities and other tertiary institutions as volunteers place for a minimum of one year, with local councils and other institutions.

Government through support from a UN agency has supported the implementation of three projects identified as best practices during the midterm evaluation conducted by the Yes Secretariat in October 2009 Youth Employment promotion projects. The implementation process started in May 2010 and will end in September 2011. The projects are implemented by International Rescue Committee (IRC), Cooperazione Internazionale (COOPI) and HELP Sierra Leone.

Annexes

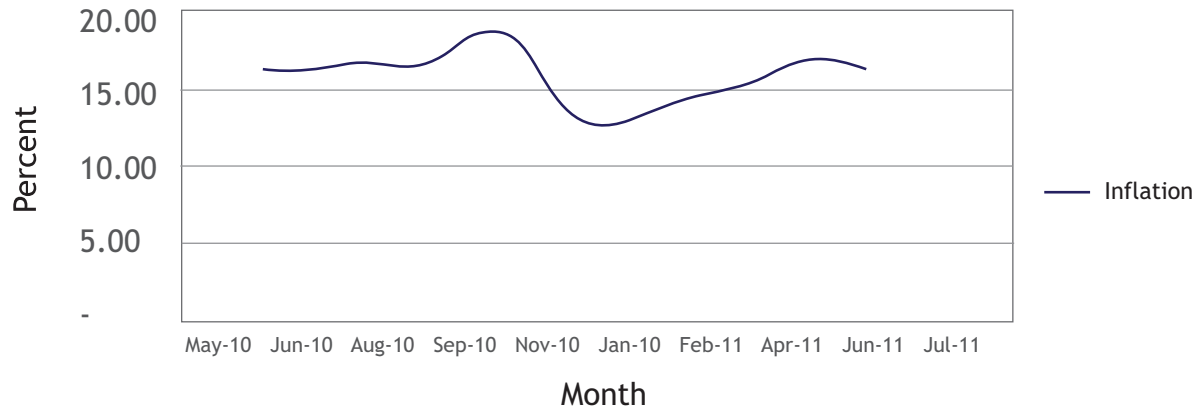
Annex A: Leone – US Dollar Exchange Rates



Annex B: Aid Flows as Recorded in the Development Assistance Database

Disbursed (USD) by Donor Agency in 2010	
Funding Source	Disbursed (USD)
African Development Bank (AfDB)	24,221,388.00
Arab Bank for Economic Development in Africa (BADEA)	8,676,514.00
European Commission (EC)	80,401,020.00
Germany	5,049,150.00
India	2,192,881.00
Ireland	8,480,306.00
Islamic Development Bank (IDB)	3,508,463.00
Italy	1,600,000.00
Japan	12,988,403.00
Norway	505,597.00
OPEC	1,845,789.00
UK	85,175,053.00
UN	52,388,219.00
USA	12,711,572.00
World Bank	91,725,394.00
Total	391,469,749.00

Annex C: Inflationary Trends



Annex D: Example of On-line Minerals Data

Online Data Repository

Stakeholder access for
transparency and enhanced
accountability

Annex E: 2010 Income from Mineral Resources

No.	Name of Mining Company	Mining Activity/Type of Mineral	Revenue from The Mining Sector, 2010 (Million of Leones)
1	African Minerals	Iron Ore, Gold, Diamond, Prec.	11,831.3
2	Koidu Holdings	Diamond, Gold & Base Metal	7,687.0
3	London Mining Co. LTD	Iron Ore	5,180.3
4	Sierra Mineral Holding LTD	Bauxite	3,877.4
5	Sierra Rural LTD	Titamun, Zircon & Monazite	3,282.0
6	Cluff Gold (SL) LTD	Gold	1,211.8
7	West African Zircon	Not Specified	706.6
8	Kripto Intn'l (Mining SL) Ltd	Not Specified	338.7
9	Sierra Leone Exploration & Mining Co.	Bauxite	257.8
10	Marampa Iron Ore (SL) Ltd	Bauxite, Gold, Precious & Base Metals	107.3
Total			34,480.2

Annex F: Analysis of Income from Mining Resources

Revenue from The Mining Sector, 2010 (Million of Leones)	
Total Mines Revenue from first Ten (10) Largest Companies	2,772.40
Total 2010 Mines Revenue	08,636.50
Total NRA Revenue	55,662.00
Nominal Gross Domestic Product (GDP)	705,300.00
Total Mines Revenue from first Ten (10)	
Largest Companies % of Total 2010 Mines Revenue	57.80
Total Mines Revenue as % of Total NRA Revenue	11.40
Total Mines Revenue from Ten (10) Largest	
Companies as % of Total NRA Revenue	6.60
Total Mines Revenue as % of Nominal GDP	1.40

Annex G: Status of 2010 Road Projects

No	Name of project	Length Km	Funding Agency	Estimated Cost of Project (\$m)	Govt. Cont. (Le bn.)	Status	
						2009	To Date
1	Lungi - Portloko	62	ADB	27.2	4.00	Tender	15%
2	Matotoka - Sefadu	129	ADB	96.0	1.00	100% Status Completed	0%
3	Selected Street In Freetown	25	Go SL	24.0	72.00	Contract Awarded	25%
4	Wilkinson Road	5.2	Go SL	16.0	48.00	Mobilization in Progresss	80%
5	Provincial Head Quarter Twon RDs	250	Go SL	180	720.00	Pilot Phase	25%
6	Bandajuma - MRU	97	EU	72.0	2.10	Studies Completed	Studies
7	Bo - Bandajuma	28	EU	7.0	0.50	Studies Completed	Tender
8	Makeni - Kabala	67	EU	15.0	1.10	Studies Completed	Tender
9	Ring Road Studies	32	Go SL	28.0	112.00	Studies on going	No Change
10	Lumley - Hill Cut Road Jct. Widening	3.4	Go SL	12.7	53.34	Proposal	5%

Annex H: Achievements in Forestry

No.	Activities	Target	Achievement
1.	Project Developments for Protected Area Management and Biodiversity Conservation in Sierra Leone.	Improved forest governance across the 223 ha of the Sierra Leone - Liberia border.	25 Community Forest Guards have received basic field training.
a.	Across the River - A Transboundary Peace Park between Liberia and Sierra Leone. EU Funded	This comprises of the Sierra Leone Gola Forest of 75,000 ha, Liberia Forest of 98,000 ha and the 50,000 ha of cross-border corridors of forest.	Effective joint patrolling has been on-going with the Forest Guards engaged by the Gola Forest Programme.
b.	Conservation of the Sierra Leonean Western Area Peninsula Forest Reserve and its Watershed. EU funded	Western Area Peninsula Forest Reserve and its Watershed conserved and sustainably managed for the benefit of the adjacent population, particularly the poor	Project has been launched at Mile 13 in Freetown. Baseline studies have been carried out for the Western Area Peninsular Forest and the re-demarcation exercise is in process. 24 Forest Guards recruited by the project
c.	GEF - World Bank Biodiversity Conservation Project	5 year implementation period for three conservation sites improved. Outamba-Kilimi National Park - 110,900 ha Kangari Hills Non-Hunting Forest Reserve - 8,573 ha Loma Mountains Non Hunting Forest Reserve - 33 201 ha	Conditions of effectiveness of the GEF Grant Agreement Number TF096537 have been fulfilled. Request for Proposal has been sent to the shortlisted firms for consulting services for the Project Management Team.

No.	Activities	Target	Achievement
d.	Gola Forest Conservation Programme	Raising the Status of the Forest to a National Park	<p>The process for the establishment and designation of the Gola Forest as a National Park is almost at the final stage. Concurrences from key Ministries have been received for the Cabinet Paper requesting the raising of the status to a National Park.</p> <p>Report on proceedings of a Reserve Settlement Court for the constitution of Gola Forest Proposed National Park has been completed by the Provincial Secretary, Eastern Province, who was the Reserve Settlement Officer. Awaiting Cabinet Conclusion for the declaration of the Gola Forest as a National Park.</p>
e.	West African Mangrove Initiative (WAMI) - 25 acres of mangrove reforestation at Mathainkay village, Waterloo.	25 acres (10 hectares) of mangrove reforested.	25 acres (10 hectares) of mangrove reforested.
f.	Pilot projects for Sustainable Coastal Zone Management in Sierra Leone	Integrated and sustainable coastal and marine resource management and biodiversity conservation through the development and implementation of a number of small scale pilot activities in at least two threatened coastal/ marine protected areas (MPAs) in Sierra Leone.	<p>MOU signed between Ministry of Fisheries and Marine Resources and Wetland International.</p> <p>Project has been launched in Freetown.</p>

Annex I: Primary textbooks distributed in AFDB Supported districts

District	SP	Tot non of Textbooks received by Sp	Tot no. distributed as at September 2010	Total No. of beneficiary schools on contract		Total No. of beneficiary Schools supplied with textbooks			No. of schools that attained 1:1 ratios based on initial enrolment
				Full Grant	Partial Grant	Full Grant	Partial Grant	Additional Partial Grant	
Bo	Action Aid - SL	75,815	75,815	3	29	3	29	63	92
	CEDA	9,053	8,956	1	1	6	38	38	44
Bombali	BC SL	94,685	93,656	10	18	10	18	46	64
	CARITAS	154,064	154,064	19	30	19	30	63	93
	PLAN SL	106,428	106,428	30	50	30	50	58	98
	SLMB/ BAPTIST	22,599	21,500	6	14	6	14	39	53
Bonthe	MCSL	34,689	34,689	2	8	2	8	65	73
Kono	EFSL	192,733	192,733	10	16	10	16	109	125
	AASL/ AFDSL	112,697	112,697	12	21	12	21	62	83
	WV/ CORDSL	201,655	201,655	19	27	19	27	85	112
Moyamba	HUMANITY FIRST	127,486	127,486	10	10	10	10	59	69
	PLAN SL	128,632	128,632	24	14	24	14	69	83
Port Loko	AnDES	108,528	107,968	18	28	18	28	66	94
	CORD-SLP	120,632	120,632	17	18	17	18	48	66
	PLANSL	175,358	175,358	19	40	19	40	59	99
Western Urban	CAUSE-SLP	196,958	196,958	10	24	10	24	30	54
	RAP-SL	179,595	178,985	24	49	24	29	99	148
Total		2,041,607	2,038,202	234	402	234	402	1,048	1,450

Source: Sababu Education Project Completion Report P.75 - MEST

Annex J: Primary Text Books Distribution in IDA - Supported Districts

District	SP	Tot non of Textbooks received by Sp	Tot no. distributed as at September 2010	Total No. of beneficiary schools on contract		Total No. of beneficiary Schools supplied with textbooks			No. of schools that attained 1:1 ratios based on initial enrolment
				Full Grant	Partial Grant	Full Grant	Partial Grant	Additional Partial Grant	
Kailahun	PLAN SL	233,645	233,645	41	80	41	80	83	163
	MCSL	167,975	167,975	29	58	29	58	89	147
Kambia	NRC/AA-SL	166,775	166,775	16	31	16	31	91	122
	AA-SL	173,864	173,864	11	11	11	11	52	63
Kenema	LWF/ AFS-SL	96,695	96,695	10	17	10	17	49	66
	CORD-SL	125,795	125,795	10	33	10	33	51	84
	AFD-SL	78,764	78,764	4	19	4	19	48	67
Koinadugu	PADI	83,658	82,998	11	22	11	22	69	91
	NaRRC	84,975	84,720	15	19	15	19	73	92
	CAUSE-SLP	128,865	127,985	20	58	20	58	81	139
Pujechun	RADA-SL	68,786	68,789	8	25	8	25	49	74
	MCSL	70,786	70,786	11	22	11	22	58	80
	AFD-SL	68,925	68,925	7	10	7	10	39	46
Tonkolili	SLMB/ CORDSL	59,865	59,865	8	11	8	11	41	52
	CONCERN	75,830	75,830	6	27	6	27	48	75
	CCF	68,870	68,870	5	8	5	8	38	46
	CARITAS	63,655	62,966	12	26	12	26	63	89
Western Rural	ADRA-SL	88,980	88,700	12	12	12	12	40	46
Total		1,906,720	1,903,956	236	489	236	489	1062	1,542

Annex K: Corruption Cases 2006-2010

Action	2006	2007	2008	2009	2010 ⁶
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	8

⁶ As of end July 2010.

