



REPUBLIC OF

# SIERRA LEONE

THIRD AND FOURTH  
PROGRESS REPORTS







**GOSL**

**AFRICAN PEER REVIEW MECHANISM NATIONAL GOVERNING  
COUNCIL SECRETARIAT**



**APRM-NGC**

REPUBLIC OF SIERRA LEONE  
THIRD AND FOURTH  
**PROGRESS REPORTS  
OF SIERRA LEONE'S  
IMPLEMENTATION  
OF APRM NATIONAL  
PROGRAMME OF ACTION**

**JANUARY TO DECEMBER 2015  
AND  
JANUARY TO DECEMBER 2016**

Submitted by:  
**AFRICAN PEER REVIEW MECHANISM  
NATIONAL GOVERNING COUNCIL  
7 SANDERS STREET**



It is an honor for me to be with you today. The African Peer Review Mechanism is one of the flagship good governance programs that my Government is implementing, principally because of the opportunities it provides for the continued transformation of Sierra Leone”...



**H.E. President Ernest Bai Koroma’s keynote address at the launch of the APRM Country Review Report and National Programme of Action (NPoA), in Freetown, April 2013.**



## Carte de la Sierra Leone





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## ACRONYMS

<b>ACC</b>	-	Anti-Corruption Commission
<b>AFDB</b>	-	African Development Bank
<b>APC</b>	-	All People's Congress
<b>AML/CFT</b>	-	Anti-Money Laundering and Combating Financing of Terrorism
<b>APR</b>	-	African Peer Review
<b>APRM</b>	-	African Peer Review Mechanism
<b>BKPS</b>	-	Bo-Kenema Power Service
<b>CBO</b>	-	Community-Based Organization
<b>CEDAW</b>	-	Convention for the Elimination of Discrimination Against Women
<b>CET</b>	-	Common External Tariff
<b>CMT</b>	-	Change Management Team
<b>COJA</b>	-	Centre for Justice and Accountability
<b>CRR</b>	-	Country Review Report
<b>CSOs</b>	-	Civil Society Organizations
<b>DTD</b>	-	Domestic Tax Department
<b>ECOWAS</b>	-	Economic Commission of West African States
<b>EITI</b>	-	Extractive Industries Transparency Initiative
<b>EOI</b>	-	Expression of Interest
<b>ETLS</b>	-	ECOWAS Trade Liberalization Service
<b>FBC</b>	-	Fourah Bay College
<b>FDI</b>	-	Foreign Direct Investment
<b>FIU</b>	-	Financial Intelligence Unit
<b>FSDP</b>	-	Financial Sector Development Programme
<b>GBAA</b>	-	Government Budget and Accountability Act
<b>GBV</b>	-	Gender-Based Violence
<b>GDP</b>	-	Gross Domestic Product
<b>GoSL</b>	-	Government of Sierra Leone
<b>GST</b>	-	Goods and Services Tax
<b>HRCSL</b>	-	Human Rights Commission – Sierra Leone
<b>HRMO</b>	-	Human Resources Management Office
<b>ICT</b>	-	Information and Communication Technology
<b>IFAD</b>	-	International Fund for Agricultural Development
<b>IFMIS</b>	-	Integrated Financial Management Information System
<b>IFRS</b>	-	International Financial Reporting Standards
<b>ILO</b>	-	International Labour Organization
<b>IMC</b>	-	Independent Media Commission
<b>IMF</b>	-	International Monetary Fund
<b>IPAM</b>	-	Institute for Public Administration and Management
<b>IT</b>	-	Information Technology
<b>JCC</b>	-	Joint Consultative Committee
<b>MAFFS</b>	-	Ministry of Agriculture, Forestry and Food Security
<b>MDAs</b>	-	Ministries/Departments/Agencies
<b>MOFED</b>	-	Ministry of Finance and Economic Development

<b>MDGs</b>	-	Millennium Development Goals
<b>MLSS</b>	-	Ministry of Labour and Social Security
<b>MPC</b>	-	Monetary Policy Committee
<b>MSG</b>	-	Multi-Stakeholder Group
<b>MSWGCA</b>	-	Ministry of Social Welfare, Gender and Children's Affairs
<b>MTEF</b>	-	Medium Term Expenditure Framework
<b>MTI</b>	-	Ministry of Trade and Industry
<b>NaCSA</b>	-	National Commission for Social Action
<b>NAS</b>	-	National Aids Secretariat
<b>NASC</b>	-	National APRM Steering Committee
<b>NACS</b>	-	National Anti-Corruption Strategy
<b>NAYCOM</b>	-	National Youth Commission
<b>NCD</b>	-	National Commission for Democracy
<b>NCP</b>	-	National Commission for Privatization
<b>NEC</b>	-	National Electoral Commission
<b>NFP</b>	-	National Focal Point
<b>NGC</b>	-	National Governing Council
<b>NGO</b>	-	Non-Governmental Organization
<b>NPA</b>	-	National Power Authority
<b>NPoA</b>	-	National Programme of Action
<b>NRA</b>	-	National Revenue Authority
<b>OARG</b>	-	Office of Administrator and Registrar General
<b>PAC</b>	-	Public Accounts Committee
<b>PEA</b>	-	Public Election Act
<b>PLHIVS</b>	-	People Living with HIV and Aids
<b>PPP</b>	-	Public Private Partnership
<b>PPRC</b>	-	Political Parties Registration Commission
<b>PSC</b>	-	Public Service Commission
<b>PSRU</b>	-	Public Sector Reform Unit
<b>PWD</b>	-	Persons with Disability
<b>SLCCIA</b>	-	Sierra Leone Chamber of Commerce, Industry and Agriculture
<b>SLEF</b>	-	Sierra Leone Employment Federation
<b>SLEITI</b>	-	Sierra Leone Extractive Industries Transparency Initiative
<b>SLIEPA</b>	-	Sierra Leone Investment and Export Promotion Agency
<b>SLLC</b>	-	Sierra Leone Labour Congress
<b>SLP</b>	-	Sierra Leone Police
<b>SLPP</b>	-	Sierra Leone People's Party
<b>SLUDI</b>	-	Sierra Leone Union of Disability Issues
<b>SME</b>	-	Small and Medium Enterprises
<b>SPS</b>	-	Sanitary Phytosanitary Committee
<b>TBA</b>	-	Traditional Birth Attendant
<b>TOR</b>	-	Terms of Reference
<b>TRC</b>	-	Truth and Reconciliation Commission





## ACRONYMS

<b>TWGs</b>	-	Technical Working Groups
<b>UN</b>	-	United Nations
<b>UNICEF</b>	-	United Nations Children’s Fund
<b>UNIDO</b>	-	United Nations Industrial Development Organization
<b>UNFPA</b>	-	United Nations Fund for Population Activities
<b>UNIPSIL</b>	-	United Nations Integrated Programme of Sierra Leone
<b>UNPBF</b>	-	United Nations Peace Building Fund
<b>UPR</b>	-	Universal Periodic Review
<b>USL</b>	-	University of Sierra Leone
<b>WACIP</b>	-	West African Industrial Policy
<b>WAMI</b>	-	West African Monetary Institute
<b>WAMZ</b>	-	West African Monetary Zone



## FOREWORD

**SIERRA LEONE** has over the years been taking serious steps to implement the African Peer Review Mechanism. It was successfully peer reviewed at the 16th Summit of Heads of State and Government of the African Peer Review Mechanism (APRM) held on the 28th of January 2012 in Addis Ababa, Ethiopia. The country also scored another impressive result in 2015 when it presented the first and second progress reports on the implementation of the APRM National Programme of Action (NPOA). Strong political will and commitment of all Sierra Leoneans were two major factors responsible for Sierra Leone's progress in the APRM process. It is also important to recognize the crucial role played by members of the APRM National Governing Council and the Secretariat that worked tirelessly for a professionally oriented and technically competent APRM implementation process that eventually saw the peer review of the country. The Government also appreciates the important role played the APRM Panel of Eminent Persons as well that of members of the APRM Continental Secretariat.

This combined APRM Sierra Leone Country Review Report and National Programme of Action progress report is another indication of Sierra Leone's strong commitment to the APRM implementation. It is important to know that as a nation, we will always support the APRM as we think it is the right way to go in pushing forward good governance in Sierra Leone.

**HONOURABLE NANETTE THOMAS**  
MINISTER OF POLITICAL AND PUBLIC AFFAIRS AND APRM  
NATIONAL FOCAL POINT



## PREFACE

**SIERRA LEONE**'s sustained commitment to successful implementation of the APRM is triggered by the country's strong conviction that it would be a conduit for building peace, democracy, good governance and sustainable development. Against this context, the country submitted itself for an APRM review in an election year in 2012 and also presented its first and second progress reports in 2015 in the midst of an Ebola outbreak. Also noteworthy is that Sierra Leone's President Dr. Ernest Bai Koroma has clearly indicated his willingness to ensure the monitoring of AU Agenda 2063 and the UN Global Sustainable Development Goals (SDG's) within the APRM framework in the country. Whilst the APRM is a major governance initiative that the country is promoting, other governance-oriented programmes have also been very noticeable in Sierra Leone. These include the Open Government Initiative (OGI), the Extractive Industries Transparency Initiative (EITI), Open Government Partnership (OGP) and the Attitudinal and Behavioral Change (ABC). All of these provide diverse platforms for citizen's participation in governance, monitoring government activities and ensuring transparency and accountability.

This combined progress report on the implementation of the APRM National Programme of Action (NPOA) was prepared at a time the country was grappling with hard economic conditions, having to operate in an environment of economic austerity measures. Notwithstanding these hard realities, the APRM National Governing Council moved headlong in monitoring and reporting on the implementation of the NPOA. Indeed, encouraging developments were observed as well as challenges in the country's efforts in enthroning good governance. Remarkable progress in the implementation of the Sierra Leone APRM NPOA during the period under review include the robust fight against corruption through a pay no bribe campaign; skills training and job creation initiatives for youth; economy proved resilient in the face of two major shocks: the Ebola epidemic and collapse of iron ore prices; improvement in internal audit and public procurement processes among many others.

Data collection methods of primary and secondary sources were employed. Interns were recruited to go round MDAs to collect relevant data and APRM National Secretariat staff members were also engaged in desk review of relevant literature. Regional sensitization tours were also undertaken by members of the APRM NGC in the four regional headquarter towns of Bo (Southern Region); Kenema (Eastern Region); Makeni (Northern Region) and Freetown (Western Region). During these regional tours, citizens in the regions were briefed on APRM activities and APRM Regional District Committees were also restructured and established. Participants were also engaged on the implementation of the NPOA.

### **PROFESSOR OSMAN GBLA**

EXECUTIVE CHAIRMAN, APRM NATIONAL GOVERNING COUNCIL



## EXECUTIVE SUMMARY

This combined 2015 and 2016 report on Sierra Leone's progress in the implementation of the APRM National Programme of Action (NPOA) presents various assessment of interventions as well as challenges of the country in attempts to implement recommendations made by the Country Review Report of 2012. It captures the various efforts made by the country in implementing the APRM NPOA in the four thematic areas of democracy and political governance; economic governance and management, corporate governance, socio-economic development as well as in the cross-cutting issues.

The report is divided into the following sections:

INTRODUCTION

METHODOLOGY

STATUS OF IMPLEMENTATION OF  
RECOMMENDATIONS

CONCLUSIONS

The report provides an assessment of progress in the implementation of Sierra Leone's APRM NPOA during the period of 2015-2016 in the four APRM Governance thematic areas and cross cutting as shown below:

### DEMOCRACY AND POLITICAL GOVERNANCE


- Submission of completed Constitutional Review Commission Report to the Government with significant recommendations for improving the 1991 Constitution Act No.6 of Sierra Leone including the need for
- Passing into law of the National Civil Registration Act 2016 that requires compulsory registration of citizens and non-citizens resident in Sierra Leone as well as the provision of registrants with multi-purpose E-cards. With this arrangement in place, citizens will no longer requested to do multiple registrations with various government agencies for services
- Provision of increasing resources to the National Electoral Commission (NEC), the Political Parties Registration Commission (PPRC) and the National

Commission for Democracy (NCD).

- Great strides in fighting corruption with the introduction and implementation of a Pay No Bribe (PNB) programme that seeks to ensure the reporting by citizens of petty corruption.
- Code of Ethics and Services Standards for Paramount Chiefs
- Alignment of Core Mineral Policy (2015) to African Mining Vision
- Community Development Agreement to regulate mining companies contributions to local communities development
- Relaxing of SO 75 to allow presentation of Audit Reports to the general public and increase in coverage and quality of external audit
- Strengthened and operational Legal Aid Board to ensure access to justice by majority poor Sierra Leoneans
- Coordinated security sector efforts to develop a National Security Chapter to be included in the reviewed National Constitution
- Developed the National Security Policy and Strategy (NSPS)
- Developed a National Flood Response Plan that enables Sierra Leone to respond to any flood disaster in a timely manner with or without international/ foreign intervention
- Developed a National Border Security Strategy that will enable the country to address its border security problems and other border related issues
- Developed a Counter Terrorism Strategy
- The Global Peace Index (GPI) ranked Sierra Leone 43 with an index of 1.805 in June 2016.

### ECONOMIC GOVERNANCE AND MANAGEMENT

- The country's economy is recovering with a projected growth of 4.9% in 2016 from a contraction of 21% in 2015. Economic reform programme achieved key objectives of ensuring more inclusive growth despite the exogenous shocks of the Ebola epidemic and the collapse of iron ore prices. The implementation of more belt tightening fiscal and proactive monetary policies in the short and medium terms sector policies in agriculture, fisheries



,mining and infrastructure was highly contributive to this positive economic outlook

- Government's efforts supported 1000 Medium and Small scale Enterprises to increase their competitiveness across key value chains ( HE's Parliamentary Speech :2016)
- Establishment and rolling out of the Integrated Financial Management System ( IFMIS) leading to strengthened commitment to expenditure control
- Finalization of the Sierra Leone Public Financial Management Strategy (2014- 2017) with a focus on revenue management, public investment planning and the establishment of a Single Treasury Account.
- Completed the digital re-registration of 869 companies in the Corporate Affairs Commission Database, making them available on line
- Strong Government action to improve access to commercial justice including some decentralized case processing to increase access in the district.

### **CORPORATE GOVERNANCE**

- Government has taken serious measures to address the limited access to affordable finance by Small Medium Enterprises ( SME's) including the Bank of Sierra Leone strides to pilot a number of bills: the Securities, Collective Investment and the Credit Administration and Debt Recovery Bills. These Bills when finally enacted will facilitate increased access to finance for Sierra Leonean business people as well as deepen the financial sector
- Establishment of a Collateral Registry to enable Sierra Leoneans to use moveable and immoveable property to secure loans from commercial banks. The Bank of Sierra Leone is also working closely with the Ministry of Finance and Economic Development for the enactment of a Finance Leasing Facility Act to facilitate lending through leasing to Sierra Leonean SME's.
- Government has also tried to provide an improved legal, policy and institutional framework for sustainable debt management with the passing of the Public Debt Law that is laying a framework for public sector borrowing and debt management including the process of on –lending issuing government guarantees and monitoring of contingent liabilities.

- Creation of Draft Corporate Governance Code that helps in regulating the public, private and informal sector was the first of its kind in the country. In addition to this ,an adequately staffed Compliance Unit was established charged with the responsibility of ensuring adherence to statutory and regulatory obligation of the Corporate Affairs Commission (CAC) and companies
- The Ministry of Trade in close working collaboration with the Soros Foundation instituted the Business Bomba Award that seeks to encourage indigenous business people by creating a business incentive programme.

### **SOCIO-ECONOMIC DEVELOPMENT**

- Government increased spending on the social sector especially in education and health. In 2015 and 2016, it increased spending in education to Le 210 billion and Le250.3 billion respectively. For the first 10- 24 months Post-Ebola Presidential Recovery Priorities, Le 94.9 billion was allocated to the Ministry of Health and Sanitation including Le.37.9 billion for the procurement of Free Health care and Cost Recovery Drugs and Le.10.0 billion to support public health in Sierra Leone.
- Improved quality instruction in schools as new curricula content in the core subjects was introduced. A piloted incentive scheme in 1,200 primary and 150 junior secondary schools in Kambia, Tonkolili, Pujehun, and Kenema district was implemented. The scheme provides financial rewards to schools based on how well they manage and maintain as well as how much learning improvement takes place over time. Every school and district is rated and ranked in terms of performance in the primary, junior and senior secondary school levels ( Presidential Parliamentary Speech 2016)
- Launched the National School Feeding Programme
- Government achieved the maintaining of a zero Ebola infection rate and in strengthening of health care delivery system. It absorbed into the pay roll 500 nurses that volunteered their services during the Ebola outbreak
- Built a resilient health system that is well positioned to prevent, detect and respond to any public health threat. It also established public health



laboratories in the Western Area and one in each of the three regional headquarter towns. They have full capabilities to test for viral hemorrhagic fevers including Ebola.

**CROSS –CUTTING ISSUES**

In addressing the crossing –cutting issues raised in the APRM Country Review Report of 2012 including ethnicity and the management of diversity, corruption and youth unemployment and the blessing and curse of mineral and mining , Government took many steps:

- Introduced schemes for youth education , training , and employment including the Youth Service Scheme
- The Core Mineral Policy of 2015 provides for model mining agreements that require mining companies to negotiate with mining communities on

- community development initiatives
- The Anti-Corruption Commission introduced a new Pay No Bribe Campaign that involves citizens in reporting corruption and bribery on line or through text messages.
- In spite of the aforementioned efforts in the implementation of the APRM NPOA in Sierra Leone, there are still challenges that require attention:
- The need to further step up awareness raising on governance issues generally and the APRM in particular
- Resourcing the APRM as it has now being given additional new mandates including the monitoring of AU Agenda 2063 and the UN 2030 Global Sustainable Development Goals
- Implementation of the APRM in situations of emergencies : Ebola and international global impacts

“ GOVERNMENT’S EFFORTS SUPPORTED 1000 MEDIUM AND SMALL SCALE ENTERPRISES TO INCREASE THEIR COMPETITIVENESS ACROSS KEY VALUE CHAINS ( HE’S PARLIAMENTARY SPEECH :2016) ”



# 1.

## INTRODUCTION

The African Peer Review Mechanism (APRM), an offshoot of the New Partnership for Africa's Development (NEPAD), was established in 2003 as a governance monitoring instrument to support the realization of sustainable development. It is a voluntary self assessment instrument initiated by member states of the African Union. The APRM objectives are essentially to foster the adoption of policies, standards and practices that will ensure political stability, high economic growth, sustainable development and accelerated sub-regional and continental economic integration through experience sharing, reinforcing successful best practices and identifying deficiencies and assessments of requirements for capacity building. The APRM as such seeks to encourage the building of transformative leadership, constructive national dialogue through inclusive and participatory self assessment process. It assesses member states in four governance thematic areas: 1) Democracy and Political Governance 2) Economic Governance and Management, 3) Corporate Governance and 4) Socio-economic Development.

There are currently 37 AU member states of the APRM and 19 of these have already been peer reviewed including Sierra Leone. The increasing recognition of the importance of the APRM following its integration into the AU saw its increasing mandate now extended to monitoring AU Agenda 2063 and the UN Global 2030 Sustainable Development Goals (SDG's). Countries acceding to the APRM are required after the base review to periodically present annual progress reports on the implementation of the APRM NPOA.

### 1.2. Sierra Leone and the APRM Process

Sierra Leone acceded to the APRM in 2006 but took vigorous steps in its implementation in 2008 following the inauguration of an independent APRM National Governing Council by His Excellency the President Dr. Ernest Bai Koroma. With strong political commitment and national drive, the country was peer reviewed in January 2012. In 2015, the country presented its combined first and second progress reports on the implementation of the NPOA and is adequately prepared for a second generation review after the presentation of this combined third and fourth progress reports in the June/ July APRM Forum of 2017.

### 1.3 The Sierra Leone National Context during the Preparation of these Reports

The Agenda for Prosperity and the Presidential Delivery Priorities (including the Key Results Area) are the guiding policy documents in the efforts to advance the country's social conditions and improve the investment climate especially after the successful defeat of the Ebola Virus Disease (EVD) that had affected all aspects of life in Sierra Leone.

Sierra Leone has been one of the countries most affected during the EVD crisis, with the disease exerting a detrimental impact on the health care system and the population of the country. In addition to the confirmed 14,124 cases and 3,956 deaths, a significant portion of those surviving the disease suffered from post-EVD syndromes like muscular skeletal pain, headaches, and ocular and auditory problems (Source as footnote). Additionally, the EVD puts tremendous pressure on an already fragile health care sector, which prior to the outbreak experienced critical shortages in both staff and crucial resources such as basic equipment for service delivery and laboratory work. Importantly, as the Sierra Leonean authorities rushed to contain the epidemic and treat the people, critical resources were shifted away from the monitoring and treatment of diseases like malaria, HIV, and measles that had the effect of increasing their proliferation across the country. As such, the EVD epidemic has resulted in significant health consequences on a nationwide scale and with it mounting costs that threaten the country's economic outlook for years to come.

While it is not easy to estimate the actual impact of the EVD on the economy, the general situation in the country shows that it is substantial. Agriculture contributes about 41.6% of GDP in Sierra Leone. The Eastern province is the bread basket of the country as well as where major cash crops (cocoa and coffee) are grown. It is also the area where the Ministry of Agriculture has been working on the agricultural commercialization projects to modernize farming in the region. According to the Sierra Leone Integrated Household budget Survey (2011) 63% and 73% (any recent source to be footnoted) of the people in the rural areas of Kenema and Kailahun, respectively engage in agriculture and livestock (rice, cocoa, coffee etc.). The EVD and the quarantining of Kailahun and Ken-



ema disrupted the agriculture value chain (ploughing, planting and harvesting) that take place throughout the year. For instance most farmers in the Eastern region use youth self-help cooperative hired for ploughing. Chiefdom bye laws to contain the EVD did not allow such activities. This has led to a potential of a major food shortage in the latter months of 2015.

It is also noticeable that during the period under reporting, the mining sector is critical to the Sierra Leonean economy and the Agenda for Prosperity (AFP) growth forecasts and fiscal position are predicated on the rebound of the mining sector. In June 2014, following the closure of operations and departure of some staff members of foreign mining companies like London Mining Company and African Mineral, the economy was adversely affected. By 2016, most of the mining companies (Ocea limited, AML, Sierra Rutile, LMC and Cluff Gold Sierra Leone) have either closed operations or are operating at limited capacity.

Travel restrictions to the epicenter and their business continuity plans are on standby. Non-essential staff was granted leave. The shocks from the EVD and plummeting international prices of iron ore have substantially affected the mining sector's growth prospects in 2015 and even beyond.

Prior to the EVD the fiscal position had strengthened on account of high growth. However, the fiscal position remained fragile due to the low tax base, reduced collection in royalties from mining companies due to declining international iron ore prices, and underlying expenditure pressures for higher salaries (especially chiefdoms and functionaries), and increased infrastructure investment. In July 2014, Parliament approved a supplementary appropriation bill to make provision for government services, including the fight against EVD.

The Government's Presidential Delivery Priorities: Priority areas for Sierra Leone's Recovery and Transition Plan

**Table 1: Presidential Delivery Priorities (10-24 months) – Sierra Leone**

Sector	Delivery Priorities	Key Results Area
Health	Ensure that 40 hospitals and 1,300 primary health care facilities are safe and have capacity to provide essential health care	<ul style="list-style-type: none"> <li>Children and mothers receive free essential healthcare</li> <li>TB, HIV and Malaria patients will return to long term treatment</li> <li>3,500 Ebola survivors receive free care and support</li> </ul>
Education	Bring all kids back to school, maintaining safe and actively learning	<ul style="list-style-type: none"> <li>Enroll all students back to school</li> <li>Accelerate learning</li> </ul>
Social Protection	Support vulnerable groups and establish sustainable social welfare	<ul style="list-style-type: none"> <li>Deliver income/support to 150,000 households and 36,500 EVD-affected</li> <li>Increase capacity of government MIS to drive anti-poverty initiatives</li> <li>Build capacity in districts to provide long term social welfare support</li> </ul>
Private sector	Draw 100,000+ subsistence farmers/unemployed into the formal economy	
Delivery assurance	Build delivery and accountability architecture, systems and capacity	<ul style="list-style-type: none"> <li>Monitor programs, resolve issues and ruthlessly communicate results</li> <li>Create governance and drive financial oversight and mutual accountability</li> <li>Drive productivity, transparency and accountability through reform</li> </ul>





### **Agenda for Prosperity involving the:**

- Provision of a reliable power supply to the country by improving the management and regulation of the energy sector, strengthening revenue collection, and increasing generating capacity
- Raise quantity and productivity in agriculture and fisheries
- Develop a national transportation network
- Ensure sustainable human development through the provision of improved social services

The gross domestic product (GDP) measures of national income and output for a given country's economy. The gross domestic product (GDP) is equal to the total expenditures for all final goods and services produced within the country in a stipulated period of time. The Gross Domestic Product (GDP) in Sierra Leone was worth 4.47 billion US dollars in 2015. The Gross Domestic Product per capita in Sierra Leone was last recorded at 497.89 US dollars in 2015. The GDP per Capita in Sierra Leone is equivalent to 4 percent of the world's average. This translates to over 53 percent of the population living on less than \$1 per day, in extreme poverty. Sierra Leone remains largely dependent on foreign aid. The GDP value of Sierra Leone represents 0.01 percent of the world economy. GDP in Sierra Leone averaged 1.21 USD Billion from 1960 until 2015, reaching an all-time high of 5.00 USD Billion in 2014 and a record low of 0.32 USD Billion in 1960.

Human Development Index for 2015, which incorporates dimensions of health, education, and living standards, ranks Sierra Leone 181 of the 188 nations assessed. The progress in human development as measured by HDI is likely to be reversed due to the impacts of EVD on health (i.e. Life expectancy at birth), education (years of schooling) and standard of living (gross national income per capita).

Nowwithstanding the impact of the EVD, citizens continue to enjoy fundamental human rights of free speech and freedom of association. A significant number of parliamentary bye-elections, constituency and ward elections for several counsellors were conducted by the National Electoral Commission (NEC) with effective participation of the citizenry. Some of the governance initiatives in the realm of political, economic and corporate governance as well as socio economic development, notably includes:

- Conducted free and fair constituency and local council elections throughout 2015 and 2016;
- Maintained non-political interference in the activities of the National Electoral Commission;
- Upheld and consolidated sound fiscal and monetary policies with effective monitoring of the money supply situation, the exchange rates and inflationary trends.
- Strengthened the Anti-corruption Commission, which can now boast of a team of prosecutors with authority to investigate and prosecute cases;
- Improved the energy sector which now has multiplier effect on socio-economic development in the country;

### **1.5. Major APRM National Governing Council Activities During Reporting Period**

During the reporting period ( 2015-2016) , the APRM National Governing Council of thirteen members carried out a number of activities bordering on governance generally and the APRM in particular involving monitoring of trends and participation . Formost among many of these were the following:

#### **1.5.1. National Launching of First and Second Sierra Leone APRM Progress Report and Official Opening of Governance Forum on Promoting Good Governance in Sierra Leone Through Poverty Eradication and Human Rights by His Excellency the President ,Dr. Ernest Bai Koroma , October 17 and 18 , 2016, Freetown, Sierra Leone.**

This two day event was designed to achieve two major objectives : first, to nationally launch Sierra Leone's First and Second APRM Progress Report in order to acquaint Sierra Leoneans with the progress of the APRM in the country and secondly to commemorate the International Day of Poverty Eradication with an official opening of a Governance Forum. The occasion was graced by His Excellency the President ,Dr. Ernest Bai Koroma . Other dignitaries in attendance were : Her Excellency , Ambassador Fatuma Ndangiza, APRM Panel Member of Eminent Person in charge of Sierra Leone; Professor Eddy Malako, Chief Executive Officer ( CEO) of the APRM Continental Secretariat in South Africa, Mr. Ferdinand Katendeko from APRM Contin-



etal Secretariat , Mr. McBride Nkhalamba and Liziwe Kusi also from the APRM Continental Secretariat. Other participants included : Cabinet Ministers , Members of Parliament , Members of the APRM National Governing Council , Members of the Diplomatic Corps, Development Partners , Civil society , the press , regional and district representatives. ( photos of event)

**1.5.2. APRM Regional Sensitization and Restructuring Tours : 24- 27 October 2016.**

This important regional tour was initiated to acquaint APRM progress strides to citizens in the regional

headquarter towns of Bo, Kenema, and Makeni and to also reconstitute the APRM District Committees . The delegation was made of APRM National Governing Council Members and Members of Parliament from the Committee of Political and Public Affairs . During the tour citizens were engaged on the APRM process including the preparation of the APRM Third and Fourth Progress Reports with a view to getting their inputs. Information , education and communication materials were distributed. The tour was also replicated in the Western Rural District.



“ SIERRA LEONE REMAINS LARGELY DEPENDENT ON FOREIGN AID. THE GDP VALUE OF SIERRA LEONE REPRESENTS 0.01 PERCENT OF THE WORLD ECONOMY. ”

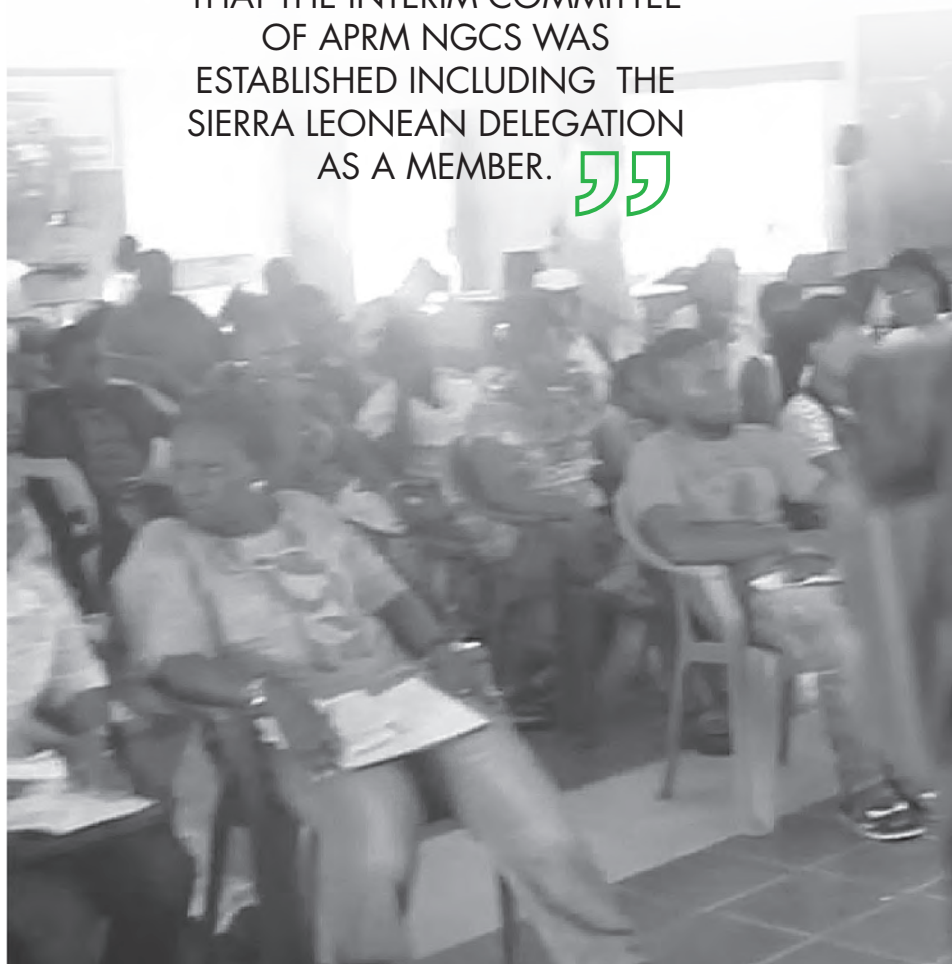


**1.5.2. Participation in the First Consultation on the National Governing Councils ( NGC) in Midrand, South Africa from the 3rd to the 4th of October 2016.** The primary objective of the gathering was to go back to the roots and original vision of the APRM and to assess the role played by the APRM NGCs. It was at this gathering that the Interim Committee of APRM NGCS was established including the Sierra Leonean delegation as a member.

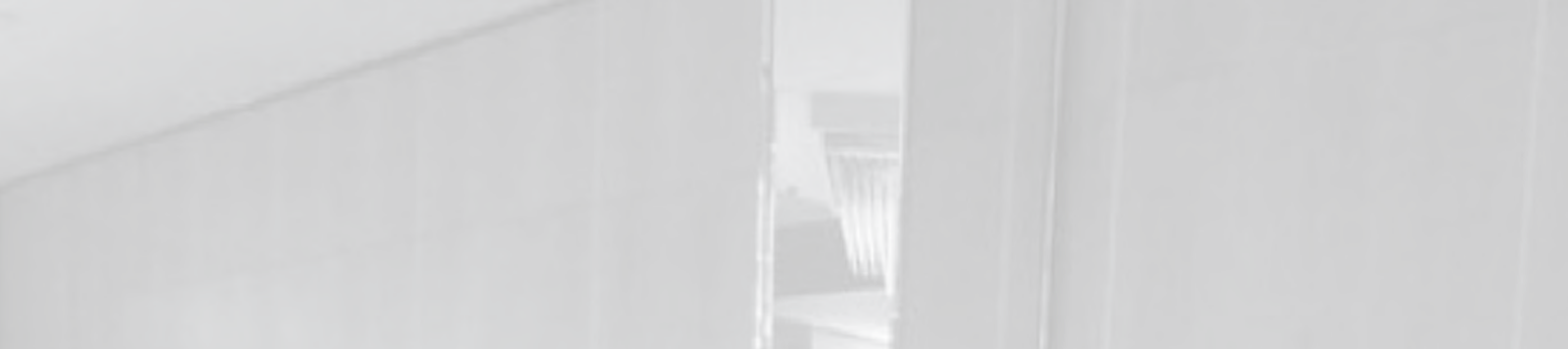
**1.5.3 Participation in Special Summit on the Revitalization of the APRM in Nairobi,, Kenya ,21- 26 August 2016.** This APRM 25th Summit of the Heads of State was specifically convened to seriously discuss the revitalization of the APRM with a view to ensure wider visibility and robust implementation of the mechanism in the continent . Sierra Leone was represented by Madam Nanette Thomas, Minister of Political and Public Affairs and APRM Focal Point,

Professor Osman Gbla , Chairman of the APRM National Governing Council ,Hon. Jusufu B. Mansary , Member of Parliament , Dr. Abdulai Dumbuya , Member of the APRM NGC, and Mr. Alphonso Manley of the APRM NGC. ( photos ) . Whilst in Nairobi, the Sierra Leonean delegation was requested to meet with members of the APRM NGC of Liberia in order to establish discussion on an experience sharing visit.

“ IT WAS AT THIS GATHERING THAT THE INTERIM COMMITTEE OF APRM NGCS WAS ESTABLISHED INCLUDING THE SIERRA LEONEAN DELEGATION AS A MEMBER. ”



***Participants at one of the APRM Regional Sensitization Tours***



***Sierra Leone Delegation at the APRM Revitalization Summit in Nairobi, Kenya, 21-26 August 2016.***



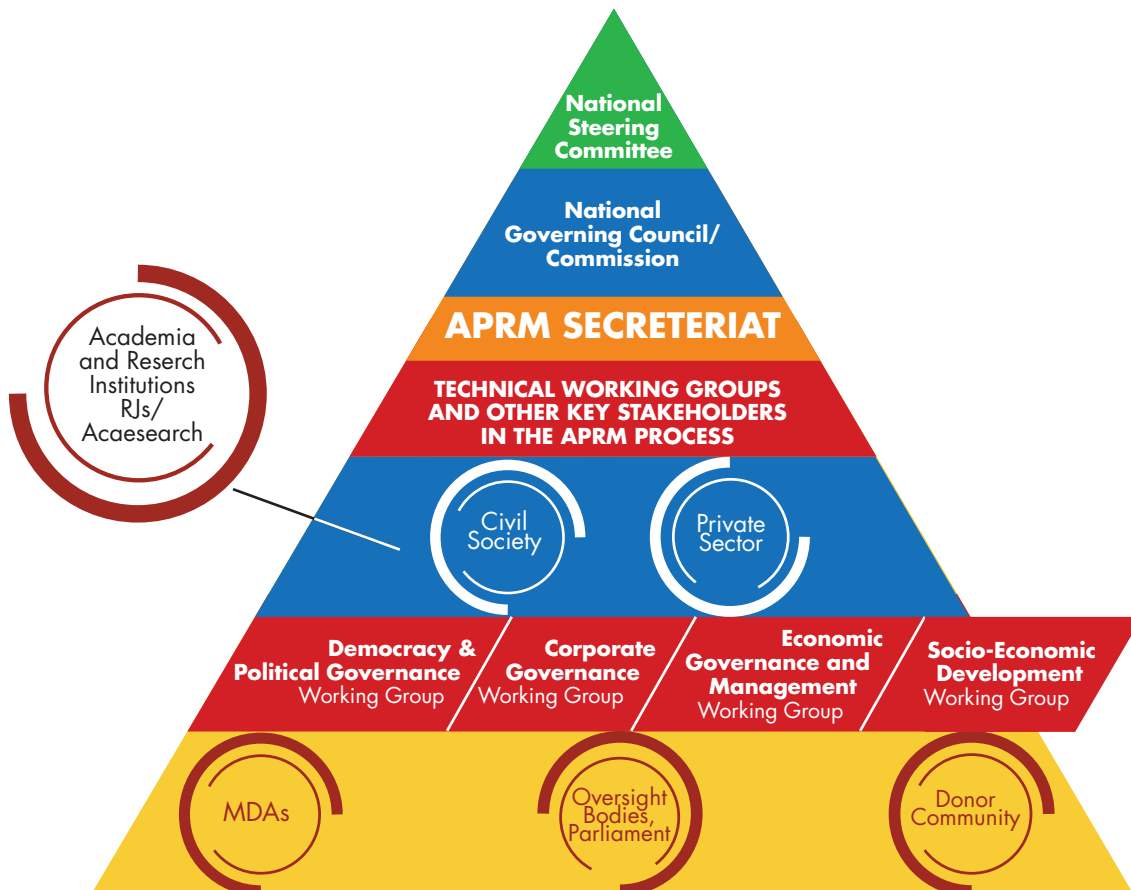
## METHODOLOGY

### II.1

### Institutional Framework

The framework for the implementation, monitoring and evaluation of the NPOA attempts to define roles and responsibilities of relevant actors and institutions involved in the process including the central government, APRM National Governing Council, local government, Civil Society, Private Sector, the Academia, and Donor Community. The institutional arrangement constitutes a National APRM Steering Committee, APRM National Governing Council, APRM Secretariat, technical working groups on the four thematic areas and APRM district committees. Figure 1, below illustrates the Sierra Leone APRM institutional framework including key components and relationships.

**Figure 1: Institutional Framework for the Implementation, Monitoring and Evaluation of the NPOA**





## Development of data collection instruments and data collection activities

A combination of methods was employed in the data and information collection for the preparation of this combined report on APRM implementation of the NPOA in Sierra Leone. APRM National Secretariat staff members in close working collaboration with members of the APRM National Governing Council held a series of meetings on data collection methods after orientation sessions on the implementation of the APRM NPOA. The various APRM Focal Points in the various Ministries, Departments and Agencies (MDAs) were also invited for orientation meetings on their role in the implementation of the NPOA. These sessions and engagements were very useful in clearly defining roles and inputs in the report.

Secretariat staff members were requested to carry out various desk and literature reviews and to also

engage representatives of MDAs for the purposes of data collection. APRM District Committee members in the various districts were also asked to do desk review and to collect data after they have also been oriented on the process. Apart from the various APRM District Committee members, eight (8) Research Interns from the University of Sierra Leone were hired by the APRM Secretariat (A team of 2 Interns dedicated to each Thematic Group). These Interns were given a 2-days training on the data collection instruments, protocols and the strategies to collect data from the various stakeholders.

Inputs from the various regional and district tours also form part of the data included in the report as participants' feedback were very informative.

““ INPUTS FROM THE VARIOUS REGIONAL AND DISTRICT TOURS ALSO FORM PART OF THE DATA INCLUDED IN THE REPORT AS PARTICIPANTS' FEEDBACK WERE VERY INFORMATIVE. ””

### III. STATUS OF IMPLEMENTATION OF THE RECOMMENDATIONS

The update on progress is a requirement to meet the following undermentioned objectives and many more:

- Ensure that countries implement the national priorities agreed by stakeholders during the review process and keep to commitments made in the APRM Programme of Action (NPoA) to take remedial steps in addressing the gaps identified in the review;
- Monitor progress on achievements in the implementation of the NPoA;
- Identify gaps and necessary resources - human, technical and financial - needed to achieve programmes and initiatives in the NPoA;

#### 3.1 STANDARDS AND CODES

The APRM Country Review Report observed that Sierra Leone signed a good number of international standards, codes and treaties but needs to ensure domestication. There are seven conventions proposed to be ratified by member states. Sierra Leone has ratified the following:

- Amendment to the Constitutive Act of the African Union (AU), 2003
- The AU Non-Aggression and Common Defence Pact, 2005
- The AU Convention on Preventing and Combating Corruption, 2003
- UN Convention Against Corruption
- Protocol on Rights of Women in Africa, 2003
- Protocol on the African Court of Justice, 2003
- Protocol to the OAU Convention on the prevention and Combating of Terrorism, 2004



LAND IN THE REST OF THE COUNTRY IS HELD IN COMMUNAL OWNERSHIP UNDER CUSTOMARY TENURE AND IS CONTROLLED BY TRADITIONAL RULERS WHO ADMINISTER IT ON BEHALF OF THEIR COMMUNITIES IN ACCORDANCE WITH CUSTOMARY PRINCIPLES AND USAGE.



## 3.2. DEMOCRACY AND GOOD POLITICAL GOVERNANCE

This APRM Governance thematic area has 9 objectives that Sierra Leone has during the reporting period been trying to address in terms of recommendations made by the APRM Country Review Report of 2012 as shown below:

**OBJECTIVE 1:** Prevention and reduction of intra – and inter-state conflicts

### 3.2.1 .Land Ownership and Land Registration System

Land tenure in Sierra Leone is characterised by a dual ownership structure. The Western Area, including the Freetown Peninsula, is governed by an English system of land ownership which includes fee simple conveyances, mortgages, and leases. Land in the rest of the country is held in communal ownership under customary tenure and is controlled by traditional rulers who administer it on behalf of their communities in accordance with customary principles and usage. Under the prevailing customary family laws, women have less access to land than men. Outside the Western Area, land is governed under a leasehold system. Foreigners cannot own land under either system, but can lease land for terms of up to 99 years. Officially there is complete and open access to the court system if an individual or enterprise thinks its interests is to be compromised, but judicial practice is open to political or financial influence.

One of the key priority issues enshrined in the government's Agenda for Prosperity is the effective and efficient management of the land sector. The formulation and launch of this historic National Land Policy that addresses key land tenure issues and reform process is indeed a great achievement for the government and people of Sierra Leone.

The 2015 Revised National Land Policy of Sierra Leone proposes to improve upon and strengthen the existing land administration systems and laws, particularly so, by recognizing and working with the differentiated land tenure categories in the Western Area and the provinces, enhancing the capacities of relevant institutions on mobilizing sufficient national and international resources to ensure the implementation of the policy. Notwithstanding the complexity of land tenures in Sierra Leone, and the highly sensitive nature of land

issues, a considerably significant progress has been made in addressing the multiplicity of problems currently surrounding the land sector in the country, to include issues such as access to land and tenure rights, land use planning and regulation, and the management of special land issues, land administration structures, land laws and the constitution.

The aspiration of the land policy is to move towards a clearer, more effective and just land tenure system that shall provide for social and public demands, stimulate responsible investment and form a basis for the nation's continued development.

A secure land tenure system is a critical element of consolidating the peace and recovery processes in Sierra Leone and it is fundamental to the nation's development. The current system contributes to a number of problems that affects land tenure, administration, and utilization. The concern is, how to make the system more effective, transparent, and foremost just and fair towards all citizens. Some of the main problems related to land tenure currently prevalent in Sierra Leone are that the current land policy is trying to address are:

- Inequitable access to land;
- Shortage of accessible land in the Western Area;
- "Squatting" on State and private lands in the Western Area due to rapid urbanization;
- Insecure tenure forms and rights due to the absence of a system of registration of titles; lack of proper cadastral mapping and land information; unclear and diverging tenure forms under customary law; overlapping jurisdictions for statutory and customary law;
- Weak land administration and management, i.e. inadequate capacity within the Ministry of Lands, Country Planning and the Environment to carry out its scope of responsibility and meet set objectives;
- Lack of a proper cadastral and land use information database for State, private, and
- Customary lands; and
- Inadequate concession practices and protective mechanisms inserted to prevent "land-grabbing" in the commercial land use sector.

### 3.2.2. Sub-Regional Security

It is revealed that Sierra Leone is one of the safest countries in West Africa. The Global Peace Index (GPI) is





the world's leading measure of global peacefulness. It ranks 163 independent states and territories according to their level of peacefulness. Sierra Leone is ranked 43 with an index of 1.805 in June 2016.

As a member of ECOWAS, the country has benefited from regional arrangements in terms of institutional support, especially in the context of the Mano River Union; cross-border trade and cooperation; harmonisation of macroeconomic and regional security. The country's gains from regional integration go beyond these economic benefits to include political and military support. This is manifested in ECOWAS' pivotal role in supporting Sierra Leone to fight rebels and end the civil war, depose unelected military regimes, and reinstate democratic governance for greater political stability.

Sierra Leone now enjoys peace, good democratic governance and security. Moreover, the country continues to contribute both military personnel and police officers to the United Nations Peace Keeping in trouble spots in the African region. Excellence and gallantry of our nations' security officers have been recognised internationally.

### **3.2.3. Responsiveness of Chieftaincy to the Rapidly Changing Social Needs**

Traditional customs and traditions in Sierra Leone have always clashed with Western traditions since the time the country was colonized by the British to the present day. The Paramount Chiefs, as custodians and symbols of traditional customs, are usually the targets of attacks by supporters of Western or modern ways of doing things. The Chiefs, like their counterparts in other African countries, however always remained steadfast in the preservation of their culture which is passed on from one generation to the other. However, because of the predominance of Western styles of governance, the Paramount Chiefs have seen their power gradually eroded as the years go but they are still a significant factor in the social, political and economic aspects of the country's national development programmes.



Paramount Chiefs wield enormous power in rural Sierra Leone and are frequently at the centre of most development projects carried out in their chiefdoms. Their support is therefore crucial for the success of any project in their sphere of influence.

President Koroma seems to have recognized this when he reportedly urged paramount chiefs to "utilize the Constitutional Review Process (CRC) as an opportunity to enhance and further consolidate the role of chiefs in the governance of the country. He however lamented the fact that "the customs and traditions of the respective communities have come under heavy attack over the years," but however advised that core values must be maintained.

During the installation of new Paramount Chiefs, the

President Koroma, according to the State House release, therefore promised government's commitment to continue to "strengthen the capacity of paramount chiefs" to transform their communities and the lives of their people". The four installed paramount chiefs are PC Kandeh Sorie Kakandeh the 3rd of Tambaka chiefdom in Bombali district, PC Alikali Mellah the 3rd of Maforki chiefdom in Port Loko district, PC Fullah-mansa Magbereh the 2nd of Yoni chiefdom in Tonkolili

district, and PC Baibaro Mabileh Hashini of Malal Mara chiefdom in Tonkolili district.

**3.2.4. Code of Ethics and Service Standards for Paramount Chiefs and the Local Courts Amendment Act 2014**, are efforts taken to address some of the challenges of Paramount Chieftaincy in the country.

**3.2.5. Developed various national security policies:** in order to ensure a secured state, Government has taken major steps in developing strategies like the National Security Policy and Strategy , National Security Chapter to be included in the Constitutional Review Report; National Flood Response Plan , Counter Terrorism and Strategy.



**OBJECTIVE 2:** Promoting constitutional democracy, including periodic political competition and opportunity for choice, the rule of law, citizen rights and supremacy of the constitution.

**3.2.6 The Constitutional Review Committee (CRC)** of Sierra Leone has submitted its Report to Government, following the conclusion of a major review of the country's 1991 Constitution. The review process was headed by Justice Edmund Cowan. The report contains proposals for an amendment of the Constitution of Sierra Leone – Act No 6 of 1991. This review is seen as the most progressive and radical shakeup of the country's Constitution ever conducted, and will shape the way Sierra Leone is governed, since gaining independence in 1961.

The changes recommended and announced by Justice Cowan (Photo: left including members of the CRC and President Koroma – right) are now subject to public discussion and ratification through a national referendum. According to the CRC: "The main goal of the revised Constitution is to strengthen the existing multi-party democracy and to create an open and transparent society."



Perhaps what is most significant about the changes recommended by the CRC, are the four new chapters that are to be added to the constitution, which it says will help strengthen the existing multi-party democracy and create an open and transparent society. The four new chapters proposed are:

- 1. Local Government and Decentralization:** "The justification for this proposal is to strengthen decentralization process of power and devolve it on the districts and at council level.
- 2. Citizenship:** "The CRC placed weight on the imperative recommendation made by the Truth and Reconciliation Commission (TRC) that the details of acquisition of citizenship, which must be without consideration of race and gender and the princi-

ples of rights and responsibilities, should be enshrined in the Constitution. This was endorsed by the Law Reform Commission of Sierra Leone.

**3. Lands, Natural Resources and the Environment:** "The CRC appreciates the views expressed by the Government of Sierra Leone in The National Land Policy of Sierra Leone. The Environmental Protection Agency (EPA), Climate Change, Environment and Forest Conservation Consortium – Sierra Leone (CEFCON –SL), National Protected Area Authority (NPAA), The Office of the Chief of Staff, National Democratic Alliance (NDA)," says the CRC.

**4. Information, Communication and the Media:** "The CRC appreciates the views expressed by the Sierra Leone Association of Journalists (SLAJ), media practitioners of both print and electronic, Independent Media Commission (IMC), Media Law and Regulatory Review paper for IMC, MRCG UNDP and UNESCO in their feedback during this consultation process.

Below are some of the other proposed changes in the revised constitu-

tion:

- The Office of Attorney General separated from the Minister of Justice
- Local Council Elections to be conducted every 5 year instead of four
- Local Council Elections to be non-political
- Presidential, Parliamentary and Local Council Elections to be held on a fixed calendar date
- The President is not exempted from personal taxation
- The President should no longer be a Member of Parliament
- A House of Paramount Chiefs to be created. No second Chamber or Senate
- CRC is seeking further information on whether or not the death penalty should be abolished

- The retirement age of Judges/Justices of the Superior Court of Judicature shifted from 65 to 70 years
- The African Negro requirement to be a citizen of Sierra Leone should be eliminated
- Stateless children under 5 years found in Sierra Leone should be granted citizenship status
- The Chief Justice to be appointed by the Judicial and Legal Service Commission
- The two land tenure systems in the country should be harmonized
- Members of Parliament should only be qualified for pension and gratuity after serving two consecutive terms as MPs.
- Education, health and right to shelter are now justifiable

**3.2.7 Country qualified to join the Open Government Partnership (OGP)**- Sierra Leone under the leadership of His Excellency the President Dr. Ernest Bai Koroma qualified to join the Open Government Partnership (OGP) which was established by the President of the United States of America (USA), Barack Obama and the Civil Society Organizations (CSOs) in the USA. Sierra Leone has met all its requirements and became a full member of the OGP as the sixth (6th) African country in July 2014. The passing of the Freedom of Information Bill paved the way for all important achievement for the peoples and Government of Sierra Leone. The Open Government Initiative is a mechanism of "Bringing Government Closer to the People and the People Closer to the Government".

In early 2016, the Independent Reporting Mechanism (IRM) published the progress reports for those countries who began implementing action plans in 2014. These reports cover the development and first year of implementation of the action plan of each country. In Sierra Leone, the IRM researcher Charlie Hughes summarized his findings:

"Sierra Leone has sought to advance transparency through adopting an ambitious action plan in strategic areas such as extractives, land, and finance. Completion of commitments can be strengthened by continued investment in independent, open oversight institutions". The final version of the progress report (2014-2015), self-assessment report (2014-2016) and the 2016-2018 Action Plan are available for public comment and discussion. The self-assessment focused on the following three (3) pillars:

### **1. Accountability**

Are there rules, regulations and mechanisms in place that call upon government actors to justify their actions, act upon criticisms or requirements made of them, and accept responsibility for failure to perform with respect to laws or commitments.

### **2. Transparency**

Information on government activities and decisions is open, comprehensive, timely, and freely available to the public and meets basic open data standards (e.g. raw data, machine readability).

### **3. Citizen Participation**

Governments seek to mobilize citizens to engage in public debate, provide input, and make contributions that lead to more responsive, innovative and effective governance.

### **3.2.8 Strengthening the National Electoral Commission (NEC) of Sierra Leone for efficient work in conducting elections.**

NEC is a corporate independent Election Management Body (EMB) responsible for the organization, conduct and supervision of the essential elements of public elections and referenda. It is comprised of a board of five (5) Commissioners (i.e. one Chairperson and four Commissioners) and a secretariat. In 2015 Regent Village Head bye-elections was conducted including 5 Local Councils / Wards elections and 1 Parliamentary Constituency election. In 2016, Parliamentary Bye-Elections were conducted in Constituencies 001 and 050 in Kailahun and Port Loko districts, on Saturday 9th July, 2016 following bye-elections in Ward 303 in Moyamba district, Ward 112 in Bombali district and Ward 337 in the Western Rural district.

Legal electoral reform was identified as a priority project in the NEC's restructuring or transformation process. Thus it formed part of its electoral reform matrix (seven steps) in the 2005-2009 electoral cycles, and in the 2010-2014 and 2015-2019 strategic plans. In May 2012, the Public Elections Act (Act No. 4) was passed in Parliament.

Key objectives of the electoral reform process were:

- To consolidate elections related legislation into a single document to enhance ease of reference for stakeholders and election administrators. Before the passing of the Public Elections Act, 2012 elections laws relating to technical matters were scattered into various legal documents: e.g. the 1991 Constitution of Sierra Leone, the Local Government

Act, 2004, the NEC Act 2002; the Electoral Laws Act, 2002, among others.

- To address short comings and gaps in the country's election laws (e.g. no specific laws on referendum, boundary delimitation, local government elections, invalidation of election results).
- To eliminate ambiguities and inconsistencies in the country's election legislation, identified through practical electoral experiences and election observation reports (e.g. the use of the words "or" and "and" in sections 37(1) and 108(4) of the 1991 Constitution regarding referendum).
- To bring electoral legal framework in line with international and regional instruments signed and ratified by the Government of Sierra Leone (GoSL).
- NEC has during the reporting period been able to do the following:
  - Enhancing gender and disability policies through the translation of its Disability policy and Frequently asked Questions (FAQs) into Braille for the blind, sign and pictorial versions for the deaf and dumb (NEC 2015 Annual Report)
- Conducted the following elections : 3 parliamentary bye elections ( Constituencies 025, 030 and 107; Five ( 5) Local Council bye elections (Wards: 002, 034,261 and 329); One Village head bye election in Regent, Western Area Rural District; Eight ( 8) Paramount Chieftaincy elections in Dea,

“FOR MANY YEARS, OUR GOVERNMENTS HAVE WORKED TOGETHER TO PROMOTE PEACE, SECURITY AND DEMOCRACY IN SIERRA LEONE, TRITTER SAID. TODAY, WE CELEBRATE ANOTHER STEP FORWARD, A NEW PARTNERSHIP THAT WILL LAY THE GROUNDWORK FOR SUSTAINABLE ECONOMIC GROWTH AT A CRITICAL MOMENT IN SIERRA LEONE'S HISTORY.”

Yawei, Gaura, Dema, Yawbeko, Timdale, Jaiama Bongor and Valunya) ( NEC 2015 Report).

### 3.2.9 Sierra Leone and the Millennium Challenge Corporation:


In November 17, 2015 the U.S. Government's Millennium Challenge Corporation (MCC) and the Republic of Sierra Leone signed a new \$44 million partnership agreement at the Sierra Leone State House. The \$44.4 million grant – known as an MCC Threshold Program – will support policy reforms, build institutional capacity, and improve governance in the water and electricity sectors, with a focus on Freetown. The program aims to create a foundation for the delivery of financially sustainable water and electricity services while limiting opportunities for corruption by establishing independent regulation, strengthening key institutions and increasing transparency and accountability.

“For many years, our governments have worked together to promote peace, security and democracy in Sierra Leone,” Tritter said. “Today, we celebrate another step forward, a new partnership that will lay the groundwork for sustainable economic growth at a critical moment in Sierra Leone's history.” The overall objectives of the project are to improve access to clean water and reliable electricity, and to support reforms designed to limit opportunities for corruption.

The partnership comes as the country emerges from the devastating Ebola outbreak and complements the U.S. Government's recovery efforts. It also represents MCC's latest contribution to Power Africa, following recent investments in Liberia and Benin. MCC's Threshold Programs assist countries to become eligible for MCC's larger grants – known as compacts – by supporting targeted policy and institutional reforms.

Sierra Leone's Threshold Program focuses on three key components:

- A Regulatory Strengthening Project that will build capacity at the newly formed Electricity and Water Regulatory Commission;
- Water Sector Reform Project that aims to improve overall sector governance, performance, and accountability by building capacity at the Freetown water utility; and
- Electricity Sector Reform Project that will help the Government of Sierra Leone operationalizes a



new framework and market structure for the country's electricity sector. The program was approved by MCC's Board of Directors at its quarterly meeting in September.

“ CLEAN UP THAT BACKLOG AND USE THE PREROGATIVE OF MERCY WHEN NECESSARY. ”

**OBJECTIVE 3:** Promotion of economic, social and cultural rights, civil and political rights as enshrined in the African and International Human Rights instruments  
Bullet Point 3: Re-integrate traditional courts and customary laws into the legal system in ways that protect and promote human rights and enhance rights enforcements in the rural areas by encouraging oversight over traditional justice mechanisms by civil law courts.

**3.2.10 Code of Conduct and Services Standards for Paramount Chiefs and Revised Local Courts Act 2014** – these were steps taken primarily to address human rights issues of traditional courts in the country. Under the revised Local Courts Act 2014, 296 existing local courts are now placed under the jurisdiction of the judiciary headed by the Honourable Chief Justice

The Judiciary has set up an Implementation Committee which did a Baseline Survey of the Local Courts country wide in order to be apprised of the existing structures, infrastructure, location etc. In March this year, the Honourable Chief Justice launched the New Local Courts in the Provincial Headquarters of Kema, Bo and Makeni. Pending is the Swearing in of the members of the Local Courts Service Committee by His Excellency the President, the training of Members of the Committee, the hiring and training of the Chairmen and other officers of court.

It is hoped that with the new set up of literate courtiers and court record keeping system, the customary laws will be codified.

Additionally the Legal Aid Board was formed in 2012 to provide accessible, affordable, credible and sustainable legal aid services to indigent persons and other related matters. In a briefing to the President on Friday 7 August 2015 at State House, Freetown, His Excellency President Ernest Bai Koroma said the establishment of the Legal Aid Board is a step to ensure access to justice, and protecting the human rights of citizens of the country - a practice that is in line with democratic good governance. He reminded the board of its responsibility to not just concentrate on inmates

of correctional centers, but to also consider ordinary citizens in accessing justice.

He urged the board to ensure that people are aware about the existence of the Legal Aid Board by embarking on massive sensitization across the country, pointing out the need to continue spot checks to correctional centres. He also mentioned the need to address the issue of those who have overstayed detention, and “clean up that backlog and use the prerogative of mercy when necessary.”

Commenting on the significance of collaboration, His Excellency President Koroma stated that the local courts and paralegals must ensure that they are properly grounded on customary laws and the issues involved and also what it takes in trying to modernize the laws. He assured of government's support and urged the board to heighten the board's profile and make it relevant so that at the end of the day people feel secure and have confidence in the whole justice system. He also assured the board of his participation in the launching of the Legal Aid Board to help them in their sensitization and public education.

The Executive Director of the Legal Aid Board Madam Claire Carlton-Hanciles said their mandate covers the poor, accused persons, convicts and suspects. She expressed delight that Sierra Leone is also part of the Legal Aid Board and has piloted it into an act under the leadership of President Koroma. She explained that the board has been able to sign a partnership agreement with the Sierra Leone Bar Association so that lawyers will be able to represent accused persons, suspects and convicts. She furthered that they have been working with the correctional centers to meet international human rights standards and psychosocial and rehabilitation aspects of the prisoners.

**3.2.11 Accessing Information:** The Right to Access Information Act was passed and provides an important conduit for citizens getting required information on government activities. The formulation of a communication strategy to ensure the wider dissemination of the Act is very urgent and critical.



**OBJECTIVE 4:** Upholding the Separation of Powers, including the Protection of the Independence of the Judiciary and an effective Legislature

**3.2.12: Strengthening of Parliament for Effective Oversight Functions** – A Parliamentary Service Commission was established by the Parliamentary Service Act of 2007. This development ensured parliamentary powers to hire and fire staff members as well as adequate capacitating support for effective oversight functions. With this development, Parliament now has comparatively required staff and infrastructure to carry out its work including committee clerks, library and office spaces. A Parliamentary Assistance Coordinating Office to coordinate all donor funds to parliament has also been established and through UNDP support, registers have been provided to enhance legislative functions. Auditor General Reports are now adequately debated and committees’ hearings are now open to the public.

**OBJECTIVE 5:** Ensuring accountable and efficient public office holders and civil servants and promoting participation of civil society and media in governance

**3.2.13 –Ensuring public servants efficient service delivery through a Performance contracting system** – Determined to promote efficient service delivery of public servants, Government introduced a performance contracting system. In participating in the signing ceremony of performance contracts on August 4, 2016 at the Bank Complex in Freetown by Ministries, Departments and Agencies, Local Councils, Tertiary Institutions and State Owned Enterprises organized by the Performance Management and Service Delivery (PMSD) Directorate in the Office of the Chief of Staff at State House, His Excellency the President, Dr. Ernest Bai Koroma noted that :

“Performance contracting helps not only in planning, monitoring, self-assessment and improving the

performance of the public service, but also promotes productivity, enhances resource mobilization, collaboration and coordination in view of the achievement of the overall national agenda. He also noted that to improve public service delivery, “each public institution should be able to identify its needs, prepare its budget and show value for money in implementing its activities.”

The president recalled that before 2008, no government minister or public servant would think of being called upon to give account of his/her stewardship to civil society groups, his peers and the general public, adding that starting with just 22 MDAs, the government is now signing contracts with 95 public institutions in a bid to reengineering public service operations in meeting the growing demands of service delivery. He also

pointed out that the public service is increasingly becoming conscious of building synergies and experience sharing.

While commending all participants for their continuous efforts, President Koroma noted that there has been a general improvement in the governance system and encouraged all to work very hard. “There would be reward for excellence and punitive actions for poor performance,” he

revealed. He also stated that public institutions must align programmes to overall governance agenda as the ceremony is a further testimony to effective service delivery, transparency and public accountability.



“ EACH PUBLIC INSTITUTION SHOULD BE ABLE TO IDENTIFY ITS NEEDS, PREPARE ITS BUDGET AND SHOW VALUE FOR MONEY IN IMPLEMENTING ITS ACTIVITIES. ”



According to Mr. Conton Sesay, performance contracts cover 22 ministries, all 19 Local Councils, all 7 State-Owned Tertiary institutions and 44 State-Owned Enterprises, pointing out that in an effort to improve performance, the cluster approach which includes public administration, growth, social and human development sector, governance, justice and security, infrastructure and energy sectors were introduced.

Presenting the 2015 performance assessment, the Director of PMSD, Mr. Abdul Rahman Sowa, explained that the tools and methodologies used in the assessment are the performance tracking table, project tracker, managerial indicator matrix, analysis of reports and peer review of MDAs, SOEs and councils. He noted that there has been a general improvement in actions and service delivery on the ground in acceptance of performance contracting as a management tool in planning, linking plans to budget, and report presentation styles, among a host of others.

**OBJECTIVE 6:** Fighting Corruption in the Public Sphere

**3.2.14. Introduced and implemented a Pay No Bribe (PNB) Reporting System** – As an innovative anti-corruption tool, the PNB is a reporting mechanism that enables citizens to anonymously report incidents of petty corruption and bribery online or through text messages. It uses the following:

- a toll free hotline phone number (dial 515)
- the PNB website [www.pnb.gov.sl](http://www.pnb.gov.sl)

- a mobile app that can be downloaded and used without data charge
- through CSO partner organizations.

According to Mr. Ady Macauley, Commissioner, Anti-Corruption Commission:

“We will roll out the ‘Pay No Bribe’ Campaign, which puts the weapons to beat the evil of corruption in Sierra Leone into the hands of the public. It allows individuals to tell us in confidence when they have been asked to pay a bribe for health, education, water, power and police services. “Ministries, Departments and Agencies will act on this information to tackle bribery ‘hot-spots’ and will report back to the public on the action they have taken.

A robust 5-stage systems and procedures for implementing the PNB was established. These include:

- STAGE 1: Reporting
- STAGE 2: PNB Data processing
- STAGE 3: MDA Review of Reports
- STAGE 4: MDA Resolution; and
- STAGE 5: Publishing of Resolutions

**3.2.15. Developed an online Asset Disclosure** – with support from the European Union, the ACC has also developed an online assets disclosure system which is expected to commence operation in 2017. The system will make it easier for public officers to comply with the declaration process and ease the storage and verification of declarations.

“ WE WILL ROLL OUT THE ‘PAY NO BRIBE’ CAMPAIGN, WHICH PUTS THE WEAPONS TO BEAT THE EVIL OF CORRUPTION IN SIERRA LEONE INTO THE HANDS OF THE PUBLIC. IT ALLOWS INDIVIDUALS TO TELL US IN CONFIDENCE WHEN THEY HAVE BEEN ASKED TO PAY A BRIBE FOR HEALTH, EDUCATION, WATER, POWER AND POLICE SERVICES. “MINISTRIES, DEPARTMENTS AND AGENCIES WILL ACT ON THIS INFORMATION TO TACKLE BRIBERY ‘HOTSPOTS’ AND WILL REPORT BACK TO THE PUBLIC ON THE ACTION THEY HAVE TAKEN.





**Table 2: Number of Asset Declaration forms submitted to the ACC Commission**

Location	Number of Forms Distributed	Number of Forms Collected	Level of Compliance (%)
Western Area	40,874	15,170	37.11
Northern Region	8,563	3,656	43.0
Southern and Eastern Region	7,716	931	12.6

**OBJECTIVE 7:** Promoting and protecting the Rights of Women

**3.2.16 Enactment of Legislations Protecting Women’s Rights-** Government enacted the three gender laws : the Anti-Human Trafficking Act 2005, Registration of Customary Marriage and Divorce Act 2009, Devolution of Estate Act 2007, Domestic Violence Act 2007 and the Sexual Offences Act 2012.

**3.2.17. Intensifying awareness creation efforts for the promotion of gender equality and women’s empowerment-** The Ministry of Social Welfare, Gender and Children’s Affairs in partnership with women’s rights organization has undertaken several awareness raising programmes on gender equality and women’s empowerment across the country. Currently the Ministry is undertaking the women’s empowerment project through the popularization of the three “Gender Justice Laws” (Registration of Customary Marriages and Divorce Act 2007; Domestic Violence Act 2007 and Devolution of Estates Act 2007). Awareness raising programmes have been implemented through major advocacy events like the International Women’s Day celebrations of March every year.

**3.2.18. Implementing the 30 percent quota recommendation of the TRC**  
The government is committed to the Minimum 30% quota as recommended by the TRC, CEDAW and Beijing Declaration and Platform for Action. The Ministry of Social Welfare, Gender and Children’s Affairs established the National M30 Taskforce which is headed by the Deputy Minister. The Government instructed the

“ THE BILL WAS INITIALLY DRAFTED AS “AFFIRMATIVE ACTION BILL 2011 AND LATER CHANGED TO ‘GENDER EQUALITY BILL 2012 TO INCLUDE THE ESTABLISHMENT OF THE GENDER EQUALITY COMMISSION.” ”

Sierra Leone Female Parliamentary Caucus to develop a draft Bill on the minimum 30% quota for women’s participation in governance. The Bill was initially drafted as “Affirmative Action Bill 2011 and later changed to ‘Gender Equality Bill 2012 to include the establishment of the Gender Equality Commission. This bill was not tabled in Parliament but government is still committed to the process and encourages the women to take leadership.

**3.2.19 Gender responsive budgeting, and the establishment of accountability mechanisms for gender equality and women’s empowerment**  
The Gender Equality and Women’s Empowerment Pillar in the Agenda for Prosperity seeks to address the issue of gender budgeting. Capacity building through trainings was provided for key MDAs and Local Councils across the country to the extent of establishing a Gender Budgeting Committee.





**Table 3: Policies, Acts and Strategies addressing Gender and Sexual Issues**

No	Policy, Programme and/or Strategy	Year of inception/ revision
1	National Gender Strategic Plan (NGSP)	2010-2013
2	Sexual Offences Act	2012
3	Domestic Violence Act	2007
4	Devolution of Estates Act	2007
5	Customary and Divorce Act	2009
6	Matrimonial Causes Bill	2004
7	National Policy on Gender Mainstreaming	2000 and ongoing
8	Policy on the Advancement of the Status of Women (CEDAW)	2006 and up to date

**OBJECTIVE 8:** Promoting the Rights of Children and Young Persons

**3.20 Enactment of the National Youth Service Act 2016 to Aid Employment**

In order to practically and proactively address the problem of youth’s unemployment, Parliament on Tuesday 2nd February 2016 passed the Bill titled the National Youth Service Act 2016, being an act to establish the National Youth Service and to provide for other related matters. The objective of the bill is to establish the National Youth Service Scheme to train graduates in order to better serve the nation.

The function of the Service scheme is to:

- Generate national consciousness and discipline in service corps by instilling in them a tradition of patriotism, loyalty, integrity, duty and service to the nation;
- Provides skills training and personal development programmes and activities for service corps
- Initiate, plan, organize, fund , manage, administer and control programmes and activities for the development of service corps
- Inculcate youth volunteerism and civil responsibilities among the service corps;
- Develop in the service corps the fortitude of mind

- and moral competence required for leadership;
- Enable the service corps to acquire the capacity to be self-reliant by encouraging them to develop skills for employment;
- Develop cross cultural integration among service corps
- Do such other things so as to attain the object stated in the subsection (1)

The National Youth Service is the first of its kind in the Mano River Union and will serve as a platform of transformation of the youth, provides a reserved force, provides jobs and job experience and a competent national workforce noted by the Commissioner of the national Youth Commission, Mr. Anthony Koroma. He informed that the NYS includes:

1. National Youth Service Scheme
2. Youth National Award Scheme and a
3. National Community Service Volunteer Scheme

Adding that university and college graduates will not be serving in their districts of origin. He went on to state that young people in the service will be given a three week orientation and also provide midterm train-



ing on entrepreneurship, management among others. The ministry is hoping to establish a national youth empowerment fund as they are assiduously working on projects that will target the educated, the uneducated and a productive engagement of the youth across the country.

**3.21. Launching of the National Youth Development Programme (2014-2018)** marks another milestone action in the Government’s commitment to empowering the youth. “This document is the Blue Print for Youth Development in the country; it is the guideline for deepening youth integration in our Agenda for Prosperity; it is the blueprint for the development of the most energetic, the most creative and most dedicated section of our society,” the President emphasized.

**3.22. Establishment of the National Commission for Children**, created in 2015 to achieve its mandate and set the standards and relevance of the commission to the people of Sierra Leone. The commission is charged with the responsibility monitoring and coordinating implementation of the Convention on the Rights of the Child (CRC) and part three of the Children’s Act, improving the condition or welfare of the children of Sierra Leone as well as advising government on policies that are compatible to the CRC.

Addressing members of the commission, President Ernest Bai Koroma said: in addition to the commission’s mandate, they must ensure they define their path in the implementation of their mandate and a great responsibility to affect what is contained in the United Nations Charter, the Child Rights Act and other relevant legislations in protecting and promoting the rights of the child. He urged the commission to stay engage in advocating on child labour, abuse and child marriage, and informed the commission that the future of the country depends on the children of the nation. “How we nurture them, how we educate them, allowing them to have a healthy environment and inculcate values in them that will be useful to them tomorrow is crucial,” he stated. He admonished them to work very hard in implementing the commission’s programmes and activities while assuring them of government’s support. “This is a commission that has to succeed because the future of this country depends on the effectiveness of this commission,” he emphasized.

The president described children as the security of the country and looked forward to engaging other min-

istries to give the required support. He furthered that as the country moves forward with the implementation of transformative policies; the government has to guarantee sustainability by ensuring that children are prepared sufficiently. The Commission also pledged to use all available potentials to ensure the promotion and protection of children’s rights in the country. He said they are working on monitoring the CRC and support evidence based policies aimed at the improvement of children’s rights across the country. He pointed out that the commission has commenced effective advocacy on child labour, child marriage and child abuse.

The Government has shown its commitment to improve the situation of the family and the wellbeing of individuals by formulating policies to protect the survival and development of children especially. The following policies have since been enacted in to law.

**Table 4: Laws Protecting Child Rights and Related Issues**

Policy	Year / Time frame
a) Anti-Trafficking Act	2005
b) Child Rights Act	2007
c) Adoption Act	Under review
d) Labour Laws	Series
e) National Disability Act	2012

**3.23 Establishment of Institutions** - the Government also established institutions to provide oversight and direction regarding the needs of the family and the wellbeing of individuals and societies. Foremost amongst these entities are:

- Sierra Leone Police, Family Support Unit (FSU) established in 2003
- Ministry of Social Welfare, Gender and Children’s Affairs
- Human Rights Commission – established in 2004
- Interim Care Centers
- National Disability Commission – 2013
- Children’s Commission - 2015
- 3.24 Creating Educational Opportunities- Govern-



ment continues to open up and provide educational opportunities for children and youth groups in the country through the following initiatives:

- The 2004 Education Act clearly stipulates that basic education is compulsory for all children. Sensitization is continuously done in all districts by the Deputy District Directors of Education on the significance of basic education for all citizens.
- The Institute of Public Administration and Management, a constituent college of the University of Sierra Leone, conducts short courses on entrepreneurship for workers in the private sector.
- Government has now established a Ministry of Youth to reinforce and strengthen the activities of the National Youth Commission. The National Youth Policy is currently being revised.

**OBJECTIVE 9:** Promoting and protecting the rights of vulnerable Groups including Internally Displaced Persons and Refugees

**3.25 Extending Grants in aid to vulnerable groups-**

A critical success of the policy is the current provision by the Ministry of Education, Science and Technology (MEST) of extending the Grants-in-Aid award to all disabled students who have gained admission to tertiary institutions in the country. In essence the MEST, MYES and NAYCOM are collaborating effectively to ensure that there is a general education system in the country where children are not excluded on the basis of disability.

**3.26 Development of Appropriate policies and mechanisms for the protection of vulnerable-**

There is already a legal framework aimed at promoting and protecting the rights of disabled persons- the Disability Act, 2011. It sets out to prohibit discrimination against PWD, to enhance equalization

of opportunities, to establish the National Commission for Persons with Disability and to achieve other related matters-education, health, employment, transport etc. This legal framework provides the conducive atmosphere for the participation of PWDs in all spheres of national development and by extension the availability of opportunities to engage in income generating activities through the required skills and micro-finance given them.

It must be noted that there is no legal framework for elderly persons though support is being provided to them by the Ministry. Worth noting also is the fact that the Ministry has relocated the elderly to Grafton.

**St. Georges' Foundation, Freetown**

Established in 2005, St George has rescued over 700 children from the streets of Freetown. The project takes the children through a transition programme, tracing their families wherever possible getting them into school and helping them to become children again.

The Scouts provided land for the Foundation, allowing Mission Direct to refurbish and build a Transformation Centre hosting 100 children at any one time. The children have been provided with vital educational supplies, clothing and toiletries and the IT team put in 15 computers for a computer training



facility.

NEC also facilitated the translation of its Disability Policy and Frequently asked Questions ( FAQs) into Braille for the blind , sign and pictorial versions for the deaf an dumb ( NEC Annual 2015 Report).

PROMOTING AND PROTECTING THE RIGHTS OF VULNERABLE GROUPS INCLUDING INTERNALLY DISPLACED PERSONS AND REFUGEES

### 3.3. ECONOMIC GOVERNANCE AND MANAGEMENT

**S**IERRA LEONE's economic growth has been driven by mining - particularly iron ore and diamonds as these are principal export earners. The Ebola outbreak of 2014 and 2015, combined with falling global commodities prices, caused a significant contraction of economic activity in all areas. In spite of these shocks, Government took great strides to ensure economic recovery and growth.

Sierra Leone has also been adhering to the honouring of the following standards, codes and conventions bordering on economic governance and management:

- International Financial Reporting Standards
- Generally Accepted Accounting Practice
- International Standards in Auditing
- Good Practices on Fiscal Transparency
- Guidelines on Public Debt Management
- Best Practices for Budget Transparency

The APRM Governance thematic area of Economic Governance and Management has 6 objectives that Sierra Leone has during the reporting period been trying to address in terms of recommendations made by the APRM Country Review Report of 2012 as shown below:

**OBJECTIVE 1:** Promoting macroeconomic policies that support sustainable development

#### 3.3.1. Economic reform programme achieved key objective of ensuring inclusive growth –

In spite of the exogenous shocks of the Ebola outbreak and the shrinking international prices of iron ore, the country's economy recovered with a projected growth of 4.9 percent in 2016 from a contraction of 21 percent in 2015. Real GDP growth was projected to grow by 5.4% in 2017, to steadily increase to 6.1% in 2019 (H.E.s Parliamentary Speech 2016). The IMF's conclusion of the 6th and final review of the Extended Credit Facility (ECF) commended Sierra Leone for strong actions and economic policies.

**3.3.2. Remarkable progress in poverty** –related spending- Remarkable progress was made in pov-

erty-related spending. Most of the key sectors that account for the bulk of pro-poor expenditure were able to deliver services as expected. With Schools reopened; all hospitals operating at capacity; agricultural activities increased as a result of interventions; and most of the infrastructure projects in roads, water supply and energy resumed, 2015 ended boozing with activities.


#### 3.3.3. Post-Ebola recovery boosted monetary sector development-

Monetary sector developments in 2015 were heavily influenced by the post-Ebola recovery and the winding down of related transfers. During the same period, net foreign assets of the banking system expanded as banks both held more foreign currency and placed more foreign currency deposits with overseas banks (mainly their parent banks). Meanwhile, credit to the private sector rose by 3.2 percent. While credit growth is consistent with the gradual resumption of economic activities, it is still low, reflecting challenges in the banking system, such as credit risk and high non-performing loans. On the liabilities side, currency in circulation and transferable deposits recorded significant growth reflecting increased demand as the economy began to recover. Reserve money grew by 10.4 percent in 2015, well above the targeted rate of 7.1 percent. There was a marginal decline in the interest rates of commercial banks and the Monetary Policy Rate has remained at 9.5 percent since March 2015.

In 2016, the implementation of monetary policy was challenged by the continuing depreciation of the Leone with the consequent increase in inflationary pressures. In response, the Bank of Sierra Leone adopted a tight monetary policy stance by increasing the Monetary Policy Rate (MPR) from 9.5 percent to 10.5 percent in September 2016.

**3.3.4. The National Public Procurement Authority (NPPA)** has worked to strengthen the Public Procurement Act 2016 and updated related regulations, and is currently in the process of introducing an E-Procurement at the NPPA to improve transparency and accountability in procurement processes.

A revised medium-term wage and pay reform strat-



egy paper, a key element of our fiscal risk mitigation was considered by Cabinet, and request for an expanded analysis to cover the entire public sector is underway.

**3.3.5. The Treasury Single Account (TSA)** was adopted as a measure to unify and link accounts through which the Government tracks all revenues and payments to give a consolidated view of Government cash position. The unified Government bank account is geared towards facilitating better fiscal coordination and reconciliation of fiscal information. Implementation of Treasury Single Account (TSA) is applied across all Ministries, and selected Sub-vented Agencies. When fully applied, it will improve government's cash management with the final aim of reducing the cost of Government borrowings.

The Government of Sierra Leone encourages relevant line departments to strengthen and enhance their capacity to ensure effective implementation of fiscal planning processes in support of the broader development goals of the country. In particular, the mining sector to be transparently managed for the benefit of all Sierra Leoneans.

**3.3.6 MDAs and Local Councils staff members trained in budget preparation** -In line with efforts to adhere to and strengthen the Medium-Term Expenditure Framework (MTEF) process, MDAs and Local Councils have been trained in preparation of budgets and deployed budget officers in key MDAs. The addition to several budget officers already deployed in key MDAs, the recent recruitment of 30 Economists and 20 additional Budget Officers to be deployed in MDAs in FY2017 will give impetus to planning, monitoring, data collection and reporting across government.

**3.3.7 The Government of Sierra Leone establishes the right balance between spending on basic infrastructure and social services while the Government of Sierra Leone's current effort.**

Despite high expenditures on infrastructure development, Government remained committed to provide necessary funds on the social sector, especially in providing safety nets during and after Ebola. In order to ameliorate the socio-economic impact of Ebola, Government implemented the following Social Safety Net

Programmes:

- The Rapid Ebola Social Safety Nets Programme, targeting about 9,000 Ebola-affected households in Kailahun, Kenema, Bo, Tonkolili and Port Loko districts and the Western Area Rural districts;
- Cash transfer to over 23,000 extremely poor and vulnerable households under the regular
- The Conditional Cash Transfer scheme helped 12,000 youths in Moyamba, Bombali, Kono and Western Area Rural Districts.

**OBJECTIVE 2:** Implementing sound, transparent and predictable government economic policies

**3.3.8. Supporting the private sector** – Government's determination to strengthen the private sector saw the supporting of 1000 medium and small scale enterprises to increase their competitiveness across key value chains (H.E.s Speech to Parliament 2016). Government has also completed the digital re-registration of 869 companies in the Corporate Affairs Commission Database, making them available on line. Action has also been taken to improve access to commercial justice including some decentralization case processing to increase access in the districts. These actions are paying dividend as shown in the country's Doing Business Rating. Sierra Leone was 147 out of 189 countries in the 2015 rating in the Doing Business.

The country recorded key improvements in regulating reforms that make it easier to do business in the country. Under the paying taxes indicator in 2015, Sierra Leone made major reforms including the introduction of e-filing for goods and services tax; improvement of the domestic tax information system to include a banking module, online application for a Tax Payer Identification Number (TIN) and the creation of a Board of Appellate Commission for NRA and creating a one-shop for starting business – the Corporate Affairs Commission (CAC).

Additionally, in its quest to ensure access to finance by private sector operatives, a policy on the securitisation of land was approved by Cabinet and the recommendations therein are being implemented. The policy will allow private sector operatives to use land for loans and other banking facilities.

In the transport sector, the containers terminal at the Freetown port has been contracted to a private French company Bollore for 20 years to improve efficiency of container handling. It is expected that the Freetown



Harbour will become a trans-shipment port being a natural harbour and the shortest route to South America that can be used as a hub to trans-ship goods to Latin America. The terminal have over the last two years witnessed significant injection of capital and expansion in the existing facilities. The Lungi Airport Ground Handling Operations have also been contracted. It however important to note that the Government has also commissioned the construction of the New International Airport at Mamamah in the Port Loko District which is a positive step in the private sector investment. The Rokel Commercial Bank has been listed in the stock exchange; and the government's 51% share in the bank has been sold. The Sierra Leone Commercial Bank with 100% share owned by the Government is also about to be listed. The National Insurance Company (NIC) which 100% owned by the Government is also listed in the stock exchange.

**OBJECTIVE 3:** Promoting sound public finance management

**3.3.9. Expanded scope of Audit introduced and implemented-** Government has also made significant efforts in expanding the scope and breadth of public sector audits. In 2015, 90% of Government expenditure was audited. The Audits of all 19 Local Councils and Class A Mining Chiefdoms were also completed. Steps were also taken to expand on the scope and breadth of performance contracts to improve effectiveness and efficiency in the public sector.

**Objective 4:** Fighting Corruption and Money Laundry

**3.3.10.** The Pay No Bribe Campaign and the publication and dissemination of Service charters for MDAs and service providers have made inroads in the fight against corruption.

In order to create a culture of addressing corruption through the promotion of ethics and integrity in the public sector, the ACC collaborated with the Human Resource Management Office (HRMO) and the Public Sector Reform Unit (PSRU) to develop a Code of Conduct, Rules and Regulation for the Civil Service. The implementation of this code is already showing positive outcomes. Cognizant of the importance of ethics and integrity in the fight against corruption, the ACC Act

2008, Section 5(2) (k) empowers the Commission "to draft model codes of conduct and advise public bodies as to the adoption of such codes of conduct as may be suited to such bodies".

Passing of an Anti-Money Laundering and Combating Financing of Terrorism Act 2012 that criminalize money laundry and financing of terrorism. This Act mandates the setting up of a financial intelligence unit whose function among others include requesting and obtaining any information that is considers relevant to an unlawful activity, money laundry activities of financing and terrorism and is publicly available, including commercially available data bases, or information that is collected or maintained or stored in data bases, maintained by government ministries, department and agencies.

The banking supervision department of the bank of Sierra Leone has also set up an AML selection that is headed by a manager. This section will serve as link between the bank and financial intelligence unit for collaboration and information shearing.

**OBJECTIVE 5:** Accelerating regional integration by participating in the harmonization of monetary, trade and investment policies.

**3.3.11** Working to achieve the primary West African Monetary Zone Convergence Criteria as well as implement other regional initiatives - Sierra Leone is a member of the Economic Community of West African States (ECOWAS) established in 1975 and the second Monetary Zone - the West African Monetary Zone (WAMZ) established in 2000. With regards to the WAMZ programme, Sierra Leone has been working hard to achieve the primary convergence criteria. Sierra Leone also adopted the ECOWAS Common External Tariff (CET) in 2005 and has accordingly adjusted about 90 percent of the custom tariffs in line with the ECOWAS CET.

**OBJECTIVE 6** Mainstreaming Gender into the development agenda of Sierra Leone and to reduce poverty

**3.3.12** Enactment of laws and implementation of related programmes- Government established a Ministry of Gender, Children and Social Welfare and enacted several laws to enhance women's participation in development including the three gender laws of 2007.

## 3.4. CORPORATE GOVERNANCE

The APRM Corporate Governance thematic area has 5 objectives that Sierra Leone has during the reporting period been trying to address in terms of recommendations made by the APRM Country Review Report of 2012 as shown below:

**OBJECTIVE ONE:** Providing an enabling environment and effective regulatory framework for economic activities.

**3.4.1 Improving performance of the Sierra Leone banking sector-** In February 11, 2016 the International Financial ( IFC) a member of the World Bank Group and the Bank of Sierra Leone partnered to promote improved performance in Sierra Leone's banking sector by helping financial institutions adapt best practices in corporate governance. Under the partnership, IFC will provide training and skills development programs for Sierra Leone's banking sector, which participated in a one-day workshop on corporate governance hosted by IFC and the Bank of Sierra Leone. Chairpersons, bank directors, and other participants explored practical ways on how the industry can increase corporate governance standards to improve economic performance in the country.

The Bank of Sierra Leone in its bid to strengthening the capacity of regulatory agencies to enforce laws and standards as well as monitor financial institutions within their regulatory oversight enacted the BSL Act 2011 which granted the Bank greater autonomy in managing monetary policy

Monetary accommodation has also remained within revised statutory limits as spelt out in the BSL Act 2011 which contributed immensely to the tight monetary policy stance of the Bank thereby easing significantly inflationary pressure throughout 2015 and 2016.

The country successfully completed the Fifth and Sixth Review under the IMF supported Extended Credit Facility (ECF) Programme, for which the country received Balance of Payments (BOP) support in the sum of USD \$33.00million.

The key financial Legislation passed in 2012 was the Anti-Money Laundry (AML) and Combating of Financing of Terrorism (CFT) Act 2012. This law amongst other things, criminalised money laundry and the financing of terrorist activities. It also established the

Financial Intelligent Unit (FIU) as an independent body responsible for the monitoring and protecting the integrity of the financial system.

**OBJECTIVE TWO:** Ensuring that corporations act as good corporate citizens with regard to human rights, social responsibility and environmental sustainability.

**3.4.2. Reviewing Labour laws** -Progress has been made in respect of reviewing the Labour Laws of the country through the Joint Consultative Committee (JCC) Meeting. The Joint Consultative Committee (JCC) is a statutory body comprising the Ministry of Labour, Sierra Leone Labour Congress (SLLC) and Sierra Leone Employers Federation (SLEF) that advise the Minister of Labour on Labour matters. The reviewed Laws have been forwarded to the Law Officer's Department for vetting and final submission to Parliament for enactment.

**3.4.3 Ensuing Environmental Social Responsibility and Environmental Sustainability**-The Environment Protection Agency-Sierra Leone (EPA-SL) was established by an Act of Parliament in 2008. It was amended in 2010. It has the mandate to regulate, ensure compliance, enforcement and advise Government on all environmental matters. It also serves as focal point for all national and international environmental matters.

According to section 23 of the EPA Act, some of the main functions of the Agency include:

- Environmental policy making and planning: The Agency formulates national environmental policies.
- Overall coordination: The Agency is in charge of coordination of all environmental management efforts among government institutions, international and regional organizations, and other related institutions.
- Enforcement and Compliance: The Agency initiates legislative proposals, standards and guidelines on the environment in accordance with the Act.
- Environmental Impact Licensing: The Agency reviews and approves environmental impact assessments and environmental impact statements

submitted in accordance with the Act or any other sector law.

- Environmental Integration: The Agency ensures the integration of environmental concerns in overall national planning by developing modalities and maintaining linkages or partnerships with relevant Government Ministries, departments and Agencies
- Environmental Research: The Agency undertakes such studies and submits such reports and recommendations with respect to the environment as the Government or Board may consider necessary.

**OBJECTIVE 3:** Promoting the adoption of codes of good business ethics in achieving the objectives of the corporation

#### **3.4.4 Establishment a Petroleum Unit to ensure coordination of national products requirements**

Activities and achievement of the Petroleum Unit:

- Coordination of National product requirements by effectively monitoring of stocks vis-à-vis funds available, to ensure uninterrupted supply of all grades of petroleum products.
- Ongoing Monitoring of import arrangements and supply prices. Import arrangements for petroleum products are closely monitored alongside daily movements in world market prices.
- Efficient procurement practices are essential for a “fair” pump-price system and resultant consumer protection.
- The Design and Management of a nationally harmonized pump pricing regime for all white products, i.e. same pump prices across country for petrol, kerosene and diesel - essentially to remove incentives for adulteration of products and to promote transparent pump-pricing;
- Development of a sustainable national database on downstream petroleum operations through the use of Field Monitoring Officers and timely/transparent Industry/OMC reporting.
- To Manage and supervise Subsidy considerations as and when introduced in the pricing formulae for sale of petroleum products
- To ensure continuous public awareness and sen-

sitization on the handling, storing and sale of petroleum products. The Unit leads/co-ordinates the activities of a Task Force which comprises the Unit, all Oil Marketing Companies, various Civil Society Organizations and other stakeholders including the Sierra Leone Police and the Union of Independent Oil Dealers.

- The Petroleum Unit promotes and ensures MDAs and private sector inter-agency monitoring and regulatory exercises (MTI, MOFED, MIC&PA, MTA, Oil Marketing Companies, Standards Bureau) for conformity to pricing, quality, quantity and other industry obligations and the public social awareness and interests.
- The coordination of the quality & quantity control systems put in place for importation and equitable distribution and sales of petroleum products remains an important priority of government and therefore a core function of the Petroleum Unit.
- As a means of synergizing amongst regulatory agencies to strengthen standards, the National Revenue Authority has been looped within the partnership to ensure that it partakes in the provision of necessary information and in turn receives relevant information from the Unit.
- The Petroleum Unit’s participation in the Weekly Cash Management Committee meetings at the Ministry of Finance and Economic Development (MOFED) has provided a useful forum to inform the Government of Sierra Leone, the Strategic Financial Management Team and Stakeholders of the overall performance of the Downstream Petroleum Sector, in terms of its efficiency of revenue contribution and collection reporting by the N R A.
- The Unit has also carved a relationship with the Sierra Leone Environment Protection Agency (SL-EPA) in matters relating to the environment and attendant issues.

**OBJECTIVE 4:** Ensuring that the Companies Treat All Their Stakeholders (Stakeholders, Employees, Communities, Suppliers and Consumers) in a Fair and Just Manner

**3.4.5 Establishment of a National Sanitary and Phytosanitary Committee and Secretariat-** This is the outcome of an ECOWAS recommendation to





member states in ensuring the health safety of plants, animals and foods in the ECOWAS region. Sierra Leone has also adopted and implemented the change from imperial to metric system in its channel of trade through the enactment of the Weights and Measures Act 2010.

**OBJECTIVE 5:** Providing for Accountability of Companies, Directors and Officers

**3.4.6 Enactment of the Company Act** as a tool provided by Parliament to support the effective implementation of the International Financial Reporting Standards.

“ ENVIRONMENTAL INTEGRATION: THE AGENCY ENSURES THE INTEGRATION OF ENVIRONMENTAL CONCERNS IN OVERALL NATIONAL PLANNING BY DEVELOPING MODALITIES AND MAINTAINING LINKAGES OR PARTNERSHIPS WITH RELEVANT GOVERNMENT MINISTRIES, DEPARTMENTS AND AGENCIES. ”

### 3.5. SOCIO-ECONOMIC DEVELOPMENT

The APRM Socio –Economic Development thematic area has 5 objectives that Sierra Leone has during the reporting period been trying to address in terms of recommendations made by the APRM Country Review Report of 2012 as shown below:

**OBJECTIVE 1:** Promoting self reliance in development and building capacity for self –sustaining development 3.5.1

**OBJECTIVE 2:** Accelerating socio-economic development to achieve accelerated sustainable development and poverty reduction

**3.5.3 Enhancing farmers food production capacity** – The Ministry of Agriculture and Food Security distributed 65,000 bushels of seed rice , 42 000 bags of assorted fertilizers and millions of different varieties of tree crops seedlings to individual farmers and farming groups ( HEs Parliament Speech 2016). Additionally, 52 Agric Business Centers have been selected for transformation into viable processing and marketing entities to meet recovery objectives of creating 10,000 jobs across the agriculture supply chain and increase agricultural production and productivity of targeted crops and livestock. A total of 922.5 km of feeder roads are been rehabilitated in 9 districts and work is in progress in Kailahun, Kenema, Kono and Koinadugu districts. The Ministry also provided 2 292 farm families with access to finance.

**3.5.4 - Meeting the UN Global Sustainable Development Goals (SDG’s)** - Sierra Leone has also been taking steps to implement the global goals. In July 2016, Sierra Leone was ranked 138 out of 149 countries in SDG’s implementation (SLIBS 2016 Report). All of the SDG’s have been aligned with the Agenda for Prosperity and a simplified version of the SDGs was distributed widely as part of the national sensitization drive. The 2016 National Budget was also aligned to the SDGs.

**OBJECTIVE 3:** Strengthening policy, delivery mechanisms and outcomes in key social areas including education and combating HIV and AIDS and other communicable diseases

**3.5.5. Improving quality of instruction:** Government made significant contribution in this area by developing new curricula and an incentive scheme. The pilot project of this scheme is for 1,200 primary schools and 150 junior secondary schools in Kambia, Tonkolili, Pujehun and Kenema districts. The scheme provides financial reward to schools based on how well they manage and maintain and how much learning and improvement take place over time. Every school and district will be rated and ranked in terms of performance in the primary, junior and secondary schools. The Government also launched a school feeding programme.

**3.5.6 Maintained a Zero Ebola infection rate and succeeded in strengthening health care system -**

- Government has absorbed into the payroll 500 nurses who volunteered their service during the response
- To date, payments have been made in respect of 103 deceased health workers
- Extended the Free Health Care Initiative to Ebola Virus Survivors and a comprehensive package catering for their special healthcare needs has been provided
- Established two public health laboratories in the Western Area and one in each of the regional headquarter towns of Bo, Kenema and Makeni. One of these, in the Western Area, is fully equipped to test for Zika virus
- An Emergency Operational Centre National Public Health Agency for capacity building has been established at Cockerill to coordinate field activities during outbreaks.
- Government has taken concrete steps to deal with the shortage of medical practitioners. Forty-three (43) medical doctors, two (2) Radiographers and four (4) laboratory scientists, from various African countries have been contracted
- Additionally, have undertaken to sponsor more than 30 locally trained young doctors to pursue specialist courses in various fields.
- At the same time, middle grade Community Health Officers are being trained in life saving medical and surgical interventions to act as Physician Assistants where there are either no doctors or they are in short supply

- A second paramedical school has also opened in Makeni to complement the existing one in Bo that has served this country so well
- The Teaching Hospital Complex Act and the Post-graduate Council of Health Specialties Act have been promulgated
- Preparations are underway for the construction of a five hundred (500) bed dedicated to the proposed Teaching Hospital at Kerry Town
- In order to address the space limitations in our hospitals nationwide and in the Western Area in particular, 100 bed capacities each has been commissioned to be constructed at Waterloo, Lumley and Mountain Cut communities.

In the education sector, serious interventions have also been made to ensure quality instruction with the following initiatives:

- A pilot incentive education scheme in 1,200 primary and 150 junior secondary schools in Kambia, Tonkolili, Pujehun and Kenema districts. The scheme provides financial rewards to schools based on how well they maintain as well as how much learning takes place over a period of time. Every school and district will be ranked and rated in terms of performance in the primary, junior and senior secondary school levels.
- Launched a school feeding programme.

**3.5.7 Introduced and implemented a National Social Safety Nets Scheme**

The Government of Sierra Leone in collaboration with the World Bank and UNICEF established a Social Protection Policy in 2011 which has culminated into a Social Safety Net programme to support extremely poor households and vulnerable communities throughout the country.

The programme was launched today by His Excellency, the President Dr. Ernest Bai Koroma, in Magburaka, the headquarter town of Tonkolili District. It is financed by a US\$7 million grant from the World Bank's International Development Association (IDA), a US\$300,000 grant from UNICEF, and US\$1 million from the Government of Sierra Leone. Overall, the programme seeks to identify and assist poor and vulnerable households across the country, including those affected by the Ebola outbreak.



“This new Social Safety Net program builds on the country’s Agenda for Prosperity whose core objective is to achieve middle income status by 2035 by reducing the number of Sierra Leoneans below the poverty line. It will strengthen coordination and implementation of social protection programs that improve nutrition and health services, and access to education, in order to break the inter-generational cycle of poverty”, (Chief of Staff in the Office of the President).

The Ebola outbreak adversely affected the country especially the social and economic sectors in terms of livelihoods. The Social Safety Net programme is intended to mitigate these impacts and support people to lift themselves out of poverty and live productive and dignified lives. Basically, the program will provide regular cash transfers to 21,000 extremely poor households, benefiting 126,000 people, including children, Ebola survivors, and other vulnerable people. Cash transfers will enable families to buy food, send children to school, and protect assets such as livestock. Though the initial phase of the programme covers only 14 percent of the approximately 147,000 extremely poor households in the country, it is a starting point for an accelerated pace to address the issues of poverty and inequity, and help poorer families cope with the Ebola aftermath. More than 2,700 beneficiaries have already started receiving the cash transfers.



***Launching of the HIV/AIDS National Strategic Plan 2016 - 2020***

**3.5.8. Controlling HIV Epidemic in Sierra Leone**

The HIV Prevention Strategy (2010-2015) provided the overall framework and guidance for all prevention interventions in 2015. Additional strategies and guidelines supported the implementation of specific preventive interventions such as condom use, HIV Counseling and Testing, Elimination of Mother-To-Child Transmission and Behavioral Change Communication (BCC). During the reporting period, the Secretariat adopted a new strategy focusing on delivering tailor-made HIV

prevention intervention to specific high risk groups and incorporated ART as one of the prevention strategies. This drive is also complemented by the Catch up Plan. The Catch Up Plan is a prioritized action plan to accelerate the implementation of the Operational Plan 2016 – 2018 with the focus on Tripling Treatment Access. The objective is to triple the number of people receiving HIV treatment within three-years - from 15,000 in 2016 to 45,000 in 2019

The National AIDS Commission and its partners commemorate this year World AIDS Day on Tuesday 1st December 2015 at the Kenema City Plaza. This year’s event which is held with the theme “Fast-track to end AIDS: get tested” has the former Vice President of Uganda Dr. Speciosa Wandira Kazibwe as a special Guest of Honour.

Delivering the commemoration message the Minister of Health and Sanitation who represented His Excellency Dr. Ernest Bai Koroma thanked the people of Kenema for hosting the World’s AIDS Day, as this was part of Government’s devolved commitment in bringing its people closer. The function was capped with the launching of the 2016 strategy geared towards reducing new HIV infections to zero.

**OBJECTIVE 4:** Ensuring Affordable Access to Water, Sanitation, Energy, Finance, Market, ICT, Shelter, Education and Land to All Citizens Especially the Rural Poor

ter, Sanitation, Energy, Finance, Market, ICT, Shelter, Education and Land to All Citizens Especially the Rural Poor

**3.5.9. Improving access to safe drinking water and sanitation**

- A new National Water and Sanitation Policy recommend major reforms which include:
- Shifting government focus from implementer to policy making and facilitation;
- Creation of a National Water Resources Board with responsibility for water resources

## Management

- Establishment of a regime for regulating water supply and sewerage services which effectively balances economic, financial, and social objectives; and
- Enactment of a new Water Law which creates a legislative framework for all those involved in the sector—public and private, present and future—and supersedes outdated water-related legislation.



**Water pump installation**

Three bills designed to unlock the potential of the sector in water resources management are now at an advance stage. Government has also taken steps to provide safe supply to 700,000 people in several provincial areas, and improve access to water and sanitation in Pujehun, Kono, Kambia Koinadugu and Bonthe. Steps are also far ahead in providing additional 422,600 people in these districts with access to safe drinking water. To build a financially sustainable and scalable water services model, an operating cost recovery strategy will be piloted in small towns. In order to protect our environment with a view to sustain our water and other livelihood sources and to mitigate vulnerabilities to climate change, a spatial database for natural resources in Sierra Leone has been completed. The Environmental Protection Agency (EPA) has also developed a national climate change policy.

### 3.5.10. Providing Energy

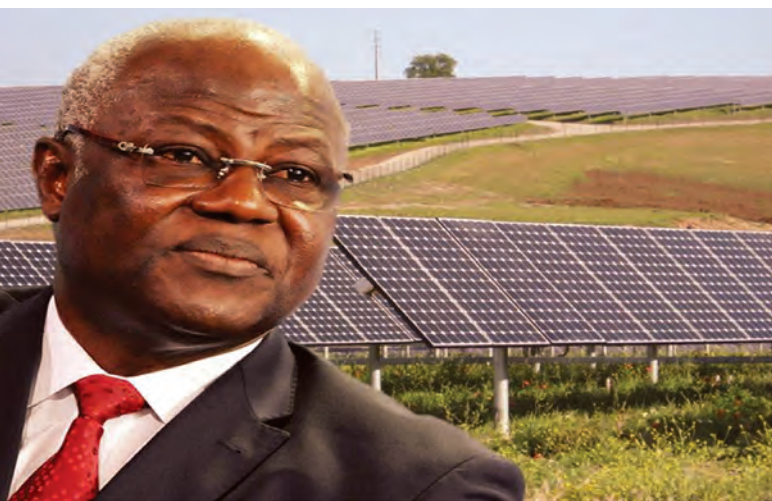
In spite of the challenges facing the country during the reporting period, the provision of electricity continues to be central to the recovery and sustainable national development process of the Government of Sierra Leone. With the ambitious target of doubling access to electricity to 250,000 households under the 24 months recovery programme, GoSL administration is seeking to double total operational power generation capacity from 75MW to 150MW.

To achieve this goal, the following projects are being implemented:

- The construction of the three mini-hydros in Charlotte, Bankasoka and Makali has been completed.
- The Ministry has signed contracts to supply, install and commission thermal generators in Port Loko, Moyamba, Kailahun, Kabala, Kambia, Bonthe, Kamakwie and Pujehun.

- Parliament has also ratified the agreement between the Government and the Abu Dhabi Fund for Development in respect of the installation of a 6MW Solar Park to serve Newton and its environs.

- By June, 2017, stand-alone solar systems will be installed in 50 Community Health Centers nationwide.
- The rehabilitation of 6 power plants in Makeni, Blackhall Road and Kingtom is also on track.
- The rehabilitation of generation and evacuation networks to reduce technical losses is at an advanced stage
- Completed the Environmental Impact Assessment for the Bo-Kenema upgrade
- Installation of 22,000 pre-paid meters to increase access to customers nationwide and to boost revenue generation
- Framework agreement signed with the Anti-Corruption Commission to curb electricity malpractices.
- Rural electrification scheme in high progress .The African Development Bank / CLSG funded (EUR 374,400,000) Interconnector project involves constructing a 1,357 km transmission line allowing power exports initially from Ivory Coast to Liberia, Sierra Leone, and Guinea. The interconnector aims to create incentives to explore the hydropower potential in Sierra Leone and Guinea which, if realized, would provide all the countries with an increased supply of electricity to meet growing demand. Approximately 12.5% of the total project cost will finance rural electrification. The Government of China in a bid to help Sierra Leone improve its electricity supply in rural areas has funded the construction of three mini hydro projects in



### ***Sierra Leone Wins Record Breaking \$25,000 Renewable Energy Grant Project***

Makali, Port Loko and Charlotte. The first phase of Barefoot Women Solar Project has created impact in the rural areas across the country. The Barefoot Women Solar College itself is situated at Konta Line, Newton in the Western Rural Area District. Though run and headed by women who cannot read and write, the rural people have applauded the college for a job well done in handling the solar units. This support is also buttressed through few documentaries and news bulletins produced by educated associates of the Solar College. With limited resources and equipment, the college has supported government in its current Agenda for Prosperity in providing electricity supply through domestic solar units for the rural people across the country.

### **3.5.11. Promoting efficient road networks and infrastructural development**

Government has also been engaged in sustaining its massive national road construction and rehabilitation programme in the country. The outcome of the infrastructural development has changed the face of our town and cities. Current roads development has resulted in the following:

- Linked Sierra Leone with the Republic of Guinea through the Kambia-Pamlap International highway in the North

- Linked with the Republic of Liberia through Pujehun in the South
- Inaugurated the construction of another strategic and major road – the Moyamba Junction – Moyamba Town
- Four bridges project of Magbele, Mabang, Gbangbama and Moyamba
  - Widen to four lanes the Wellington – Masiaka Highway which will be tolled as part of the loan repayment arrangement.
- A new 11 meters wide bridge will also be constructed at Orogu, with structural strengthening of the existing Orogu Bridge

### **3.5.12. Improving Information and Communications Technology (ICT)**

The landing of the ACE fibre optic cable in the country has created significant potential for expansion in every sector from health, education, agriculture and other related growth sectors.

**OBJECTIVE 5:** Progress towards gender equality in all critical areas of concerns, including equal access to education for girls at all levels

### **3.5.13. Enhancing the girl-child education**

Girl-Child’s fees are fees are being paid by the Government and they also receive free of cost teaching and learning materials, uniforms and games tunics.



***Grafton and Jui Road.***



### 3.6. OVER-ARCHING ISSUES

The APRM Sierra Leone Country Review Report of 2012 identified a number of cross-cutting or overarching issues that require attention in the implementation of the APRM National Programme of Action (NPOA). These issues include youth unemployment, corruption, and management of diversity, poverty reduction and wealth creation.

During the current reporting period, Sierra Leone has taken serious measures to address the cross-cutting issues identified in the Country Review Report of 2012 as shown:

- Introduced schemes for youth education , training , and employment including the Youth Service Scheme
- The Core Mineral Policy of 2015 provides for model mining agreements that require mining companies to negotiate with mining communities on community development initiatives
- The Anti-Corruption Commission introduced a new Pay No Bribe Campaign that involves citizens in reporting corruption and bribery on line or through text messages.

“ GOVERNMENT HAS ALSO BEEN ENGAGED IN SUSTAINING ITS MASSIVE NATIONAL ROAD CONSTRUCTION AND REHABILITATION PROGRAMME IN THE COUNTRY. THE OUTCOME OF THE INFRASTRUCTURAL DEVELOPMENT HAS CHANGED THE FACE OF OUR TOWN AND CITIES. ”



## 4. CONCLUSIONS

In spite of facing a challenging environment of an Ebola outbreak and shrinking international prices of iron ore, Sierra Leone tried very well during the reporting period in implementing the APRM National Programme of Action (NPOA). The country made steady progress in all aspects of its governance and development efforts. Democratic institutions are being established and strengthened for good governance. Sustainable and prudent economic governance and management through pragmatic fiscal and monetary policies are being rigorously pursued by the Government. The corporate governance environment continues to improve. Socio-economic development in the country especially in critical areas of the provision of quality health delivery services, energy and food security and education have all witnessed significant growth and developments over the past year. Peace and security also continue to prevail throughout the country. In effect, based on the research findings and consultations in the country, the following conclusions have been reached.

These successes were however challenged by a number of issues including difficulties presented by the Ebola epidemic, shrinking international iron ore

prices, stepping up governance and APRM awareness building, preparations for 2018 elections and regular and adequate budgetary support to the APRM process.

Against this backdrop, there is need for the following measures:

- Stepping up awareness raising on governance issues generally and the APRM in particular
- Resourcing the APRM as it has now being given additional new mandates including the monitoring of AU Agenda 2063 and the UN 2030 Global Sustainable Development Goals in the country. This is also urgent now that APRM District Coordinators and Committees are fully established and need efficient and effective operations
- Implementation of the APRM in situations of emergencies: Ebola and international global impacts need to be prepared for
- Capacitating the APRM to play a crucial role in sensitizing Sierra Leoneans on the need for democratic and peaceful 2018 elections.





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PICTURE CREDITS: APRM Secretariat.

“ THESE SUCCESSES WERE HOWEVER CHALLENGED BY A NUMBER OF ISSUES INCLUDING DIFFICULTIES PRESENTED BY THE EBOLA EPIDEMIC, SHRINKING INTERNATIONAL IRON ORE PRICES, STEPPING UP GOVERNANCE AND APRM AWARENESS BUILDING , PREPARATIONS FOR 2018 ELECTIONS AND REGULAR AND ADEQUATE BUDGETARY SUPPORT TO THE APRM PROCESS ”







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