

SIERRA LEONE PEOPLE'S PARTY



MANIFESTO 2012

***A NEW DIRECTION FOR A BETTER SIERRA LEONE
(SIERRA LEONE FIRST)
MAIN DOCUMENT***



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SIERRA LEONE PEOPLE'S PARTY



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FOREWORD

Introducing this Manifesto on behalf of the great Sierra Leone People's Party (SLPP) humbles me. But it is also one of the proudest moments of my life. I am humbled that I have been chosen to bear the flag for our Party into the 2012 Presidential elections. It is such an honour, it makes me glow with pride. I thank the entire membership of the Party for the honour. God willing, and with your support, I will deliver.

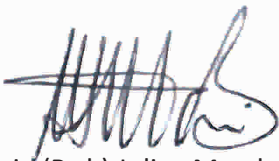
My vision for this country is to have a united, peaceful, progressive and happy nation where the people have access to jobs, food, education and health care services, and where there is justice and equal opportunity for all.

The 2012 Presidential, Parliamentary and Local Council elections are upon us at last, thank God. We pray that they will be peaceful, fair, transparent, and free of intimidation and violence. The world is watching. To the people of Sierra Leone, it is time to decide and choose. Most of you have decided already. I hope the choice you make will be informed by your hopes and aspirations for a truly great Sierra Leone that knows no tribal or regional boundaries; a Sierra Leone that is compassionate and believes in social justice. That is the kind of Sierra Leone that my New Direction will deliver. Sierra Leone deserves a structured hierarchy of economic and social priorities that accords every Sierra Leonean the opportunity to grow and live a decent, peaceful, and comfortable life. My New Direction will be pro-Sierra Leone, pro-Sierra Leoneans. This Manifesto lays out my plans for investing in human capital, improving the infrastructure, the economy and governance.

You remember that the APC promised that there would be no sacred cows. We saw sacrificial lambs. They promised to run the country like a business, and they did indeed. Sierra Leone does not deserve a leadership or government that puts injustice at the high table and forces justice out through the backdoor. Any leadership that frowns at political tolerance is a threat to good governance and democracy. The New Direction will cushion Sierra Leoneans against these anti-social, anti-human practices.

To those of my compatriots who have still not made up your minds, I urge you to please think again, and think hard. Many of you have lost faith in politics and politicians. That is understandable. There have been too many undelivered promises. But remember also that you do have a moral responsibility to Sierra Leone. Earn the right to criticize. Please vote. Vote for the Party, the SLPP. The SLPP introduced democratic pluralism. On their part, the APC introduced and perpetrated a one-party dictatorship that plunged our country into one of Africa's most de-humanizing wars. We ended that war. We will also have the burden of steering the country back to respectable democratic practices and paying back those huge debts they have accumulated. The APC has been divisive, we will unify. They have been destructive, we will be creative. But as always, we are up to the task.

This Manifesto is the New Direction for Sierra Leone. I implore you to give us the mandate to move this country forward.



Brig (Rtd.) Julius Maada Bio
SLPP Presidential Candidate for 2012

INTRODUCTION

This manifesto outlines the Sierra Leone People's Party's approach to regenerating Sierra Leone's battered economy, uniting our people, improving their quality of life, and promoting good governance. The policies and programmes that will guide the process are also introduced. Our Party, the SLPP, offers one hope to Sierra Leoneans at home and abroad-the hope that there is an organised body of citizens from all over the country who are willing to put Sierra Leone and Sierra Leoneans First in the management and development of our dear country.

Governance under the SLPP will be in a New Direction. Putting Sierra Leone First is the core principle of the New Direction for state management and will underpin everything our administration does in the next five years.

Proud of our record

The SLPP's philosophy of a unified Sierra Leone is enshrined in its motto of 'One Country, One People'. We are proud of our party's democratic credentials and the role we have played since independence to foster national unity and develop our nation. The challenge that confronted the SLPP Government in the immediate aftermath of the rebel war, which it ended, was how to reconstruct and transform Sierra Leone into a united, open, progressive, competitive and transparent country, able to resume its rightful position in the New World Order. The government consolidated the peace, restored state authority, and repositioned the post-war state for decentralized service delivery throughout Sierra Leone. From 2002 to 2007 we established major democratic institutions and created an environment for growth, civil liberty and law and order. Infrastructural development was well in progress. Some major trunk roads were completed and others were at an advanced stage of construction. Funds were also secured for yet some more. The major Bumbuna Hydroelectric Project was over 90% complete. We also made some significant improvements in many areas of human development, especially in the field of education. Indeed our record speaks for itself.

The APC's misdeeds

Since 2007 however, the foundation laid by the post-war SLPP leadership has been completely undermined, and the numerous gains made completely reversed. This is seen in all spheres of national life. National unity is severely threatened and the democratic institutions installed in the immediate post-war years politicized. Under the APC Government Sierra Leone has become a highly polarized society. The politicization of State institutions such as the police and the judiciary has undermined the justice system and compromised the rule of law. The APC Government comprises people who use the instruments of the state to enrich themselves and their cronies, excluding everybody else. They practise the politics of exclusion. The management of our economy has seen the intrusion of politics into most spheres of activities to the extent that politics and economics have become inseparable. Perhaps the greatest failing of the APC is the mortgaging of our natural resources for pittance. The mining and oil and gas sectors in particular have been dominated by shady agreements and contracts that have received criticism locally and internationally. The management of our economy has never been as bad as it is under the APC. Fiscal indiscipline is palpable and rampant, and the country's indebtedness has spiraled out of control. Galloping inflation and high prices have meant that

many of our people now live in penury. The high expectation people had five years ago has been dampened by this sad state of affairs. Despite its failings, the APC's propaganda machine would like the populace to believe that significant gains have been made in many areas, especially in the infrastructure arena. The real truth though is that many of these projects have been done without much planning, with non transparent procurement practices, and at unduly high costs. Indeed, the APC favours symbolism over substance.

The New Direction

The people of Sierra Leone deserve better. That is why we are now asking you to join us in moving in a "New Direction". In the "New Direction" with our flag bearer Brigadier Julius Maada Bio and his deputy Dr Kadi Sesay at the helm of affairs, we will work assiduously towards the attainment of "A Better Sierra Leone".

Conditions for success

In this manifesto, we are mindful of the fact that certain issues are overriding and are at the core of whatever choices we make for moving the nation forward. We consider Accountability to be paramount in our actions and we will take strong measures to curb corruption. To deal with the deeply ingrained problems in our society requires addressing a host of systemic issues which are outlined in this manifesto. We will also ensure that women's needs are taken on board in all decisions we make. Women constitute 51% of our population, but continue to be a disadvantaged group. It is imperative that our administration empowers our women economically and gives them a voice to advocate for themselves and participate in decision-making processes. Human Rights, the Rule of Law and Rights-Based Governance are at the centerpiece of our manifesto. In line with our motto of "one country one people" we will ensure national cohesion and make decisions based on the national interests of Sierra Leoneans as a whole and will eschew any policies or actions that bring division. As a party, we are fully mindful of the fact that no country can develop well without a vibrant private sector. Sierra Leoneans will be empowered to participate in this vibrant private sector. A healthy economy is absolutely essential in meeting the huge requirements of our human development needs. With a considerable part of recurrent expenditure funded by donors, things are bound to stay the same unless we make a bold effort to build an economy that produces jobs and prosperity.

The SLPP is not only concerned about reforming policies, legislation and regulations, but also reforming various institutions dealing with policy implementation in order to be able to meet the overall objectives of any reform. State effectiveness and institution building, especially of the key Ministries, Departments and Agencies (MDAs), are absolutely necessary. Above everything else, political will is very important if we are to achieve our objectives. Our leadership is absolutely resolute in this respect.

We also recognise that the development needs of the vast majority of our people living in rural areas are intertwined. We will therefore adopt an Integrated Rural Development approach.

The Manifesto

For the country to move forward we must address the binding constraints. Step by step this manifesto proposes a range of solutions to the countless odds facing the country. This is the full version of the manifesto and covers the major areas in governance, infrastructure, human ately

development and the economy. It is deliberately meant to give a full picture of what we will do in all areas. The manifesto is further split into fourteen logical sub-thematic areas, each of which has appropriate subsections to provide clarity for the reader. It clearly outlines the steps we will take as a government and contrasts our planned actions with the failed policies of the APC, which we have analysed in the document. We will ensure that the conditions for success listed above are realized. We also have a short version that outlines our priority areas and accentuates certain bold steps that we will take in forging this country in a new direction.

Capacity to perform

The experience and calibre of the Party's membership makes it uniquely capable, more than any other party in Sierra Leone, to implement the programmes outlined in this manifesto and to push the boundaries of success in Sierra Leone. We will work as a team to achieve these laudable objectives for the entire nation as we are all "One People in One Country".

HUMAN DEVELOPMENT
Investing in People and Unlocking Potentials



PART 1

EMPOWERING OUR YOUTH, WOMEN AND THE DISADVANTAGED

Development is about people and by the people. The topmost priority in the New Direction will be developing the human capital. In the New Direction, the SLPP will consider human development as both a means and an end to the development process. This will require investing in youth, women, children and the disadvantaged groups.

1.1 Empowering our Youth

Overcoming the Challenges

Sierra Leone's population is mostly youthful. Youth (persons 15-35 years) account for about 33% of the country's population and represent about 63% of the economically active population of which 67% are unemployed.

Our youth are untrained and lack the skills required in the job market. The rural youth who are mostly farmers face serious challenges ranging from inputs, financing and technology. The urban youth comprising early school leavers and illiterate youth are mostly engaged in artisan and small scale business activities. Like their rural counterparts, the main challenge facing them is the lack of capital. Graduate unemployment is also on the increase. A large number of our graduates from the universities and other tertiary institutions cannot find jobs because of low level investment in job creation and the mismatch between areas of study and job requirements.

Music and the Performing Arts as well as sports have also been attractive to our youth. They however face the challenges of limited capital, inadequate technology and skills to actualize their career goals.

Overcoming youth unemployment shall be at the centre of our fight against poverty and our efforts at consolidating peace.

APC's Failures

In 2007, the APC inherited a national Youth Employment Policy, a national Youth Employment Scheme (YES), and chiefdom and district youth councils. They however failed to review the existing policy and prematurely terminated the YES without an alternative. Although a National Youth Commission has been established, very little has been done to provide jobs for our unemployed youth.

Construction and mining companies create casual and low paid jobs. Youth do not benefit from sustained and high paid jobs because they are generally unskilled. Government has done very little to tackle the serious problem of graduate unemployment. Youths have coped through resorting to thieving, drug abuse and relying on hand-outs from politicians.

The New Direction

The youth problem will not only receive topmost priority, it will be viewed as a human development and security challenge. It is also our view that stimulating job creation requires a holistic approach, not the lip service or partial and piecemeal strategies we now witness. Our approach will be integrated and coherent.

Overall, the specific actions in the New Direction will include the following:

- Provide technical skills to youth in areas relevant for the Sierra Leonean Job market. The strategies for achieving this will entail the following:
 - Revisiting the policy and legislative framework for youth training and employment
 - Establishing a National Commission for Technical and Vocational Education;
 - Establishing and equipping modern technical institutes in all district headquarter towns to train middle level manpower
 - Establishing non-farm technical training centres in every chiefdom for our rural youth
 - Establishing apprenticeship schemes for the informal sector across the country
 - Establishing career counseling centres for youth in various districts
- Establish a National Youth Service Scheme and promote internships to enhance the capacities of graduates to enable them compete effectively for jobs in the labour market and promote regional integration.
- Establish a special Youth Empowerment Fund to provide for youth capacity building and support their entrepreneurial efforts. Promote youth engagement in agriculture through the provision of direct support in the form of finance, market information, technology and technical advice to youth (including agricultural graduates) to engage in commercial agriculture and agro-processing activities.
- Promote Music and the Performing Arts through the enforcement of copyrights laws, formulating policies and standards, providing training in music, film and video production, establishing an Arts Gallery and Theatre for Performing Arts and enhancing the image of Sierra Leonean music and musicians nationally and internationally and maintaining good business ethics.
- Increase investment in housing and public works to create jobs for youth through:
 - Training of youths in the use of local materials and the use of appropriate technology for housing construction
 - Designing and implementing a national programme for housing and urban renewal programme in all local councils for the improvement of roads, drainages, bridges, general sanitation and poor environmental management for job creation
- Promote Sports through:
 - Increasing budgetary allocation to all sporting activities, in particular football, athletics, cricket, volley ball and basket ball
 - Establishing a Sports Development Fund that will be financed from various sources, including corporate establishments and international sporting

organizations and Government

- Developing and implementing a comprehensive capacity building programme for all sporting disciplines
- Establishing sports academies and providing facilities for sports development and recreation around the country
- Developing the administrative, technical and support services for sports

1.2. Empowering our Women

Overcoming the Challenges

Women account for about 51% of the population. The economic, social, cultural and political status of women in society has been identified as a major determinant of the poverty status of a country. Recognition of women's roles and their empowerment is critical to poverty reduction at the household level and to the overall development of the nation.

Women face major challenges in their communities, in accessing justice, social and economic opportunities, and seeking overall advancement. Specifically, the challenges of women include (a) gender-based violence, (b) barriers to women's economic empowerment, especially in terms of access to markets, training, finance, infrastructure, technology, education, counseling and entrepreneurship development, (c) exploitative or hazardous forms of the livelihood of poor, unskilled women and girls, especially commercial sex workers, (d) inadequate sensitisation and education on gender and development issues and (e) low political participation as a result socio-cultural factors, education, the legal and policy environment, and economic factors.

Despite the importance of gender, there is low expertise in the field of gender in the country and lack of appropriate gender disaggregated data for planning and monitoring. In addition, gender is perceived as a welfare issue instead of an economic empowerment issue. There is also need to domesticate and implement international instruments.

APC's Failures

The last SLPP government made efforts to enact laws and develop policies for the empowerment and development of women. Some of these were the Domestic Violence Act, (2005); the Devolution of Estate Act, (2007) and the Customary Marriage and Divorce Act, (2007). In addition, two gender policies: the Gender Mainstreaming Policy and the Policy for the Advancement of Women were developed. Little has been achieved in terms of the implementation of these laws and policies. The current Government lacks the political will to support their effective implementation.

Despite several promises made by the current President to grant a 30% quota to women in elective and appointment positions, this government has failed to pass into law the 30% Quota Bill which would have created the framework for increased female participation in politics.

The New Direction

In the New Direction, we will promote gender equality, equity, empowerment, and the protection of the rights of women either as mainstreamed interventions, or as stand-alone initiatives. Our specific actions will be to:

- Provide training and educational opportunities for our women
- Establish a Women's Development Fund to support female entrepreneurs
- Promote women in agriculture through direct support to them for large scale farming and agro-processing activities; providing market information about local and export markets and facilitate the exporting of farm products; providing improved facilities for fish processing and poultry, and promoting female access to land and other strategic resources
- Enhance female access to modern energy by investing in rural electrification, clean cooking fuel and household energy needs
- Provide opportunities for women to pursue non-traditional subjects such as engineering, mathematics, sciences and medicine
- Establish a National Commission for Gender Affairs to develop, coordinate, monitor and support the implementation of gender laws and policies
- Improve expertise in the field of gender by supporting training programmes for gender in institutions
- Domesticate and implement national and international instruments
- Increase the chances of women in politics through:
 - Amending the 1991 Constitution of Sierra Leone with a view to increasing the chances of women to participate in politics
 - Reviewing and enacting the minimum 30% Quota Bill which creates the chance for women to hold 30% of positions in elective office and appointment positions.
 - Providing training and funding for female candidates for public elections.

1.3 Protecting our Children

Overcoming the Challenges

The SLPP Government recognises that childhood is a one-time opportunity for physical, mental, emotional and social development. The war devastated the lives of a high proportion of our children. They were perpetrators and victims of violence. They suffered from separation and displacement. Investing in children is therefore a priority and not a choice.

The child is most susceptible to disease and death. Good care for children in their formative years determines the development of a child into a mature and capable individual. Therefore, protection from disease through immunisation, good hygiene, treatment of major illness and nutritious feeding and home care are critical for child development.

The Child Rights Act 2007 expressly prohibits child marriage. Yet, among the 15-19 year olds, 8% are married before age 15, and 43.7% are married before they are 18 years old.

Teenage pregnancy is a serious threat to the development of the girl child. About 7% of girls between 15 and 19 years give birth to a child before the age of 18 years.

Child labour, including trafficking and forced labour, are among common child abuse practices. The forced recruitment of children in armed conflict, child prostitution and pornography, illicit activities and work that harms the health and safety of a child are other forms of child abuse that are pervasive. About 50% of children aged 5-14 years are subjected to child labour.

Good parental care is good for child development. About 22% of Sierra Leone children aged 0-17 years do not live with a biological parent. These children often do not attend school, are involved in child labour, are vulnerable to physical and sexual abuse and miss out on good health and protective services.

APC's Failures

The last SLPP Government enacted the Child Rights Act, 2007. The Act requires the setting up of institutions for its implementation. This current APC Government failed to adopt a Child-First approach to development and therefore failed to set up structures to implement the provisions of the Act.

There are hundreds of children in the streets eking out their living through resorting to petty thieving, sleeping in public places and carrying out domestic chores for basic food and money. Child rights are abused with impunity and there is no effective mechanism for monitoring compliance with the law.

The New Direction

In the New Direction, the next SLPP Government will ensure a Child-First approach for the survival, protection and development of children, including disabled and vulnerable children. Specifically, the next SLPP administration will

- Develop a comprehensive national policy for the protection of vulnerable children and strengthen institutions dealing with Child Rights issues
- Provide home caring services for Orphans and Vulnerable Children (OVC) through community re-integration, foster parenting, residential care and other home care services
- Encourage private institutions providing protective services to disadvantaged children through special incentives
- Strengthen the Family Support Unit (FSU) of the Sierra Leone Police

1.4 Protecting our Physically Challenged and our Aged

Overcoming the Challenges

The most disadvantaged group in Sierra Leone is the physically challenged. About 1.1% of the population is physically challenged. This includes mainly the blind, deaf, polio persons and amputees.

The major challenges the physically challenged persons face include limited access to food, shelter, clothing, jobs, education and health care. They also face the problem of negative public attitude towards them in many instances. Their coping strategies include begging to earn income and sleeping in public places. They are also marginalised in public life.

The aged are another disadvantaged group. In Sierra Leone, where social security is weak, the aged are generally cared for by the children. With a drop in real income and growing hardship, very little is provided for them. They too can be seen on the streets begging for basic survival.

APC's Failures

The APC has failed to address the plights of physically challenged persons. Although the last Parliament enacted the Disability Bill, no concrete action was taken by this Government to provide basic services to the disabled, or even implement the provisions of the Act. To date, the basic structures for implementing the Act are not in place.

Conditions in major institutions such as the School for the Blind have worsened. In 2007, the APC inherited from the last SLPP administration, a Social Safety Programme that provided cash assistance to the vulnerable aged. The APC misappropriated the residual funds, politicized the management and abandoned the Programme.

The New Direction

In the New Direction, the SLPP will

- Make functional the Commission for Disability
- Adopt and implement the Social Protection Policy
- Provide free education for the disabled at primary, secondary and tertiary levels
- Provide free health care for the disabled at all levels
- Assist the physically challenged to access accommodation
- Encourage non-state actors to support the physically challenged
- Re-introduce and expand the Social Safety Net Programme introduced by the last SLPP administration but abandoned by the APC

1.5 Protecting and Empowering our Workers

Overcoming the Challenges

The most valuable asset of any nation is its workforce. A nation needs a workforce that is well motivated for the transformation of the natural resources to wealth. Overall our conditions of service are amongst the worst in the sub-region. Employment laws and regulations are not only weak but their implementation is also undermined. The institutional framework for the issuing of work permits exposes our potential workforce to unhealthy competition from other nationals who are usually put on better terms and conditions.

The enforcement of our labour laws is weak. For instance, the provision that firms should only resort to foreign workers in the absence of qualified Sierra Leoneans is undermined with

impunity. Most big industrial companies do not have medical and health insurance policies and where they exist they are of the barest standards.

Core labour standards comprising the series of rules and principles regarding the minimum standards recognised internationally for treating workers have been violated. These labour standards are fundamental principles that protect basic human rights of the workforce.

APC's Failures

Minimum wage has not only been low, but incomparable to living standards. In the past five years, the APC has failed to enact or enforce the necessary laws and policies or respect international standards to overcome most of these challenges. There are hundreds of foreigners in positions that can otherwise be filled by Sierra Leoneans. Illegal dismissals without benefits are common.

The pension scheme, National Social Security and Insurance Trust (NASSIT) which the last SLPP administration set up is facing serious threats. The misuse of the pension fund, non-payment of contributions by both government and private employers, wrong investment decisions of the pension fund, non-reporting of dividends (if any) from investment of the pension fund and the politicisation and poor leadership of the Trust are now the norm.

The New Direction

In the new Direction, the next SLPP Government will adopt a Sierra Leonean First Policy wherein the interest of Sierra Leoneans will be first. The next SLPP Government will:

- Review existing mechanisms issuing and enforcing work permits with a view to creating opportunities for Sierra Leoneans to hold positions for which they are qualified and make the monitoring of people issued work permits more effective
- Review all laws, regulations and agreements to ensure that apart from statutory social security benefits, employers have in place medical and insurance policies consistent with international best practice.
- Train Sierra Leoneans either by way of a buddy system, having them as counterparts or other alternatives that ensure that skills transfer is enhanced.
- Include in agreements with foreign firms the requirement to fund critical skills
- Domesticise (where necessary) and enforce core labour standards adopted by the International Labour Organisation (ILO)
- Establish a Minimum Wage Board comprising Government agencies and private agencies with the primary responsibility of setting minimum wage at regular intervals
- Capacitate the Ministry of Labour to enable it monitor and enforce the labour laws, policies and regulations effectively
- Conduct a comprehensive systems audit that will entail financial, procurement, technical and management audits and an audit of all its investments with a view to restructuring NASSIT and making it more effective and efficient
- Review the NASSIT Act and restructure the institution

PART 2

2.1 IMPROVING EDUCATION

Investing in quality education - primary, secondary, and post secondary will help turn Sierra Leone's natural and mineral resources into sustainable development. It is a well known fact that all around the world; education is considered the key to individual, community and national development. No nation develops beyond its level of education, the quality of its education service providers, and the effectiveness and efficiency of its education service delivery system. Education helps lift people out of poverty, and creates vast new opportunities to reduce unfair income distribution and increase choices. It creates awareness and helps to sustain democracy and peace.

Overcoming the Challenges

The SLPP affirms its belief in Education as a RIGHT for all citizens. It should therefore be affordable, accessible and available to all, while at the same time being responsive and relevant to the needs of our society and of individuals.

In spite of the fact that Sierra Leone has a long history of education, only 2 out of every 5 Sierra Leoneans can read and write. At least 25% of school-going children are out of school. School attendance and completion rates, particularly among girls, are low.

The critical challenges in our education sector include limited access to education, limited learning and teaching materials, unfriendly working conditions and environment, low morale and productivity of teachers, limited technical and vocational training facilities, high level of illiteracy and low functional education, gender disparity in favour of males, little focus on early childhood education, and a near neglect of higher education. All of these mean poor pass rates in public examinations and poor quality education generally. This is obviously very disturbing and worrying.

Higher education has faced serious challenges which include political interference, unproductive structural organisations, skewed governance, accountability, and a significant drop in standards. So much has to be done in this area.

APC's Failures

For the APC, education is not a right but a privilege, and is therefore not a priority. This APC Government's efforts to improve education have largely been on hunting down ghost teachers. The Government set up the Gbamanja Commission in 2009 to investigate the causes for the poor performance of students in public examinations. Government subsequently issued a White Paper which accepted practically all of the Commission's recommendations. By this act, they demonstrated little or no appreciation of the attendant consequences of some of these recommendations. Early childhood education for instance has been slapped on to the back of a new 6-3-4-4 system which now replaces the 6-3-3-4. This has been done without giving due attention to critical challenges of staffing, training and infrastructure. Mere change for the sake of change is never the answer. The 6-3-4-4 does not really address the problems of poor teaching and learning, overcrowded classrooms and the double shift system. Trained and qualified teachers are in short supply and are unhappy, learning materials are inadequate, and

the overall performance of students in public examinations still remains poor. The Inspectorate Division which is the quality control unit of the Ministry of Education is all but empty because of APC's witch hunting. Five years on, they are yet to fill the many vacancies they created.

Similarly so, the Education Management Information System (EMIS) is virtually non-functional at headquarters in New England and is absent in all district offices. At the higher level, even university appointments have been politicised. Qualified and competent persons have been refused appointments because they support the opposition parties. At Fourah Bay College, the hostels have remained closed and unused for over two years because of poor conditions and examinations were deferred because of lack of paper.

Students and their political activities also catch the eye of the APC. Those students perceived not to be supporting the APC have been punished. Consequently, students have been deprived of the opportunity to associate and comment on national issues.

The New Direction

SLPP considers education as a right not a privilege. ***In the New Direction, the SLPP will abandon the 6-3-4-4 and revert to the 6-3-3-4 system of education.*** In addition, the SLPP will

- Raise the morale and productivity of our teachers. To this end, a Presidential Initiative for teachers will be launched. The Initiative will ensure that matters relating to teachers are treated with utmost importance. Other specific actions will include the following.
 - Reviewing the functions and making functional the Teachers Service Commission with a view to creating opportunities for teachers to have a career path
 - Developing a special incentive scheme for science teachers and teachers in remote areas
 - Introducing THE BEST TEACHER award for the most innovative, ingenious and dedicated teachers at national and district levels
 - Building additional staff quarters and embarking on long-term housing scheme for teachers
- Promote technical and vocational education. This will entail:
 - Establishing and refurbishing technical and vocational education in all district headquarter towns
 - Establishing technical and vocational centres in all chiefdoms that would provide training in areas relevant for the rural sector such as hand-pump repairs, bicycle, motorcycle(okada) and vehicle repairs, fabrication and maintenance of agricultural tools and equipment
 - Encourage Public-Private Partnership for the development of technical and vocational education
- Establish Adult and Functional Literacy Programmes in all Chiefdoms and Urban Towns. This will entail:
 - Establishing in all chiefdoms at least one adult and functional literacy centre
 - Providing assistance to adult and functional literacy centres established by private individuals and agencies

- Increase access and affordability to pre-primary, primary and secondary education. This will entail:
 - Establishing at least one primary school in every administrative section in every district, at least a Junior Secondary in every administrative chiefdom and at least a Senior Secondary School equipped with a science laboratory in every constituency
 - Introducing free and compulsory education at pre-primary, primary and secondary level for all
 - Constructing a student hostel for pupils attending different schools in every district headquarter town and support schools with boarding facilities
 - Introducing feeding programmes in all pre-schools and primary schools.
 - Constructing additional classrooms and schools in populated communities.
 - Eliminating the double shift school system in 3 years
 - Increasing daily learning hours in every school
 - Re-introducing a school bus system in urban areas to enable children attend schools
 - Building the capacity of School Management Committees (SMC) through regular training and providing incentives for their contribution to school management
 - De-politicising the Board of Governors of schools, redefining their roles, and introducing a compulsory reporting requirement for a Boards
- Provide free education for all girls at primary, junior and senior secondary school levels and also for girls pursuing science courses and training in the medical disciplines in tertiary institutions and the universities
- Promote Early Childhood Education and Care (ECEC). This will entail mainstreaming nursery and kindergarten education into the national education system, training of teachers and encouraging the private sector to participate in providing nursery and kindergarten education.
- Improve Higher Education through the following:
 - Establishing a separate Ministry of Higher Education (covering technical and vocational education, teacher training, and the universities)
 - Reviewing all statutes relating to higher education
 - Establishing a university system that employs its own leadership as chancellors with distinguished and proven records of higher education leadership, significant international clout and contacts (funding and research networks), and who are reform-minded. In the New Direction, the President will not be the Chancellor of the University.
 - Encouraging judicious internal resource allocation and management
 - Encouraging internal initiatives to keep faculties well-compensated, motivated, productive, and accountable
 - Modernising the curriculum in terms of content, delivery and impact
 - Reviewing current funding levels and sources
 - Establishing and strengthening Research and Development in the universities.

- Provide sponsorship to students to access higher education through the effective management of the Grants-in-Aid policy and the introduction of Students Loan Scheme.
- Establish Schools of Excellence for Science and Technology education in all four (4) regions.
- Strengthen school monitoring and supervision through capacity building in the Inspectorate Division of the Ministry, School Management Committees and de-politicise the activities of Boards of Governors in schools
- Promote Inclusive Education through improving facilities and free education for the physically challenged.
- Respect and support the autonomy of the National Union of Students (NUSS).
- Establish functional district libraries equipped with computers and promote mobile library services.

PART 3

IMPROVING HEALTH AND SANITATION

Sierra Leone's health care system is characterised by high levels of communicable diseases, frequent shortages of essential medicines, shortage of healthcare providers and an organizational structure ill fitted to deal with the critical and worsening health challenges.

Overcoming the Challenges

Overall, the health situation in Sierra Leone is deplorable and unacceptable. Life expectancy is 47 years, infant mortality rate is estimated at 89 per 1,000 live births, under-five mortality rate is 185 per 1,000 live births and the maternal mortality ratio is 857 per 100,000 live births

A majority of the causes of illnesses in Sierra Leone are preventable with most deaths attributable to malaria, nutritional deficiencies, pneumonia, anaemia, tuberculosis and now HIV/AIDs. Diarrhea diseases and acute respiratory infections are also major causes of outpatient attendance and illness in the country.

Availability of clean water and safe sanitation are contributing factor affecting the health status of the population. Almost half of the population have no access to safe drinking water, and only 13% have access to improved non-shared sanitation facilities. The situation is worse in rural areas than in urban communities, with rural communities having 34% of safe water access compared to 84% for urban communities.

The main challenges in the health sector cover inadequate health facilities. At least 25% of the population do not have access to a health facility within 5 mile radius. The few health facilities are ill equipped, lack drugs and medical supplies and often a time do not have adequate health workers. The trained and qualified health workers are unequally distributed in favour of Freetown. Due to the poor conditions of service, the trained health workers are not retained in the clinics. Many seek other jobs in the private sector or travel overseas for greener pastures. Financing health care services and procurement and distribution of drugs are other challenges in the health sector.

APC's Failures

Although the effort of the APC for launching the Free Health Care has been lauded, the outcome indicators show no improvement in the health status of a child. According to a Unicef international report, "***Committing to Child Survival – A promise Renewed 2011***" the under-five mortality rate rose from 140 per 1,000 births in 2008 to 185 per 1,000 in 2011, putting Sierra Leone at the bottom of the child survival league table.

Besides, leakages in the procurement and distribution of drugs, inadequate and irregular drug supplies, limited staffing and distances to treatment centres limit the efficacy and impact of the Free Health Care system. Also, salary increases for staff in the Free Health Care system are currently funded by donors. The APC lacks any mechanism to sustain the initiative.

Also, very little has been done to fight other communicable diseases. Poor environmental sanitation recently caused the deadly cholera outbreak which killed at least 250 people.

The New Direction

In recognition of the crucial state of the current health services provision in Sierra Leone, in the New Direction, the SLPP Government will take the bold step of formulating and implementing a universal health insurance scheme that caters for the whole population. This will entail the setting up of a Fund to be managed by a supervisory agency. This scheme will cover primary and secondary (District hospital) services. The formally employed will contribute towards a compulsory scheme (like the NASSIT scheme with employer and employee contributions). The vulnerable including minors and disabled will not make payments to the scheme but the rest of the population will contribute towards an annual premium. Additional funds will be obtained by reallocating health expenditure, part of the GST and other funds and from donor contributions. This will be gradually implemented over a four year period. The current free health care scheme will be gradually expanded to include all children less than 18 years within a two-year period.

The SLPP Government will also increase Government budgetary allocation to health from the current levels to at least 15% of the national budget in accordance with the Abuja Declaration, and ensure actual release and utilization of budget funds.

In addition to this scheme, the SLPP Government in the New Direction will:

- Improve Human Resource Management through strengthening and making functional the Health Service Commission and developing a comprehensive Human Development Plan.
- Improve conditions for all health workers to enhance retention and provide a better incentive scheme for those in remote areas
- Develop an incentive scheme to retain locally trained doctors and attract medical professionals including from abroad
- Strengthen disease prevention and control. Specifically, the strategies will include:
 - Increasing health sector budgetary allocation to disease prevention and control programmes, particularly malaria control programmes
 - Expanding and intensifying campaigns against diseases
 - Promoting good hygiene practices
 - Increasing supply of bed nets to households
 - Improving water and sanitation facilities
 - Scaling up effective interventions for the prevention and management of Malaria, TB, HIV and AIDS.
 - Invigorating appropriate Environmental Sanitation and Nutrition Service programmes
 - Encouraging local councils to privatize garbage collection and the cleaning of Freetown and provincial townships
 - Introducing recycling and incinerator facilities and encouraging waste to energy conversion projects
 - Encouraging local councils to re-introduce Sanitary Inspectors under the supervision of the local councils
- Improve the delivery of health services. Specifically, the actions will include:
 - Introducing a Nationwide Ambulance Service to be managed by the local councils through Public-Private and NGO partnerships.
 - Establishing a centre of excellence for diagnostics and treatment at a strategic location in the country
 - Improving facilities in at least one Community Health Centre in every chiefdom to serve as the main service delivery point in the community
 - Strengthening facilities for maintenance units at all levels

- Continuing to provide services for Sexual Reproductive and Child Health, Family Planning and Adolescent health, and communicable and non-communicable diseases for each level of health care
- Establishing Blood Transfusion units in all district hospitals
- Promoting tele-medicine for better health care delivery
- Provide drugs and medical supplies regularly to all health facilities through improved procurement and distribution system
- Review policy on traditional medicine with a view to increasing its contribution towards the provision of health services.
- Improve Leadership and Governance in the Health Sector. Specifically, the actions will include:
 - Reviewing the National Health Policy
 - Developing Policy for Public-Private-Partnership in the health sector
 - Strengthening NGO/Donor Coordination to make them more accountable to Government. At the beginning of each year they are expected to indicate their expected outputs, which would be verified at the end of the year.
 - Strengthening professional and regulatory bodies such as the Medical and Dental Association to make them become more functional and provide them subventions for relevant staff and logistics;; the receipt of which will be based on acceptable annual reports
- Improve Health Information System (HIS) for successful health sector planning and programme design
 - Strengthening HIS to support informed strategic decision-making by providing quality data at all levels of the health system in planning and managing the health services; monitoring disease trends and control epidemics; and providing periodic evaluation towards agreed targets

INFRASTRUCTURE

Providing the Building Blocks for Development



PART 4

INCREASING ACCESS TO AFFORDABLE ENERGY AND WATER SUPPLY

Improving infrastructure is an imperative for any meaningful development and poverty reduction. Development of infrastructure facilitates growth and promotes human development. Investments require regular and reliable electricity. Access to safe drinking water promotes good health and reduces mortality rates.

4.1 Improving Energy

Overcoming the Challenges

Access to electricity and water supply is a prerequisite for achieving development goals. The role that energy plays in the alleviation of poverty and in economic development is well known. Sierra Leone should ensure the provision of modern energy services for increased productivity, wealth creation and an improved quality of life.

Electricity generation, estimated at less than 100 MW falls drastically short of the estimated power requirements, which range from 300 MW to 500 MW for the country. Transmission poses a further challenge since the 40 year old network can only carry 46 MW. There have been attempts through various projects to increase the transport capacity of electricity, but the effort still falls far short of requirements.

Existing energy supplies, especially electricity, are delivered at very high cost. There is a lack of adequate investment and insignificant private participation in rural energy development. Only 2% of households have access to electricity. Approximately 70% of power consumption in Sierra Leone is industrial or commercial, yet the lack and cost of electricity is one of the most frequently cited challenges facing investors. Typically, investors have chosen to operate their own generators rather than face frequent power interruptions. Sierra Leone has the highest electricity tariff in the sub-region.

APC's Failures

The APC Government pays lip service to the reform of the power sector and has politicised the manning of the National Power Authority with adverse consequences for its operation. Incompetence and inefficiency are palpably visible. The Regulatory Agency for electricity and water has still not been set up despite the fact that it has been officially adopted.

Furthermore, there has been little transparency in the operations and management contract for the Bumbuna hydroelectric project. Electricity costs are consequently very high.

There is also concern that not enough attention is paid to provincial electricity supply. Before 2007, Bo and Kenema had electricity supplied from the Dodo Dam. The APC promised resuscitating power supply stations in other district capitals. To date, with the exception, of parts of Makeni, no power station has been resuscitated. Contracts for restoring provincial stations have been fraught with difficulties.

The entire sector is ridden with corruption. The giving out of initial contracts for the provision of thermal power through an Independent Power Provider (IPP) scheme was criticised by the Anti Corruption Commission. NPA runs at a loss, and there have been several reports of poor procurement practices. Contracts have often gone to Government cronies who have limited capacity and knowledge.

An Energy Policy has been formulated, adopted by Cabinet and ratified by Parliament. The APC government has however made little effort to implement the Energy Policy. Not enough attention is paid to other forms of energy apart from electricity provision by thermal power.

The New Direction

In the New Direction, the SLPP Government will:

- Speed up the setting up of a regulatory Agency for the water and electricity sectors
- Exploit the country's renewable energy resource base (biomass, solar and wind)
- Rehabilitate/restore district headquarters power stations and their associated transmission and distribution networks
- Promote energy efficiency measures nationwide
- Institute a Rural Electricity Board and a Rural Electricity Fund to promote electrification of rural areas with a view to making electricity readily and widely available in rural areas.
- Promote the use of renewables and modern forms of energy like Liquefied Petroleum Gas (LPG): encourage the start of mini hydro schemes, solar energy schemes and provide special financial incentives to companies in this sector.
- Follow up on the reform of the power sector
- Participate in the West African Power Pool
- Encourage mining companies and other major industries to sell excess power to the national grid for the supply of power to contiguous areas.
- Enhance female access to modern energy by investing in rural electrification, clean cooking fuel and household energy needs.

4.2 Increasing access to Water Supply

Overcoming the Challenges

The supply of potable water and good sanitation services are also essential for development. Issues of access and affordability of both water and electricity need to be addressed urgently. Water systems are overburdened and in need of modernisation. Only about 59 % of the population has access to safe drinking water, and more than half of rural households use contaminated water. Unfortunately, the APC Government's initiatives to improve the sector have not been sustainable.

The Guma dam, which supplies water to Freetown was intended to supply a population of 500,000, but the influx of people from rural areas, returning refugees and high population growth have resulted in a city of 1.5 to 2 million inhabitants. Deforestation has created

further problems in the dam region by allowing mudslides, which fill in the lake and reduce the available supply.

Provincial water supply is under the purview of SALWACO. SALWACO falls far short of meeting the water needs of the rural populace. Government has targeted water supply service provision in some district headquarter towns and the provision of rural water supply grants to Local Councils. Additionally, the World Bank is providing funding for rural water supply service delivery; other donors with pipeline projects for urban water supply services include the Japan (JICA), the African Development Bank (AfDB), the Islamic Development Bank (IDB) and the Government of Sierra Leone (GOSL). There however needs to be better coordination of these actors.

APC's Failures

Water supply in Freetown and the rest of the Western Area is grossly inadequate and water quality poor in many parts of the country. Both Guma Valley Water Company (GVWC) and the Sierra Leone Water Company (SALWACO) have management problems leading to poor implementation of projects. Corruption is also rife in these institutions, resulting in the giving out of contracts to political cronies.

The infrastructure for water supply is poorly maintained in urban areas, leading to high wastages. Sanitation problems are rife and cholera cases have in recent times become more prevalent in the country. The APC Government has not succeeded in resuscitating pipe borne water in Provincial headquarter towns as promised.

There is poor coordination between the various MDAs dealing with water issues, and the APC Government has woefully failed in enhancing the capacity of some of these MDAs, The Land and Water Resources Department is one such example

.

As part of efforts to ensure sustainable supply of water, a new water and sanitation policy was developed in 2010. This government is yet to take any concrete action towards the implementation of the policy.

The New Direction

In the New Direction the SLPP administration will:

- Review all laws relating to the establishment and functioning of both GVWC and SALWACO and undertake comprehensive reform in these institutions
- Increase the role of the private sector in the development and provision of water supply, waste disposal and sanitation services
- Implement a national strategy for integrated sector management
- Develop the capacity of Local Councils to effectively handle water supply issues in provincial areas and revisit the role of SALWACO in provincial electricity supply
- Improve the coordination of the work of various International agencies and NGOs involved in water provision agencies
- Protect all major watershed areas for provision of water supply against deforestation and other environmental problems
- Initiate feasibility studies and support the construction of the major Orogu dam for provision of water to the Western Area through a Public-Private Partnership scheme
- Restore pipe-borne water facilities in all district capital towns and other large

towns.

- Rehabilitate water distribution network in Freetown and construct stand pipes in deprived communities
- Engage in research and development of alternative water sources, such as rain water
- Support the construction of boreholes, gravity water systems and solar water pumping schemes in village settlements and generally reduce the burden on women and children in fetching water.

PART 5

EXPANDING TRANSPORT AND COMMUNICATION SERVICES

5.1 Improving Transport (Roads, Air, Rail and Sea)

Overcoming the challenges

Transport services are essential for the movement of persons, goods and services. The road and transport sectors have tremendous potential and capacity for generating growth and economy-wide benefits. International and domestic movement of people and goods is facilitated through an effective and safe air transport system. Improved physical access to rural and riverine communities and markets can be achieved through an improved and sustainable trunk and feeder road system, with an integrated coastal and river transport network.

The entire structure of the transport sector needs to be revisited. New institutions like the Road Management Fund are not operating efficiently and there are schisms with the Sierra Leone Roads Authority (SLRA). The privatisation processes of some areas within these institutions have been badly handled. Some regulatory agencies like the Sierra Leone Maritime Agency (SLMA) carry out their mandate inefficiently. For the sector to operate efficiently, sector reform will be considered and politics taken out of decision making.

There is need for significant investment to road infrastructure. The paved road network is very limited. Of the 11,300 km of roads, only 8% is paved. In comparison, Ghana has 18%, Ethiopia 12% and Niger 25%. Unpaved rural, feeder roads are also in a serious state of disrepair and as such present a formidable barrier to the development of the agriculture sector.

Crossing from Lungi to Freetown remains one of the biggest impediments to investing in this country. Attempts to redress the situation like the Airport Transfer Project (ATP) have not yielded desirable results.

APC's Failures

Implementation of projects in the road sub-sector has been slow. Roads such as the Lungi-Port Loko Road, Kenema-Pedembu Road, Lumley-Kent Road for which funding was available by 2007 have not been completed five years after. The slow implementation has been due the management difficulties, changes in design and cost overruns.

Management problems continue to plague the sector. There has been meddling by the Ministry of Works, Housing and Technical Maintenance into the operations of the Sierra Leone Roads Authority (SLRA). Undue meddling into the affairs of SLRA will ultimately lead to loss of independence and objectivity in the handling of the affairs of the Authority. The APC Government's road construction programme from internally generated revenue is mainly based on projects in urban areas, especially Freetown. These, like the Wilkinson Road project are grandiose, poorly planned and unduly expensive projects which are suspected to be riddled with corrupt practices. They are done with no recourse to economic viability.

There is considerable confusion in the management of the Road Maintenance Fund Administration under the supervision of the Ministry of Finance. The Fund is poorly managed and creates bureaucracy for making resources available for maintenance of our roads. Besides, Government frequently waives the contributions from petroleum importers in order to keep fuel prices low.

Although feeder roads projects are being implemented, there is no recourse to setting up effective management systems for their future sustainability.

The International Airport at Lungi, as the major gateway to Sierra Leone is an embarrassment. Politicisation has resulted in Government interference into the management. The infrastructure has deteriorated to a very large extent. Enforcement of regulations by the Civil Aviation Authority (CAA) continues to be lax. The CAA is not economically sustainable given its inability to generate revenue and its level of competency and capabilities. Sierra Leone's Air Operating Certificates and aviation licenses have been used as "flags of convenience" by shady characters engaged in UN sanction violations in the transportation of arms, drugs and weapons. Currently, all licenses and certificates issued by the CAA are not worth the paper they are written on because they are not recognised internationally. Sierra Leone is blacklisted by the EU and it is also on the International Civil Aviation Organisation (ICAO) Audit Review Board list (sanction list). The current Airport Authority is only sustainable because the government has given it a carte blanche to increase charges at will with nothing to show for it. The airport charges and now the ridiculous charges for safety make the Sierra Leone Airport Authority charges to be one of the highest in the sub-region.

The Ports privatization programme was initially shrouded in secrecy. The new operators of the Quay, Bollari have some teething problems with their operations. There are also numerous operational and management problems and disagreements between various Agencies at the Ports. Maritime transportation is in a bad state. The turnaround time for clearing goods at the Port is still high and both freight costs and clearing costs are prohibitively expensive, impacting on cost of goods. Furthermore there are still problems about paying workers' benefits from the Ports privatization programme.

The New Direction

The parastatal agencies responsible for overseeing subsectors will be restructured and reformed, with an emphasis on management improvements, privatization of certain functions and sustainable financing through user-fee based services.

Roads

- Prioritise roads projects with recourse to economic benefits that will be gained.
- Pave all roads leading to district capital towns
- De-politicise the management of the Road Fund
- Devolve maintenance of township roads and feeder roads to local councils
- Promote the use of non-motorized transport (such as pushcarts and bicycles) in rural communities.

- Institute a national Road Safety Programme

Air transportation

- Depoliticise the management of the SLAA and the CAA
- Ensure that the limited privatization programme for some functions at the Airport is handled transparently
- Consider the construction of a new airport on a BOT or BOOT basis. The construction of the airport will not be viewed only in the context of an airport (runways, taxiways and passenger terminals) but in the context of an entirely new city, with all supporting and ancillary facilities that would make the airport economically self-sustaining
- Encourage and promote the creation of a regional CAA with other MANO River Union States (Liberia, Guinea and Ivory Coast) along the lines of the Roberts Flight Information Region (Roberts FIR – comprising of Sierra Leone, Liberia and Guinea)
- Review the concept of having an external security firm provide security for the airport for national security reasons

Sea transportation

- Handle the remaining privatisation programme for the Port transparently
- Institute policies and regulations that will help reduce the costs of shipping and clearing goods
- Reorganise the Maritime Protection Agency to make it more effective
- Depoliticise the operation of the NCP and the Board of the SLPA
- Encourage and promote private sector development of inland water way transportation services for passenger and goods as an alternate mode to road transport

Railway Transportation

- Explore the possibility of extending the existing railway services by mining companies to specific areas for transportation of people and local goods
- Consider instituting a national railway scheme. This will however be dependent on the result of feasibility studies

5.2 Improving Information, Communications and Technology (ICT)

Overcoming the Challenges

An efficient ICT network improves human life and accelerates economic development. This includes telephones and computing, equipment, satellite equipment, right down to a regular television and radio service. Statistics all round the World have proved that countries that take ICT seriously develop faster than others.

Sierratel has performed very badly over the years even though it had a monopoly of the telecommunications sector. Landline telecommunications infrastructure is in a state of deterioration and is a constraint for the operation of projects. Currently, there is only one landline per 200 people.

Mobile network coverage is increasing; approximately 80% of the country now has cellular coverage. At present, there are six mobile telecommunications companies in Sierra Leone. Mobile subscription is growing at a pace that is in line with neighbouring countries and other operators. Internet usage has also been on the rise, with 5,000 new users from 2,000 in 2005, as telecommunication companies widen their scope of investment in the country. The licensed major internet service providers as of 2011 stood at 18 (eighteen), of which 3 (three) are yet to commence service delivery to the public.

The number of Frequency Modulation (FM) broadcasting radio stations total over 60, including international media houses, the national broadcaster and commercial, community and religious radio stations. Following the landing of the first ever fibre optic cable in the country in 2011, further boost is anticipated for the sector. This is expected to reduce general public expenditures on communication, as the country currently depends entirely on satellite networks for international telephone connections with broadband services, which have remained extremely expensive. Despite these opportunities, NATCOM does a poor job in regulating the sector. The operations are not transparent and undue political meddling thereby militating against efficiency.

APC's Failures

Although SIERRATEL was recapitalised using external funds, there has not been any marked improvement in the services provided. SIERRATEL is in fact burdened with debt problems. Recently, SIERRATEL has been privatized. The process has not been transparent and the public know very little of the process and the agreement.

Again, because of political meddling into the affairs of NATCOM, the independence of this regulatory body is threatened. NATCOM now carries out its regulatory functions inefficiently. Several mobile phone companies have a chequered performance and do not provide value for money to consumers. There are also concerns about the non transparent management of the international telecommunications gateway. There has been little improvement in the use of ICT in the country, and no concerted plans are apparent for this sector.

The New Direction

The SLPP Government will ensure that transport and communications services are improved to such an extent as to contribute significantly to the country's development.

In the New Direction, the SLPP administration will:

- Review the current rushed privatisation of SIERRATEL's operation
- De-politicise NATCOM to enable this regulatory agency to carry out its functions efficiently
- Revisit contracts given out in this sector
- Forge ahead with liberalising the sector, providing good regulation and providing the enabling business environment to spur the sector forward
- Establish an Electronic Governance system whereby government business will be managed electronically
- Put measures in place to increase access by the population to all aspects of ICT. Particular attention will be paid to access by the rural poor. In particular, the following measures will be adopted:

- Computer training will be encouraged in schools and colleges.
- The setting up of community radio stations will continue to be encouraged
- Steps will be taken to ensure that there is increased availability of ICT equipment by providing the requisite incentives
- The teaching of science will be encouraged in schools and colleges. This will lead to a growing pool of technical and scientific labour
- Much liberal policies to spread the effects of ICT to the rural poor will be encouraged
- Government will further liberalise the telecommunications and IT sector by enhancing broadband access across the country, improving rural telecommunications and creating customer choice and affordability

PART 6

ENHANCING THE MANAGEMENT OF LANDS, HOUSING AND THE ENVIRONMENT

6.1 Improving Lands, Housing and Country Planning

Overcoming the Challenges

Access to land is an important consideration for the citizenry of any country. Although Sierra Leone's land mass is fairly large for its population, rapid urbanisation has placed severe constraints on land in urban areas. Wasteful land use practices have also placed constraints on the use of land for alternative purposes. With most of the rural population engaged in subsistence agriculture using traditional methods of allowing the land to fallow, the increasing population imposes constraints to farming in some areas. There is need for more careful planning of land, especially in urban areas, where houses and other infrastructural facilities need to be incorporated into limited spaces

The Protectorate Act Cap122, of the Laws of Sierra Leone imposes two limitations. First, the facilities provided by the financial sector cannot be fully accessed because land and property owned in the provinces are not generally accepted as collateral. Second, the definition of "Non native" (who cannot own property in the provinces) includes any person who does not belong to a provincial tribe and therefore discriminates against citizens from the Western Area.

APC's Failures

Land planning is poor and there is general indiscipline in the land market. There is a paucity of affordable housing and enforcement of laws is generally very poor. Planning is almost absent and the relevant MDAs are grossly incapacitated. The government deliberately does not enforce regulations related to country planning and building. Consequently illegal buildings and structures abound in many areas. The government condones these practices mainly for political reasons. Poor planning has also led to severe sanitation problems in many communities.

The New Direction

In the New Direction, the SLPP government will pursue the following measures:

Lands and Country Planning

- Improve the management of state lands with a view to ensuring fair distribution
- Develop the capacity of Ministry of Lands and Country Planning
- Set up a Lands court to help speed up land cases
- Create Land Banks to ensure available, affordable serviced plots
- Discourage the unauthorised construction by vigorously enforcing building rules.
- Enforce land use planning
- Codify land through a Cadastral system

Land Tenure

The SLPP will encourage a national debate on the land tenure issue. Notwithstanding this, the SLPP will ensure the following are done:

- Improve the legal framework for leased or begged land to provide tenants with more security, scope for investment and recourse to legal redress
- Revise the legislation so that no Sierra Leoneans will be included in the “Non native” category
- Facilitate consultations between various groups with a view to striking a balance between the needs of rural communities and investment
- Codify land and use the cadastral system for storing land information
- Ensure the security of tenure for land legitimately obtained
- Structure the Land Policy in such a way as to increase the scope for investment and provide for means of having legal redress

Housing

- Encourage the setting up of Home Finance Institutions
- Set up and enforce standards for building materials
- Encourage large-scale local production of building materials
- Provide fair and affordable access to decent housing to the citizenry either through public or private investments
- Improve the distribution and access to imported and locally produced materials
- Enhance building skills through improved technical education and professional bodies
- Facilitate access to credit for building and mortgage.
- Upgrade existing slum areas
- Provide technical assistance and access to low-cost building methods
- Support rehabilitation programmes for Central Business District areas in Freetown
- Support the creation of satellite areas around urban areas for housing major office buildings
- Pursue the feasibility of building a new capital city
- Require that infrastructure services such as electricity, water supply and roads are provided to new areas before they are developed for housing purposes
- The building of offices by the government and the private sector outside Freetown will be encouraged as a means of easing congestion in the Central Business District

6.2 Improving the Environment

Overcoming the Challenges

The environment permeates all facets of national life and is a cross cutting issue. Waste disposal, firewood use, climate change, soil nutrient depletion, land degradation, deforestation are all issues that affect our day to day lives. There is also need to regulate the operation of industries to ensure that they comply with good environmental practices.

In the rural areas, the major environmental challenge is caused by deforestation as a result of logging, fuel wood production and environmental pollution caused by mining activities and companies engaged in biofuel production. In urban areas, particularly Freetown, the key environmental challenges include deforestation of hillsides mainly for housing construction and fuel wood production leading to erosion, and poor sanitation as a result of poor waste management.

The Environmental Protection Agency (EPA) is the primary Agency for enforcing environmental compliance. Other MDAs are required to cooperate with the Agency. Many investments are still implemented without due compliance with the Environment Protection Agency Act (2008). The Sierra Leone Environmental Protection Agency (EPA-SL) is responsible for administering and enforcing the environmental, social, and health impact assessments (ESHIA), which are legally required for all development projects. However, evidence shows that some investors have not been held accountable to them mainly because of non cooperation of the parent agencies with the EPA-SL.

Sierra Leone runs the risk of being affected by more frequent rainfalls, floods, mudslides, forest fires, deforestation, and poor land usage. Sierra Leone has been listed in the Maplecroft report and Climate Change Vulnerability Map as one of the ten countries most at risk to climate change. Climate change tends to undermine or reverse progress towards achieving the Millennium Development Goals. A change in climate affects people, plants, animals, food production, availability and use of water, and health status. Climate change can increase the frequency and intensity of natural hazards. Climate change affects poor men and women, especially in the fishing and farming communities because they depend on climate sensitive natural resources. Women are more likely to be vulnerable to the effects of climate change in their multiple roles as food producers, providers, and economic actors. In some places, floods and/or drought could become more frequent and severely impact on agricultural livelihoods, human life, especially those living in urban slums and flood plains.

Sierra Leone is signatory to the United Nations Framework Convention on Climate Change (UNFCCC) and other treaties and conventions related to other aspects of the environment.

APC's Failures

The Environmental Protection Agency has done a fairly good job of meeting its mandate as prescribed in its governing Acts. However there is a lack of support from major MDAs which flout environmental regulations in many instances. Environment is a cross cutting issue and many MDAs carry out their functions with a lackadaisical attitude towards the environment. This includes Ministries such as Mines and Mineral Resources and Lands, Country Planning and the Environment.

Though the Environmental Protection Agency attempts to implement the Environmental Protection Act, their efforts are stifled by the lackadaisical attitude of other MDAs to environmental issues and poor compliance by the public. The hills in the Western Area have been heavily deforested.

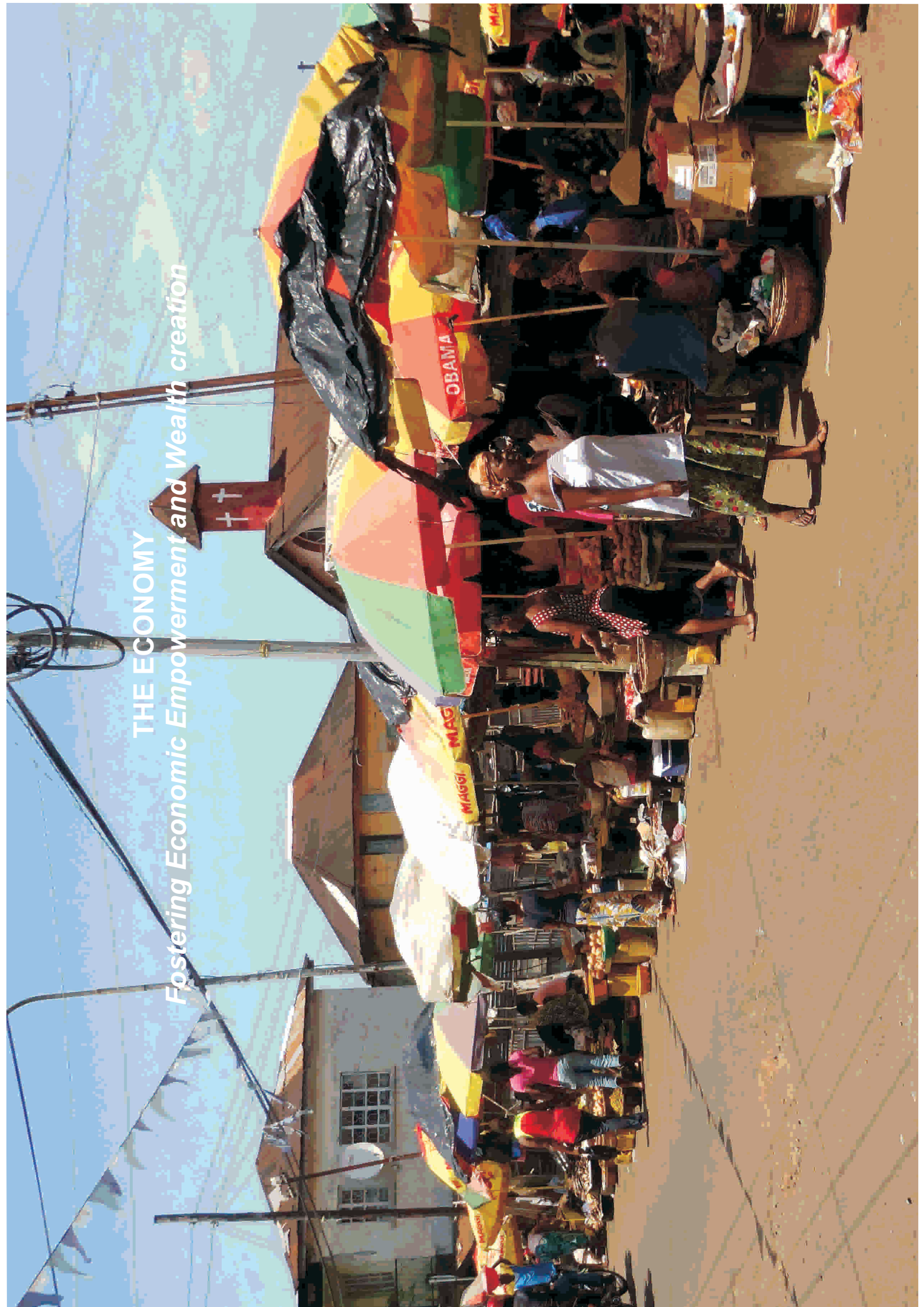
The New Direction

In the New Direction, the SLPP will:

- Ensure that all major mining companies and industrial establishments carry out Environmental Impact Assessments and take mitigating measures for damage caused by their operations as required by law
- Monitor closely Industrial establishments for environmental compliance
- Develop a National Programme for the regeneration of forest cover
- Intensify education and information campaigns to reduce practices harmful to the environment
- Subscribe to, and respect the provisions of various Conventions on the Environment and Climate change
- Encourage the teaching of Environmental matters in the curricula of schools and colleges
- Ensure that environmental matters are given priority in decision making on allocation of lands for various purposes. The issue of alternative land use, taking environmental damage into consideration, will be included in such decision making processes
- Give priority to Energy use and conservation
- Emphasise the use of modern forms of energy to encourage a shift from the use of wood fuel as a major source of energy
- Increase the current level of funding to support the national implementation of Disaster Risk Reduction and climate change adaptation policy and practice
- Strengthen disaster preparedness of the Environmental Protection Agency for effective responses at all levels
- Support and strengthen the Environmental Protection Agency to better carry out its coordinating and enforcement responsibilities
- Implement provisions of international treaties and conventions on the environment to which Sierra Leone is a signatory

THE ECONOMY

Fostering Economic Empowerment and Wealth creation



PART 7

REVITALISING THE ECONOMY

Both human and infrastructure development require resources. Improving the economy through sound economic management is not an end but a means of developing both the human capital and public infrastructure. Although Sierra Leone is endowed with vast natural resources, we have failed as a nation to prudently utilize proceeds from this natural wealth to develop our human resources and infrastructure. Consequently, the bulk of our people are stuck in grinding poverty amidst the growing affluence of a few.

7.1 Improving the Macro-economy

Overcoming the Challenges

Maintaining macroeconomic stability, promoting growth and reducing poverty constitute the principal challenges in our economy. Specifically, this entails reducing inflation, raising revenue to meet growing expenditure, ensuring fiscal discipline and improving expenditure management, reducing trade deficits by increasing exports and reducing imports with a view to sustaining a stable and competitive national currency, improving weak capacities in economic management institutions and improving debt management, curbing corruption and reducing poverty.

Annual economic growth which averaged about 6.5% between 2002 and 2007 dropped to 3.2% in 2009 and averaged 4.7% between 2008 and 2011. Projected growth for 2012 has been revised downwards from 50% to 35% to 32% and is now considerably lower because of unrealised expectations from the mining sector. New investments in mining and construction activities have been the key sources of recent economic growth.

A series of structural reforms in economic management have been embarked upon over the years. Some of these include the enactment of laws such as the Procurement Act (2004), Government Budget and Accountability Act (2005) the Financial Services Act (2007) and the implementation of a Public Financial Management Programme. Reforms have targeted the NRA, the Budget Office, MDAs, the Central Bank, and other financial institutions.

APC's Failures

The APC has politicized the National Revenue Authority, and granted discretionary tax exemptions. Duty free exemptions which reduced from 2% of GDP in 2004 to 0.8% of GDP in 2007 skyrocketed to 2.9% of GDP in 2009 and further to 7.2% in 2010. Such growth in custom duty exemptions can only be due to the political patronage that has engulfed the country.

Extra-budgetary spending, inflated costs of unplanned urban infrastructure projects, payments of questionable claims, and unwarranted overseas and local travels by Ministers and other public officials have also kept public expenditure on the increase. With growing public spending, often a time on unplanned items, the budget deficit (excluding grants) has remained high, accounting for about 11.8% of GDP in 2011.

In order to finance this unplanned spending, the APC Government has resorted to bank financing, private sector borrowing, non-payment of contributions to NASSIT, advance taxation and the use of special funds such as the Strategic Stock and Road Users Fund. This expansionary fiscal policy has considerably widened the fiscal gap and is a major source of inflation which stands at about 17% from a single digit in 2007.

In 2006, as a result of a good track record and economic performance, the SLPP Government secured an outright cancellation of its external debts to the tune of \$1.6 billion out of \$1.7 billion. Sierra Leone's current external debt has increased to US\$1.0 billion, and the domestic debt is Le1.3 trillion. This is highly unsustainable. The high increase in the debt is a reflection of irresponsible borrowing by the APC Government without due consideration to the ability to meet future debt obligations.

With our low capacity to produce and export amidst burgeoning imports bills, particularly on food and machinery for mining companies, our overall trade balance has remained unfavourable. Consequently, the exchange rate has escalated by 43% from Le 3,000 in 2007 to Le4, 300 to one US dollar in 2012. This has negatively impacted on the cost of essential commodities, much of which are imported.

Between 2007 and 2012, economic conditions have worsened and there is growing hardship for a large segment of the population. Prices of essential goods have risen. For instance the cost of 50Kg of rice rose from Le 60,000 in 2007 to Le 160,000 in 2012. The APC Government failed to put in place any medium-term strategies that would have increased domestic production and reduced food prices. The effect of all this is that today, the conditions in Sierra Leone are so terrible, that many a poor family cannot even afford a meal a day.

Also, the shortage of petroleum products which characterized our economy in the previous APC regime resumed in the last 5 years. At least once every quarter, there are reports of the shortage of petroleum products even in Freetown. This shortage is usually followed by a hike in prices and suffering for the majority of the population.

The APC has misused and depleted the strategic stock which it inherited from the last SLPP administration. There is also interference in the management of Petroleum Unit.

The New Direction

In the New Direction, the SLPP shall effectively and efficiently manage the economy with a view to promoting growth, creating jobs and enhancing household income. The policies will aim at improving the macro-economic environment through reduced budget deficits, low and stable inflation, and a low, stable and competitive exchange rate that will promote exports.

In the New Direction the following will be included in the specific measures undertaken:

- Improve tax administration and increase revenue. Specific actions will entail:
 - Evaluating ongoing reforms with a view to enhancing the capacity of the National Revenue Authority (NRA) in tax assessment, collection and reporting
 - Developing a more robust policy and law for granting duty waivers
 - Developing the capacity of local councils, particularly the city councils, in revenue assessment and collection

- Reviewing tax laws, agreements, policies and strategies to ensure that they meet the objectives of maximising tax revenue as well as impacting on the well-being of all, especially low income earners and small business enterprises
- Reviewing all tax regimes with a view to making taxes equitable and affordable, and reducing the pains of tax payment. Ensuring compliance with existing laws by all corporate bodies, especially mining companies, and put policies and strategies in place for prompt payment of taxes and royalties, as and when they fall due
- Improve public expenditure management. Specific action will include
 - Evaluating the ongoing reforms and strengthening/introducing reforms in public expenditure management
 - Developing overseas travel policy for the public service and covering all categories of workers including Government Ministers
 - Developing the capacity of the Ministries, Departments and Agencies in expenditure planning, management and reporting
 - Separating the Ministry of Finance from the Ministry of Development and Economic Planning and enhance the latter's capacity for more effective coordination of donor spending; improving programme/project design, implementation support and monitoring and evaluation
 - Strengthening Public Expenditure Tracking (PET), Audit Service Commission and the involvement of Non-State Actors in monitoring public spending
- Reduce inflation to a single digit and create conditions for essential goods to be available and affordable.
- Maintain a low, stable and competitive exchange rate through increasing exports and reducing imports on consumer goods. Promote exports through increased local production and improved standards, and diversification. Specifically, efforts in this area will include:
 - Reviewing existing policy framework for rural banking and financing to support cash crop production and marketing
 - Providing incentives to financial institutions that direct loans to cash crop farmers
 - Improving supportive marketing infrastructure and facilities
 - Providing support for market linkages
 - Reviewing and developing the Sierra Leone Marketing Company's mandate and operation with a view to increasing cash crop farmers' ownership and participation in the management of the company
 - Promoting agro-processing to add value to farm products
 - Maintaining low import levels, particularly on consumer goods
- Improve public debt management. Specific actions will entail
 - Introducing the concept of annual debt ceiling, beyond which Government cannot borrow and link the borrowing ceiling to a well laid out medium-term debt management strategy
 - Limiting external financing of social services to grants
 - Accessing concessional loans with low interest rates and long grace periods
 - Direct loans to productive sector and infrastructural development with high

economic returns

- Reforming the institutional and legal framework for accessing external and domestic debt for the central government, local governments, and parastatals
- Introduce and strengthen structural reforms
 - Review the ongoing reforms with a view to deepening them
 - Review the relevant Acts relating to economic management
 - Introduce additional reforms to improve economic management
- Expand and improve efficiency in public spending on social services
 - Deepening the decentralisation process and fast tracking the devolution of power to local councils
 - Developing the capacities of MDAs in the various districts for service delivery
 - Encouraging public-private partnership in service delivery
- Increase domestic production of essential goods, particularly food
- Create jobs for the population, particularly for our youth through the provision of concessions to labour-intensive industries such as housing construction using local materials and financing public works and agricultural activities

7.2 Developing the Private Sector

Overcoming the Challenges

A vibrant private sector is critical to economic growth, income generation, employment and ultimately poverty reduction. A competitive, fast growing and liberal economy led by the private sector is envisaged. The private sector can substantially assist in building the capacity and capability of Sierra Leoneans. Sixty six percent of businesses in Sierra Leone are informal.

The problems of the private sector still exist. The problems of past domestic constraints to private sector growth have broadly included access to capital, legal impediments, unyielding bureaucracy, a financial system largely insensitive to the business community, lack of support services (mainly infrastructure services), poor macroeconomic environment and attitudinal problems (the foremost being corruption). The Commercial banking sector is risk adverse and retail oriented and is geared towards meeting the short term needs of the formal sector. Credit to the private sector stands at 5% of GDP compared to the sub-Saharan average of 17%.

APC's Failures

The Government has policies and the necessary legal and regulatory framework for private sector development but continues to stifle the sector by exercising an inordinate amount of control through MDAs. Administrative barriers to investment that seem to have been removed are still present in actual fact, as most decisions have to be taken right to the top.

Many companies carry out bad employment practices. Although a very high percentage of workers are Sierra Leoneans in major companies, the top managerial tier of many companies comprises expatriates with little attempt made to recruit or train competent Sierra Leoneans.

There is also poor participation of local companies in businesses given out by many major companies. Little attempt is made by many companies to empower Sierra Leonean businesses. Government interference into the private sector is rife and politically connected people have

been unfairly given concessions in contracts and in importation of goods, thus giving them an unfair advantage. A considerable lack of transparency in many business dealings still exists.

The low ranking of Sierra Leone (143 out of 144) according to the Global Competitiveness Report (2012-2013) is indicative of the failure of the APC to create the conducive environment for the private sector to thrive.

The New Direction

In the New Direction, the SLPP will ensure that Sierra Leoneans are given priority in many businesses and employment. This will be done in such a way as not to sacrifice efficiency. The promotion of goods and services from Sierra Leoneans and the employment of Sierra Leoneans will be legislated through a Sierra Leone First Policy. Companies will be required to provide the necessary training for Sierra Leoneans and also review their procurement and employment rules to ensure this is achieved.

In the New Direction, the SLPP Government will:

- Modernise the legal and regulatory framework governing business and commerce
- Design and deliver priority programmes, including investment promotion initiatives, ensuring alignment of GOSL policies and statutes with relevant international conventions
- Deregulate the investment climate to boost investment and private sector development.
- Enhance Government's capacity in trade negotiations through technical assistance to the Ministry of Trade and Industry
- Broaden and deepen regulatory reforms in areas such as labour laws, property registration and licensing procedures
- Implement prudent fiscal and monetary policies to ensure a stable macroeconomic environment, which is a prerequisite for private sector development
- Establish a fund to provide access to medium and long-term capital to support Small and Medium Enterprises (SMEs) and encourage lending institutions to lend a significant proportion of bank loan portfolios to SMEs
- Create a forum for constantly engaging the private sector especially through Chambers of Commerce.
- Promote the use of locally sourced Sierra Leonean goods and services
- Promote the development of Sierra Leonean SMEs
- Require companies to employ and train Sierra Leoneans.
- Withdraw fiscal incentives from companies that do not comply with employment and local content laws
- Support the domestic private sector to create linkages with large domestic as well as foreign firms

PART 8

IMPROVING THE MANAGEMENT OF MINERAL AND PETROLEUM RESOURCES

Sierra Leone is endowed with vast deposits of minerals and petroleum products. Oil and gas have recently been discovered and exploration is ongoing. Managing of these natural resources for the benefit of the nation constitutes one of our development challenges.

8.1 Improving Management of Mineral Resources

Mining is currently Sierra Leone's second most important sector, after agriculture, for employment and income generation, with estimates being as high as 300,000 persons directly employed in the sector. Principal minerals currently mined in Sierra Leone include diamonds, rutile, iron ore and gold. Mineral export accounts for about 80% of total exports. Through taxes on mining companies, export duty on diamonds, royalties and license fees, the sector contributes significantly to public revenue.

Overcoming the Challenges

Sierra Leone has good potential for additional discoveries of mineral deposits. Direct and indirect employment in the large-scale mines could amount to about 38,000 people, with an estimated 300,000 people (including dependents and extended families) deriving their livelihoods from these mines. Additionally, with an improvement in the environment for artisanal mining, alluvial diamond and gold production could increase due to higher resource recovery and processing efficiency. An improved governance framework could increase the flow of these minerals through official channels.

The major challenge in the mining sector is bad governance. Mining transactions are not transparent. The agreements for mineral exploration and production are at times inconsistent with the laid laws and policies. Reporting of revenues and other contributions from the mining companies has come under scrutiny by the public. Environmental Impact Assessment (EPA) and Resettlement Plans for displaced persons have not been enforced, and our people in mined out areas continue to wallow in poverty. Overall, corruption has plagued the sector. The capacity of the Ministry of Mines and Mineral Resources for geological surveys, negotiations and enforcement of policies is weak.

APC's Failures

It is now glaringly obvious that the APC Government is raping the Sierra Leone Mining Industry with adverse consequences for the national economy and socio-economic life in mining communities. Such rape is wide ranging but primarily borders on signing fiscal agreements that are not in line with best practices and undermine our national taxation laws. The present Government has been demanding advance taxation from mining companies to finance especially its infrastructure projects. This is money that should be due in the future and could be used for other developmental purposes. To collect these monies and use them under dubious circumstances with suspicions of kickbacks being paid for infrastructure projects is illicit and grossly unfair to any future government.

Many mining companies are also using our natural resources as collateral to raise huge amounts of investments without letting the country share in the financial windfall. Despite the progressive appreciation in the share price of Sierra Rutile, the Government recently cashed-in our shares in the company without consultation thereby depriving the nation of future revenue from the company. Furthermore, the transaction was not carried out in a transparent manner and we are uncertain how the proceeds were used.

The corruption in the mining industry has been institutionalised to the extent that the industry is now used as a means of attempting to perpetuate the government's stay in power beyond 2012 and to enrich certain people. A recent report by civil society ***Not sharing the loot*** states that in 2010, the mining industry accounted for 60% (\$200 million) of the country's exports and 8% (\$24 million.) of government revenue. Government revenue from mining accounted for only 1.1% of GDP. Companies paid the government a mere 2.2% of the export value of minerals as tax; only Sierra Rutile paid corporate tax, the others reported heavy losses and so paid no tax at all. As a result, the government raised only \$2.4 million from the mining sector or 10% of its total revenue from the sector. Companies paid considerably lower than the stipulated 37.5% corporation tax in the Income Tax Act or the general company tax rate of 30%. They also had a considerable number of waivers or reduction in other fiscal imposts.

The recent reconciliation report on the Extractive Industries Transparency Initiatives (EITI) indicates that the government could not account for a significant amount of revenue from the mining sector.

Also community benefits from mining operations have not been optimised due to the poor enforcement of policies and regulations by Government.

The New Direction

In the New Direction, the next SLPP administration shall improve on the management in the sector. In particular, the next administration will do the following:

- Establish and make functional the National Minerals Agency (NMA)
- Review the Mines and Minerals Act in accordance with international best practices
- Review all contracts to ensure they are in accordance with international best practices
- Review the relevant law to allow for the establishment of a natural resources account for all revenue generated from extractives
- Allocate percentages of revenue from the mining sector to education, health and the development of mining communities
- Ensure full transparency in the sector through complying with the EITI standards, make all contracts public, and provide updated and validated information on tax and other contributions from the mining sector to the government
- Require mining companies to increase procurement of goods and services from Sierra Leone to strengthen trickle-down effects from the mining sector
- Require transactions between a company and any Affiliate to be made upon arms-length terms (including pricing), and requiring such transactions to be accompanied by contemporaneous documentation. The Government should have the right to review the terms of all such transactions

- Discourage advance taxation except under exceptional circumstances. In such cases this will be made public and will be within the framework of the national budget
- Ensure that companies provide meaningful employment for Sierra Leoneans especially in management positions and carry out requisite training. We will also ensure that Sierra Leonean businesses are empowered
- Put in place policies and mechanisms to support value additions to our mineral resources with a view to generating jobs and additional income to Sierra Leoneans
- Enforce the implementation of acceptable environmental mitigation and resettlement plans and programmes by mining operations

8.2 Improving the Management of Petroleum Resources

Overcoming the Challenges

Oil has recently been discovered in Sierra Leone. The inflows from this sub-sector are expected to be huge and will expand the fiscal space for Government for the development of both human resources and infrastructure.

The challenges the petroleum sub-sector face are similar to those of the mining sector. These range from lack of effective structures, to corruption, and weak capacity in petroleum management.

Oil blocks have been sold and exploration is under way. It is expected that within the next 5 years, oil production will commence. This is expected to generate substantial amounts for government.

APC's Failures

Government in 2010 hastily passed the Petroleum Production and Exploration Act without allowing due diligence by the citizenry. There are concerns about the non-transparent nature of granting exploration licences and misuse of licence fees and other funds paid to the Petroleum Resources Unit. So far, the government has failed to disclose details of negotiations and licenses for public scrutiny. The Act also does not cater for social issues and does not specify fiscal impost requirements well.

The New Direction

In the New Direction, the next SLPP Government will:

- Review all petroleum contracts to ensure they are in accordance with international best practices
- Review the relevant law to allow for the establishment of natural resources account for all revenue generated from extractives
- Allocate percentages of revenue from the petroleum sector to education, health and the development of mining communities
- Ensure full transparency in the sector through complying with the EITI

standards, make all contracts public, and provide updated and validated information on tax and other contributions from the mining sector to the government

- Discourage advance taxation except under exceptional circumstances. In such cases this will be made public and will be within the framework of the national budget
- Ensure that companies provide meaningful employment for Sierra Leoneans especially in management positions and carry out requisite training. We will also ensure that Sierra Leonean businesses are empowered
- Formulate and implement a comprehensive capacity building plan for skills development in the oil sector
- Ensure transparency in the granting of licenses for oil blocks
- Enforce the implementation of acceptable environmental mitigation and resettlement plans and programmes for petroleum operations

PART 9

DEVELOPING AGRICULTURE AND MANAGING OUR FORESTS

Agriculture remains the engine of economic growth and development in Sierra Leone because it substantially impacts all other sectors of the economy. Sierra Leone is blessed to a large extent with a favourable agricultural environment comprising of vast lands, various agro-ecologies, rich agro-biodiversity, abundant rainfall and favourable year round temperatures, as well as several rivers with huge irrigation potential that could support the production of enough food to meet local consumption demands with much more to export.

Agriculture is the mainstay of Sierra Leone's economy. It contributes almost half of the country's GDP, employs at least 60% of the population, and contributes to foreign exchange. Food crops, notably rice and cassava, and cash crops, notably cocoa, coffee and oil palm are grown in Sierra Leone.

Forests provide ecological services. Forests regulate the water cycle and the climate and mitigate environmental hazards such as floods, droughts and control erosion. Through their contribution to soil formation, seed dispersal, pest and disease control, forests are critical for agricultural development. Forests also contribute to Sierra Leone's cultural diversity and heritage and are a major asset to eco-tourism.

9.1 Developing Agriculture

Overcoming the Challenges

Although, the sector is important and large, it is characterised by small scale subsistence farming and is plagued with various biophysical and socioeconomic constraints that continue to limit food production and the achievement of food self sufficiency. Rice and cassava are two major crops grown and consumed in Sierra Leone. Yet, the country is not sufficient in rice and cassava production. Sierra Leone continues to be a net importer of rice.

The major challenge for agricultural development and the fight against hunger include the absence of a robust food security policy, limited access to finance to enable farmers acquire farm inputs such as improved seeds and technology, poor management of agricultural land, limited value addition to farm products, poor roads, limited market information, limited capacity, inadequate research, low investment in agriculture and recently, the use of land for biofuel instead of food production.

Despite the fact that agriculture accounts for nearly half of the GDP, the sector accounts for less than 5% of bank lending.

APC's Failures

The APC government's National Sustainable Agricultural Development Plan (NSADP) was developed without any reference to the nationally approved Agricultural Policy document. The result has been an unrealistic and inappropriate agricultural plan that has been deceptively and haphazardly implemented with no positive impact.

The problems hampering the drive towards increased food production and food security are regrettably not adequately addressed by the APC government. Although the APC claimed to have imported 300 tractors, we continue to import rice. The tractorisation programme has failed because of the imbalance in the distribution of the tractors and the non-payment for them. Not more than 40% of the money invested in them has been recovered.

Most of the Agricultural Business Centres (ABCs) are mere white elephants. Rural roads have been abandoned for a few urban roads and extension workers are inadequate.

The New Direction

In the New Direction, the overall goal of our agricultural policy is sustainable production of food, including crops and animals, on a scale sufficient enough to feed the growing population as well as providing gainful employment while maintaining the natural resource base.

Specifically, in the New Direction, the SLPP Government will:

- Develop a robust policy framework for agricultural development to inform and guide the planning and implementation of a sustainable agricultural development plan
- Attain self sufficiency in rice and cassava production through the provision and adoption of appropriate varieties, coupled with efficient use of water, nutrients and technology to increase productivity
- Develop livestock production. Specific actions will include:
 - Reviving of livestock research stations, notably the Teko Livestock Research Centre and the Musaia Livestock Station
 - Re-establishing veterinary clinics in all districts
 - Supporting Njala University and proven poultry farmers to establish or expand on hatcheries that will ensure the supply of adequate day old chicks to meet the growing demand in the country
 - Promoting the production of maize to provide basic feed inputs and
 - Establishing pilot intensive cattle production areas in appropriate agro-ecologies in the country to ensure amicable coexistence between cattle rearers and farmers
- Improve the seed system through rejuvenating the seed multiplication centres to attract reliable private sector players in seed multiplication and linking appropriate farm enterprises and the Agricultural Business Centres with seed companies for the production and distribution of certified seeds
- Develop productive In-land Valley Swamps (IVS) and water ways to increase productivity through the invigoration of Land and Water Development Division (LWDD) of the Ministry of Agriculture Forestry and Food Security (MAFFS). This will be through:
 - Increasing, developing and rationalizing the water resources and agro climatological activities in relation to agricultural development and the agro ecological areas of the country
 - Developing a national soil conservation and management programme geared towards controlling land degradation
 - Developing a national irrigation and drainage programme geared towards reducing dependence on rain-fed agriculture and rationally develop and use agricultural water to take advantage of agro-climatic conditions
- Provide farm inputs to farmers. This will entail :
 - Reviewing the present input and output market system to offer farmers and stakeholders along the value chain an opportunity to assess the prevailing input market environment vis-à-vis constraints and potentials for future development purpose

- Reviewing the legal, regulations and policy framework guiding the importation, distribution and use of farm inputs
- Providing duty free support, concessions to local industries engaged in the fabrication of farm tools and supply for other farm inputs.
- Putting mechanisms in place for public and private partnership in tractor management
- Enhance capacity of agricultural stakeholders through the development and implementation of comprehensive Human Resource Development Plan targeting farmers, agricultural workers and agricultural instructors and teachers and establishing links in the education system from formal teaching to professional training.
- Promote agricultural research through the establishment and strengthening of Research institutions
- Increase investment in agriculture through
 - Increasing budgetary allocation to agriculture to 10% in line with the Maputo Accord.
 - Promoting domestic financing of schemes that would encourage persons seeking political office to invest in agriculture
 - Working with all mining firms to invest into agriculture, particularly, in support of land owners in their new locations as part of their resettlement plans
 - Encouraging local banks through various incentives to lend to the private sector for agricultural purposes
 - Revisiting the policy and legal framework on land tenure to make agriculture attractive to foreign investors
- Improving mechanisms of land leases for bio-fuel for the benefit of food production with less or no social conflict. Specific actions will include
 - Developing clear policies and laws relating to leasing of land
 - Making public all land agreements
 - Defining and implement the regulatory framework and effective enforcement mechanism
 - Putting in place better environmental management mechanisms
 - Ensuring that land is leased for both agro fuel production and food production.

9.2 Improving the Management of our Forests

Overcoming the Challenges

Over 60% of Sierra Leone was covered by natural rainforests. Today, natural rainforest cover is only 3% of the country. Illegal logging, timber production, fuel wood and charcoal production, housing construction (in the Western Area), have led to massive deforestation of our rain forests.

The policy and legislative framework for protecting our forests is inadequate and our forest reserves are being encroached upon.

APC's Failures

In the last 5 years, the APC has failed to protect our forests. The ban on timber logging and export in 2008 has been violated with impunity. The International Media has reported illegal logging and export of timber. Deforestation of the hillsides of Freetown for housing construction has continued and there is no political will to halt it.

As a result of political interference, the Forestry Division of the Ministry of Agriculture, Forestry and Food Security continues to be weak.

The New Direction

In the New Direction, the SLPP will:

- Review the policy and legislative framework to ensure sustainable forest management practices
- Develop public-private partnership for conservation and reforestation
- Develop the capacity of the Forestry Division of the Ministry of Agriculture, Forestry and Food Security for planning, programme design and monitoring
- Enforce laws and policies relating to the forests
- Design and implement a national programme for forest regeneration

PART 10

IMPROVING MANAGEMENT OF MARINE RESOURCES AND IMPROVING TOURISM

Sierra Leoneans rely on fish for their source of protein. Fish accounts for at least 80% of animal protein for consumption. The marine sub-sector accounts for about 10% of GDP and provides direct and indirect employment for at least 500,000 Sierra Leoneans.

Sierra Leone is endowed with rich natural features conducive for tourism. Some of these include over 350 km of unused white sand beaches. It has 18 national heritage sites linked to Sierra Leone's rich past in the slave trade and as home for returning slaves. Location wise, Sierra Leone is only 3 hours to Nigeria, Africa's most populous city, 8 hours from the US and 6 hours from Europe. Sierra Leone has 31 protected areas with unique wildlife including pygmy hypos, chimpanzees, jungle elephants and different species of birds.

10.1 Improving Management of Marine Resources

Overcoming the Challenges

Sierra Leone's fisheries are worth over 100 million dollars annually with a total biomass value of about 500 million dollars. Both artisanal and industrial fishing are practised in Sierra Leone. The industrial fisheries subsector is dominated by foreigners and is highly capital intensive. The industrial sector employs only 1,000 people.

Artisanal fishing provides most of the jobs in the sector. Thousands of people along the coast of Kambia, Port Loko, Freetown, Moyamba, Bonthe and Pujehun rely on fisheries as the main source of livelihood.

The marine sub-sector faces numerous challenges. Some of these include poor governance and leadership in the sector, corruption, weak capacity for surveillance and overall marine development, minimal focus on Sierra Leonean fishermen, depletion of fish stock and lack of effective testing facilities.

Heavy trawlers devastate the marine environment by being dragged along the seabed resulting in damage to the bottom habitat.

APC's Failures

Illegal fishing by foreign trawlers still remains a problem. It is estimated that Sierra Leone loses some US\$29m each year from illegal fishing.

Reports indicate that there is documented rampant pirate fishing in Sierra Leone and laundering of the illegal catch into the European seafood market. There is evidence of extensive use of Flags of Convenience. Along with the economic losses, pirate fishing in Sierra Leone has devastating impacts on coastal communities, severely compromising food security, local livelihoods and the health of fish stocks and the marine environment in some of the world's poorest countries.

The proposed new Draft Fisheries Bill (2011) covers a broad range of areas, which should support and enable the implementation of a fisheries policy. The current framework and content shows some specific and important weaknesses which would need to be discussed.

Government has undertaken various interventions to support artisanal fishermen but these have not been very successful. There are concerns that the needs of artisanal fishermen are not being met. Furthermore, the poor management of the sector has resulted in fish shortages locally.

The New Direction

In the New Direction, the next SLPP Government will:

- Review and enact the draft Fisheries Bill (2011)
- Intensify surveillance and monitoring of our coastal waters through improved capacity of the Navy, capacity development for community surveillance and effective functioning of a Joint Maritime Authority
- Improve Infrastructure and Support Services for Commercial Fishing. This will include construction of a fish harbour consisting of transshipment area, bunkering, etc. and landing jetties for artisanal fishing
- Develop the capacity of the Ministry of Marine Resources for effective policy formulation, Monitoring, Control and Surveillance through training, research facilities, and provision of needed equipment to work
- Improve on laboratory testing for fish products and sanitary conditions for fishing establishments with a view to facilitating the lifting of the export ban on fish exports to the EU market
- Support artisanal fishing through the provision of fishing gears, training in preservation, processing and packaging as well micro-finance to fishermen and women.
- Promote replenishment of fish stock through the development of inland aquaculture and providing alternative sustainable livelihood opportunities
- Promoting the transformation of artisanal fishing to semi-industrial fishing

10.2 Promoting Tourism

Overcoming the Challenges

The gains made to develop the tourism industry were all erased during the rebel war. Despite the fact that the war ended in 2002, the country is yet to recover to the pre-war level. The critical challenges in the sector include poor infrastructure and public services, perception of Sierra Leone as a conflict zone and disease-prone area, poor and expensive accommodation facilities and the lack of political will to develop the tourism sector.

APC's Failures

The current Government has failed to develop the tourism sector. Basic public infrastructure services including roads to tourist destinations are in a deplorable state. Accommodation facilities are not up to international standards and are very expensive. The lawlessness and the recent outbreak of cholera all contribute to the bad image overseas. Also, eco-tourism is underdeveloped.

The New Direction

In the New Direction, the next SLPP Government will:

- Review and upgrade all tourism related laws, regulations and policies to ensure ongoing consistency with global best practices
- Develop a Master Plan for the Tourism Sector
- Develop the capacity of actors involved in the management of tourism
- Develop tourist resorts and infrastructure
- Promote eco-tourism

GOVERNANCE
Enhancing Effective State Management



PART 11

IMPROVING GOVERNANCE AND FOREIGN RELATIONS

Immediately after the end of the war, SLPP embarked on governance reforms to resuscitate State institutions and create an environment for democratic governance to thrive. Since 2007, there has been substantial reversal of the reform processes with a major threat being the undermining of the hitherto national cohesion in the country.

Efforts in this area will include promoting national cohesion, revamping and de-politicizing national democratic institutions, strengthening the role of parliament, promoting justice and the rule of law, curbing corruption and ensuring state security.

11.1 Building and Promoting National Cohesion

Overcoming the Challenges

National unity and the promotion of inclusion and participation are critical to the existence of a stable and progressive state. In the case of Sierra Leone, despite coming out of a brutal civil war, the APC has deliberately chosen to institutionalise regionalism, tribalism and extreme partisanship that have attained the dimensions of a national security risk. It is imperative that the next SLPP administration pays immediate attention to reversing this trend and make each and every Sierra Leonean feel and believe that they are a part of Sierra Leone irrespective of political belief, region or tribe.

APC's Failures

The APCs governance strategy is characterized by divisiveness, exclusion, the weakening of State institutions, and their politicization with a corresponding lack of respect for fiscal discipline. Sierra Leone currently faces the worst form of polarisation the country has ever seen. In 5 years, the efforts of the SLPP to unify the country and build a cohesive state have been overturned by deliberate practices of nepotism and the personalisation of state institutions under the APC administration. The patterns of dismissals, appointments, promotions and transfers within the public service are among the most important occurrences threatening our democracy, national reconciliation and cohesion. Most of the victims of dismissals, demotions, transfers to second rated departments from the civil service, public enterprises and institutions, military, police and even universities and colleges are competent Sierra Leoneans whose only crime is their perceived support for the SLPP, or their regional origin.

Even the awarding of scholarships to students for overseas and in country studies which present the greatest opportunity for building human capital has been abused. Family members and APC party activists are usually the beneficiaries of such awards. Also, the special Diaspora Office created in the Office of the President, and funded by the UNDP has been converted into a compensation scheme for APC operatives abroad. Generally, political cronies of the APC have been the principal beneficiaries of Government contracts.

There is a constant state of fear of dismissal and a feeling of segregation among persons who are non APC. This mood has gripped many government institutions, sent the public sector into total chaos, and undermined the productivity and morale of a large part of the workforce.

The New direction

Promoting inclusion and equal opportunities shall be the cornerstone of the New Direction. To this end, in the New Direction, the next SLPP administration will launch a presidential initiative on national cohesion and organise a conference on diversity management and building national cohesion.

11.2 Fighting Corruption and Improving Accountability

Overcoming the Challenges

The collapse of national value systems, weak and ineffective national institutions, emphasis on cronyism and clientilism and institutionalised bad governance practices have all contributed over time to the creation of a culture of less and less accountability, while corruption in a pervasive manner has been on the increase. Corruption was one of the major causes of the Country's civil conflict.

Since 2000, under the former SLPP administration, the subject of corruption was placed at the centre of the national political-economy discourse on Sierra Leone. There can be no true, sincere and sustainable development in Sierra Leone if accountability and transparency are not seen and upheld as a national value by State leadership and all other citizens within that State.

Corruption in public and private life in Sierra Leone includes but is not limited to offences such as bribery, embezzlement, nepotism, favoritism, and money laundering among others. These offences manifest themselves in the inflation of government contracts in return for kick backs; examination malpractices; corporate fraud; tax evasion; falsification of accounts in the public services; taking of bribes, and the perversion of justice among the police, the judiciary and other organs in the justice system; falsification of certificates; printing of fake currency; and stealing of public funds, to name a few.

Accountability has usually been viewed in terms of fiduciary responsibility. Accounting in terms of results has been less emphasized. Currently, there is no modern approach in the management of the public service. These were set up before independence and generally responded well to the needs and objectives of the colonial administration. In recent years, some major changes have occurred in financial management but otherwise the principles underlying management systems have hardly changed. For example, the structure of incentives, methods of evaluation, recruitment procedures and human resource management, have all not changed fundamentally.

Recently as well, there have been major changes to budgeting and financial controls. Nevertheless, management of assets and more importantly the methods of planning, monitoring and implementing programmes have all remained the same for decades.

APC's Failures

The SLPP enacted the Anti-corruption Act and established the Anti-Corruption Commission in 2002. Notwithstanding, the formulation of the Anti-corruption strategy and amendment of the law, corruption is still on the increase in the country. Ministers of Government who were fined after being found guilty in Anti-Corruption cases are still actively participating in APC politics and are personally close to the President giving the impression that the party continues to condone corruption.

Where the ACC considers the evidence available is insufficient for prosecution of an accused or he/she accepts to pay the amount misappropriated, the ACC Act provides for the matter to be settled out of court. This, however, does not prevent the accused from holding public office as he/she is not found guilty by a court of law. A case in point is the NASSIT Ferry case. Such a lacuna in the law encourages the culture of impunity and undermines our fight against corruption.

The New Direction

In the New Direction, the SLPP government shall consider corruption as a National Security issue. Corruption becomes a serious threat to national security in so far as it undermines the safety and welfare of the people and the ability of the government to protect the sovereignty of the nation.

The New Direction government will:

- Develop our value system and implement a robust merit and reward system in public and private life
- Categorise corruption and measure it in terms of its economic costs to the nation such as low, medium, high and very serious, in a manner that attracts harsher and stiffer penalties for more serious infractions
- Strengthen anti-corruption institutions (with particular reference to the Anti - Corruption Commission and the Audit Service Commission), the Public Accounts Committee of Parliament and other initiatives
- Review and enact the Freedom of Information Bill to deepen the fight against corruption
- Implement a new framework to ensure accountability and transparency in the public sector in the form of National Public Sector Transparency and Accountability Initiative (NPSTAI) to subject the public sector to more scrutiny by the civil society
- Provide support to active and vibrant CSOs to enhance their capacity to prepare appropriate Shadow Reports on issues of Transparency and Corruption
- Enhance inter-agency cooperation at the local, national, regional and international levels to prevent, detect and punish corrupt practices
- Set up a system for planning, monitoring and reporting on Development Results referred to as Results-Based Management (RBM) wherein development targets will be set at the start of each year and senior managers will be accountable for delivering on these results
- Improve social accountability in which public officials and non-state actors will give account of their stewardship
- Strengthen Public Expenditure Tracking Survey (PETS), District Budget Oversight (DBO) by citizens; regular audit of public finances and dissemination of findings and recommendations as well as strengthening network with civil society institutions working on issues of social accountability

11.3 Revamping Democratic Institutions

Overcoming the Challenges

Almost all democratic institutions including the National Commission for Human Rights, the Political Party Registration Commission were established by the SLPP following the end of the war to help build the culture of democracy and respect for the rule of law. The Interim National Electoral Commission established during the war period in 1996 was transformed into a

National Electoral Commission (NEC) in 2002. The Independent Media Commission was also set up to ensure ethics in the media profession.

The challenge for Sierra Leone is to allow institutions to work in accordance with their mandate and effectively support them to be better able to institutionalise democracy and rule of law. Most of the critical governance institutions are grossly under-funded and lack the required numbers of qualified people. The institutions are prone to corruption and manipulation which renders them ineffective in the discharge of their statutory mandates.

APC's Failures

The APC has failed to create any new vital national institution to support the deepening of our national democratic endeavors. On the contrary, each and every national democratic institution has been placed under threat of mediocrity, inefficiency and gross interference in their statutory mandates. Typical example are the Independent Media Commission whose directives are challenged with impunity and the SLBC which is most often projecting the agenda of the ruling Party with little or no regard to its mandate as a National broadcaster that should be neutral and objective. This has left the country with weak institutions that have lost the trust and confidence of the average Sierra Leonean. Democracy is on trial in Sierra Leone as a result of the gross institutional manipulations of the APC.

The New Direction

The next SLPP administration will ensure that all national democratic institutions are put back on track as a matter of urgency by restoring their autonomy, creating the necessary operating environment to execute their statutory mandate, and serve the people of Sierra Leone.

Specifically, the SLPP will:

- Review laws and policies guiding the functioning of democratic institutions with a view to restoring their autonomy and independence
- Increase the role of non-state actors in the management of democratic institutions
- Make more transparent the operations of democratic institutions

11.4 Building an Effective Parliament

Overcoming the Challenge

The SLPP passed the Parliamentary Service Act of 2007 to promote the autonomy of the legislature and started building the foundation for effective Parliamentary scrutiny and oversight of government's activities. For the period (2007 – 2012), the legislature has been one on trial as its performance has been variously rated by the People of Sierra Leone and certain supporting Development partners. Ratings range from weak to not so strong. Sierra Leone has had its weakest Parliament over the last 5 years. There are a myriad of issues, ranging from the weak capacities of a good number of MPs to poor investment into this critical arm of government, which in Sierra Leone is almost dwarfed by the dominance of the executive. There have been a number of lost opportunities in ensuring that good laws are passed, due to the excessive display of partisanship which holds more sway than working in the national public interest.

The critical challenge is to have a parliament that will effectively be seen and made to be tri-equal to both the Executive and the Judiciary of Sierra Leone; a professional legislature that works to speedily meet international standards of legislative functioning; a parliament that carries the consciences and concerns of the vast majority of the People of Sierra Leone and no

more the narrow and parochial interest of the ruling elite and is very much an integral part of the wider public service with competent and motivated personnel.

APC's Failures

Over the past five years, Parliament failed to show results in blocking leakages and the excesses of the executive. The APC on their part made use of 'majority' in a not too progressive manner, to mostly pass bills under Presidential Certificates of Urgency and passed bills even when the opposition conducted walk outs to demand the review of retrogressive bills presented for passage into law.

The New Direction

In the New Direction, the SLPP will:

- Fill and make functional all positions of the Parliamentary Service Commission structure to ensure the autonomy of Parliament
- Capacitate Parliament through hiring additional Parliamentary Researchers and Clerks and the provision of logistics and additional funding to enhance its independence in carrying out its oversight and scrutiny roles
- Establish a Parliamentary Academy and train MPs in all areas of legislative scrutiny in collaboration with international Parliamentary development institutions
- Provide constituency facilitation and transport support to MPs to enhance Parliamentary outreach
- Establish constituency offices to enable MPs connect with their constituents
- Strengthen Committees of Parliament, particularly the Public Accounts Committee to bolster the work of the ACC and take prompt action on audit reports
- Discourage the use of “certificate of urgency” and if required, use it only in cases of national emergency or extreme urgency
- Introduce a target setting and performance review mechanism for serving MPs in order to be effective in Parliament and ensure that they focus on results and impacts
- Introduce a housing scheme in Freetown for serving Parliamentarians
- Organise a national dialogue on the creation of second chamber that may include Paramount Chiefs and eminent citizens

11.5 Strengthening Local Councils and the Chieftaincy Institution

Overcoming the Challenges

The local councils of the first generation post resuscitation (2004 – 2008) proved quite capable to manage the expectations of the People of Sierra Leone. In the first three years (2004-2007), the then SLPP administration succeeded in ensuring that 19 new Local Councils were established (City and District councils) and the legal and administrative mechanisms put in place to support Human Resources, budgetary and other financial management systems for the functioning of the councils. The political will at the highest level of State (Presidency) ensured that the most difficult part of decentralisation – functional and fiscal devolution from central to local government – was done in Sierra Leone for the three big critical service and Human Development sectors of Health (primary health care), Education(Pre primary to Basic education) and Agriculture (Agricultural extension).

There is need to build on the successes made by the SLPP and reverse the setbacks since 2007 with a view to ensuring that local councils play their crucial role in the delivery of essential services. In performing this role, the institution of Chieftaincy will be re-examined to ensure that it is accorded the dignity and national recognition as enshrined in the country's constitution. There is need to link chieftdom governance with decentralized service delivery.

APC's Failures

Since 2007, the APC has manifested little or no interest in decentralization as the government has failed to make any meaningful public pronouncement, even though it has made many, to highlight its commitment and dedication to the process. Human resources management has been politicized with unwarranted transfers of staff who are deemed to be non APC supporters and the manipulation of the grants distribution arrangement (that was based on equity) left behind by the last SLPP administration undermining the technical assistance role of the facilitating agency by recruiting on tribal and ethnic grounds.

Between 2004 and 2007, whilst the capacities of the local councils were developed, the then SLPP administration devolved 40 out of 72 functions. Between 2007 and 2012, only 18 additional functions have been devolved leaving a remaining balance of 14 functions. The APC failed to complete the devolution of functions and instead re-introduced the district offices running side by side with the local council.

In the area of chieftaincy, paramount chiefs have been denied the subvention that was paid by the SLPP, making most of them to rely on government handouts. The local councils as well as chieftdom councils have failed to deliver on their mandates for efficient service delivery to communities while chieftdoms and the authority of Paramount Chiefs has been undermined by the Ministry of Local Government and Community Development, an example being in the appointment of court chairpersons without the involvement of Paramount Chiefs for partisan considerations.

In the New Direction, the SLPP will:

- Review the National Decentralisation Policy and amend the Local Government Act 2004. The revised policy and legislation will redefine institutional arrangements; clarify confusion over functional roles and responsibilities especially in the area of revenue collection and sharing between Local Councils and Chieftdoms which is currently a grey area that is creating tension between Chairpersons and Paramount Chiefs in the Districts
- Review the timeline for the completion of functional devolution on the assumption of Office with the view of putting in place a mechanism that ensures that outstanding functions, together with financial, material and human resources are devolved to local councils as appropriate
- Reorganize the Local Government Service Commission and provide it with the relevant policy and regulatory tools, financial and organizational support to position it like its counterpart, the Public Service Commission, so that the mandate can be executed free from partisan and or ministerial manipulation, making secure the career paths of all those Sierra Leoneans working in our local councils
- Review the local government grant making mechanism with a view to ensuring that the initial principles underpinning it (equity, need, lack of capacity to raise adequate own/local resources and even development across the country) forms the basis of

computation, allocation and distribution of all grants irrespective of location and partisan composition

- Allocate a standing Block Grant to support a scheme that will focus on performance. This 'Special performance grant system' will support Local Councils that ensure sustained development and commitment to advancing the critical MDG goals by the nature and quality of programmes they deliver. It will be based on an independent evaluation results of their performances on an annual basis
- Bring chieftom governance in line with local governance and make chieftom structures play a major role in the decentralised service delivery process
- Restore the dignity of paramount chiefs and bring them back to the centre stage of national governance with rights and obligations fully recognized and respected
- Define a new condition of service for Paramount Chiefs and most essential chieftom staff with a view to building capacity for future challenges
- Provide logistical capacity for chiefs to enable outreach and the performance of their roles as Chiefs. In order to facilitate the outreach of PCs and chieftom administration, they shall each be provided with a 4x4 vehicle in the first year of SLPPs assumption of power

11.6 Strengthening and Repositioning the Civil Service

Overcoming the Challenges

The Sierra Leone Civil Service once prided itself as the best in British West Africa and this was the status quo in the immediate post independent era of the country. The tangible products were the high quality of education, a functionally efficient judiciary, an economy that supported national growth and development in the immediate post independent era.

It is with nostalgia and a deep sense of regret that the Sierra Leone Civil Service, once the envy of the Sub region, has today become a recipient of technical cooperation from Nigeria. There are multi-faceted agencies working across the Public Sector Reform spectrum. Coordination among these agencies and the mainstream Civil Service is weak. There is no decisive leadership. This has led to poor delivery of the most basic of services especially in health, education, roads, and agriculture, culminating in years of national retrogression. The situation has been compounded by the re-emergence of the bad governance practices of the current government.

Specifically, the Civil Service faces serious challenges. There is need for a well structured and efficient Civil Service that works on the basis of modern rules, regulations and procedures that will be institutionalised and fully respected. Second, we should have a Civil Service that is free of political interference. Third, we want a Civil Service that allows for uninterrupted career paths, where staff and personnel are well remunerated and their welfare and that of their dependants is given the priority that it deserves. Fourth, our Civil service should be provided with adequate resources and the requisite equipment and essential working tools that support effectiveness and productivity.

APC's Failures

The APC has totally failed to move the entire Public sector reform agenda since coming into office over five years. There has been increased politicisation of the Public service in transfers,

dismissals and promotions. The Management and Functional Review (MFR) which was supported by DFID made recommendations for improving the effectiveness of the Public service but the APC failed to implement the recommendations. Appointments to the Public service institutions such as PSC and LGSC are done by the APC without proper scrutiny of the professional background of the appointees (who must be people with current or previous Public sector experience) and the institutions have failed since 2007. The failure of APC to exhibit political will for Public sector reform led to DFID discontinuing support to the reform processes in the sector.

The New Direction

In the New Direction, the principal objective will be to restore the efficiency of the Civil service. Specifically, the SLPP will:

- Reinforce political commitment and provide strong leadership in the reform agenda
- Rationalise the structure of the public service with a view to having a clear political leadership and direction.
- Facilitate a national Census for the Civil service of Sierra Leone with a view to ensuring that the right and correct status is assessed and documented.
- Restructure the Human Resources Management (HRM) Office by creating the necessary departments that will be staffed by career Human Resources Officers with the right competencies and skills mix with a view of modernizing the Civil service to face the challenges of the 21st century
- Develop a new architecture of State governance and a national civil service organogram
- Review the Civil Service Code and Regulations which seeks to combine the General and Financial orders of Colonial origins
- Establish a national Civil Service Capacity Enhancement scheme
- Reintroduce a 'hire purchase scheme' for serving members of the Civil and related services to enable them acquire capital items (with values consistent with their official emoluments)

11.7 Foreign Affairs and Diplomacy

Overcoming the Challenges

Sierra Leone as a country still has a lot to do in the area of diplomacy, foreign relations and international cooperation. The Foreign Ministry has been unable to make major imprints on the foreign and international scene that could earn the country the much needed recognition in the Sub-region, African continent and the world at large.

The lack of a clear foreign policy, the low capacity of our foreign diplomats, undue interference in the work of diplomats, among others, constitutes the critical challenges in our efforts to optimise gains in our diplomatic and foreign relations.

APC's Failures

The APC Government has undermined the country's enviable diplomatic record left behind by the former SLPP Government. The appointments of Ambassadors and High commissioners have not been subjected to any form of scrutiny, leading to scandals involving Ambassadors in Liberia, in Belgium and a Consul in the USA. The postings of civil servants to the foreign missions have been driven by membership of the APC party, or having an APC party operative's recommendation.

Most of the Missions have been without the regular subventions, making these very important external State agents live in penury at the expense of the image of Sierra Leone abroad.

The New Direction

In the New Direction, the next SLPP government will place the highest premium on economic diplomacy. Our representatives abroad must be more than arm-chair diplomats. To this end, new Embassies/Missions will be opened where it is in the best interest of the country to do so.

Accordingly, in the New Direction, the SLPP will

- Define a robust foreign policy for Sierra Leone, with clear orientation, modes of articulation and anticipated outcomes consistent with both the Sierra Leone national and international interests
- Restructure the Ministry responsible for diplomacy, foreign relations and international cooperation so that it is consistent with the new foreign policy goals of the government and State
- Professionalise the Ministry responsible for Foreign Affairs staff foreign missions with Career diplomats and diplomatic personnel who shall be identified and trained in the conduct of the affairs of the State. This shall introduce greater effectiveness in the Foreign Ministry (both at home and overseas)
- Assess our foreign embassies and missions to provide evidence in support of upgrading Embassies and Missions in countries where Sierra Leone has the opportunity to maximize cooperation for national development
- Screen all consular personnel and subject them to performance management contracts
- Support Research and Documentation so that personnel both in country and in foreign postings shall have ready access to quality information at all time.
- Support training schemes to enable our diplomats acquire second and third language proficiencies
- Continue to play an active role in the development of the Economic Community of West African States (ECOWAS), and the African Union (AU) and maintain full commitment to its blueprints, including the New Partnership for Africa Development (NEPAD)
- Continue all commitments to the Commonwealth, Non- Aligned Movement and the United Nations and all other multilateral organisations

11.8 Diaspora Affairs

Overcoming the Challenges

The Diaspora is a resource that Sierra Leone can tap into for her development needs. In the Diaspora reside some of the most educated, entrepreneurial and wealthy citizens. Most Diasporas are strongly attached to Sierra Leone and would be willing to contribute meaningfully to the country's development. The Sierra Leone Government must put measures in place to facilitate this as well as assist in the development of Sierra Leoneans.

Encouraging the Diaspora to return, or invest in the country will result in considerable developmental impact. The impacts of remittances from Diaspora are important. It is obvious

that all the categories of Sierra Leonean Diaspora are involved in formal and informal relationships with Sierra Leone and Sierra Leonean residents (families, business partners etc) through remittances and other types of transfers. The Sierra Leonean community abroad is composed of people with high academic profiles, wealth and international networks. This is a precious and under-utilized resource of expertise, investments, experience, and entrepreneurship that can be deployed creatively on a host of development fronts of Sierra Leone.

APC's Failures

The APC Government created a Diaspora Office with the assistance of UNDP. Whilst its objectives are laudable, the Office has been very poorly run as the APC has chosen to politicize its operations. Political partisan appointees have openly headed the Office and appointments of Diasporas to various Offices by the Diasporan Office have been largely based on political and ethnic affiliation.

The New Direction

In the New Direction, the SLPP will:

- Move the Office of Diaspora Affairs to the Ministry of Development and Economic Planning
- De-politicise the management of Diaspora affairs
- Mobilize highly skilled Sierra Leoneans for knowledge and skills transfer to Sierra Leone through volunteer services or short-term consultancy services or partnership between local and Diaspora professional's organizations
- Mobilize and leverage Sierra Leonean Diaspora business communities for investment and trade in Sierra Leone
- Study and develop mechanisms to facilitate investment and transfer of funds from the Diaspora in collaboration with Sierra Leonean financial institutions
- Develop interactive mechanisms and special incentives for Sierra Leonean Diaspora Business communities
- Encourage Sierra Leonean Diaspora to form professional fora abroad.
- Improve on the consular services to the Sierra Leonean Diaspora
- Build development funds targeting specific sectors of the economy and work with Diaspora or their representatives to be part of the implementation process.
- Take necessary measures to enable Sierra Leoneans in Diaspora to vote overseas in public elections
- Work with a host of countries to promote the interest and rights of Diasporas and allow them access jobs.

PART 12

PROVIDING A SECURE ENVIRONMENT FOR ALL

Sierra Leone has come a long way since the end of the civil conflict that ended in 2002, but there are still a number of existing challenges in the security sector. The national security architecture is often built around an efficient intelligence system and its management.

Overcoming the Challenges

The security sector in Sierra Leone is facing major challenges especially in terms of meeting minimum professional standards of management and operations making it increasingly lose the confidence and respect of the civil populace.

The Constitution of Sierra Leone, like in most countries, provides for the existence of National armed forces which shall consist of the three tiers - army, navy and air force with a core mandate of protecting the territorial integrity of the State by land, air and sea. There is presently the army that is fully constituted while the navy and air force only have units which are poorly resourced with inadequate trained and qualified manpower. In addition to the absence of a full complement of the Armed forces, its management is negatively compromised by politics and the absence of autonomy/ freedom from political interference.

The national police force, the Sierra Leone (SLP) is mandated to ensure internal security and the safety of lives and property. There is currently a police force that is faced with the following negative factors: politicisation and tribalisation of the force; weak police logistical base (communications, uniforms, transportation); low morale of serving personnel; mass indiscipline among the rank and file of the police service and weak civilian oversight of the SLP

There is a national fire force which has for the most part been considered as a department of the Ministry of Internal Affairs responsible for fire fighting, creating awareness and training on prevention. Currently, most of the fire vehicles are not functioning, staff are not well trained and lack basic equipment.

The immigration service in Sierra Leone has for too long been plagued by problems of management as well as faced accusations of lack of accountability in the handling of revenue. The Staffing is made up of regular Civil servants many of whom have not had any opportunity of undergoing any form of professional training.

There is also a lack of modern tools to support the work of this vital national agency whose functioning has huge security implications. As a department of Central government (under the Ministerial supervision of Internal Affairs), it lacks the autonomy in the execution of its responsibilities with speed that such an agency requires in a contemporary world. The remuneration scheme like for the entire Public sector is abysmally poor and staff morale is low.

Sierra Leone is becoming notorious for drug trafficking and abuse. In 2008, a plane loaded with cocaine was seized at our international airport. This created a dent on our international image. Abuse of drugs, particularly among our youth is also very rampant in the country. Violent full

crimes are always associated with drug abuse. Combating this dirty and deadly business requires the full force of the law and powers of the state.

APC's Failures

APC inherited a comprehensive security sector reform programme which stressed elements such as civilian oversight of the sector, de-politicisation, and performance based management and unfettered self accounting system rooted in prudent financial management. Since 2007, almost all appointments in the Security sector (ONS, SLP, and Army) have been driven by regional and tribal sentiments. The security sector reform has been given lip service, the provision of much needed logistical and operational support such as uniforms has been lacking, and conditions in the barracks have been deteriorating.

Prior to 2007, the Security sector was making great strides towards meeting accepted standards. The APC on assumption of State governance in 2007 resorted to increasing politicization of every aspect of the sector which has damaged the morale and capacity of the sector agencies to effectively deliver on their mandates. This decline, facilitated by the APC is particularly affecting the Sierra Leone Police and the Republic of Sierra Leone Armed Forces (with only the army being a full agency that is functional) while the Navy and Air force have been totally neglected and left to exist as Units (instead of full agencies) in contravention of the provisions of the national constitution of Sierra Leone.

The APC has mismanaged the SLP to a point that citizens trust and confidence in the noble institution has waned over the past five years. The APC reintroduced politically motivated recruitments. At least 30 innocent civilians have been either shot and killed or wounded by the SLP personnel in various districts. The APC has made the SLP the most fiscally unaccountable policy arena. APC surreptitiously approved the procurement of US \$4.5m worth of lethal weapons for the paramilitary wing of the SLP to protect ruling party interests at a time when police personnel were in dire need of improvement in their conditions of service. There is little attention to improve competencies of the SLP in crime reporting and investigation and prosecution in accordance with international human rights standards. Skill and education levels of the SLP are abysmally low.

The APC has failed in ensuring that Sierra Leone gets a Professional immigration service with personnel that are fully trained and competent with the required machines and equipment. Immigration is far from being an autonomous institution and continues to be challenged by bureaucratic setbacks and formalities.

The immigration department has been excessively politicized with all of the top echelons being composed of Staff from the ruling APC party. The appointments are without regards to capability but purely on patronage. The border posts are neglected and there is hardly adequate security.

The New Direction

Republic of Sierra Leone Armed Forces

The new SLPP government will build on the reform of the Armed forces that was commenced immediately after the war with a focus on continued professionalization for effective delivery of services and this shall involve some very specific programmes designed and supported along the following lines.

- Improve the conditions of service for serving military officers
- De-politicise the military through the adoption of best practices in the management of the force.
- Improve in a phased manner military infrastructure, particularly housing
- Re-introduce community screening of recruits into RSLAF (Safari)
- Review the entire post recruitment Human Resources Management of the force to support promotions, discipline, transfers and assignment of responsibilities
- Implement the establishment of a truly functional tri-service (army, air force and navy) as three separate entities with full commanders and not wings(as currently functioning)
- Strengthen the Navy and Air Force to conduct surveillance to protect the territorial waters
- Modernise the equipment of the entire RSLAF consistent with modern trends.
- Strengthen the engineering unit of the military to enable it compete for contracts
- Develop the agricultural unit of the military to enable it produce food for the military
- Upgrade the military hospital to a very high standard equipped with modern diagnostic facilities and staffed with senior practitioners comparable to other military hospitals in the sub-region.
- Provide free education for all military officers intending to pursue higher education
- Provide free education at all levels for the children of military officers
- Rehabilitate and provide standard facilities for a military training school

Sierra Leone Police

In the New Direction, the new SLPP will

- Provide effective oversight of the SLP to ensure de-politicisation of the force and accountability to citizens
- Improve conditions of service for SLP personnel at all levels
- Rehabilitate police stations and barracks in a phased manner over 5 years
- Establish an Independent Police Complaints Board – to strengthen relationship between the SLP and the public
- Improve the strategic management processes of the SLP and ensure increased international assignments for police personnel
- Provide training support to serving police personnel
- The OSD wing shall be provided requisite training to ensure that they execute their functions based on professional standards with focus on respect for Human Rights and fair treatment of people

- Provide free education for all police officers intending to pursue higher education
- Provide free education at all levels for the children of police officers

Fire Force

In order to ensure that the Fire force is revitalized, the government will make a commitment to deliver on the following;

- Develop an updated fire policy with attendant regulations and guidelines
- Establish Fire force services at district headquarters to complement the regional facilities
- Increase the number of fire engines in every region
- Establish a scheme to train community fire fighters for work at the chiefdom level

Office of the National Security

In the New Direction, the SLPP administration will:

- Revise the criteria for appointment of Head of ONS consistent with international standards.
- Increase and ring fence the national budgetary allocation for intelligence.
- Provide a Security sector capacity building fund and encourage training and professionalization.
- Invigorate and enhance national intelligence gathering for rapid response.
- De- politicizes the ONS.
- Strengthen coordination in the sector among stakeholders.
- Provide further training for personnel in the security sector.
- Strengthen intelligence gathering

Immigration Services

In the New Direction, the SLPP will

- Refurbish immigration border posts and equip with necessary facilities
- Set up an integrated immigration network system linking all border posts with the immigration head quarters in Freetown to facilitate data processing and storage
- Institute measures to create a National Immigration Service with a view to making it semi-autonomous in the discharge of some of its functions
- Develop a robust national registration system

Narcotics

In the New Direction, the SLPP will

- Reverse Sierra Leone's image as an easy target for money laundering and drug transshipment
- Review the laws against drug trafficking with a view to empowering the state to seize and forfeit assets of drug traffickers to meet national and international obligations
- Ensure fair and equitable justice – not just for drivers and petty dealers, but for barons and cartels and their powerful allies

- Ensure sentences for drug abuse and trafficking to match the seriousness of the crime
- Equip the security services and anti-drug agencies to confront sophisticated criminals

PART 13

ADVANCING HUMAN RIGHTS, RULE OF LAW AND THE JUDICIARY

Overcoming the Challenges

Sierra Leone's Judiciary has suffered serious national and external condemnation for several years. The bases of the condemnation are numerous and diverse. The continued merger of the positions of Attorney-General and Minister of Justice which effectively creates a fusion between the political and technical/ professional areas of the country's justice system has raised questions. The dearth of professional staff to support the government's judicial responsibilities across the country limiting such services mostly to the regional and to a lesser extent the district headquarters towns is an issue. The huge delays in the courts has often culminated in several years of case backlogs, leading to rights abuses as suspects are kept in remand for protracted periods of time. The detention and custodial facilities for all categories of inmates (men, women and juveniles) are inadequate. The huge accusations of corruption and collusion in the justice system encourages citizen's absolute lack of trust and confidence in it to service their needs. The weak infrastructural facilities to house the judicial offices as well as the lack of access to modern machines and equipment that are supportive of the management of modern and efficient courts have been frowned upon.

APC's Failures

Since assumption of office in 2007, the APC has failed to make good its pre-election promise of separating the Justice Ministry from the position of Attorney-General. In this situation, the fused position has been used to suppress all forms of legitimate opposition while APC stalwarts are protected as they perpetuate impunity through attacks and violence against innocent Sierra Leoneans. There has been direct political interference in the operations of the SLP leading to complaints of ill treatment by the SLP from the public. There have been suspension of judges of the superior courts and their arbitrary replacement with colleagues that are known to be sympathetic to the APC with their right to just enquiry denied. The present status of the judicial system has and continues to be a source of major governance concern to many well meaning Sierra Leonean's both at home and abroad. It may be extremely difficult to talk about promotion of rights and civil liberties where the structures such as an efficient judicial system that should defend them are absent or nonexistent.

The New Direction

The New Direction government will seek as a matter of critical emergency to facilitate the revival of the Judiciary so as to be truly tri-equal to the executive and legislature as well as ensure it meets both national and international recognition and standards. Specifically, the next SLPP government will:

- Facilitate a National dialogue on '**A new Justice and Rule of law system for 21st Sierra Leone.**
- Move forward the Constitutional Review process that was initiated by the SLPP administration
- Consult nationally on the issue of separating the Ministry of Justice from the Office of the Attorney-general.
- Prepare a comprehensive Capacity Building Plan for the justice sector
- Train a cadre of 'paralegals' to support the sector in the country's extreme rural communities where the services of trained legal practitioner's currently pose a huge challenge.
- Provide legal aid services to our poor and vulnerable
- Promote exchange programmes with other Commonwealth, ACP Countries and other Regions as appropriate to support learning and sharing opportunities.

- Strengthen link with the Sierra Leone Bar association
- Make a claim of reparations on behalf of miserable families against the delinquent states that assisted the rebellion of the RUF following the Special Court against Charles Taylor.
- Make the Judiciary fully independent and ensure that the court system is free from all forms of executive manipulation
- Make the Judicial Service Commission fully functional to manage an independent justice system. The subject of terms and conditions, tenure and privileges will be attractive compared to Judicial Commissions in the sub region. There shall be a performance management system for judges and senior personnel in the Judiciary, and this shall be linked to structured and well-resourced capacity building initiatives
- Endeavour to make justice easily accessible by 'Tooling and Equipping' of the entire Justice sector – from police to the Supreme court' through comprehensive capacity building and increasing in budget.
- Ensure effective partnership between justice sector MDAs and civil society, including the Sierra Leone Bar Association to increase civil oversight of sector agencies.
- Ensure that the Law Reform Commission shall be resourced and strengthened to execute its mandate.

PART 14

PROMOTING PRESS FREEDOM AND DEVELOPING THE FOURTH ESTATE

Overcoming the Challenges

The fourth estate has been very useful in informing and educating the public on governance issues. Since 2002, there has been a proliferation of press houses and radio stations. The Independent Media Commission (IMC) was established with the responsibility to enforce professional ethics in journalism.

The major challenges of the fourth estate are the continued existence of the seditious libel law, the absence of Freedom of Information (FOI), limited capacity of journalists and uninformed and unethical reporting, absence of a true National Broadcaster and bribery of journalists by politicians.

APC's Failures

In addition, and in keeping with its constitutional responsibility, the last SLPP Government created the Independent Media Commission (IMC) whose responsibility it is to regulate and monitor media institutions in order to ensure that they operate in a way that promotes the public good. Over the years, the IMC has failed to enforce its own ethics and like most democratic institutions, it has experienced political interference.

In 2009, the Sierra Leone Broadcasting Service (SLBS) was transformed into a national broadcaster. It was renamed Sierra Leone Broadcasting Corporation and envisaged that the SLBC will be impartial and shall provide equal opportunities to all political parties. Principally now, the SLBC is the mouthpiece of the ruling APC party.

New Direction

In the New Direction, the SLPP administration will reform the fourth estate through the following:

- Repeal the seditious libel law
- Review and enact the Freedom of Information Bill
- Enact policies and laws to develop the capacity of journalists
- Support the School of Journalism and other institutions to train journalists
- Provide funding opportunities for journalists to establish press houses as corporate entities
- Encourage the private sector to invest in the media
- Provide from the budget a yearly subvention to SLAJ
- Build the capacity of the IMC to enforce the IMC Act
- Review the legal and operational status of the Sierra Leone Broadcasting Corporation (SLBC) to make it a truly professional national broadcaster



Dr. Kadi Sesay
Vice Presidential Candidate

