



**ALL PEOPLE'S CONGRESS**

# **GOVERNING**

## **FOR THE GRASSROOTS**

Moving forward with

**Dr Samura Kamara**

MANIFESTO OF THE ALL PEOPLE'S CONGRESS (APC)

**2018**



## Foreword

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My fellow compatriots, with passion, commitment and determination, I have served Sierra Leone throughout my professional life. With a much greater passion, commitment and determination I entered the race for the Presidency of our great nation under the ticket of the All People's Congress (APC), with the solemn determination and commitment to dedicate the next five years to leading our beloved country even closer towards middle-income status by 2035.

The journey has been long and sometimes arduous, but the APC, over the last ten years, has managed to bring the much needed physical and socio-economic developments to the doorstep of the average citizen. Additionally, the APC has translated challenges into resilience and hope for Sierra Leoneans; hope in the future, hope for the country, and hope for the wellbeing of Sierra Leoneans. I am therefore humbled to lead this great Party in the next elections to continue our unique vision of moving Sierra Leone into a middle class country, leaving no one behind. With my credible and extensive track record of public service across the different governance structures of this country and governments, I will lead with hands-on experience of community service and grass root engagement to enhance the way of life of our people. I will continue to uphold the core values of integrity, sincerity, humility and patriotism as well as my strong principles of fairness, transparency and equity. As President, with the help of the Almighty God, I will commit myself to form a government that is inclusive, accountable and audacious. Regardless of your region, your ethnic group, your religion, your gender or your status in society, I will serve you all.

As we move to the next chapter of Sierra Leone's history, it is imperative for us to leave behind lasting legacies for our children's children. The legitimate question to ask ourselves in this respect is: how do we want our great grand-children to remember our generation? I, Dr. Samura Mathew Wilson Kamara, would like to be remembered as the President that contributed to and built on the great legacy of his Predecessor, His Excellency Dr. Ernest Bai Koroma to transform Sierra Leone into a middle income country; by instituting the right policy, economic, institutional and regulatory frameworks in place to meet all the Sustainable Development Goals (SDGs) and the vision of the Agenda 2063 of the African Union (AU). Under my strategic leadership, our country would continue to move forward as we focus a significant portion of our development efforts on harnessing the skills, untapped potential and resourcefulness of our people, with particular focus on the marginalised in society including the youth, women and the physically challenged.

Over the past ten years, the APC has made significant strides in strengthening Sierra Leone's transformation to a more sustainable development path, and we are proud and inspired by our achievements. Notable achievements have included (i) the development and expansion of a more reliable electricity grid in our major cities, (ii) improving and diversifying the energy mix by providing cheaper and cleaner solar power (iii) improvements in the road infrastructure network, (iv) expansion of healthcare facilities, (v) the move towards gender parity, (vi) advances for a structured Youth Development program, (vii) improved food and water security, (viii) vast increase in access to education, (ix) widened access to justice, (x) strengthened international partnerships, (xi) robust security sector and a police force and military that safeguards the security of other nations through Peace Keeping commitments, (xii) vast improvements in conditions of service and increased pay for public sector workers including teachers, doctors, civil servants and members of the security forces, (xiii) increased investments and creation of jobs in the

mining ,agriculture , road construction, ports operations , telecommunications, and banking sectors (ix) the responsiveness of government in addressing both endogenous and exogenous shocks to the macro-economy. I stand committed to sustaining and expanding this legacy, a true legacy and a vision that are sure to engender inclusive socio-economic transformation in Sierra Leone.

If given the mandate to lead this country, my key priority areas will focus on:

1. Promoting economic diversification, domestic revenue generation and improving the quality of life for all in a sustainable manner;
2. Ensuring inclusive, transparent and accountable governance for our people;
3. Creating the enabling environment to sustain quality and high value job opportunities in the public and private sectors for our youths, women, physically challenged and graduates;
4. Mainstreaming gender issues across governance;
5. Expanding welfare and social protection programmes that will cater for the aged, orphans, the physically challenged, victims of disasters and epidemics and our border communities ;
6. Expanding access to and improving the quality of services in our health, education, water energy and justice sectors ;
7. Promoting citizenship, nationalism and patriotism;
8. Waging a decisive war on indiscipline and intensifying the fight against corruption ;
9. Regenerating slum communities and effectively addressing housing issues;
10. Reforming the public sector for greater efficiency; and
11. Updating and strengthening the many policies and programmes set up to effectively manage the environment and integrating environmental sustainability into all national and local development plans

My Administration will be guided by the unwavering belief that the people of Sierra Leone are our greatest asset with the skills, potential and determination to succeed and achieve economic independence. We would harness, develop and strengthen these opportunities for all to reach their full potential while upholding the Party's principles and values of social democracy. The collective efforts of building sustainable livelihoods, through the creation

and implementation of innovative and sustainable programmes will provide a lasting victory over poverty and increase our national esteem.

I have the uncompromising faith that the future of our nation is brighter than it has ever been and because of you – the people of this great nation, I remain committed, under the APC, to work with you to transform our nation and our standard of living. With your full support and the guidance of the Almighty God, I am confident that we will collectively move Sierra Leone affirmatively towards the era of prosperity that we desire and deserve. This is what our agenda will focus on as we implement progressive programmes for a nation united in diversity, equality, economic freedom, religious tolerance, women's empowerment, youth development and security in all policies and programmes.

This manifesto is the product of an extensive consultative process engaging key actors across the board including central and local government operatives, women's groups, youth, physically challenged, religious leaders, traditional authorities, and members of our local communities, private sector partners including small business entrepreneurs, academic institutions and civil society organisations. We will continue our engagements with you to ensure that while we are rolling out this manifesto, your valuable inputs are continuously factored in the process.

I call on you to VOTE for the All People's Congress (APC) for a better and more prosperous Sierra Leone for all. Let us make **“MY SIERRA LEONE, MY RESPONSIBILITY”** our clarion call for a forward thinking and achieving nation. Together Everyone Achieves More. All for All!

**GOD BLESS SIERRA LEONE!**



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## **AREAS OF SPECIAL FOCUS**

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The All People's Congress (APC) has made remarkable progress since its first mandate in 2007 with its development Agenda of Change (2008-2012) which sought to improve the socio-economic conditions of all Sierra Leoneans and the current Agenda for Prosperity (2013-2018) which seeks to transform Sierra Leone into an inclusive, green and middle-income country by 2035. These two developmental plans have propelled Sierra Leone to the cusp of seismic transformation; at the very edge of economic tip-off. As such, it is imperative to sustain the momentum so as to realise the vision of our beloved country! An ambitious vision of a gender equal Sierra Leone, with a well-educated and healthy population, good governance and rule of law, well-developed infrastructure, macroeconomic stability, as well as sustainable jobs. This vision is feasible, the critical challenge is how to prioritise and remain focused on the key delivery aspects. The ensuing paragraphs charts a strategic course on the key areas that my Government will prioritise in the next five years in order to maximise focus and effectiveness. This will enable us to avoid strategic drift as new demands and needs arises.

My government will be an inclusive administration. We will put people first! We will provide voice and listen to the needs of our citizens. We will embark on this monumental journey together. In anticipation of doing so, we have carefully selected the below priority areas where we believe we can maximise our Leones investments to transform our society in a structural manner.

### **I. THE ECONOMY**

The All People's Congress (APC) inherited a difficult economy; one that was saddled with many challenges, not least being high rates of poverty and low economic growth rates. Over the past 10 years, the APC, under President Koroma, has moved Sierra Leone from very poor growth rates to the second fastest growing economy in the world in 2014 and among Africa's top ten fastest growing economies (IMF, 2016). Notwithstanding global headwinds, such as collapse of global commodity prices, and endogenous shocks, such as the onslaught of the Ebola and its resultant effects, the APC government has pursued sound economic and progressive growth oriented policies that have minimised their impacts on our economy and population. Sierra Leone's economy has proven resilient in the face of such significant shocks. The country continues to support impressive growth rates with double-digits through the strategic policies that have been introduced to diversify the economy and promote innovative investments in growth-promoting and employment-creating sectors such as agriculture, fisheries, mining and tourism.

As President, I will seek to build on these achievements, ensuring policy continuity which is fundamental to consolidating and sustaining these gains. Before the end of my first term as President of Sierra Leone, I will ensure that my government implements strategic



interventions to support high impact, sustainable, and inclusive development-focused programs that will continuously raise real Gross Domestic Product (GDP) growth rate, reduce annual average inflation, increase per capita income from US\$600 to at least US\$900. Most importantly, if I am elected as the President, I will ensure that structural systems are instituted to place our beloved Sierra Leone on course to a middle-income country by 2035. My administration will make long-term institutional planning, coordination and integration the cornerstone of all public sector investments. For a competitive economy that is capable of producing sustainable growth, jobs and shared benefits for all, the strategic interventions will include:

- I. Establishment of the Presidential Economic Advisory Council
- II. Effective Public Financial Management
- III. Diversifying the Economy, Increasing Trade and Wealth Creation
- IV. Improving International Development Cooperation
- V. Strengthening development financing and Financial Sector Development

### **I. Establishment of the Presidential Advisory Council:**

The primary determinant of success in all decisions undertaken by my administration is how those decisions convert to increased job opportunities, wealth creation, and reduction of poverty for our citizens. We will establish a Presidential Economic Advisory Council (PEAC) to provide contemporary but neutral economic advice to our government. The Council will use data-driven evidence to:

- Advise the government on key economic issues including job creation in both the formal and informal sectors, currency and commodity-price stabilisation, micro-finance, the environmental impact of industrialisation, economic diversification, education, science research, technology and innovation;
- Produce a quarterly Sierra Leone Economic Outlook report on macroeconomic issues that are relevant to our economy and impact our 'Grow Together' initiatives;
- Monitor national and international economic development trends that impact our objectives of increased opportunities, wealth creation, poverty reduction, and move towards a middle income economy by 2035.

### **II. Effective Public Financial Management:**

Our Administration will utilise technology-based public finance tools to consolidate the management of public funds that support re-investment in our communities. We will increase revenue to 18 percent of GDP by the end of my first term, ensuring that each year domestic revenue increases by a minimum of 1.2 percent of GDP. This community-focused, 'Pro-poor Growth' objective will be accomplished through:

- Innovative financial management and related policy reforms;
- Structured diversification of internal revenue sources and external resource mobilisation;
- Expanded tax compliance, strong revenue and expenditure policies to consolidate public finances;
- Engaging community leadership, women's groups, youths, pensioners, and the physically challenged in structuring self-empowerment programmes in their communities;
- Expanding the Financial Inclusion programmes to increase community banking and access to the formal economic sector to ensure that we grow together as a nation;
- Decreasing imports and promoting commercialisation of specific products across the value chain in the agriculture sector.

### **III. Diversifying the Economy, Increasing Trade and Wealth Creation:**

We recognise that the impact of shocks to the economy is magnified when output is dependent on a limited number of sectors. We further recognise that the diversification of our economy is critical to meeting our core objectives of minimising risk, economic stabilisation, and creating wealth for our citizens. My administration will invest in "economic shock" minimisation programmes by:

- Prioritising public or private investment in agriculture, mining, fisheries and tourism, accompanied with the necessary investment in infrastructure, such as housing, energy, roads, water, and technology;
- Enhancing wealth creation through expanding routes for entry of the common man and woman into the formal economy and access to state services, including the universal health insurance scheme, biometric registration, documentation of land ownership, credit reference systems, and expanding collateralisation;

- Increasing access to financial services to rural communities ;
- Strengthening the “Made-In-Sierra Leone” brand awareness within Sierra Leone and creating international markets for these products ;
- Enforcing the implementation of the Local Content Policy and “Made-in-Sierra Leone” initiatives and building the capacities of local companies to generate more income and become self-reliant.

### **IV. Improving International Development Cooperation:**

In our desire to move away from donor dependency, our government is determined to revisit our international development partnerships. At the same time, we will work towards increasing the value of Foreign Direct Investment (FDI) to at least US\$3 billion. In the meantime, we will focus our relationships with donor partners to the following self-sustaining objectives:

- Scale-up efforts to increase the capacity of Sierra Leone to mobilise resources locally;
- Improve efficiency in our tax administrative systems;
- Secure support for transfer of knowledge and technology to Sierra Leone;
- Reposition our Ministry of Foreign Affairs and International Cooperation and our foreign missions to serve as strategic economic emissaries to attract foreign direct investment.

### **V. Strengthening Development Financing and Financial Sector Development:**

We are certain that full mobilisation of domestic resources is critical for national development and therefore pledge that my administration will build on the existing efforts that we have made in the last 10 years to improve the climate for development financing by:

- Increasing Government development spending from US\$274 million to at least US\$1.5 billion;
- Expanding existing tax and non-tax revenue mobilisation regimes;

- Improving accountability and transparency in the use of public resources through enhancement of the rule of law, the work of the Anti-Corruption Commission and the Auditor General's Office;
- Expand the enabling environment for doing business through strengthened public/private partnerships;
- Rationalise and strengthen the climate for sound national development planning and management.

## II. WOMEN'S EMPOWERMENT AND GENDER EQUALITY




The APC Government of President Ernest Bai Koroma instituted enlightened gender parity policies and also elevated the roles of women in national decision making more than all previous administrations combined. My administration will secure these achievements and work to strengthen the economic, social and environmental roles of women in society by:

- Appointing women to at least 30% of cabinet and civil service positions while encouraging the private sector to do the same;
- Strengthening the implementation of the gender rights act;
- Expanding access to finance to women-owned businesses through low interest rates and direct transfers;

- Expanding the enabling environment through which women can build their capacity and operate their businesses competitively and profitably;
- Sustaining gender mainstreaming into our national development programmes to address challenges specifically related to women;
- Pursuing policies that will promote sustainable socio-economic and political progress of women within their families, communities and the country in general.

### III. YOUTH EMPOWERMENT AND DEVELOPMENT



**On the right I need the youth, on the left I need the youth, going forward I need the youth. The youth and I are one. I will govern for the youth.**

*— Dr Samura Kamara —*

Milton Margai College of Education and Technology  
★  
24.01.2018

Prior to 2007, Government's interventions in the youth sector was largely fragmented and ad-hoc in nature, leaving behind poorly funded and in some cases, poorly youth coordinated programmes. The APC Government recognises that Sierra Leone's population is youthful, hence has been making important strides toward improving youth development and empowerment through strategic policies and programmes, since the assumption of power in 2007. We seek to ensure inclusiveness by harnessing and develop the potential of youths for national development.

We are determined to continue strengthening the youth sector by providing meaningful employment opportunities and also implement programmes that target vulnerable and unattached youth that do not have the capacity to attract support from normal opportunity windows. In harnessing the demographic dividend, in the next five years, our government will:

- Accelerate job creation programmes for youths;

- Develop job programs targeting graduates from universities and vocational institutions;
- Create Youth Investment Fund (YIF) to support innovation in entrepreneurship and technology;
- Expand youth roles in both public and private institutions , appoint competent youths to key decision- making positions in the public service and encourage the private sector to do the same;
- Sustain skills development programmes to address present day demand for both professional, middle-level and lower level jobs;
- Establish Regional Youth Centres of Excellence to provide short term technical and life skills training programmes;
- Continue to process and package public work schemes into a manageable proportion so as to enhance the participation of the most vulnerable categories of youth, including persons with disability;
- Introduce a Return to Learning Scheme (The R2L) as a second chance programme with the aim of returning drop-outs and uneducated youths and young adults to schools, colleges, vocational , technical and literacy centres;
- Strengthen the National Youth Service as a compulsory programme to inculcate nationalism, volunteerism and service in our young graduates;
- Introduce a National Apprenticeship Programme across the nation with additional focus on youths in poor and vulnerable households in Sierra Leone;
- Introduce a nationwide course on appropriate work-ethic and entrepreneurship into the curricula of secondary schools and tertiary institutions;
- Establish Advisory service centres for the marginalised (Ataya Base, Market , etc) to link them to jobs, training and entrepreneurship opportunities;
- Revitalise historic local football teams, including Eastend Lions, Mighty Blackpool, Kambui Eagles, Diamond Stars, Wusum Stars, Bai Bureh Warriors and support the development of various other sports in the country;
- Establish a National Sports Institute.



### IV. GOVERNING FOR THE GRASSROOTS (G4G)

We shall focus on the grassroots, ensuring their greater inclusion in the socio-economic and political life of the country in all our programmes and also through the following:

- Promoting the inclusion of the common man and woman in the national insurance health scheme;
- Specially targeting the common man and women in financial inclusion schemes;
- Enhancing the registration of lands and such other assets which may be collateralised for low interest loans and other financial inclusion schemes;
- Promoting better housing for the common man and woman through public private partnerships, mortgage schemes, land grants and other programmes;
- Increasing social connections between communities and the state through making adoption of a community part of the performance contract of ministers, ambassadors, other appointees of the president, and senior government and parastatal employees;
- Promoting the adoption of communities and vulnerable groups as part of corporate social activities of companies, corporations and other organisations;
- Develop programs enhance the livelihoods of 'border' communities.
- Review timeframes for paying rents and encourage financial institutions to provide rent advances for workers with regular income.

### V. SOCIAL PROTECTION

Since 2007, the APC Government has promoted programmes for women, children, the aged, the disabled and the marginalised, including direct cash transfers to vulnerable households , labour intensive public works programmes for youths , a school feeding programme for pupils , scaling up nutrition programme for under- fives , and mechanisms for mainstreaming gender and advancing women's rights was vigorously pursued. In the next five years, the APC under my leadership will:

- Strengthen the implementation of the Child Rights Convention and other international instruments created for the protection of children;
- Strengthen the disability commission;

- Expand the Free Health Care to include disabled, the aged and pensioners through the Sierra Leone Social Health Insurance Scheme (SLeSHI);
- Introduce livelihood initiatives targeting under-skilled disabled persons such as job training (or re-training), skills enhancement and second-chance education ;
- Set up Early Childhood Education centres, and waive 40% of fees for poor and vulnerable children;
- Continue providing youths in extremely poor and vulnerable households with conditional cash transfers through labour intensive public works (LIPW);
- Continue unconditional cash transfers scheme for the extremely poor and vulnerable households;
- Introduce an unconditional cash transfers scheme for the extremely poor and vulnerable aged and persons with disability to lift them above the poverty line, and narrow the inequality gap in various communities;
- Up scale the social pension scheme targeting poor elderly persons;
- Increase the package of pensioners.

## VI. THE DIASPORA



The Sierra Leonean Diaspora is significantly contributing to the socio-economic development of our country. In addition, our party recognises the fact that there are many Sierra Leonean professionals who have excelled in other parts of the World and have expertise, networks and resources that could be harnessed and utilised for the sustainable development of our country.

Our next APC Administration will:

- Implement structured programs that harness the skills and experiences of our Diaspora community in the following critical areas: healthcare, education, information technology, science and research, entrepreneurship, business development and management, environmental protection and management, and human resources management.
- Promote and facilitate Diaspora investments with the potential to create jobs, through public-private partnerships, sole proprietorships etc.
- Encourage the Diaspora with the requisite skills in key economic and social sectors to be part of policy advisory boards to help in the design and implementation of public and development policies;
- Declare the third week of December every year as ‘Diaspora Week’, to facilitate strategic interaction between Diaspora Sierra Leoneans and their local compatriots, business and Government officials with a view to exploring development, business/ investment and other opportunities.
- Amend provisions of the constitution to allow Sierra Leoneans who are citizens of other countries to run for Parliamentary office.

## VII. SLUMS AND INFORMAL SETTLEMENTS REGENERATION

In view of the need to address the challenges to living conditions and sanitation posed by slums and informal settlements in urban areas, my administration will in the next five years:

- Address the root causes of informal settlements by working with the relevant stakeholders to redesign such communities in ways that enhance livelihoods and promote greater inclusion ;
- Introduce a ‘Master Plan’ for the regeneration of ‘Informal Settlements’ in the Western Area that would include plans for relocation;

- Enhance the development and implementation of slum upgrading programmes;
- Promote both sustainable rental housing and social/ pro-poor housing in partnership with the private sector. Part of this initiative will be to ensure that affordable housing is made available to teachers, nurses, civil servants, police, army, young graduates and other groups;
- Improve on the socio-economic infrastructure through the provision of standardised public goods and social services such as good roads, safe water and environmental sanitation, affordable electrical power, quality schools, recreational, religious and healthcare centres.
- Enhance entrepreneurial and life-surviving skills development programmes for youths and women in slum communities ;
- Implement a ‘Job Creation’ Strategy, for young people in slums ;
- Introduce a programme targeting middle to low income earners in the urban and rural informal settlements;
- Encourage the private sector to invest in countrywide affordable housing and facilitate low interest mortgages;





## **EXPANDING ACCESS TO BASIC SERVICES**

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## I. MOVING FORWARD WITH HEALTHCARE AND SANITATION



The APC government introduced the Free Health Care Initiative in 2010 particularly targeting lactating mothers and children under the age of 5, upgraded the country's health infrastructure, vastly increased health services personnel and increased access to health services in all districts, received the United Nations Millennium Development Goals (MDGs) award for the leadership Sierra Leone is showing in combating HIV/AIDs Malaria and other diseases. The APC recognises that “Health is Wealth” and my administration will be committed to deliver affordable, equitable and easily accessible healthcare for all.

In the next 5 years, my administration will build on these achievements and:

- Expand and prioritise the Free Health Care Initiative and strive to overcome its existing challenges;
- Intensify all interventions aimed at significantly lowering maternal and infant mortality rates ;
- Establish the National Universal Health Insurance Scheme;
- Build and strengthen the capacity of regional hospitals nation-wide;



- Build District Hospitals in the new Districts and community health units in all the new de-amalgamated chiefdom headquarter towns;
- Scale-up Peripheral Health Units (PHUs) in all communities;
- Provide free health care to the elderly, physically challenged, Ebola orphans and other vulnerable groups;
- Scale up disease prevention strategies and improve access to curative and emergency services through vigorous human resources and health infrastructure development;
- Improve human resource capacity through local and international training opportunities;
- Expand postgraduate medical training in the country;
- Expedite the issuance of PIN codes for qualified medical personnel;
- Enhance the capacity of regulatory agencies such as the Sierra Leone Medical and Dental Association, the Sierra Leone Pharmaceutical Board and others;
- Adopt a modernised strategy towards drugs procurement including the establishment of a preferred pharmacy network.
- Establish the national ambulance service that is fully operational in all districts and chiefdoms in the country;
- Establish and maintain effective environmental and sanitation programmes targeting waste management nationwide;
- Introduce sanitation programs emphasising preventative healthcare using a mix of policy and incentives to encourage private sector investments in the development of healthcare facilities, including hospitals and related services.

## II. MOVING FORWARD WITH EDUCATION

Prior to 2007, government's budgetary allocation in education was 3.1% of GDP. In 2015, the APC government increased budgetary allocation in education to 15.1% of GDP while increasing teacher salaries, expanding the number of universities and increasing student enrolments nationwide. At the vanguard of our development goals is a strong focus on education at the Primary, Secondary, and Tertiary levels. The APC has invested in the

education sector more than any other government in the country's history. This resulted in a more than 50% increase in the salaries of teachers and lecturers; 100% parity in the number of girls in primary school compared to boys ; payments of WASSCE examination fees and tuition fees subsidies for all students in Government supported tertiary institutions including the three Universities.



We will build on these achievements by addressing the remaining challenges and act to move the sector forward. The APC government under my leadership will:

- Expand the education goals developed in the Agenda for Prosperity for all teacher development initiatives;
- Strengthen the education inspectorate system;
- Provide free education for the physically challenged and disadvantaged;
- Support measures to increase the retention of women in education and promote their enrolment in Science, Technology, Engineering and Mathematics (STEM) subjects;
- Facilitate student loans for tuition and books;
- Continue to pay for all public exams ;

- Review the 6-3-3-4 system and the relevance of the Basic Education Certificate Examination (BECE);
- Continue to provide tuition subsidies for students in all public universities/colleges and expand this facility to private universities ;
- Improve education infrastructure and provide free internet services for public schools and universities;
- Provide free bus services to school going pupils;
- Eliminate “second shift” in all schools;
- Introduce skills transfer programs across the nation through didactic and experiential learning and provide strategic adult education training for sustainable development;
- Build and adequately equip ‘Education Centres of Excellence’ in cities and District Headquarter towns nationwide;
- Establish one technical college/technical –vocation institution in every district and at least two Universities per region;
- Expand the school feeding program;
- Expand training programs for teachers in Science, Technology, Engineering, and Mathematics disciplines nationwide;
- Review the teaching curriculum to make it more responsive to the needs of society and the private sector and introduce relevant courses including Information Communication and Technology (ICT) and encourage Science Research and Innovation in Primary and Secondary schools ;
- Expedite the provision of PIN codes for qualified teachers and improve teacher welfare and conditions of service across the country;
- Make University application forms free of charge.

### III. MOVING FORWARD WITH AGRICULTURE AND FOOD SECURITY



The APC Government implemented a special Smallholder Commercialisation Programme from 2010 to 2015 with a focus on increasing farmers' incomes and assets through promoting value-chain development and encouraging private sector participation in the sector; increased rice production by 82 percent in 2017 from what it was in 2007; established more than 400 agri-business centres and more than 500 Farmer-Based Organisations nationwide; established more than 35 Financial Services Associations and several new Community Banks; rehabilitated more than 2,800 hectares of inland valley swamps and increased incomes for farmers.

My Government will build on these achievements, address the remaining challenges and move agriculture forward. In the next five years, we will:

- Increase government investment in agriculture to at least 10% of government expenditures ;
- Intensify the diversification of agricultural products including vegetables and cash crops;



- Implement innovative programmes that focus on land reform, rural development, credit facilities and infrastructure for community farmers;
- Establish regional agricultural administrations to promote regional competitiveness and benefit from the comparative advantage of the different ecologies;
- Establish at least one agro-processing facility or a factory in every district;
- Require government agencies to procure agricultural products locally for initiatives such as the School Feeding program and institutional feeding ;
- Promote the consumption of Sierra Leonean rice, expand year-round rice cultivation and reduce rice importation;
- Strengthen our livestock and poultry industry;
- Develop collaborations to implement an agriculture focused internship program for SSS and college/university students ;
- Expand the cash transfer programmes to farmers;
- Increase financial and market accessibility to farmers, with strong preference given to women farmers and cooperatives;
- Harness our fisheries wealth by support local artisanal fishermen, promote commercial fish farming in the provinces and control illegal and unregulated fishing ;
- Develop grain reserves to enhance the food security and stabilise food prices in the country.

## IV. MOVING FORWARD WITH THE WATER SECTOR

In 2007, the country had limited capacity in producing safe drinking water for the citizenry. The APC inherited a thirsty water sector of drought infested boreholes, ruptured pipe network, untreated surface water, crippled institutions and inadequate policies and laws. There was absolutely no functioning potable water scheme in the rural areas hence the heavy reliance on untreated water sources with approximately, only 26% of our rural population had access to clean and safe drinking water resulting in periodic outbreak of water borne diseases like cholera.

Through sustained intervention by our Government, we have succeeded in increasing national access to safe and clean drinking water from 48% in 2007 to 63% in 2016, thus

increasing the number of people having access to clean and safe water increased to almost 4 million people from 2,500,000 in 2007 (an increase of about 1,300,000 people).



Our vision in the next five years is to make safe and clean water accessible and affordable to every Sierra Leonean, as well as supporting sanitation, wealth creation, industry and economic growth. To achieve this, our Government will:

- Increase access to safe water from 63% of the population in 2016 to over 90%;
- Enhance sector efficiency, coordination and institutional strengthening; and capacity building programmes to improve efficiency in water provision;
- Commence the implementation of a major water rehabilitation programme in Freetown which when completed will increase access for more than 600,000 residents of the city, with special priority to residents in the East End of the city;
- Expand Guma and other existing dams to meet the increasing demand for water by the citizenry;
- Accelerate the Rokel River Initiative to provide sustainable water supply to Freetown;
- Continue the implementation of the Freetown Storm/Flood Water Storage ;
- Conduct a Water Investment Study and develop a Water Supply and Sanitation Master Plan for Freetown;



- Expand access to water in the regional capitals and small towns and provide pipe borne water in every district headquarter town;
- Introduce decentralised Water Supply Schemes: community water supply schemes; and pro-poor water supply schemes;
- Significantly increase the number of boreholes powered by solar technology;
- Maintain stringent but fair regulatory policies for companies operating in this sector to assure safe drinking water across the country;
- Reduce water wastage by mitigating the unauthorised connections to public water supply systems;
- Strengthen the implementation of the SALWACO Act.

## V. MOVING FORWARD WITH ENERGY



When the APC took responsibility to govern this great nation in 2007, our country only had 10 megawatts (MW) of electricity. Recognising that industrialisation and modern cities require well-functioning energy infrastructure, the All People's Congress under President Koroma responded to this appalling situation by bringing more than 300 megawatts (MW) of electricity to the capital city of Freetown and nine district headquarter towns.

Our vision for the energy sector in the next five years is to create an enabling environment for the provision of energy services for wealth creation, increased productivity, and improved quality of life for all Sierra Leoneans. To achieve this, my Administration will expand investments in the five years will expand investments in energy as follows:

- Create the enabling environment for the private sector to invest in and operate generation and distribution facilities under Concession and Franchising models, with the aim of increasing our National Energy Access by 50% over 3 years;
- Expedite the completion of the Bumbuna Phase II energy project;
- Fast track the upgrading and expansion of the medium and low voltage distribution networks in the Western Area;
- Accelerate the transformative Rural Renewable Energy Project to provide cheaper and cleaner power aimed at increasing the electrification rate of households in the rural areas;
- Increase the number of mini-grids all over the country to rapidly increase energy access for our rural communities;
- Complete the Cote d'Ivoire, Liberia ,Sierra Leone and Guinea (CLSG) electricity networks interconnection project, that will transverse seven districts;
- Increase thermal generation to provide for industrial and mining growth;
- Provide solar energy to schools and colleges and expand the installation of home solar units.



# **MOVING FORWARD WITH THE GROWTH SECTORS**

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### I. MOVING FORWARD WITH TRADE AND PRIVATE SECTOR DEVELOPMENT

Trade and Private sector Development played a pivotal role in the growth and economic stabilisation we experienced under President Koroma. We attracted local and international investment in mining, fisheries, agriculture and tourism which catapulted our growth, increased revenues for government and enhanced livelihoods for citizens.

Moving forward, my administration will expand trade and private sector development through strategic implementation of our 'Grow Together' Initiatives that increase private sector jobs, increase worker wages, and reduce poverty by:

- Continuing the 'Doing Business Reforms';
- Improving investors' confidence in the legal environment by ensuring predictability of doing business in Sierra Leone;
- Institutionalising Community Champion programs for wealth creation through the provision of area business development services ;
- Expanding business linkages and value chain development with particular emphasis on providing access to finance;
- Formulating and implementing innovative public policies for women entrepreneurs;
- Accelerating the implementation of the National Land Policy to guarantee women's rights to land ownership;
- Assisting small farmers to get access to training, credit and markets and encourage large-scale farming ;
- Making markets available for our Pro-Poor programs;
- Developing a simplified and equitable tax regime to support private sector growth and attract investments;
- Accelerating processes to improve access to finance for the private sector;
- Improve investments in ICT for the business sector to put Sierra Leone at par with our partner countries especially for financial services industry and e-commerce;
- Continue investing in and expanding the skills base and infrastructure needed for businesses to thrive- energy, water, roads;

- Strengthening private sector related institutions- SME Agency, SLIEPA and SLSMEA;
- Ensuring that a majority of Government procurement goes to local businesses;
- Facilitating diaspora involvement in local SMEs.

## II. MOVING FORWARD WITH OUR MINING SECTOR

The Mining Sector has been the bed rock of our economic growth, but our dependence on it has been challenged by a collapse in commodity prices, mining infrastructure and value addition mechanism. In the last ten years the APC Government scaled up the sector through the largest investments ever, increasing government's revenues for massive infrastructure and other investment programmes, creating thousands of jobs for Sierra Leoneans and increasing the country's GDP.

The Government enacted the Mines and Minerals Act of 2009 and created the appropriate regulatory bodies; adopted a comprehensive minerals policy ; introduced new revenue sharing mechanisms with mining communities and conducted comprehensive benchmarking assessments with a view to putting minerals at the centre of economic growth and development. We will build on these achievements, address remaining challenges and move the sector forward to propel more economic growth, jobs and community development. The APC Government under my Administration will:

- Conduct a nationwide geo-survey to help us acquire full knowledge of our mineral potential ;
- Strengthen mining regulatory bodies;
- Pursue sub-regional collaboration on mineral tax and royalty policy harmonisation;
- Promote small and medium enterprise development to support the mining sector;
- Attract more international mining companies to bring in the required investments and promote value addition;
- Develop a comprehensive resettlement policy ;
- Optimise direct community development funding;
- Support technical training and specialisation for young graduates to provide skills needed in the mining sector;



- Establish a minerals development multi-stakeholder group comprising technical and professional heads of relevant MDAs, mining companies, local councils, civil society and the media;
- Enhance sustainable mining operations.

### III. MOVING FORWARD WITH ENVIRONMENTAL PROTECTION



On taking over governance in 2007, the APC met a very weak legal and institutional framework for protecting the environment. Our actions have been geared to putting in place these regulatory and institutional frameworks, and integrating environmental concerns into our interventions.

The APC established and decentralised the Environmental Protection Agency (EPA); created a Climate Change Secretariat; established Environmental Impact Assessment (EIA) processes; ratified a record number of international environmental and climate change conventions and supported the establishment of Community Development Action Plan for mining companies and tracked their implementation.

We will build on these achievements, address emerging challenges like mud slides and environmental degradation and move forward with newer actions to protect the environment. My administration will:



- Continue to strengthen the institutional and regulatory framework to manage and reverse the impact of environmental degradation and pollution;
- Mainstream disaster management principles into our development planning and actions;
- Strengthen efforts to develop a sustainable waste management system for the country and promote waste- to- energy investments;
- Introduce policies aimed at reducing the use of non-recyclable plastics and facilitate private sector investment in recycling;
- Ensure the implementation of the regulations tied to the forestry sector and promote massive reforestation;
- Promote community responsibility for the environment;
- Scale up investments in early warning systems and a better response mechanism for climate change ;
- Implement the recommendations of the report on Eco-sensitive and disaster prone areas and adopt and enforce an appropriate disaster management policy ;
- Continue efforts to secure our protected areas, forest reserves, water catchment areas and wetlands from encroachment.

## IV. MOVING FORWARD WITH OUR TRANSPORT INFRASTRUCTURE

Before 2007, majority of roads connecting major towns and feeder roads were bad and difficult to travel on. In the last ten years, the APC has not only reconstructed trunk and city roads, it has also widened several bridges and key roads to support increased traffic not only in Freetown but in every province of this country. In supporting our farmers to access markets, thousands of kilometres of feeder roads were rehabilitated across the country.

The APC also transformed the Lungi International Airport and introduced reforms that have ensured increased investment at the Freetown Port, increased revenues for government and ongoing expansion to transform the port into an international transshipment hub.

We will build on these achievements and move forward with transformative transport sector initiatives that will support free movement of our people, goods, services and improve access to towns, villages, markets, schools, work places and health facilities all

over the country. The next APC Government will scale up road infrastructure to increase regional integration and competitiveness. We will collaborate with the private sector to scale up the availability, affordability, efficiency and safety of transportation for all across land, sea and air network to which every part of this country would be connected. We will deliver this vision by:

- Completing all ongoing road projects;
- Continuing with our town and city road construction plans to link all parts of the country, especially farming communities, deprived communities, schools, health facilities, tourism sites and neighbouring countries;
- Expand feeder roads to link every chiefdom headquarter town to their district headquarter towns;
- Installing solar powered street lights around the country;
- Promoting collaboration and alignment with development partners on infrastructure investment;
- Expanding transportation infrastructure and encourage private sector investment ;
- Making more public transport available for the masses;
- Providing free bus services for all school going pupils;
- Providing government bus services between Freetown and all district headquarter towns and from district headquarter towns to each other;
- Exploring the possibility of reintroducing train services ;
- Attracting additional airlines and positioning the country as an air transportation hub.
- Facilitating trans-shipment operations at the port ;
- Reviewing and regulate vehicle safety standards and road safety implementation.



## V. MOVING FORWARD WITH SCIENCE, TECHNOLOGY AND INNOVATION

The APC recognises that home-grown innovation in Science and Technology increases the capacity of our nation to advance innovation in agriculture, health, medicine, education, sanitation, transportation, environmental protection, potable water and energy generation, amongst others. My administration will commit to make significant and sustained

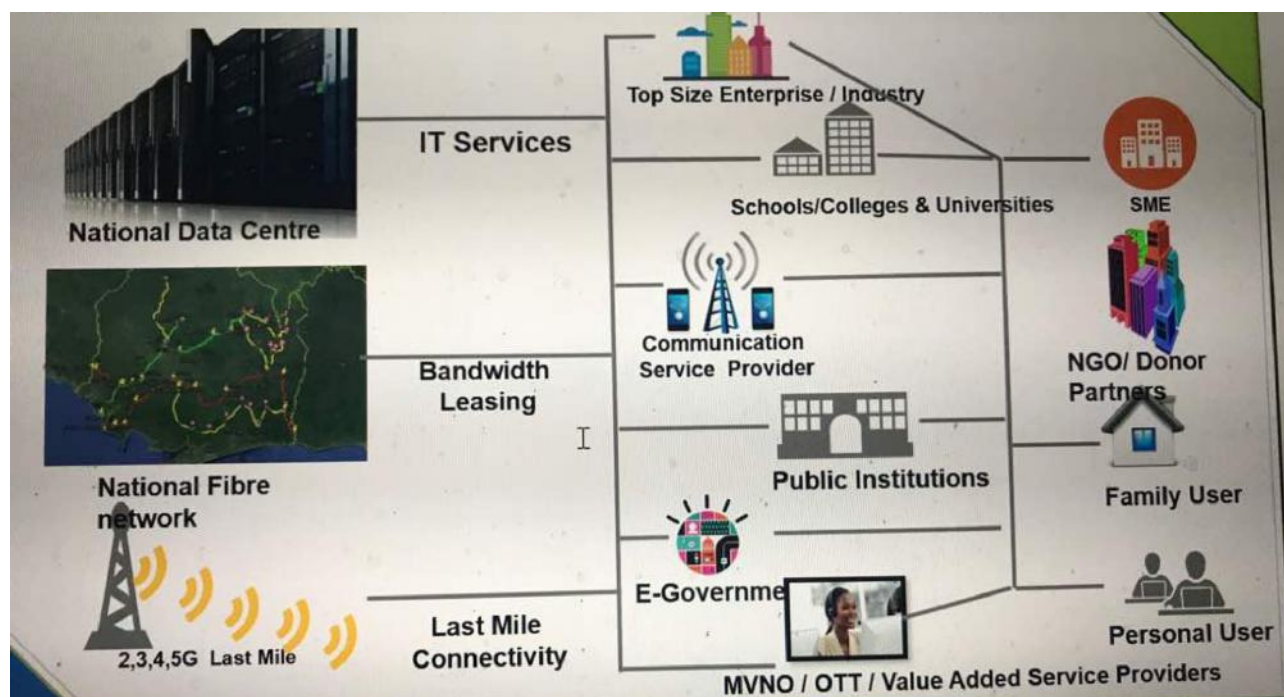
investment in science and technology in the hopes of gradually moving towards a knowledge-based and technology-driven economy in improving the standard of living of all Sierra Leoneans.

Going forward, my administration will:

- Inculcate innovation in science and technology into our national development strategy;
- Establish a Presidential Advisory Council for Science and Technology (PACST) comprising of the nation's leading scientists and engineers at home and abroad, to directly advise my government on all matters and policies regarding science, technology and innovation. PACST will also provide leadership in the dissemination of Science, Technology, Engineering and Mathematics (STEM) in our education system;
- Design and implement programs to build the talents of gifted youths in science and technology;
- Fund science and technology research programmes for colleges and universities;
- Strengthen collaboration between industry, universities, and research centres to promote the commercialisation of scientific research outputs;
- Stimulate the demand for science and technology from the private sector;
- Explore the use of various renewable energy alternatives, e.g. solar, wind, tidal waves and biomass, including biogas, wood gasification and biodiesel;
- Employ science and technology to identify the most economic and efficient ways to recycle urban waste, and build power plants that will use combustible domestic and industrial waste to generate electricity;
- Create databases of Sierra Leonean scientists around the world and scientific research on Sierra Leone and leverage these for greater integration of science, technology and innovation into planning and implementation of policies and programmes in the country;
- Strengthen programmes to establish and equip science laboratories and such other science related facilities in schools and universities;
- Promote the involvement of Sierra Leonean engineers and architects in promoting housing models and architectural designs to enhance better and affordable housing for all;

- Rationalise and Strengthen Collaborations between science related Government establishments in agriculture, health, the environment, health, engineering and sectors.

## VI. MOVING FORWARD WITH INFORMATION, COMMUNICATION AND TECHNOLOGY (ICT)



For the last ten years, the APC Government has transformed the information sector by landing the fibre optic cable, creating institutional frameworks for harnessing the sector, facilitating the expansion of mobile telephony to all districts and nearly all chiefdoms in the country, utilising information technologies to enhance financial accountability, instituting e-governance platforms and ICT cadres in MDAs, providing free internet services to schools and universities, enhancing utilisation of social media platforms for entertainment, contemporary discussions and increased social connections among Sierra Leoneans at home and in the diaspora.

In the next five years, we will build on these achievements and move forward with specific policy measures to facilitate universal service and act to transform Sierra Leone into a knowledge based information society by:

- Using ICT to strengthen education and health through e-services, and to enable growth in key areas such as Agriculture, Tourism, Energy, Mineral Resources, and Infrastructural development;



- Continuing to enhance ICT to improve the living standard of Sierra Leoneans and strengthened universal access and affordability of ICT;
- Enhancing the capabilities of citizen to make use of broadband by providing free public access point in marginalised communities, and at affordable prices in public spaces like post offices, courthouses and business centres;
- Promote e-Governance for better service delivery;
- Accelerate biometric identification and verification;
- Commissioning 600 km national fibre backbone to ensure higher access speed and reduced prices for mobile data in the market;
- Connecting all districts to the national fibre optic backbone;
- Facilitating mobile telephone service in every chiefdom headquarter town;
- Enacting the necessary cyber laws and legislative provisions to govern and regulate cyber-related activities within the country;
- Promoting electronic commerce and other Internet-related activities following the enactment of other cyber-laws ;
- Strengthening the new digital switches and work to reduce the cost of international calls;
- Enhancing competitiveness in the private sector and enabling global economic integration with a view to creating new opportunities for Sierra Leone to become an ICT knowledge based society;
- Enhancing the equitable distribution of the value and/or benefits of telecoms infrastructure (in general) and broadband (in particular) amongst the Sierra Leonean population;
- Enhancing professional journalism and citizen-journalism through support for training, capacity building and progressive reforms relating to journalism and freedom of expression.

## VII. MOVING FORWARD WITH TOURISM

The tourism sector has experienced steady growth during the current APC administration. Through international marketing and promotion, visitors' arrival increased from 32,000 in



2007 to 81,250 in 2013. The United Nations World Tourism Organisation (UNWTO) now describes Sierra Leone as the World's fastest growing tourist destination.

In the next five years, we will move forward with these achievements by ensuring that Sierra Leone becomes a prime tourism hub through the development and promotion of ecotourism, cultural and heritage tourism both domestically and internationally. We will:

- Strengthen the policies and regulatory environment in the tourism and cultural sectors;
- Establish an Art, Culture and Entertainment Commission;
- Enhance institutional and human resource capacity within the private and public sectors to ensure quality and standard service delivery;
- Increase the tourism infrastructure through the development of ecotourism/cultural and heritage sites; construction of luxurious hotels; lodges; motels; campsites; guest houses; restaurants; amusement parks; including ICT, sanitation facilities road, energy and water;
- Reduce aviation(ticket) costs; visa fees and procedures;

- Increase the role of women and youth in tourism;
- Construct state of the art training centre and studios for the film, music, and fine art industries;
- Establish a National and Cultural Tourism Festival;
- Scale up the rebranding of Sierra Leone as an emerging eco-friendly tourism/cultural destination;
- Promote sub-regional tourism and also explore new tourism markets;
- Promote domestic tourism;
- Promote investment through a Public/Private Partnership that will enhance growth and expansion of the tourism industry;
- Demarcate and secure areas with potential for tourism development;
- Liberalise visa access/ visa application process, reduction of aviation costs (tickets).



**IMRPOVING GOVERNANCE**

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### I. MOVING FORWARD OUR JUSTICE SYSTEM AND STRENGTHENING LAW AND ORDER



Since 2007, there have been marked improvements in the delivery of justice in Sierra Leone. These are due to the ongoing reforms, increases in the number of magistrates and judges , creation of the Legal Aid Board, establishment of the Independent Police Complaints Board, strengthening of the Human Rights Commission and Office of the Ombudsman, transformation of the Sierra Leone Prisons into the Sierra Leone Correctional Services , transferring the local courts system from the Ministry of Internal Affairs to the Judiciary of Sierra Leone , development of justice enhancing bail and sentencing guidelines and a general increase in access to justice across the country.

Going forward, the next APC administration will expand access to justice in an affordable, equitable and timely manner. We will:

- Establish clear procedures to ensure an independent, impartial and autonomous Judiciary;
- Ensure the expeditious dispensation of Justice;



- Setup Special Rapid Response Courts that will adjudicate on land issues, small claims and other disputes that otherwise have created bottle-necks in the Legal system;
- Support the work of the Law Reform Commission, the justice sector development programme and other reform institutions, to review our laws;
- Increase support to the Legal Aid Board, to enable it expand access to justice for the poor;
- Wage a war against lawlessness;
- Robustly fight the mentality of ‘Orders from Above’;
- Intensify the fight against corruption and establish special corruption courts;
- Strengthen the Human Rights Commission, Office of the Ombudsman, the National Commission for Democracy and justice and human rights related mechanisms;
- Strengthen and decentralise the independent police complaints Board;
- Promote alternative dispute resolution mechanisms;
- Promote the use of ICT in Court processes.

## II. MOVING FORWARD THE PUBLIC SECTOR

In the last ten years, the APC government greatly transformed and increased the effectiveness of the country’s public service. We designed a National Public Sector Reform Programme; replaced the outdated General Orders with a new Civil Service Code of Conduct, Rules and Regulations; successfully implemented a multi-year pay reform plan (2011-2015) that improved conditions of service of public servants ; carried out Management and Functional Reviews (MFRs) of key MDAs; established new management structures in some ministries including policy, planning and research units; established new cadres of public servants such as procurement officers, human resource officers, budget officers, policy analysts and ICT officers ; and resuscitated the Civil Service Training College (CSTC) .

We will build on these achievements and move forward our vision for a public service with highly trained and experienced personnel capable of supporting the successful implementation of the Government’s agenda in an efficient, timely and result oriented manner. To achieve this, we will:

- Accelerate ongoing retention and performance management programmes with a focus on enhancing efficiency in the Public Service;
- Improve the conditions of service in the public service through a continuation and expansion of the Pay and Performance reforms ;
- Implement policies focused on competitive recruitment , merit based promotion and improving conditions of service;
- Fast track the revitalisation and strengthening of the Civil Service Training College (CSTC) ;
- Provide the necessary opportunities for upgrading the skills of our civil and public servants ;
- Improve and expand the digitalisation of the public sector to enhance performance and accountability;
- Promote and expand the culture of 'Delivery' in the Public Service.

### III. MOVING FORWARD WITH CHIEFDOM GOVERNANCE



In the last ten years, the APC took pragmatic and bold steps to revitalize the institution of Chieftaincy and traditional administration. We developed and enforced the Chieftaincy Act 2009, Chiefdom and Traditional Administration Policy in 2011; replaced colonial staffs with new medallions and staffs for all Paramount Chiefs that reflect their status as traditional rulers of an independent country; reinstituted payment of salaries to Paramount Chiefs and key chiefdom functionaries including Court Clerks and Chiefdom Police; improved chiefdom administration efficiency through de-amalgamation and developed a Code of Ethics and Service Standards for Chiefs nationwide which focuses especially on the role of Chiefs in the informal justice system.

Moving forward, we will deepen chiefdom governance, ensure stronger synergy between chiefdom governance and decentralisation and make our chiefdom administrations more relevant in the delivery of services in their localities. The next APC administration will:

- Maintain the political independence of Paramount Chieftaincy ;
- Sustain the de-amalgamation process and get the 41 separated Chiefdoms effectively functioning;
- De-amalgamate the second batch of chiefdoms on the basis of the threshold already set to qualify chiefdoms for de-amalgamation;
- Ensure the timely election of Paramount Chiefs in accordance with the Chieftaincy Act 2009 for the newly created and existing Chiefdoms;
- Recruit and train required staff including chiefdom police to serve the new Chiefdoms.
- Deliver the necessary services and facilities including primary and secondary schools, health centres, market centres, library, solar street lighting in each of the new chiefdoms;
- Give service delivery responsibilities to the Chiefs and capacitate them to effectively monitor and evaluate service delivery initiatives implemented in their localities;
- Enhance the work of Paramount Chiefs by providing them with vehicles and other facilities;
- Continue to pay salaries of Paramount Chiefs, Chiefdom Clerks, Chiefdom Police and extend this support to cover sub-chiefs, tribal heads and village headmen.

### IV. MOVING FORWARD WITH DECENTRALISATION



In the last ten years, the APC government deepened the decentralisation process. We adopted a comprehensive decentralisation policy which was absent before the enactment of the Local Government Act , 2004 ; devolved far more functions for the provision of basic services to Local Councils which has improved service delivery over time ; increased Government's annual release from the consolidated revenue fund to Local Councils from a paltry 7.5 billion Leones in 2007 to about 61.5 billion Leones in 2011 and over 80 billion Leones in 2014 ; increased the salaries of both the political and professional categories of the officials of the Local Councils by over 100% since January 2016 and introduced the Local Economic Development concept to improve the local economy ;improved inclusive governance and community monitoring interventions.

Going forward, we will continue to deepen decentralisation through more inclusive local planning and decision-making, enhanced fiscal and financial transfers to local councils, enhanced transparency and accountability in local level governance and service delivery, and strengthened service delivery at all levels. The next APC administration under my leadership will:

- Undertake a comprehensive review of the policy, legal and institutional arrangements for increased roll out of the decentralisation process;



- Accelerate the devolution process and ensure that all functions earmarked for transfer to the Local Councils are fully and properly transferred;
- Continue to build the capacities of Local Councils ;
- Strengthen the capacity of Local Councils to prepare and fully implement byelaws;
- Reform the structure of municipal governance by the creation of two new borough councils within the City of Freetown;
- Review all existing Local Council boundaries in accordance with the Local Government Act;
- Allocate a minimum of 15% of government domestic revenues directly to Local Councils and 10% to Local Economic Development (LED) Projects;
- Strengthen local government administration, revenue mobilisation and diversify local governments' revenue sources;
- Increase Local councils' access to financing for development, capital investment and infrastructure ;
- Strengthen the participation of women in the decentralisation process ;
- Expand support for the Local Council Association of Sierra Leone (LOCASL).

## V. MOVING FORWARD WITH OUR DELIVERY SYSTEMS

Since 2008, the APC Government instituted annual performance contracts, sector stock takes, performance budgeting, the President's Delivery Team and other mechanisms to enhance delivery mechanisms within key MDAs and Local Councils. These measures have supported planning, monitoring, self-assessment and delivery of services.

In the next five years, the APC Government will build on these achievements, address remaining challenges and move forward with ensuring that every Sierra Leonean benefits from our interventions. We will:

- Review , revise and implement a stronger central government performance management;
- Strengthen performance contracts with Local Councils and other decentralised structures;



- Ensure that lower level structures like the Ward Committees are given service delivery responsibilities that are budgeted for;
- Build on existing delivery systems and work in greater coordination with our people, local leaders, the private sector and local and international development partners;
- Strengthen engagements with Civil Society in the delivery of services nationwide;
- Capacitate the media as agents for enhancing transparency, accountability, good governance and participatory democracy;
- Ensure proper coordination among Government agencies and our development partners;
- Increase collaboration with the Local Government structures;
- Improve the use of data in planning and implementation ;
- Strengthen the President's Delivery Team and set- up sector delivery teams to facilitate the delivery of flagship projects ;
- Further embed delivery systems and processes in government;
- Create a research institute for independent public feedback to government for further action and redress.

## VI. MOVING FORWARD WITH OUR SECURITY SECTOR

In the last ten years, the APC government made significant investments in reforming the sector,, overcoming post-war security challenges and expanding access to security related services across the country. We introduced Local Needs Policing (LNP); rehabilitated security infrastructure; decentralised security structures; improved our naval, military and public order capabilities; enhanced regional security cooperation at both the MRU and ECOWAS; and strengthened the capacity of Sierra Leone's military and police to participate in international peacekeeping missions.

In the next five years, we will move forward with these achievements by continuing to prioritise security as a key pillar in promoting peace, stability and development. We will:

- Enhance public order, safety and security through police accountability, responsiveness to citizens, capacity building and modernisation;
- Enhance the implementation of the Correctional Services Act of 2014;

- Strengthen the Office of National Security;
- Enhance the protection and promotion of human rights;
- Introduce and implement inclusive and integrated community based security approaches to promote peace and security within local communities ;
- Further decentralise and strengthen security structures ;
- Improve salaries and condition of service for security personnel:
- Construct barracks for the military, police and Sierra Leone Correctional Service;
- Facilitate loan schemes to wives of state security force;
- Strengthen military , police and correctional service personnel to continue contributing to the promotion of peace and security in the region through participating in international peacekeeping missions ;
- Strengthen security in Border communities.

## VII. MOVING FORWARD WITH OUR FOREIGN POLICY

The APC government designed and implemented a foreign service transformation strategy ; re-oriented our foreign policy towards economic diplomacy; expanded Sierra Leone's diplomatic presence across the world through opening of embassies in strategic geographical locations ; promoted the country's leadership of continent-wide initiatives including reform of the United Nations ; promoted peace and democracy in several African countries; increased multi-lateral cooperation through ratification of record numbers of international agreements ; strengthened bi-lateral diplomatic , economic and technical cooperation with several countries across the world and increased Sierra Leone's visibility in the international arena through experienced interventions of President Dr. Ernest Bai Koroma and erstwhile former Foreign Affairs Minister Dr. Samura Kamara .

In the next five years, we will build on these achievements and move forward with further strengthening our multilateral and bilateral relations, economic diplomacy, strategic leadership of African initiatives and expanding our diplomatic presence. We will:

- Enhance our military and police participation in peacekeeping operations;
- Ratify more international agreements, protocols and conventions and ensure the effective implementation of such international agreement, protocols and conventions;

- Strengthen sub- Regional and Regional integration through MRU and ECOWAS;
- Scale up advocacy for the Common African Position on the Security Council Reform as enunciated by the Ezulwini Consensus and the Sirte Declaration through the African Union Committee of ten members (C-10);
- Continue to support the Paris Agreement, and ensure the effective implementation of its provisions in Sierra Leone;
- Rationalise Sierra Leone's memberships in international organisations;
- Promote Sierra Leone's core values of religious tolerance around the world.

# A READY TEAM.





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