**FIRST DRAFT REPORT**



**Republic of Sierra Leone**

*Office of the President*

**Presidential Transition Team Draft Report**

**October 2007**

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## III. Institutional and Administrative Challenges

A competent, strong and vibrant institutional and administrative landscape is a perquisite for development of Sierra Leone. The challenges in this area are varied and in some cases deeply entrenched. The key institutions are spaced across all domains of governance.

Institutional and Administrative challenges form the bases for a strong or weak government. If the fragilities in the system are not seriously addressed then the outcome is normally a weak government prone to conflict. Key characteristics include:

* Exceptionally weak governance policies/institutions and human capacity.
* Vulnerability to reverting back into conflict.
* Sustained deterioration in performance and capacity.

In the recent past it has been noted that most of our institutions have shown a weak capacity which means that these institutions are fragile. Only a strong and a good governance posture can cure such fragility in our institutions. At the time of Independence, our Civil Service for example was vaunted to be amongst the best in West Africa. Over time, lack of training and political interference with the civil service reduced this institution to ineffectiveness. The civil service became so politicized that it became a manipulative tool in the hands of politicians. The civil servants themselves became active politicians scarifying efficiency on the alter of political expediency. For all rest of the service that was not so politicized, poor incentives and lack of in-service training rendered then ineffective. Weak governance policies have also stalemated the development of the service. For decades now there is some form of civil service reform on paper that is yet to see the light of day. The longer the delay in the implementation of these reforms, the more the decadence in the service. Patronage is still a tool commonly used for promotion in the service. The government since independence has been the largest employer in the country, as the private sector is severely underdeveloped. Everybody saunters towards the civil service after graduation and only a strong governance policy towards pruning the service will rid it of its over-blotted state.

The recent move towards decentralization is a positive more towards triggering changes at the central government level. This will help with taking governance policies to the local level and improve the involvement of the people with its government. Even the civil service will be helped by this move, the central civil service will be streamlined and local councils will benefit from the experience of devolved civil servants. Local council can be used to strengthen central government’s governance policies taking into consideration the demographics on the ground. The present approach to devolution in Sierra Leone however is at best half-hearted with the centre still clinging on to the instruments to make decentralization work. The centre is still unwilling to shift resources to local council and force restructuring of central ministries and agencies. Strong local councils can be instruments to reduce vulnerability to reverting back into conflict. Conflicts are usually engineered by the perception that the national cake is not being fairly distributed. With effective local governments the people are more likely to see government working directly for them. Another essential requirement for effective devolution is to build the capacity of the human resource in these local councils.

It is common knowledge that a sustained deterioration in performance and capacity is one of the fragilities of our institutions. This came out clearly in the findings of the Truth and Reconciliation Commission set up after the civil war. This finding pointed mostly to the functions of our courts. There was the perception function of our courts. There was the perception in the populace that justice can not be got in our courts and this bred bad blood and the potential for civil conflict. Like the Civil Service, the judiciary needs to be reformed along the lines advocated by our development partners. Some work had been done in this area but it seems a little, too little, for the common man in the street. This institution also needs massive human resource capacity building and bringing in modern technology to speed up trials. The judiciary is still too complex for the common man to understand and trust. Here again the strong and symbiotic relation between governance and fragility shows itself- poor governance perpetuates state fragility and vice-versa. Government should be seen to hands-off the judiciary. An independent judiciary not encumbered with political interference will help in state stability. A good package of motivation for the judiciary and the civil service will also help to attract some of our best and brightest young men to the service.

The police and the armed forces have benefited from some improved training and capacity building from our development partners. The challenges have considerably been reduced in this area. The one major challenge remaining is to guarantee their non-political nature. It is dangerous to try to politically tamper with these institutions as evidenced by our early post independence history leading up to the civil war.

The state is not solely the national government but is comprised of the national institutions, the local and community level and also civil society on the ground. The civil society is a very important institution and its performance can beget plaudits or criticism for the government. Our recent ranking on the anti-corruption level is rather poor. There is an Anticorruption Commission set up in the country, but it is so muzzled and tampered with that, it has not been able to score any noticeable gains. This organization is at variance with civil society. Poor government policies again can be seen at play here, underscoring the fragility in the institution. The policy to anti-corruption should be looked at radically and the prosecution powers of the commission revamped and de-linked from the normal slow court system that we now have in place. An independent set-up comprising its own investigators and prosecutors before a specialized judge would help. The civil society should be encouraged and trained for it to perform its watchdog duties. A vibrant and well-educated civil society can serve a means of checks and balances in most of our institutions.

Another important national institution that needs urgent reform is the office of the Ombudsman. The act that set up this institution clearly provided for a national referee for justice, but over the years since its formation the office is not only being wholly symbolic and political, with only three employees to serve the whole country. The mandate under which it was established is grossly abused.

There is also a not so popular fragility in our systems- the risk of either too much or little aid. Donor countries must put the highest priorities on government institutions rather than duplicating efforts and undermining the authority and legitimacy of government. Our post war development partners poured in substantial resources in this country, but most of it come with strings-tied and accompanied by hoards of experts and consultants. Most of these experts and consultants had little or no knowledge of the local landscape and requirements.

In conclusion as stated in the trial report of the Truth and Reconciliation Commission, the civil strife in Sierra Leone was largely as a result of not been able to recognize the fragilities in our institutions and take the necessary good governance policies to eradicate these fragilities. It is therefore imperative that the rebuilding of Sierra Leone’s institutional and administrative capacity should lay the ground for a more comprehensive programme of reform. In other words the government needs to be re-engineered with the aim of paying more emphasis on administrative capacity and institutional reform, taking into account the introduction of e-government for an efficient and cost effective reform. These reforms must include upgrading the government accounting services, strengthening the judicial and legal system and to re-examine public enterprise sector which should include the divesture of minimal or non-profit making parastatals.

**IV. Humanitarian challenges**

# Introduction/Preamble

Sierra Leone’s Humanitarian crisis was exacerbated by ten years of civil war (1991-2001). For five consecutive years, (1998-2003), the UNDP Human Development Index report ranked the country as the least developed state in the world. This scenario has direct links with general poverty status in African countries, including Sierra Leone.

Contributory factors to humanitarian crisis situation in Sierra Leone includes, but not limited to the following;

* The practice of bad governance.
* Low or non-participation of grassroots populations in decision making brought on largely by lack of civic awareness and patriotism.
* Policy of exclusion of grassroots.
* High levels of illiteracy
* Lack of access to basic facilities.
* Mismanagement of state institutions.
* Institutionalized practice of briber and corruption.
* Lack of appropriate macro and micro-economic policy.
* Low life expectancy.
* High level of unemployment.

While the enumerated factors above contribute greatly to Sierra Leone’s humanitarian crisis

(poverty) situation, other contributory factors to bad governance can be identified as follows;  Systematic destruction of state institutions.

* Non existence of effective institutions to check corruption.
* Denial of human rights.
* Non accountability of security sector to the public.
* The collapse of law and order (this culminated into the rebel war)  Widespread poverty.
* Weak and vindictive judicial system.

# Good Governance as catalyst to Good Life for the people

Among other things, good governance involves respect for people’s rights and freedoms, participation, accountability, policy of inclusion and fair rules, gender equality, economic and social policies aimed at eradicating poverty and, building a framework for satisfying the needs of future generations through acceptable current practice.

If good governance must serve as catalyst for the enhancement of good life for the populace, stability in governance itself and respect for the citizenry, then the following conditions should be fulfilled;

* Adherence to constitutional rule and system of checks and balances.
* Civic education and culture of participation.
* Devolution of power and decentralization must be real.
* Informed civil society.
* Regular free and fair elections.
* Good international relation and political stability.
* Press freedom and access to public information by all, and
* Demand for empowerment of both leaders and the led and a call for mutual accountability.

The high rate of illiteracy has not helped the humanitarian crisis situation in Sierra Leone, as large portions of the country’s youth; some 60% of the population, remain unemployed.

Thus the teaming rise in the unemployment number of the country’s youths becomes a security risk capable of threatening the peace.

The previous government’s approach (1996-2007) to youth unemployment was aimed at donor-satisfaction, other than tackling the problem of youth capacity building leading to selfsustainability of same. The hush-posh DDR (and later NACSA) project took over the functions of Works and maintenance ministry while the construction of schools and tertiary institutions of same duplicated those of the Ministry of education, Science and Technology, MEST.

This arrangement has had adverse effects on other line ministries and departments as Works and Maintenance, MEST and Youth and sports ministries became incapable of offering any meaningful jobs to deserving youths.

In the light of this, NACSA was to become flooded with contracts demands, while at the same time fulfilling its own functions as per reason d’etre.

# The PRSP and the country’s Humanitarian Challenges

Like Vision 2025 and the National Anti-Corruption Strategy paper, the PRSP (Poverty Reduction strategy paper) was well conceived and the documents professionally prepared.

However, the political will to implement its suggestions with a view to reducing the over burdened impact of poverty on the populace were lacking. By the middle of 2006, the PRSP suggestions, which were to be the basis of national budgetary allocations, were totally ignored, while the findings of the Public Expenditure Tracking Surveys, PETS remained unimplemented.

Thus exacerbating the Financial and Humanitarian Challenges of the country, even before some of the country’s recovery programs became suspect to our International Partners.

Over the years, Sierra Leone’s Humanitarian crisis (challenges) was aided by the absence of electricity power not only in the capital city Freetown, but also in other bigger towns of the country. In a country endowed with abundant natural resources especially farm produce, the absence of any adequate and sustainable power supply in almost all of the bigger towns rendered the economy useless and less more effective.

The growing population has not been able to engage in any meaningful electricity-power oriented economic exercise as productivity becomes expensive, inadequate and youth labour grossly under utilized.

In the light of greater absence of electricity power supply to enhance economic activities of would-be self-sustained individual citizens, there is greater dependence on government and national resources by all. Energized youths and working-class citizens, without the means of any viable economic exercise for self-sustenance and economic independence, government and national institutions and their assigned resources become the first port-of-call for possible pilfering and hopeful sources of livelihood by all; including poorly paid civil servants, who, under normal and better economic situations, would have had no reason to depend on government resources for personal livelihood.

Summarily, while corruption remains the greatest impediment to the country’s development aspirations, the waste and misuse of proceeds from the nation’s natural resources, coupled with the blatant wrong use of judicial powers also pose great challenges to the peace of the state. The country’s humanitarian challenges and crisis could only be ameliorated with the right uses of human and economic resources with a view to achieving the country’s development goals.

**CURRENT STATUS AND KEY ISSUES**

# National Security and Peace Building

## 1.0 INTRODUCTION

In accordance with the Terms of Reference (TOR) of the Presidential Transition Team as elaborated by the Office of the President (see Annex I) and letters of appointment dated 24 September 2007 to all members of the Team, the Committee on National Security and Peace Building[[1]](#footnote-1) deliberated and identified the following pertinent Ministries and Institutions for consultations and closer review:

### National Security

* Ministry of Defence, including the Armed Forces
* Ministry of Internal Affairs, including the Sierra Leone Police Force, Directorate of Prisons and National Fire Force;
* Office of National Security

### Peace Building

* National Commission for Social Action (NACSA);
* Office of the Special Coordinator to the Vice President (Peace Building Fund);
* United Nations Integrated Office in Sierra Leone (UNIOSIL)

As a sequel to recent directive from State House that all government functionaries should report back to their respective positions and continue with their respective duties and responsibilities, the Committee on National Security and Peace Building met with key functionaries of the above institutions on Wednesday 25 September 2007, shared and discussed the expectations of the TOR, the need for timely consideration and support given the pressing nature of the assignment and the tight, non-negotiable deadline imposed by the new Government.

A set of templates[[2]](#footnote-2) designed to help elicit certain specific information and data were also discussed, while also securing assurances for their timely completion by the close of business on Friday 27 September 2007. When necessary, subsequent follow-up one-to-one meetings were held to ensure that progress was on track in keeping with the stipulated deadline.

The Committee underscored Government’s sincerity of purpose in the exercise, and its conviction that cooperation of all concerned will be critical in achieving the overall and specific objectives for which the Presidential Transition Team has been tasked to deliver. The Committee dispelled rumours and suggestions of a witch hunt as characteristic of the politics of bad governance; assuring instead the collective responsibility of all well meaning Sierra Leonean to do what is right to facilitate a smooth, accountable hand-over of government, to the newly democratically elected government of President Ernest Bai Koroma.

## 2.0 BACKGROUND

On 17 September 2007, following his pronouncement as winner of the Presidential Elections of August 2007, President Ernest Bai Koroma set himself the onerous task of taking over the reins of power and the mixed legacy of the previous SLPP administration.

The new President is keen to preside over an orderly and smooth transition that will make possible the complete transfer of the reins office in an atmosphere of peace and tranquillity; while at the same time poised to tackle head-on, the daunting task of reviving the economy, reducing the incidence of poverty and generally improving the quality of life of the people.

Bracing up to these compelling challenges necessarily requires quick stock-taking and assessment of the current state of Government institutions in terms of policy, programmes and resources with a view to making appropriate recommendations on strategy orientations and action plans.

In keeping, therefore, with the dynamics of political change and internationally acceptable standards for transparency, financial probity and accountability, it is critical that a review be conducted of all government Ministries, Departments, Agencies, Commissions, Statutory Corporations and other Institutions set up entirely or partly out of public funds.

## 3.0 BUIDING PEACE IN SIERRA LEONE

Since the signing of the Lome Peace Agreement, the people of Sierra Leone with the support of the international community have made significant inroads in rebuilding the country and securing the peace. Some key achievements, in this regard, have included the peaceful and democratic national elections and local elections of 2004, the establishment and completion of the work of the Truth and Reconciliation Commission (TRC), the creation of a number of democratic institutions such as the National Electoral Commission (NEC), the Political Parties Registration Commission, the National Human Rights Commission, the Anticorruption Commission, and not least the peaceful democratic Presidential and Parliamentary elections of August 2007.

A number of frameworks and strategies for peace and development have contributed to these achievements and have provided some impetus for recovery such as Sweet Salone Vision 2025, the National framework for Social Action, the Poverty Reduction Strategy, the Peace Consolidation Strategy, the Improved Accountability and Governance Pact, and the report of the Truth and Reconciliation Commission.

The above progress not withstanding, peace and stability in Sierra Leone remain fragile with the root causes of conflict- widespread corruption, marginalization and disempowerment of rural communities, lack of economic opportunities and inadequate state capacity to deliver basic services largely unaddressed.

Unemployment and marginalization of the Youth in particular present a serious threat to stability and Peace.

**3.1 Engaging with the Peace Building Commission.**

The Peace Building Commission (PBC) is the first United Nations body of its type to be set up by simultaneous resolutions[[3]](#footnote-3) in both the UN General Assembly and Security Council.

It is an intergovernmental advisory body, the main goal being to advise on strategic priorities for integrated peace building, development and reconstruction in countries emerging from violent conflict. As a grouping of international donors, International financial institutions, national governments, the PBC also seeks to build consensus around priorities and, as appropriate, highlight any gaps that threaten to undermine peace.

In June 2006 the PBC designated Sierra Leone and Burundi as its first two focus countries. Sierra Leone’s engagement with the PBC is aimed at providing additional political, financial and technical support to the national government and other stakeholders in their continued effort for peace consolidation.

### 3.2 The Peace Building Fund

The aforementioned General Assembly and Security Council resolutions included a provision for a multi-year fund for post-conflict peace building, with the objective of ensuring the immediate release of resources needed to launch peace building actions and availability of appropriate financing for recovery.

The Peace Building Fund (PBF) aims at addressing two main problems of existing postconflict funding: i) the time gap before donor funding arrives in the immediate post-conflict period; and, ii) the lack of funding for essential early stability initiatives. Further, the following four main areas of concentration were identified to benefit from this modality:  Activities in support of the implementation of peace agreements;

* Activities in support of efforts by the country to build or strengthen capacity which promotes co-existence and peaceful resolution of conflict;
* Establishment or re-establishment of essential administrative services and related human and technical capacities;
* Critical interventions designed to respond to imminent threats to the peace building process

It has a two-tier decision making process: a UN central allocation of funding to recipient countries; and an in-country joint steering committee comprising of representatives from the recipient government, UN, civil society and donors that oversee the broad parameters for use of the fund. The In-country Joint Steering Committee must ensure that funding activities will:

* Support the priorities identified in the Priority Plan;
* Seek to address a gap that cannot be funded through any other mechanism;  Not duplicate other on-going interventions.

As an initial input, US$35m was made available for each of the two focus countries: Sierra Leone and Burundi.

### 3.3 Approved Projects

As illustrated in the table below, a total of seven projects have been approved by the PBF National Steering Committee, five of which are under ‘Justice and Security’, two under ‘Democratic Governance’ and one under ‘Youth Empowerment and Employment.

|  |  |  |  |
| --- | --- | --- | --- |
| **PROJECT** | **PRIORITY AREA** | **COST**  **US$** | **IMPLEMENTING PARTNER** |
| Youth Enterprise  Development | Youth Employment and Empowerment | 4.08m | UNDP/MOYS |
| Capacity Building for the Police | Justice & Security | 1.04 | UNIOSIL/UNDP/SLP |
| Support to the Judiciary | J&S | 4.22 | UNIOSIL/UNDP/OCJ |
| Support to the armed Forces (WATSAN) | J&S | 1.96 | UNIOSIL, UNDP, MOD |
| Emergency Support to the  Security Sector  (RSLAF/SLP/Prisons) | J&S | 1.86 | MOD,  MOIA,SLP,UNDP,UNIOSIL |
| Assistance to NHRC | Democratic Governance | 1.52 | OHCHR, UNDP, NHRC |
| Assistance to the Electoral Process | DG | 1.63 | NEC,UNDP,UNIOSIL |
| **TOTAL** |  | **16.3** |  |

### 3.4 Projects in the Pipeline

A number of pipeline projects, as outlined in the table below, have been discussed, some of which are at an advanced stage of formulation, while a few more are still in draft form. Though yet to be approved, the estimated costs of these projects, in the context of the Priority Plan agreed.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **PROJECT** | **PRIORITY AREA** | **ESTIMATED**  **COSTS**  **US$** | **CURRENT STATUS** | **PROPOSED IMPLEMENTING PARTNER** |
| Youth Enterprise Development | Youth Employment and Empowerment | 3.2 | Draft | IOM/MOYS |
| Skills Training  Proposal | Youth E&E | 2.9 | Draft | WFP |
| Regional  Cooperation | Justice & Security | 1.0 | Draft | ONS |
| Support to Prisons | J&S | 2.3 | Advanced | UNIOSIL/UNDP/MIA |
| Improved Security Environment (ONS) | J&S | 1.5 | Advanced | UNIOSIL/UNDP/ONS |
| National Network of Peace Mediators | Democratic Governance | 0.6 | Advanced | UNIOSIL/UNDP/ENCISS/USL |
| Capacity Building for Parliament | D G | 1.0 | Draft | UNIOSIL/UNDP/Parliament |
| Implement TRC  Recommendations | D G |  |  |  |
| Civil Society  Building | D G | 1.5 | Draft | CSO |
| Support to Min. of Gender and Social  Welfare | D G | 3.6 | Draft | UNIFEM/MOGSW |
| **TOTALS** |  | **12.5** |  |  |

**3.5 Policies and Programme Priorities**

### Short-Term /Quick Impact

In February 2007 the Sierra Leone National Priority Plan to provide funding of PBF projects was articulated, targeting four priority areas:

1. Youth empowerment and employment
2. Democracy and good governance
3. Justice and Security
4. Capacity building of public administration

The PBF window is aimed at addressing short-term/quick impact requirements

### Medium Term Priorities

In so far as programming for medium term priorities are concerned, the will rely on the prospects of negotiating and adopting a Strategic Peace Building Framework (SPBF) or ‘Compact’, embodying mutual commitments and benchmarks between the international community and the national government.

In April 2007 the Peace Building Support Office in New York supported the government in drafting a Strategic Partnership Framework (Compact) providing a medium-term flexible framework for mutual accountability which contains specific actions that the Government of Sierra Leone and the PBC commits themselves to undertake to address the challenges and threats most critical to sustaining and consolidating the peace.

The Dutch Ambassador in the UN, chairing the substantive PBC Committee on Sierra Leone, has tentatively scheduled a mission to Sierra Leone from 8-12 October to discuss with the new Government prospects for the early adoption of the Compact[[4]](#footnote-4)

#### 3.6 Key Issues and Challenges

**Ensuring strategic linkage between the PBF and the Compact**: Ensuring strategic linkage between the PBF and the Compact will be essential for sustaining political dialogue aimed at building commitment and consensus on tackling the challenges of Peace Building. Due perhaps to exigencies on the ground, the clamour for PBF funding led to a disproportionate focus on money rather than political dialogue. The present Government should consistently ensure that PBF funding priorities are pursued in tandem with the need to deepen political dialogue in addressing complementary medium term requirements for consolidating the peace. The PBF should be seen to act as a “catalyst” for medium to long term sustainable initiatives.

Indeed, the Sierra Leone experience would suggest that in a country in late “post conflict” / early development stage in which governance issues are critical, the political role and objectives of the PBC should be given primacy in order to ensure that the initiatives of both the PBC and PBF have genuine added value compared to existing and ongoing development interventions.

**Total absence of linkage between NaCSA and the PBC/PBF initiatives**: Of great concern is also the total absence of any linkages between the initiatives of the PBC and the PBF and the operations of the National Commission for Social Action, established by the previous government to spare head peace building through various programmes such as restoring community infrastructure, improving and creating opportunities for sustainable livelihoods, providing financial services and employment opportunities etc. Both the Government Board of NACSA and the PBF National Steering Committee appear to be conducting their respective businesses in water tight compartments depriving the nation and Sierra Leoneans of the huge potential for synergy and complementarity in the use and mobilization of scarce resources.

**Correcting a perception of Freetown-bias in the operations of the PBC/PBF by rural communities**: In rural Sierra Leone the work of the PBC is increasingly seen as biased in favour of Freetown and owned by mainstream peace building groups, not by the grassroots. This anomaly should be corrected in line with the new Government’s vision and determination to make the rest of the country, outside Freetown, more attractive to live, work and invest. A deliberate effort must be made to design and fund projects that are consistent with this imperative.

**Controversy over the appropriateness of current civil society representation in the Joint National Steering Committee of the PBF**: While the important role of Civil Society is increasingly been recognised in management and prioritization of PBF resources, the selection of the West Africa Network for Peace (WANEP) and Mano River Women’s

Network for Peace (MARWOPNET) to represent civil society remains controversial. Allegations are rife that the selection process was far from consultative and the organizations themselves are unrepresentative with respect to grassroots priorities and concerns.

**Continued concern that the approach to tackling Youth employment and empowerment is inadequate**: There are legitimate concerns that the approach to tackling youth employment and empowerment does not adequately reflect the complexity of the challenges involved in beginning to make a sustainable provision for their future. At the strategic level, in leveraging PBF funding, attention should be focused on the important distinction between genuine short term critical gaps to early stability (where quick disbursement is key) and long term structural problems which require long term development interventions.

Further, from the peace building perspective three categories of Youth require particular attention: urban slum youths; poor and socially excluded youths in rural areas; and youths in squatter settlements in Eastern and border areas of Sierra Leone. However, little attention has thus far been paid by the previous government and donors to the situation of the youth in areas like squatter settlements in Freetown and in the Eastern and order regions of Sierra Leone.

Even though Youths in these settlements often do have organized club and networks serving multiple social and economic functions, they remain informal and unrecognized by state and donor institutions, and ill-equipped to engage in processes such as consultations on PBC or PBF programmes. In the absence of dedicated support, these groups remain largely disengaged from the political process of peace consolidation in the country.

**3.7 Recommended Goals and Priority Needs**

### Need for urgent policy orientation to make the rest of the country outside Freetown more attractive

The government’s strategy for peace building and national recovery as exemplified in the remote and dysfunctional relationships between the orientation of PBC/PBF activities and the operations of the National Commission for Social Action needs urgent realignment, consistent with the new government’s determination to optimize the use of scarce resources, redress regional divergences and render the rest of the country, outside Freetown, more attractive in terms of productive work, livelihoods, and investment opportunities.

Making the interior of Sierra Leone more attractive as an overarching policy orientation of the new government will contribute substantively in:

* Putting the Provincial capitals of Bo, Makeni and Kenema squarely in the driver’s seat for regional development, national regeneration and peace building;
* Bridging the current bias in decision making and development governance in favour of Freetown;
* Widening the scope for concrete linkages between the government’s peace building initiatives and the drive to expand investment and employment opportunities and related social and economic infrastructure in support of rural and urban regeneration, national integration and recovery;
* Widening popular participation in decision making for rural development and the national peace building effort, while deepening at the same time adherence to human rights and democratic values that will impact positively to foster peaceful co-existence, reconciliation and social recovery.

### Tackling electric energy and pipe borne water

It is a “politically correct” strategy that the new government will seek the full understanding and cooperation of its development partners in addressing some of the legitimate expectations of people of this country after their travails in ensuring a peaceful democratic civilian transition as well as slide victory for the government of President Ernest Bai Koroma. Electric energy for the capital city Freetown and all provincial towns has been identified as one such immediate priority, while following up on arrangements toward a longer term sustainable provision, including the completion of the Bumbuna Hydro project. The new Government applies the same urgency to the timely provision of reliable pipe borne drinking water for all Sierra Leoneans.

Accordingly, government should propose a review of the priorities and resources of the PBF, by the national steering committee, to address these urgent needs. Since resort to PBF should only be construed as short term and quick action, the government will spare no effort in factoring these critical requirements in the political dialogue and negations that will ensue in finalizing and adopting the PBC Compact

### Innovating the youth empowerment and employment strategy

The new Government is cognizant, but also concerned that the reconstruction and recovery effort in the country has thus far done little to address the marginalization of young people in society. In the current situation where, youth unemployment is at an all time high of nearly 80%, effort will not be spared in the search for concrete, viable and innovative approaches to this problem. As a pilot initiative, designed to complement ongoing effort, government has resolved to work with youths, particularly in squatter settlements in Freetown and in Eastern and border regions of Sierra Leone. Youths in these settlements such as “Sweizzey and Belgium Youths”, “Cassette Sellers Association, have proven capacity to organize themselves in networks that serve multiple social functions in society. Yet such groups remain informal and unrecognized by state and donor institutions, and ill-equipped to engage in processes such as consultations on the PBC or PBF programmes.

Governments intends to provide seed money and support through the PBF initially, but also from the upcoming PBC Compact, in getting these Associations to establish and manage farms for food production and subsequently agro-food processing on behalf of communities and their growing membership. Despite the traing and related capacity requirements for this kind of undertakings, it is quite evident that these youths are purposeful and have demonstrated a capacity to organize and manage affairs in the interest of their members.

It is hoped that the pilot scheme will assist these Associations in owning and managing farms as NGOs, with kick start support and other inputs from relevant government agencies and donor programmes. At an appropriate level of consolidation, these Associations will be encouraged to diversify into agro-food processing and marketing using appropriate labour intensive technologies; the ultimate measure of success being the demonstration effect and the extent to which these Associations can be empowered to run these ventures successfully and profitably, with minimal inputs from Government and its partners.

### Sharing our proud experience with the rest of the world: establishing a Research Institute for Democratic Transition and Peace Building

With the great sacrifices Sierra Leoneans endured in making peace after 11 brutal and painful years of civil war, the people of this great country have again spoken loudly that democracy has indeed taken roots. The time is now ripe to transform these accomplishments into veritable instruments and platform for consolidating the peace and restoring the dignity and integrity of the country within the shortest possible timeframe.

As an integral part of the national regeneration effort, the new government is keen to ensure that this arduous, courageous but purposeful experience is harnessed, preserved, developed and institutionalized for the benefit of future generations but also for the world community. Sierra Leone now has a lot to share in the global effort to promote peaceful and secure societies that are based on accepted democratic values and principles.

Accordingly, new government will task the University of Sierra Leone to establishing a framework for harnessing our cumulative endogenous experience and lessons learned in conflict resolution, peace building and democratic transition with a view to constituting a credible repository of knowledge and ideas to be preserved, developed and shared with the rest of the world. The aim, inter alia, will be to elaborate the requirements for timely establishment of a reputable Research Institute for higher learning in the field of Democratic Transition and Peace Building, to conduct research, promote learning, teaching and exchange programmes and building strong thematic and cultural ties with similar educational and research institutes around the world.

The Regional Institute will form the nucleus of a set of coherent policies and actions aimed at revamping and restoring the lost glory of the University of Sierra Leone, and positioning all its constituent colleges to be proactive in aligning their curricular and value orientation in line with the development needs and aspirations of Sierra Leoneans as a whole. Part of this initiative will involve the full integration of peace and civic education in the curricula of primary and secondary schools in the country.

### Fostering national self-esteem and pride in the Sierra Leonean: towards a National Service Programme for students

With a view to contributing towards the enhancement of national self-esteem and pride in the Sierra Leonean, the new Government has also considered it prudent to carry out a study of the requirements for establishing a national services programme for all under-graduates students. The duration of service will be one year and students will be required to serve as school teachers, administrative support staff in various state and local institutions. The year may coincide with the penultimate year which also coincides with the time they are required to write their dissertation or related requirements. The programme, as currently operating in Nigeria and Ethiopia will contribute to an enhanced sense of nationalism, peaceful coexistence, expression of solidarity with the rural population and better appreciation of both the beauty of Sierra Leone as our country and the outstanding challenges. The government intends to meet the cost of the study through the PBF.

## 4.0 NATIONAL COMMISSION FOR SOCIAL ACTION

The National Commission for Social Action (NaCSA) was established by government to promote the efficient and effective implementation of activities for post-conflict sustainable development, leading to the alleviation of poverty, reduction of the risk or renewed conflict and improvement in the well-being of Sierra Leoneans.

Among its more specific mandate include the following:

* To promote community-based, demand driven and sustainable development activities, reduction in the threat of renewed conflict and improvement in the speed, quality and impact of development initiatives in cooperation with NGOs, CBOs, relevant line ministries, private sector partners and other interested parties;
* To assume the functions of the former National Commission for Reconstruction, Resettlement and Rehabilitation during the transition to from NCRRR to NaCSA, including overall planning, programming, coordination, supervision and monitoring of all humanitarian, re-integration, resettlement and reconstruction activities, so as to improve the nation’s capacity to effectively absorb and utilize relief and development assistance;
* To seek funding from donors to finance activities in coordination with relevant ministries and departments, while also ensuring appropriate use of donor resources in a transparent manner;
* To develop and adopt an operational and procedural framework setting out policies and procedures of the Commission and criteria for the selection of sub-projects and information on other procedural, management, financial and administrative arrangements, as it considers necessary, for the efficient performance of its functions;
* To undertake public education campaigns on post-conflict RRR

### 4.1 Emergency Operations: 1996 - 2004

In the onset and immediate aftermath of the civil war, NaCSA’s was essentially geared to mitigating against the widespread incidence of human suffering, strengthening the coping mechanisms of affected communities and providing support in restoring normality particularly in areas that were accessible and relatively safe. Through the following projects: Community Empowerment Project (CEP); Emergency Relief Support Fund (ERSF); Highly

Indebted Poor Countries (HIPC); Integrated Rural Development Project (IRDP); Labour Intensive Rural Works (LIRW); Social Action and Poverty Alleviation Project and Support to Resettlement and Rehabilitation Project (SRRP), a total of 1,090 sub-projects were designed and implemented in support of the following sectors:

* 280 in Agriculture
* 189 in Community infrastructure, including governance
* 278 in Education
* 154 in Health and sanitation
* 26 in Information and sensitization, including peace building and reconciliation
* 149 in Micro-enterprises
* 3 in Resettlement and Reintegration, and  11 in Shelter

#### 4.1.1 Regional Distribution of Sub-projects

From the table below, it is noteworthy that the Eastern and Southern regions of the country had a more than proportionate share of sub-projects, 420 and 336 respectively, compared to 195 in the Northern region and 139 in the Western Area. Discussions with the NaCSA authorities indicate that this was attributable to the fact that the Eastern and Southern regions were more accessible and relatively safer for emergency operations.

|  |  |  |
| --- | --- | --- |
| **DISTRICT** | **SUB-PROJECTS** | **TOTALS** |
|  |  |  |
| **EAST** |  | **420** |
| Kailahun | 121 |  |
| Kenema | 142 |  |
| Kono | 157 |  |
| **NORTH** |  | **195** |
| Bombali | 12 |  |
| Kambia | 26 |  |
| Koinadugu | 18 |  |
| Port Loko | 92 |  |
| Tonkolili | 47 |  |
| **SOUTH** |  | **336** |
| Bo | 129 |  |
| Bonthe | 46 |  |
| Moyamba | 73 |  |
| Pujehun | 88 |  |
| **WEST** |  | **139** |
| G. Freetown | 73 |  |
| W. Rural | 66 | **1,090** |

### 4.2 Current Transition Programmes (2003 – Date)

NaCSA currently has the following eight programmes in its national portfolio:

**National Social Action Project (NSAP) Objective:**

Community driven programme to restore community Infrastructure;

Coverage: Nationwide;

Donors: GoSL/World Bank (IDA)

Start date: Aug 2003

Expected completion date: Dec 2008

Committed Value: US$37.8m

Disbursement: $33.8m (As at 20/09/07)

### Balance for Programming: $4.0m

**1. Social Action Support Project (SASP I)**

#### Objective

To mitigate the risk of renewed conflict and contribute to sustained poverty reduction; improve the livelihoods of target communities through increased access to basic infrastructure and services and appropriate financial services and employment opportunities;

Coverage: Nationwide

Donors: GoSL/World Bank (IDA)

Start date: Sept 2003

Expected completion date: Dec 2008

Committed value US$16.5m

Disbursement: $6.8m

### Balance for Programming $9.7m

#### 2. Social Action Support Project (SASP II)

Objective: same as SASP I

Coverage: Nationwide

Sectors: Primary education, Health care &

WATSAN

Donors GOSL/IDB

Start date: April 2004

Expected completion date: Dec 2008

|  |  |
| --- | --- |
| Committed value: | US$9.6m |
| Disbursement: | $10.2m |
| Over-commitment: | $0.6m (facilitated by positive exchange rate fluctuation) |

**3 Rural Infrastructure Development Project (RIDP)**

#### Objective

Targeting of areas where there are inadequate rural infrastructure that will hamper the increase in agricultural production and improving the living conditions of the rural population; to address the problems of lack of access and inadequate market facilities that pose major constraints to economic and social development in newly accessible areas.

|  |  |
| --- | --- |
| Coverage: | Nationwide |
| Donors: | GoSL/IDB |
| Start date: | March 2005 |
| Expected Completion date: | June 2008 |
| Committed value: | US$10.0m |
| Disbursement: | $2.3m |
| **Balance for programming:** | **$7.712m** |

**4 Repatriation and Resettlement**

#### Objective

Facilitate protection of refugees, IDPs, Disabled, War victims and Internees in camps and settlements; identify sustainable durable solutions for refugees; facilitate establishment of refugee infrastructure in the country; and monitor stability and enhance reconciliation initiatives.

|  |  |
| --- | --- |
| Coverage: | Nationwide |
| Donors: | GoSL/UNHCR |
| Start date: | Jan 2003 |
| Expected completion date: | Dec 2008 |
| Committed value: | US$1.06m |
| Disbursement: | $0.72m |
| **Balance for programming:** | **$0.34m** |

**5. Support to Interned Ex-fighters from Liberia**

#### Objective

To promote peace building and ensure internment sub-projects are completed

|  |  |
| --- | --- |
| Coverage: | Mapeh and Mafanta Internment camps in Portloko and Tokolili Districts respectively |
| Donors: | GoSL/EU |
| Start Date: | May 2004 |
| Expected completion date: | June 2008 |
| Committed value: | 1.99 Euro |
| Disbursement: | 1.8 Euro |
| **Balance for programming:** | **0.19 Euro** |

**6. Peace and Development Programme (PADCO)**

#### Objective

To accelerate the pace of poverty reduction by increasing the absorptive capacities of developing institutions fighting poverty; seeks also to create work and learning opportunities for unemployed and under-employed recent graduates from tertiary institutions.

|  |  |
| --- | --- |
| Coverage: | Nationwide |
| Donors: | VSO |
| Start date: | April 2007 |
| Expected completion date: | March 2008 |
| Committed value: | US$0.080m |
| Disbursement: | $0.052m |
| **Balance for programming** | **$0.028m** |

**7. Pro-poor Growth and Peace Consolidation project**

#### Objective

Promotion of pro-poor growth in selected areas

|  |  |  |
| --- | --- | --- |
| Coverage: | Kailahun, Koinadugu, Pujehun, Western Rural Area | |
| Donors: | German KfW | |
| Start date: | Sept 2006 | |
| Estimated completion date: | Aug 2010 | |
| Committed value: | 11.0 Euro |
| Disbursement: | 0.5 Euro |
| **Balance for programming**: | **10.46 Euro** |

##### **4.2.1 Regional Distribution of Current Sub-projects**

It is instructive that despite the nationwide coverage of almost all the current programmes and projects of NaCSA, there is still a regional imbalance in favour of the Southern and Eastern regions together, although a marked increase was noted in the Northern region during the period under review. Of the total 944 sub-projects involved, 236 and 259 are attributable to the Southern and Eastern regions respectively, compared to 334 in the Northern region and 78 in the Western Area.

##### **4.2.2 Financial Status**

As at September 2007 NaCSA has a total of US$21.78 million in donor approved commitments available for programming, in addition to 10.65m denominated in Euros. The full details of disbursements, bank statements, cash book and other related information related to all NaCSA projects were provided in accordance with the requirements as specified.

##### **4.2.3 Human Resources**

NaCSA has a complement of up to 203 staff of which 97 are at the Headquarters in Freetown; 6 in the West Distric office; 9 in the Regional Office East; 7 in the District office in Kailahun; 4 in the District office in Kenema; 7 in the district office in Koinadugu; 7 in the District office in Kono; 8 in the Regional office in the North; 8 in the District office in

Bombali; 7 in the District office in Kambia; 9 in the district office in Portloko; 5 in the

District office in Tonkolili; 11 in the Regional Office in the South; 3 in the Bo District office; 5 in the Bonthe District office;5 in the Moyamba District office;and 5 in the Pujehun District office.

In addition to the above the organization also benefits from the services of two resident consultants and 22 Peace and Development Volunteers. It is also instructive to note that all technical staff in the Commission are employed as national consultants. The full details of substantive positions and emoluments are provided as an Appendix.

##### **4.2.4 Inventory / Assets**

The following inventory listing of assets and non-expendable equipment have been provided in compliance with the template provided, except for the values which are not indicated:

1. Inventory of Non-expendable equipment at the NaCSA Headquarters in the Western Area as at October 2007;
2. Inventory of moter bike /vehicles in the Eastern Region as at 28 September 2007;
3. Inventory of Non-expendable items (Generators, vehicles, printers, UPS, computers, base radio stations and Handsets, motor bikes, furniture and fittings, photocopiers) in the Southern Region as at 28 September 2007;
4. Inventory of fixed assets in the Northern region as at 28 Sept 2007.

##### **4.3 Key Issues and Challenges**

The NaCSA is a veritable instrument for peace consolidation and peace building although there appears to be a disconnect between its operations and the ongoing processes and initiatives of the Peace Building Commission and Fund. There have been discussions on the possibility that NaCSA could implement the reparation component of the PBF, but this diminutive with respect to the potential value added that exists in ensuring the required substantive linkages between the two institutional processes and programmes.

##### **4.4 Recommended Goals and Priority Needs**

**Bringing NaCSA in sync with PBC/PBF operations:** since the Joint National Steering Committee of the Peace Building fund is chaired jointly by the Vice President, it may be useful to get the Commissioner for NaCSA to also report to the Vice President instead of President as is currently the case. This proposed arrangement has the potential harmonize the two programmes in a manner consistent with the need to foster complementarity and synergy in the government’s strategy for peace building and national recovery.

**Optimal use of unexpended NaCSA resources**: The unexpended balances of US$21.78 million and 10.65 Euro is a window that the present government should fully capitalize on, first to ensure that the priorities already agreed are in line with the policies of the present administration, and secondly to ensure that priorities fully complement the objectives of the PBF and the imminent Strategic Partnership for Peace Building (Compact).

**Need for urgent consultations on an exit strategy for NaCSA**: The NaCSA was established as interim institutional arrangement for peace consolidation and peace building pending the scenario in which line ministries and department are strong and equipped enough to take over the responsibilities of NaCSA. While it may not be realistic to envision a short term exit strategy for NaCSA in the next two years of the present administration it is imperative that a transitional programme be drawn up to facilitate the gradual assumption of NaCSA responsibilities by line ministries and departments in the interest on the long term sustainability of peace building and development activities.

## 5.0 NATIONAL SECURITY

The review of institutions in this section of the report is predicated on the recognition that the government’s strategy for peace building, poverty reduction and national recovery must necessarily be based on the recognition that sustainable development cannot be achieved without a safe, secure and enabling environment. It therefore builds on the ongoing Security Sector Review which in the main, seeks to assess the security requirements of national building, an evaluation of the main threats to political, social and economic development in Sierra Leone, and identification of relevant institutions to counter these perceived threats and to develop appropriate and affordable strategies to combat these threats. The ongoing restructuring and reform processes of the Ministry of Defence, the Sierra Leone Police, the Office of National Security, the Directorate of Prisons and the National Fire Force are to all intent and purposes consistent with this imperative.

## 5.1 MINISTRY OF DEFENCE

The restructuring of the Ministry of Defence (MoD) and the Republic of Sierra Leone Armed Forces (RSLAF) are geared to heralding a new epoch in territorial and human security. Both the MoD and RSLAF now have a clear understanding and focus with regards their respective mandates. Trust and confidence in the military within and among the wider civil society have been restored, as the military is now subjected fully to civil authority and conducts itself in a manner that guarantees transparency, openness and accountability, a situation that was hitherto non-existent. Civil-military relations are now enhanced as the MoD is jointly run and managed by both civilian and military personnel in an atmosphere that is congenial.

The MoD is currently faced with the following challenges that are critical in enabling it to execute its mandate to formulate, implement, monitor and evaluate strategic defence policies for the RSLAF that are effective and implemented within a framework of democratic governance:

1. Provision of timely and adequate fund to support MoD/RSLAF programmes;
2. Implementation of self-accounting status to MoD/RSLAF as approved by the Defence Council in December 2006;
3. Completion of the core review work relating to determining the future size and structure of the RSLAF;
4. RSLAF participation in Peace Keeping missions;
5. Drafting and finalization of IMATT’s future status through an agreed Memorandum of Understanding;
6. Securing refund of expenditures from Crown Agents (UK) for procurement of Air Assets (Realizing the Air Wing resources, both equipment and funds through current assets disposal and refund from Crown Agent)
7. Progression of RSLAF housing construction and rehabilitation project including OPS PEBU;
8. Reactivation of the RSLAF Agricultural project;
9. Scheduling a Defence Council meeting as early as possible to secure DC approval of outstanding issues

The foregoing challenges notwithstanding, MoD now has a pool of committed and dedicated civilian and military officers who are ready to undertake their duties, amidst the challenges, with the required focus. The Chief of Defence, as professional head of the Ministry provides a detailed and confidential brief on military intelligence, RSLAF operational posture and related activities to His Excellency, the President and Commander-in-Chief of the Republic of Sierra Leone on a weekly basis or as and when necessary.

### 5.1.1: Approved Projects

The following projects are approved an ongoing in the context of technical cooperation between the MoD and its two main benefactors: DFID and IMATT

### DFID Funded

* Refurbishment of Paramount Hotel

Total Commitment: £1.12m

Expenditures: £1.0m

Balance at 30/06/07 £15,804.00

* Creation of Affordable and Sustainable Security Sector

Total Commitment: £9.9m

Expenditures: £8.9m

Balance at 30/06/07 £954,496.00

* OPS Pebu: Provision of operational and living accommodation for RSLAF

|  |  |
| --- | --- |
| Total Commitment: | £3.9m |
| Expenditures | £3.7m |
| Balance at 30/06/07  **IMATT Funded**  1. RSLAF Training and Training Support | £206,893.00 |
| Approved Funding: | £12m |
| Expenditures | £12m |
| Balance at 30/06/07  2. IMATT Estate Infrastructure | Nil |
| Approved Funding: | £5.6m |
| Expenditures: | £5.6m |

Balance at 30/06/07 Nil

1. IMATT-RSLAF Technical training & Consultancy

Approved Funding: £5.5m

Expenditures: £5.5m

Balance at 30/06/07 Nil

1. RSLAF Project Uplift

Approved Funding: £3.9m

Expenditures: £3.9

Balance at 30/06/07 Nil

1. RSLAF AFTC Refurbishment

Approved Funding: £1.3m

Expenditures: £1.3m

Balance at 30/06/07 Nil

1. RSLAF Enhancement and Refurbishment

Approved Funding: £1.0

Expenditures: £1.0

Balance at 30/06/07 Nil

#### 5.1.2: Financial Status

From the point of view of technical cooperation with donors there is currently a zero balance in funding from IMATT and an unexpended balance of £1.17m to be ploughed back in uncompleted projects.

From the operational claim in the national budget, the following picture is discernable:

|  |  |
| --- | --- |
| Annual Operating Allocation: | Le43.73 bn |
| Annual Operating Disbursements at 20/06/07 | Le10.00 bn (Approx) |
| **Balance at 20/06/07** | **Le33.73bn** |
| Annual Development Allocation for 2007: | Le5.20bn |

(Not accessed)

|  |  |
| --- | --- |
| Annual Manpower Allocation for 2007:  Major planned expenditures | Le30.03bn |
| Fuel | Le.8.38bn |
| Drugs and Reagents | Le.6.17bn |
| Rice | Le.4.74bn |
| Uniforms | Le4.12bn |
| Utilities | Le2.10bn |
| Lubricants: | Le.1.38bn |
| Land Rover vehicles parts | Le1.38bn |

Relevant information on procurement contracts and bank accounts are provided separately as an Appendix to this report

##### **5.1.3 : Human Resources**

The MoD has a total 234 staff in post of which only 21 of the posts are approved. There are currently 25 vacancies to be filled. The details of emoluments and other related information are provided separately in an Appendix prepared by the MoD in accordance with the requirements of the Presidential Transition Team.

##### **5.1.4 : Inventory/ Assets**

A comprehensive inventory of non-expendable equipment including vehicles, Furniture and

IT equipment are provided separately as required. See Appendix to this report

##### **5.2 Key Issues and Challenges**

The implementation of the MoD/RSLAF planned activities is, since the last Budget Speech in November 2006, as a result of lack of access to approved funding. Since the beginning of the FY 2007 for instance, the MoD/RSLAF has only been able to access less than 25% of its allocation.

Since the approval of the Defence Council for granting of self-accounting status to the MoD/RSLAF similar to that currently been implemented by the Sierra Leone Police, no action has so far been taken by the Ministry of Finance to accord the MoD/RSLAF similar status. This state of affairs is seriously affecting the operational effectiveness of the Ministry compounded by the current problem of inadequate revenue mobilization to support the budget. As at 20 September 2007 MoD/RSLAF has been able to access only 20% of its budgetary allocation of Le43.7 billion for 2007 Financial Year.

There is a general perception that the current Force Structure of the MoD/RSLAF is not in accord with the provisions of the 1991 constitution of Sierra Leone (Chapter 11, Sec.165) which provides for the establishment of the Army, the Navy and the Air force.

The Committee observed, with interest, that the delivery/implementation rate of all six IMATT funded project was 100% as at 30 June 2007. This is not very realistic in the context of programming in Sierra Leone. It will be instructive for government to visit these projects with a view to ascertaining lessons leant

The Committee also observed the Ops PEBU project is progressing at a very slow pace notwithstanding the fact that the project has been reduced from seven to two sites.

##### **5.3 Recommended Goals and Priorities**

**Access to Approved Budget Allocation:** The Ministry of Defence and the Republic of Sierra Leone armed forces form a critical component of the ongoing security sector reform process. In contributing its own quota in this process it is crucial that the Mod/RSLAF is availed the where withal, particularly in the context of its operational requirements, to be effective. Deliberate effort must be made by government to ensure that these institutions have access to approve allocations from the national budget, and enjoy the flexibility of selfaccounting status similar to that of the Sierra Leone Police.

**Inconsistencies in the current MoD/RSLAF Structure:** It is strongly recommended that the current structure of the MOD/RSLAF be constituted in accordance with the provisions required of the 1991 Constitution

**Need to inspect all MOD/RSLAF Construction projects:** Given urgency surrounding the timely provision of accommodation for the RSLAF personnel, and the rather slow pace of the DFID funded Ops PEBU project, the Committee recommends that a Presidential Task Force be set up and mandated to visit and investigate all Ops PEBU sites, MOD/RSLAF construction and rehabilitation projects with a view to ascertaining their status and submit a comprehensive report to Government..

## 6.0 MINISTRY OF INTERNAL AFFAIRS

The ministry of Internal Affairs is the central Government organ charged with the supervision and monitoring of Government security and justice sector agencies, comprising the Police, Prisons, National Fire Force, Immigration Department and National Registration Secretariat.

The Ministry exists to ensure the maintenance of internal security and the protection of international borders and peaceful development within the law of Sierra Leone. The Ministry’s main objectives include the following:

* Help formulate general policy issues relative to the following departments:

Police, Prisons, Immigration, Fire Service and National Registration;

* Supervise and monitor general operations of the departments within its ambit;
* Enhance effective and appropriate responses to security and emergency issues;
* Build the institutional capacity of the Ministry and its human resources base;
* and Keep the public informed on issues of national security through the print electronic media;
* Strengthen the development of various departments within the supervision of the Ministry;
* Ensure that state authority is consolidated throughout the country.
* carries out these responsibilities by reviewing, formulating and evaluation policies and monitoring

### 6.1 Current Status

A management and functional review on the Ministry has been carried out by the Governance Reform Secretariat, the recommendations of which have been approved by the steering committee on Governance. The recommendations, inter alia, proposes to divide the ministry into two Directorates: the policy and strategic planning and the Administrative, Human Resources and Finance Directorates. The Policy and Strategic Planning Directorate will comprise of a policy planning Division, a Research, Statistics and Information Division, a Legal and Regulatory Framework Division.

Meanwhile, the Ministry has enacted the following policies:

* Amendment of the 1973 Citizens Act which now allows for dual citizenship devoid of gender discrimination;
* The national policy on registration of all residents in Sierra Leone;
* The bill on National Registration which categorized those entitled to be registered and the details to be reflected in the ID card;
* Arrangements for the finalization of the production of ECOWAS passports by De La Rue in the UK, in compliance with ECOWAS protocols.

Two pending policies to be enacted include: The ECOWAS Convention on Small Arms and Light Weapons and the Arms and Ammunition Act of 2006 which has security implications and to be cleared first by His Excellency the President

### Projects

The Ministry has no ongoing projects with funding from either the national budget or from Donors. There are also no consultants or experts attached to the Ministry.

#### 6.1.1 Financial Status

The Ministry has received no financial assistance over the past 36 months, and has made no payment in excess of Le15m within the last 36 months.

#### 6.1.2 Human Resources

The Ministry has a total of 41 approved posts with only 21 staff in post. The number of current vacancies is therefore 20. In accordance with the Ministry’s restructuring plan, the staffing is expected to increase to 39 from the existing 21. This increase however will be concentrated more on senior and professional level that to existing staff. See details of staffing table in the Appendix to this report.

#### 6.1.3 Inventory /Assets

A full inventory of all assets, including vehicles, computers and accessories, photocopiers etc is provided as an Appendix to this report.

#### 6.2 Key Issues and Challenges

* The support being provided to the ministry, if any, is not commensurate with the magnitude of its responsibilities. That the ministry has no donor funded project and has received no financial assistance over the past 36 months is an undesirable state of affairs for good governance and national security.
* The Ministry expresses concern that some of the institutions it is supposed to be supervising prepare strategic policies without the involvement of the Ministry, due essentially to the fact that certain laws and regulations that are outdated need to be reviewed;
* According to the Ministry, the cooperation of the Immigration Department has not been very satisfactory. The Ministry hardly get this Department to react or respond to any task given to it. There is also concern that the Department is not satisfactorily performing its role in the control of illegal immigrants.

#### 6.3 Recommended Goals and Priority Needs

* The recommendations of the functional review of the Ministry should be implemented fully with further delay, and that donor funded projects in support of the Police, the Prisons and the Fire Force must also seek to also strengthen the important supervisory role of the Ministry;
* The laws and regulations government the functional ties and supervisory role of the Ministry should be reviewed and updated with a view to enhancing the effectiveness and coordinating role of the Ministry;
* Notwithstanding the relative operational autonomy of institutions supervised by the Ministry, it is vital that authority of the Ministry is enhanced with a view to render it more effective in exercising its very important oversight and coordination function

## 6.0 SIERRA LEONE POLICE

The Sierra Leone Police (SLP) is the primary law enforcement agency in Sierra Leone. Its vital role in society includes meeting the requirements of policing a modern democratic society, delivering safety, security and access to justice; and impacting crime and the fear of crime.

The SLP currently operates within the framework of its Medium Strategic Development Plan 2007-2008 which outlines the vision, mission, values, goals, priorities, programmes and projects of the Sierra Leone Police as “Force For Good”

### 6.1 Current Status

The Leadership of the SLP has been steadily developing since 2004 with a well educated and trained senior cadre. Outdated systems in management and administration are being revamped continuously. Operational independence is being achieved and continuous support from Government, the Police Council, DFID and the UN has been essential for the development of the SLP in delivering the needs of the public. In managing this extensive programme of change some projects have been successfully implemented and the infrastructure for managing the change process has improved with the establishment of Corporate Services and the Programme Support Office.

### Operational Policies and Priorities 2005 -2008

Crime: Impacting crime and fear of crime is the core business of the SLP. Emphasis will be on impacting prevalent crimes such as robbery, house breaking and larceny and sexual offences. Attention will be paid to curtailing the supply and use of drugs, and reduction of violence to vulnerable groups, especially children, women and the aged. The emphasis will be on intelligence-led and partnership-driven initiatives.

Operations: Securing and sustaining safety and security to all the people of Sierra Leone is a core business of the SLP. Safety and security at our borders and airport, policing of diamond mining areas, effective deployment of police to ensure full coverage in the face of UNAMSIL/UNIOSIL draw down, police contingency planning and disaster management, and the maintenance of public order are all priorities for the SLP over the next three years.

Counter Terrorism: It is essential that threat to Sierra Leone, whether from within or without the country are identified and neutralized. The need for effective risk assessments, proactive exploitable intelligence and the capacity to police the threat are vital and remain priorities for the SLP for the next three years. The SLP will work in close cooperation with the Office of National Security to ensure that strategies are developed and implemented in line with the national priorities.

#### 6.1.1 : Projects

The SLP is currently benefiting from following government and donor-assisted projects:

1. Emergency Support to the SLP: to increase the operational capacity and enhance the morale and professionalism of the SLP

Approved Commitment: US$360,219

Funding source: PBF

Start date: July 2007

Completion date: Sept. 2007

1. Emergency Support to the SLP: Procurement of vehicles and communications equipment and spares for the SLP to enhance its operational capability.

|  |  |
| --- | --- |
| Approved Commitment: | US$2.3m |
| Funding source: | PBF |
| Start date: | April 2007 |
| Completion date: | Sept 2007 |

1. Election Training Programme: to improve the professionalism, effectiveness and service delivery of the SLP during the electioneering processes.

Approved Commitment: Le457,827,081

Funding source: DFID

Start date: Nov. 2006

Completion date: Sept 2007

1. Procurement of Riot Equipment: procurement of public order clothing and equipment for the SLP.

Approved Commitment: US$1.0m

Funding source PBF

Start date: June 2007

1. Local Policing Partnership Board Capacity Building: Establishment of LPPBs with every Local Command Unit of the SLP countrywide and set up Regional and National LPPB Executives to help in coordinating the activities of the LPPBs.

|  |  |
| --- | --- |
| Approved Commitment: | US$50,000 |
| Funding source: | UNDP |
| Start date: | May 2007 |
| Completion date: | Oct.2007 |

1. Construction of Kamakwe Police Quarters: provide conducive living accommodation for police personnel which will enhance the establishment of a permanent police presence in the area

|  |  |
| --- | --- |
| Approved Commitment: | Le.433,731,667 |
| Funding source: | DFID |
| Start date: | April 2005 |
| Completion date: | Dec 2005 |

1. Construction of Kamaranka Police Post and Billets: to provide ideal working and living accommodation for police personnel, which will facilitate permanent police presence in the area.

Approved Commitment: Le.350,946,307

Funding source: DFID

Start date: April 2005

Completion date: Dec 2005

1. Construction of Sanya Police Post and Billets: to provide ideal working and living environment for police personnel.

Approved Commitment: Le.365,461,687

Funding source: DFID

Start date: April 2005

Completion date: Dec 2005

1. Construction of Zimmi Police Quarters: to provide an ideal working and living accommodation for police personnel.

Approved Commitment: Le.425,608,676

Funding source: DFID

Start date: April 2005

Completion date: Dec. 2005

1. Construction of Tuworma Police Quarters: to provide an ideal working living accommodation for police personnel.

Aprroved Commitment: Le.397,721,033

Funding source: DFID

Start date: April 2005

Completion date: Dec. 2005

1. Construction of Boajibu Police Station and Quarters: to provide an ideal working and living accommodation for police personnel.

|  |  |
| --- | --- |
| Approved Commitment: | Le.402,630,990 |
| Funding source: | DFID |
| Start date: | April 2005 |
| Completion date: | Dec 2005 |

1. Construction of Joru Police Post and Billets: to provide an ideal working and living accommodation for police personnel.

Approve Commitment: Le.324,705,293

Funding source: DFID

Start date: April 2005

Completion date: Dec 2005

1. Construction of Ngardorhun Police Station: to provide an ideal working and living accommodation for police personnel.

Approved Commitment: US$22,000

Funding source: UN Trust Fund

Start date: June 2004

Completion date: Abandoned

1. Rehabilitation and conversion of staff quarters to class rooms in Hastings: to provide ideal accommodation for staff

Aprroved Commitment: Le.86,092,900

Funding source: HIPIC

Start date: June 2004

Completion date: Jan 2005

1. Rehabilitation and Conversion of Billets to staff quarters at Hastings: to provide ideal accommodation for staff

Approved Commitment: Le.100,540,050

Funding source: HIPIC

Start date: June 2004

Completion date: Jan 2005

1. Rehabilitation of Aberdeen Police Barracks: to provide ideal living environment for personnel.

Approved Commitment: Le.137,867,140

Funding source: HIPIC

Start date: June 2004

Completion date: Jan 2005

1. Rehabilitation of Motema Police Station: to provide ideal working environment in order to enhance effective policing.

Approved Commitment: Le.245,564,974

Funding source: HIPIC

Start date: June 2004

Completion date: Feb 2005

1. Rehabilitation of Kenema Police Station: to provide ideal working environment in order to enhance effective policing

Approved Commitment: Le.116,934,070

Funding source: HIPIC

Start date: June 2004

Completion date: Feb. 2005

1. Construction of Mile 91 Police Station and Barracks: to provide ideal working and living environment to enhance effective policing

Approved Commitment: Le.553,282,510

Funding source: DFID

Start date Sept 2006

Completion date: Ongoing

1. Construction of Masiaka Police Barracks: to provide an ideal living accommodation for personnel

Approved Commitment: Le.404,368,800

Funding source: DFID

Start date: Sept 2006

Completion date: April 2007

1. Construction of Kamabai Police Station and illets: to provide an ideal working and living environment for personnel to enhance effective policing.

|  |  |
| --- | --- |
| Approved Commitment: | Le.320,125,960 |
| Funding source: | DFID |
| Start date: | Sept 2006 |
| Completion date: | Ongoing |

1. Construction of Mongo Bendugu Police Station and Barracks: to provide an ideal working and living environment for personnel to enhance effective policing.

|  |  |
| --- | --- |
| Approved Commitment: | Le.553,603,090 |
| Funding source: | DFID |
| Start date: | Sept 2006 |
| Completion date: | Ongoing |

1. Construction of Lungi Airport Police Station: to provide ideal working environment to enhance maximum security at the international airport

|  |  |
| --- | --- |
| Approved Commitment: | Le.174,879,650 |
| Funding source: | DFID |
| Start date: | Sept 2006 |

Completion date: Mar 2007

1. Construction of Moyamba Junction Police Post and Billets: to provide an ideal working and living environment at Moyamba Junction in order to enhance effective policing.

|  |  |
| --- | --- |
| Approved Commitment: | Le.248,806,283 |
| Funding source: | DFID |
| Start date: | Sept 2006 |
| Completion date: | Mar 2007 |

25 Construction of Rutile Police Station and Barracks: to provide an ideal working and living environment at Rutile in order to enhance effective policing.

|  |  |
| --- | --- |
| Approved Commitment: | Le.525,165,905 |
| Funding source: | DFID |
| Start date: | Sept 2006 |
| Completion date: | Mar 2007 |

1. Construction of Buedu Police Station and Barracks: to provide an ideal working and living environment at Buedu in order to enhance effective policing.

|  |  |
| --- | --- |
| Approved Commitment: | Le.413,320,040 |
| Funding source: | DFID |
| Start date: | Sept 2006 |
| Completion date: | Mar 2007 |

1. Construction of Bomaru Police Post and Billets: to provide an ideal working and living environment at Bomaru in order to enhance effective policing.

|  |  |
| --- | --- |
| Approved Commitment: | Le253,00,480 |
| Funding source: | DFID |
| Start date: | Sept 2006 |
| Completion date: | Mar 2007 |

1. Construction of Pendembu Police Station and Barracks: to provide an ideal working and living environment at Pendembu in order to enhance effective policing

|  |  |
| --- | --- |
| Approved Commitment: | Le.406,618,465 |
| Funding source: | DFID |
| Start date: | Sept 2006 |
| Completion date: | Ongoing |

1. Construction of JoJoima Police Post and Billets: to provide an ideal working and living environment at Jojoima in order to enhance effective policing.

Approved Commitment: Le.277,054,000

|  |  |
| --- | --- |
| Funding source: | DFID |
| Start date: | Sept 2006 |
| Completion date: | Mar 2007 |

1. Construction of Goderich Divisional Headquarters: to provide an ideal working and living environment at Goderich in order to enhance effective policing.

|  |  |  |
| --- | --- | --- |
|  | Approved Commitment: Le.465,994,870  Funding source: DFID  Start date: Nov 2006  Completion date: Mar 2007 | |
| 31. | Reconstruction of Eastern Police Station: to provide an ideal working environment in | |
| order to enhance effective policing |  |
|  | Approved Commitment: | Le.407,067,780 |
|  | Funding source: | GoSL (loan from Commercial  Bank) |
|  | Start date: | June 2006 |
|  | Completion date: | Aug 2007 |
| 32. | Construction of CID Headquarters |  |
|  | Approved Commitment: | Le.5,000,000,000 |
|  | Funding source: | GoSL |
|  | Start date: | June 2003 |
|  | Completion date: | Ongoing |

1. Construction of Bonthe Police Station: to provide ideal working environment to enhance effective policing.

|  |  |
| --- | --- |
| Approve Commitment: | Le.82,402,100 |
| Funding source: | HIPC/GoSL |
| Start date: | June 2007 |
| Completion date: | Abandoned |

1. Rehabilitation of Lungi Police Barracks: to improve the status of the barracks thereby improving the standard of police personnel.

|  |  |
| --- | --- |
| Approve Commitment: | Le.900,000,000 |
| Funding source: | GoSL |
| Start date: | Oct 2005 |
| Completion date: | Ongoing |

1. Construction of Rokupr Police Station: to provide an ideal working environment for police personnel to enhance their effectiveness.

|  |  |
| --- | --- |
| Approved Commitment: | Le.433,731,667 |
| Funding source: | HIPIC/GoSL |
| Start date: | June 2004 |
| Completion date: | Marc 2005 |

#### 6.1.2 : Financial Status

The current outlook in so far as the SLP recurrent and development estimates for the Financial Year 2007 is provided in the table below:

|  |  |  |  |
| --- | --- | --- | --- |
| **Programme** | **Budget**  **Allocated (Le)** | **Disbursement to date** | **Budget Balance** |
|  |  |  |  |
| Recurrent Expenditure | 26,666,233,700 | 18,270,496,344 | 8,395,737,356 |
| Non-recurrent and  Capital Expenditure | 19,841,000,000 | 7,193,934,658 | 12,647,065,342 |
| Development Expenditure | 2,000,000,000 | 1,000,000,000 | 1,000,000,000 |
| **TOTAL** | **48,507,233,700** | **26,464,431,002** | **22,042,802,698** |

#### 6.1.3 : Human Resources

The current operational strength of SLP personnel is 9,341, including a support staff of 391. The gender ratio of male to female personnel is 7862:1479. While the vacant post at the present amount to 218, the SLP projects a strength of 10,108 in the medium to long term. The full details of SLP staffing table, emoluments and other related information were submitted in accordance with stipulated requirements and available as an appendix to this report.

#### 6.1.4 : Inventory / Assets

A full inventory of all assets, including vehicles, computers and accessories, photocopiers etc is provided as an Appendix to this report.

#### 6.2 Key Issues and Challenges

* In recent years the SLP has benefited from a tremendous good will of technical, financial and logistical support from government and international donors. The long term sustainability of these investments would depend to a large extent on the efficacy of SLP management and maintenance strategy particularly with respect to the huge investment outlay in infrastructural projects;
* Given the healthy state of SLP support from Government and donors, the institution is tending to be acting as an autonomous entity vis-a-viz its constitutional obligations to its supervisory ministry. This is an anomaly that should e corrected in the interest of democratic and accountable governance.

#### 6.2 Recommended Goals and Priorities

* There is an urgent need to ensure that the Ministry of Internal Affairs exercises its constitutional authority over the SLP as supervisory Ministry. In the very least this will ensure full accountability for the use of scarce resources provided by government and donors for SLP operations and development. It will also be consistent with good governance practice;
* A Task Force should be set up on an urgent basis to inspect and very the full extent of the huge investments in recent years for enhancing the working and living accommodation of police personnel over the country. Working with the SLP, the Task Force will ensure that a sustainable management and maintenance strategy is put in place to preserve the value of these assets.

## 7.0 THE SIERRA LEONE PRISONS SERVICE

The Sierra Leone Prisons Service is an adjunct to the Criminal Justice System in Sierra Leone intended to contribute to the maintenance of internal security by maintaining an efficient, human and safe reformatory penal system operating within the laws of Sierra Leone.

The department operates in the context of an organized management and consultative body composed of the Director of Prisons, the Deputy Director of Prisons and Regional Commanders that normally conduct regular meetings. These meetings aim at enabling participating officers to critically examine and evaluate individual and collective performances, objectively assess current developments, set and prioritize goals and determine opportunities available for achievement of set objectives. A major pre-occupation is invariably to examine carefully the potential for vocational opportunities to help improve prisoners’ skills for their eventual reintegration back to society as useful citizens

### 7.1 Current Status

In recent years the Department has embarked on a series of projects and ongoing activities designed to enhance its capacity to live up to its constitutional responsibilities. With support from government and donors, prison institutions have been expanded to enable the Department to accommodate the growing number of inmates all over the country.

A training School has been completed comprising 5 buildings, 3 Billets for trainees and 1 Administrative and Classroom Block. The prisons in Freetown,

Kenema, Kabala, Magburaka, Pujehun and Bonthe have also been rehabilitated. Significant in roads have also been made in the areas of enhancing prisoners welfare, and recruitment, training and overall welfare of personnel

#### 7.1.1 : Projects

The Prisons Department has benefited from the following government and donor funded projects:

1. Rehabilitation of Prison Headquarters

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Approved Commitment: | | Le.20,000,000 | |
|  | Funding source: | | GoSL/HIPC | |
|  | Start date: | | 2003 | |
|  | Expenditure to date: | | Le10,000,000 | |
|  | Balance at 30/06/07 | | Le10,000,000 | |
| 2. | Rehabilitation of four (4) quarters in Moyamba | |  | |
|  | Approved Commitment: | | Le.70,000,000 | |
| Funding source: |  | GoSL/HIPIC |
| Start date: |  | 2003 |
| Expenditure to date: |  | Le.70,000,000 |
| Balance at 30/06/07 | : | Nil |

1. Rehabilitation of Officer-in-Charge quarters in Moyamba

|  |  |
| --- | --- |
| Approved Commitment: | Le.28,000,000 |
| Funding source: | GoSL/HIPC |
| Start date: | 2003 |
| Expenditures to date: | Le.10,000,000 |
| Balance at 30/06/07 | Le18,000,000 |

1. Construction of Regional Commander’s Office in Kenema, Nongowa and Kamoiwoma

|  |  |  |
| --- | --- | --- |
|  | Approved Commitment: | Le.78,000,000 |
|  | Funding source: | GoSL/HIPC |
|  | Start date: | 2003 |
|  | Expenditures to date: | Le78,000,000 |
|  | Balance at 30/06/07 | Nil |
| 5. | Construction of New Prisons Headquarters |  |
|  | Approved Commitment: | Le.829,768,000 |
|  | Funding source: | GoSL |
|  | Start date: | 2004 |
|  | Expenditures to date: | Le.400,000,000 |
|  | Balance at 30/06/07 | Le.429,768,000 |

1. Procurement of 13 Toyota 4-Runners and 3 Motor Cycles

|  |  |
| --- | --- |
| Approved Commitment: | US$206,664 |
| Funding source: | DFID/SSR-  IP/NSCCG |
| Start date: | 2006 |
| Expenditures to date: | $206,664 |
| Balance at 30/06/07 | Nil |

1. Emergency Support: Provision of rations to Officers for two months

|  |  |
| --- | --- |
| Approved Commitment: | US$138,883.25 |
| Funding source: | PBF |
| Start date: | 2007 |
| Expenditures to date: | $138,883.25 |

Balance at 30/06/07 Nil

1. Emergency Support: Provision of medical supplies to prisoners

Approved Commitment: US$7,005.74

Funding source: PBF

Start date: 2007

Expenditures to date: $7,005.74

Balance at 30/06/07 Nil

1. Emergency Support: provision of rice and condiments to Central Prisons at Pademba

Road

Approved Commitment: Le.98,600,000

Funding source: UNDP/UNIOSIL

Start date: 2007

Expenditures to date: Le.98,600,000

Balance at 30/06/07 Nil

#### 7.1.2 : Financial Status

The Department’s financial status with regards to its budget for the year 2007 is as follows:

|  |  |
| --- | --- |
| Total Budget Allocation (Le): Le.2,612,635,021  Expenditures to date: Le.1,407,181,612  Balance: Le1,205,653,409  It should be noted however that the Department has outstanding payments of the following | |
| magnitude, as at 29 September 2007: |  |
| Office Stores Supplies: | Le.37,784,000 |
| Vehicle maintenance | Le.19,340,000 |
| Diet and feeding | Le.2,665,988,496 |
| Office Equipment | Le.10,000,000 |
| Building Maintenance | Le.28,000,000 |
| Equipment Maintenance | Le.53,083,780 |
| Printing | Le.8,500,000 |
| Insurance | Le.8,035,200 |
| Local Training | Le.16,989,500 |
| Local Travel | Le.1,55,000 |
| Computer Equipment | Le.53,083,780 |

### 7.1.3: Human Resources

The Prisons Department has a total of 1139 established posts. The number of staff in post is 1043 staff. The Department is seeking an additional 635 positions on account of the continued increase in prisoners population in the country as a whole and the fact that current personnel strength is finding it progressively difficulty to cope with the work load.

#### 7.1.4 : Inventory /Assets

A full inventory of all assets, including vehicles, computers and accessories, photocopiers etc is provided as an Appendix to this report.

#### 7.2 Key Issues and Challenges

* The present staff strength of the Prisons Department is over stretched and this is telling on their performance. Further, many Officers have remained in one rank for too long and this has hampered their effectiveness at work;
* There is an upsurge in the number of inmates being received for various crimes. Consequently the number of prisons has become inadequate to accommodate prisoners, especially when prisons like Masanki and Mafanta are currently non-functioning;
* The Ministry of Internal Affairs has expressed particular concern over the present overcrowding in prisons. Overcrowding has the potential to catalyse the spread of epidemic diseases in prisons and commits government to unnecessary economic burden in feeding prisoners;
* It appears the courts are contributing to overcrowding in prisons. Magistrates and Judges are easily inclined to remand people in prisons, with some prisoners known to have spent a year or more on remand awaiting trial;
* The only prison that has workshops for vocational training of convicted inmates is the Freetown Central Prisons at Pademba Road. These workshops are old and outdated with equipment and tools that are now obsolete and no longer in use. What ever littele activity that is going on has to be done manually.

#### 7.3 Recommended Goals and Priority Needs

* An urgent review of the current staffing situation is necessary with a view to ensuring that the Department is provided with the requisite staff strength to carry out its duties effectively;
* It is strongly recommended that the Judiciary expedites the trial of cases and consider reviewing cases sentenced prisoners in their own merits especially those who have served for too long in jail. Magistrates and Judges should be instructed to commit themselves to dispensing cases before them more speedily so that people will not serve lengthy periods on remand. They should also seek to mete out sentences that are commensurate with offences committed, and for the police to also refrain from sending people to prisons for flimsiest of offences;
* It is strongly recommended that Government and Donors assist in providing modern workshops in prisons that are being rebuilt or renovated along with the required equipment and tools to enable inmates acquire relevant Vocational skills for their subsequent reintegration back into society as useful citizens.

## 8.0. NATIONAL FIRE FORCE

The fire fighting and fire protection capacity of any nation constitutes an integral component of National Security and if properly harnessed can provide the nation with one of the vital instruments it needs for national development. More specifically, the National Fire Force aims at developing effective fire fighting and disaster preparedness strategies in the Western Area and in the Provinces; and develops the technical expertise that will enhance its overall human resources capability.

Meaningful expansion of the institutional and operational capacity of the Fire Force has the potential to create job opportunities, and will directly protect the people, their agricultural produce, homes etc from burning and destruction

### 8.1 Current Status

One critical area of current activity is the construction of new fire stations. Fire outbreaks have remained commonplace in Sierra Leone and several households have suffered from abject poverty due to fire disasters. Accordingly, four new Fire Stations have been established- 2 in Bo and Makeni and two in the Western and Eastern parts of Freetown. Four additional stations are under construction in Kambia, Kono, Moyamba and Kenema.

In addition to six fire engines provided in 2002 in the context of the HIPC initiative, the British government assisted the department with 30 used fire engines called “Green Goddesses” To augment this the Department has recently purchased two used 4x4 vehicles using with funding from DFID

There has also been in roads in enhancing technical capacity of personnel through relevant training.

#### 8.1.1 : Projects

The National Fire Service has benefited from the following Government and donor assisted projects:

1. Establish and equip fire stations in each district headquarter town: Construction of Fire Station in Kambia

|  |  |
| --- | --- |
| Approved Commitment: | Le.97,000,000 |
| Funding source: | DFID |
| Start date: | April 2007 |
| Completion date: | Oct 2007 |

1. Establish and equip fire stations in each District Headquarter town: Construction of fire station in Moyamba

Approved Commitment: Le96,889,000

Funding source: DFID

Start date: April 2007

Completion date: Ongoing

1. Establish and equip fire stations in each District Headquarter town: Construction of fire station in Kono

Approved Commitment: Le.97,000,000

Funding source: DFID

Start date: April 2007

Completion date: Oct 2007

1. Purchase of two 4x4 Vehicles for official use of Chief Fire Officer and Deputy Chief

Fire Officer

Approved Commitment: US$26,000

Funding source: DFID

Start date: Feb 2007

Completion date: Feb 2007

1. Repairs to 44 Fire Engines and Auxiliary Equipment

Approved Commitment: Le.139,000,000

Funding source: DFID

Start date: July 2007 Completion date: ?

1. Establish and equip fire stations in each District Headquarter town: Construction of fire station in Kenema

Approved Commitment: Le.247,000,000

Funding source: DFID

Start date: July 2007

Completion date: Ongoing

1. Procurement of Uniforms, including boots, shoes for officers and men

Approved Commitment: Le.104,400,000

Funding source: GoSL

Start date: ?

Completion date: ?

### 8.1.2: Human Resources

The National Fire Service has a total of 786 established posts. The number of staff in post is 310 staff. The full details of staffing table for the National Fire Service, including emoluments and other related information were submitted in accordance with stipulated requirements and available as an appendix to this report.

### 8.1.3: Inventory / Assets

A full inventory of all assets, including vehicles, computers and accessories, photocopiers etc is provided as an Appendix to this report.

#### 8.2 Key Issues and Challenges

* Many sections of Freetown are without a Fire Station or without access roads for fire fighting;
* Vehicular and human traffic resulting in severe congestion within the city impede the smooth running of the fire engines in the event of fire outbreak leading often to disastrous consequences;
* Lack of hydrants in many parts of the city coupled with the damaging of existing hydrant by road workers or agencies create severe difficulties during fire fighting operations;
* There is a big controversy over the use or misuse of fire hydrants and this had led to a serious deteriorating in cooperation ties between the National Fire Service and the Guma Valley Water Company

#### 8.2 Recommended Goals and Priority Needs

* It is strongly recommended that an urgent review and audit be carried out with a view to building a Fire Force that will serve the needs of Sierra Leone in the 21 century;
* Government should mount an urgent enquiry into the controversy surrounding cooperation ties between the National Fire Force and the Guma Valley water Company **MINISTRY OF FOREIGN AFFAIRS AND INTERNATIONAL COOPERATION**

### I. Introduction

On assuming office as President of the Republic of Sierra Leone in accordance with the provisions of Section 46(4) and (5) of the Constitution of Sierra Leone, 1991, His Excellency Ernest Bai Koroma mandated the Commission of the Presidential Transition Team to take stock of the present situation in Government Ministries and other relevant organizations The team’s terms of reference were outlined by the Vice President Honourable Samuel SamSumana and clearly outlined in the Terms of Reference for members of the Presidential Transition Team 2007” document.

1.1 Mr. Francis B. Rosenior – Team Leader and Mr. Philip Conteh were assigned to the Ministry of Foreign Affairs and International Cooperation.

1.2 The Ministry of Foreign Affairs and International Cooperation was initially constituted at Sierra Leone’s Independence in 1961 in keeping with normal universal governmental practice. The essence of the Ministry was to be at the vanguard of Sierra Leone’s interactions in the international forum. Its main mission is to develop policies and programmes to govern relations with foreign countries and international organizations geared towards protecting the strategic national interest of our country.

1.3 The Ministry’s role, therefore, is to promote the national interest of the Republic of Sierra Leone, its security and prosperity and, together with its sub-regional and international partners, to contribute to a peaceful and functioning world community.

1.4 Originally, the Government of Sierra Leone opened 22 Diplomatic Missions abroad but for various reasons, mainly financial, the number of Sierra Leone’s Missions worldwide today stands at 16 in the following cities: Abuja, Accra, Addis Ababa, Banjul. Beijing, Brussels, Bonn, Conakry, London, Monrovia, Moscow, New York, Riyadh Tehran, Tripoli and Washington,

1.5 The overall Administrative Head of the Ministry is the Director-General and Ambassador-At-Large. He is assisted by the Deputy Director-General who overseas the functions performed by all the Divisions of the Ministry viz: Administration/Finance and Consular Division; International, Legal and Research Division; Fellowship and Training Division; Protocol Division, Europe Division;

Middle East and Asia Division; Africa Division; the Americas, South Pacific and Caribbean Division. All these divisions are headed by Administrative Officers of Permanent Secretary or Deputy Secretary rank.

#### 2.0. PROCESS/METHODOLOGY

The transition team initially visited the Ministry of Foreign Affairs and International Cooperation on the afternoon of Tuesday 25th September 2007 and held a brief meeting with the Director-General and the various Heads of Divisions. The team outlined the purpose of its presence in the Ministry. Follow-up meetings were held with other non-management members of staff. The team subsequently held a meeting with the Deputy Foreign Minister on 28th September, which the team found useful.

The team also went through a selection of documentation and relevant files, which provided an invaluable source of information and data. It was noted that the substantive Minister left the Ministry about 3 months ago and had not been back since.

### 3. Current Status

#### 3.1 Projects

As a result of the above-mentioned meetings and research, the team was able to acquire relevant information on which it deliberated. The results are as outlined below: -

3.2. The activities of the Ministry are such that they cannot be quantified, as one would expect from other Ministries of Government. It is a service-oriented institution. Engaging the international community by diplomatic interface for national benefit still remains the day-to-day practice of the Ministry’s missions abroad, through communication with the various divisions within the Ministry. Diplomatic interaction can take time, even years of negotiation may occur before a specific project could yield actual dividend.

3.3. The following however represents an outline of the Ministry’s current core: “Projects” which are being actively pursued.

### (a) Proposed (Overseas Missions) Projects

* Repairs, maintenance and refurbishment of old Chancery building in Monrovia, Liberia. Repairs and maintenance cost estimated at US$98,000 for 2008.
* The construction of Chancery buildings and residences in Ghana. The Ghanaian Government has allocated plots of land for this purpose. Project estimated at US$130,000 for 2008.
* The repairs and maintenance of Chancery buildings - the High Commission in Banjul, The Gambia. Project cost estimated at US$983,218.00 for 2008.
* The repairs of the Chancery building and Ambassador’s residence in the Kingdom of Saudi Arabia. Cost estimated at US$773,339.00 for 2008.
* Development estimate for rehabilitation of buildings including the Chancery’s, Ambassador’s and Deputy Ambassador’s residences and Deputy Ambassador’s residences and other logistical needs for the

Sierra Leone Embassy in Washington is estimated at US$497,930 for 2008.

### (b) Infrastructure Development – Headquarters

* The Ministry was last refurbished in 1980 during the OAU

Conference. Since then there has been a continuous deterioration of the Ministry’s building and other infrastructure facilities, including logistics. Request and work plan are in place for the rehabilitation and refurbishment of the Ministry’s entire building. The cost estimated at Le1,808,100,000 for 2008.

* A new building to house the Ministry is to be built as a gift from the Government of the People’s Republic of China. The construction team should arrive in Sierra Leone by the end of October and it is expected that construction will take about one year.
* The Directorate of Administration and Finance is awaiting an outcome from DFID for funding the Ministry’s website (pending).

#### 3.4.1 Financial Status

The Ministry appears to be in serious financial difficulties as the Ministry of Finance has been unable to provide adequate funds to meet its day-to-day activities. It was specifically noted that “Other Charges” were not being met both in the Ministry and in our Overseas Missions. Fortunately however, effort is being made to send remittances to our Missions that cover personal emoluments. It may be relevant to mention that one of the documents tendered to the team reflected a huge backlog of payments to former staff members, both diplomatic and local, some of whom are already dead. The claims in respect in respect of ex-Diplomats and overseas mission staff as submitted on 19th October 2006, stands at Le7, 833,969,355.00. This does not include an additional “Other expenditure” totaling US$1,401,823.00.

In the meeting with the Acting Minister, he emphasized that the chronic lack of funds was a serious hindrance to the activities of the Ministry both at home and abroad and that it was unfortunately impossible to extend simple courtesies to visiting Ambassadors and dignitaries. The same situation obtained abroad when Ministers on official business could not reciprocate hospitality. It was learnt that the Foreign Minister often travels abroad alone on official business. This should never be the case.

Below is a summary of key financial transactions/standings within the Ministry/Mission:

1. Annual Income and Expenditure for 2007 a) Annual budget greed for 2007 amounted to Le2, 606,000,000.00 allocated as follows:

Missions abroad =

Ministry of Foreign Affairs Department =

Ministry’s Expenditure at ……. January and July 2007

Le690, 335,551.39c

Unexpended Balance as at 31st July 2007 stands at Le1, 915,664,448.61c.

1. Consular Return from Overseas Missions (Income)

Various Oversea Missions charge specific amount for visas to Sierra Leoneans. The previous practice was missions issuing stamped visas. However, plans have now been completed, for most missions, to start issuing sticker visas.

The following is a summary of income received from issuing visas from the various missions. Monies paid into the Consolidated Fund at the Bank of Sierra Leone. Between January 2006 to July 2007, a total amount of US$402,772.14. This amount was generated as follows: Teheran: US$38,704.05, Accra: US$36,340; Liberia: US$5,914; Abuja: US$10,139; London: US$78,929,38; Saudi Arabia: US$4,637.60; Conakry: US$119,747.56; Banjul: US$23,478.48; Addis Ababa: US$9,646.52; Bonn: US$47,015.69; Brussels: US$10,893.58; Beijing: US$9,222.47.

An updated summary amount may be available from NRA.

##### 3.4.1.2 **Financial Outlook for Year 2008**

Annual Budget 2008

1. Expenditure pattern (and other charges) for Missions Total: - Le7, 372,900.00
2. Ministry’s other expenditure to cover local travelling, training, building maintenance etc totalling Le2, 970,900,000.00.

The Ministry forecasted annual budget/expenditure pattern (and other charges) for Missions abroad for the financial year 2008 in estimated at Le7, 372,900,000. In addition, Le2, 970,000.000 is estimated budget for financing the various programmes/activities within the Ministry.

#### 3.5. Human Resources

The Ministry was able to provide an Organogram of it human resource base. It was however emphasized to the team that there were serious gaps in the present staffing situation. The team was not able to assess the local staff situation in our overseas missions, as relevant data was not available. At present, the Ministry employs a total of 141 (One Hundred and FortyTwo) permanent staff of which 43 (Forty-Three) are currently on various postings abroad. (See Appendix).

3.5.1. To help alleviate the shortage of staff, the Ministry has been contracting casual workers who are attached to the various Divisions. These staff members do not attract any salary at present. Proposals have been submitted to the Establishment Secretary’s Office for the absorption of these 31 (thirty-one) casual workers into the Ministry. A manpower hearing is due to be held on 1st October 2007 at the Governance Reform Secretariat. Also, the Ministry has on its staff interns from various institutions of learning in Sierra Leone who are attached to the Ministry to gain work experience.

#### 3.6. Inventory/Assets

A list of the assets of the Ministry was produced to the team, which undertook a spot check of some areas and detected minor discrepancies. These appear to have been caused by furniture being removed from one room to another. It was also observed that although the Ministry has a significant number of vehicles on its inventory almost 50% of these were not operational. This state of affairs has been brought about by a shortage of spare parts for maintenance of the vehicles, which were originally donated, to the Ministry by the South Korean Government. It is understood that efforts to acquire spare parts from either the Korean Government or from commercial sources in the Republic of Guinea have not met with much success.

3.6.3 Although the Ministry is equipped with Computers, Printers, Photocopiers and other electronic equipments, it was observed that some of these are not in working order.

3.6.4 Ministry’s Library is in a terrible condition and its stretches the Imagination to associate the concept of the Library of a functioning Ministry of Foreign Affairs and International Cooperation with the room that now carries that description.

3.6.5 The UNDP donated a large 150 KVA generator to the Ministry, Which is a great help in allowing it to function. Unfortunately, however, it is normally run for two hours in the day, as the Ministry cannot afford to purchase fuel. Even now, the UNDP has to assist further by proving some amount of fuel.

#### 4. Key Issues

At this point in our country’s history, effective diplomacy is critical for our success as a nation. .

4.1. The Ministry of Foreign Affairs and International Cooperation is supposedly Sierra Leone’s window to the world where Ambassadors and foreign personalities first interact with Sierra Leone Government representatives. It is important that it presents a clean, decent, dignified and impressive picture to these visitors. The present condition of the Ministry does not in any way portray these virtues. Bullet marks and bullet-ridden windowpanes are still visible on the building, most of the toilets are in very poor state and a number of doors and locks either damaged or needing repairs. The lift has been out of order for a considerable length of time and visitors have to make their way on foot to the 6th Floor where the Minister’s Office is situated or slightly less arduously to the 5th Floor where the Director-General’s Office is sited.

4.1.1 The general impression that one derives is that the Ministry is run down, unattractive and unclean and not an inspiration to visitors or for its members of staff. It was also discovered that some aspects of the Ministry’s activities have been hived off and located to other Ministries and the President’s Office and as such, the Ministry of Foreign Affairs and International Cooperation merely acts as a conduit for external assistance.

4.2 One topic that recurred in the team’s discussions with staff at all levels was that of making the Ministry a “closed Ministry” whereby it would have its own recruitment scheme, emolument package and method of promotions. It would be appropriate here to mention that the rules and regulations of the Foreign Service should be rationalized and updated to reflect current best practices.

4.3 The team also examined the role and functionality of Consular Missions accredited to Sierra Leone as well as Sierra Leone’s Consular representation abroad. It was observed that some of our consular offices abroad have for one reason or the other ceased to function effectively. It would be recommended for these matters to be looked into as early as possible as it is both astute and convenient to have some representation in areas where we do not have representation on the ground.

4.4 An important issue raised by the Deputy Minister, was the lack of strong leadership in the Ministry over the last 5 years. This he said has contributed greatly towards diminishing the status, and morale of staff as well as role of the Ministry.

4.5 The issue of continuous training in local as well as international institutions for both senior and junior diplomats is a prerequisite for enhancing the proper comprehension of diplomatic practice in both the Foreign Ministry and in our respective missions abroad.

4.6 Logistics in terms of electronic equipment resoundingly facilitate the work of any institution. The lack of proper equipment in the offices within the Ministry, albeit slightly improved, severely hampers progress in transmission of documentation; access to information etc. It was also revealed to the team that in some of our overseas missions, certain necessary equipment has not been installed and this renders transmission of vital information in a timely manner as being inconsequential.

4.7 It is also evident within the Ministry that, local and international telephone lines are defective. This in turn renders the Ministry incommunicado with the rest of the world, especially with our Embassies and High Commissions.

4.8 The lack of decent vehicles to transport VIPs and other important state or official visitors in Sierra Leone remains an ongoing problem. The team was made to understand that, the Ministry of Transport and Communication has never allocated vehicles to the Ministry from the fleet of vehicles purchased on diverse occasions.

4.9 The issue of arrears of salaries and allowances owed to former Ambassadors and staff of various Embassies and High Commissioners is still outstanding. This appears to be a contentious issue in the Ministry.

4.10 It was also reported that the NRA has been having direct dealings or intervention with Diplomatic Missions and International Organizations. This practice, it appears interferes with protocol within the Ministry.

##### 5. **Policies and Programme Priorities**

5.1 Taking into account the globalization of the present world order, the Ministry is desirous of adopting a policy of pragmatic approach to Sierra Leone’s representation abroad. To implement this policy, it has recommended that on the strength of political and economic considerations, Government approves and actualizes the opening of diplomatic Missions in France, Malaysia and South Africa, as these are key players that affect our current situation. At the same time the Ministry recommends that Government close down our Embassies in Russia and Iran as these accrue no significant benefit to Sierra Leone. Proposals for these were submitted to Cabinet in the previous Government.

5.2 Furthermore, in a bid to build capacity within the Ministry, the training of staff at all levels is viewed as desirable and efforts are being made to secure training assistance from our development partners.

Among the priorities of the Ministry is the provision of proper equipment for its offices in terms of computers and peripherals to complement and enhance the output of the staff.

5.3 Deputy Minister commented strongly on the free and easy access of diplomats and other overseas visitors to the Presidency without recourse to the Ministry of Foreign Affairs and International Cooperation. He pointed out that this reduces the high office of His Excellency the President and recommended that in future all such persons should be encouraged to observe established protocol procedures. Except for exceptionally serious reasons, Heads of Mission in most other countries only see the Head of State on the presentation of Credentials or on specific state occasions to which they are invited.

5.4 It was also brought to the notice of the team that Sierra Leone’s Ambassadors mostly completely ignore the Ministry and deal directly with State House. This is an undesirable practice and does not help to keep the Ministry current with what goes on in these diplomatic missions.

#### 6. Recommended goals and priority needs

6.1 Having examined the information made available to the team and that offered by the Minister and members of staff, the team recommends that:-

i) urgent action be taken to improve the physical condition of the

Ministry by repairing, cleaning and painting its premises; ii) the Ministry of Finance be approached to improve the flow of funds to the Ministry and our overseas Missions;

1. the Ministry be encouraged to make greater effort to repair its fleet of vehicle and the Ministry of Transport and Communications to consider allocating vehicles to the Ministry;
2. the administration endeavours to avoid accumulating unpaid bills both at home and abroad to avoid an unsustainable liability overhang; and

in addition, mechanisms to be put in place to facilitate the payment of arrears owed to our former diplomats and the other staff;

1. steps to be taken to build a carrier diplomatic service to be at par with other countries in the sub-region. To this end, it is necessary to weed out the Ministry’s present diplomatic staff restocking it with the best brains;
2. a committee be set up to review the present Foreign and

Commonwealth Service Regulations; vii) a schedule of tasks be drawn up for the Ministry and more so for our diplomatic Missions abroad to encourage them to justify their existence by their productivity;

1. Government rationalizes its diplomatic representation abroad especially making an assessment of the usefulness of existing Embassies and High Commissions and examining which new Embassies/High Commissions to open to ensure adequate, pragmatic and strategic geopolitical distribution;
2. The Office of the President discourages direct contact between diplomats and Foreign visitors with the Presidency and encourage them to channel requests through the Ministry of Foreign Affairs and

International Cooperation;

1. Also, NRA should be instructed not to have direct dealings or interventions with Diplomatic Missions and International Organizations. They should go through the Ministry of Foreign Affairs.
2. There is a need to resuscitate the Library facilities in the Ministry. Also, the setting up of a web site should be pursued with due urgency. xii) All gifts and donations from abroad be channeled through the Ministry of Foreign Affairs and International Cooperation and that a register be maintained for the receipt of these and also to record the ultimate destination of all such gifts.

#### 7. CONCLUSION

From the findings of the team one cannot but conclude that the Ministry of Foreign Affairs and International Cooperation deteriorated alarmingly over the years. Admittedly, diplomacy is not cheap but when properly organized and with a strong knowledgeable leadership the gains that it can bring to the country are enormous, far outweighing the expenditure involved.

7.1 It is time that Sierra Leone’s Foreign Service is brought into the 21st Century. Sierra Leone is possibly the only country in the world that does not have a career diplomatic service. In the 1991 Constitution provision was made for a service that was to be shared between career officers and political appointees. In certain posts especially the multilateral posts career officers would be more productive than political appointees as, where properly selected, they can as it were hit the ground running without having to spend years in the learning process.

7.2 There is a need to source funds to purchase the requisite conference servicing equipment such as microphones and other electronic gadgetry for the purpose of direct broadcasting or simultaneous interpretation, which would be viewed as an added value to enhance the Ministry’s ability to service international conference in Sierra Leonean soil. It would further more enhance the Ministry’s financial standing as the said equipment could be hired by or rented out to other Ministries/Departments/Agencies who may wish to hold workshops or Seminars wherein the said facilities may be used.

7.3 The Ministry has very good prospect for its future development and outlook if only the extreme variable, mentioned above could be seriously considered and addressed. The potential for developing conference servicing is one such prospect worthy of considerations and implementation.

7.4 With the present movement towards globalization, there is urgent need to consolidate ties with key strategic countries, particularly those of the European Union, emerging countries of South-East Asia and also to further enhance South-South Cooperation.

7.5 Like in almost all other Government institutions, the work ethic has been almost completely destroyed and it is up to the new administration to take steps to have this restored. Government can begin by looking into staff promotions, allowances and emoluments. For example, a token sum could be given to all levels of staff as clothing allowance to help improve their physical presentations or staff could be made to wear uniforms to work.

7.6 It will not be superfluous to mention once again that the physical aspect of the Ministry also needs to be enhanced. Merely cleaning and painting the building will make a world of difference. Repairing the toilets and water system would be an added advantage.

# Ministry of Finance

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Introduction/Background

Current Status

* Projects
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Policies and Programme priorities

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## 1. Introduction/Background

The Ministry of Finance is at the centre of the public financial system and is the coordinating Ministry for Ministries, Departments and Agencies. It also performs a supervisory role on autonomous institutions like the National Revenue Authority, Bank of Sierra Leone, Local Government Finance Department, Institutional Reform and Capacity Building Project, Public Reform and Financial Management Unit. The National Revenue Authority and the Bank of Sierra Leone will be the subject of separate reports.

The core structure of the Ministry includes the Internal Administration unit, the Public Debt Unit (PDU), the Budget Bureau, the Economic Policy and Research unit (EPRU), the Internal Audit Department and the Accountant General Department.

The objective of the exercise was to ascertain the current state of the Ministry in terms of policy, programme and resources including stock of assets, position of liabilities and commitments awaiting implementation and make recommendations on the way forward.

The scope included but was not limited to the ascertainment of:

* All ongoing projects and policy issues outstanding
* All outstanding payments to third parties
* All contracts executed or awaiting execution
* Payment and disbursements (other than salaries) in excess of Le15,000,000 within the last 36 months
* List of employees working in the Ministry and manpower budget for FY2008
* Organogram of the hierarchy of senior civil servants and officers
* List of consultants and experts assigned to the Ministry
* Summary of financial assistance received and disbursed over the last 36 months indicating the source, recipient and nature of disbursement
* Payroll summary for the last 36 months of all permanent, temporary and transient employees
* List of assets (Vehicles, Computers and accessories, photocopiers etc).

The team had meetings and discussions with permanent Secretaries, Director Generals and professional heads and reviewed all documents provided.

## 2. Current Status

2.1 Projects

* European Commission Institutional strengthening of the Ministry of Finance
* African Development Bank Institutional Support Project to strengthen Public

Financial Management and the Energy Sector

* Islamic Development Bank Capacity Building Project
* World Bank Institutional Reform and Capacity Building Project

2.2 Financial Status *Ministry of Finance*

All donor funds go through this Ministry and the major donors are DFID-UK, World Bank,

African Development Bank and the European Union. The Ministry of Finance through the Accountant General’s Department is responsible for all payments to Ministries, Departments and Agencies. Analysis of Revenue and Expenditure for the period January to August 2007 is attached to this report as Appendix 1. As at the time of preparing the report the September figures were yet to be finalised and so has not been included. The analysis shows that there has been an increase in domestic spending as expenditure keeps exceeding revenue during the period.

As at September 2007 the Ministry of Finance had outstanding payments to third parties amounting to Le1.38bn and the major ones can be summarised as follows:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **NAME**  **SUPPLIER** | **OF** | **DETAILS** | **AMOUNT (LE**  **‘000)** |  |
| CARE (SL) |  | GOSL contribution for CORD program me | 484,371 |  |
| NPA |  | Charges for MDAs | 308,376 |  |
| GVWC |  | Charges for MDAs | 100,000 |  |
| ACB Stronge |  | Rent for ICRPB | 162,926 |  |
| NCP |  | Funding for Qtr 1 2007 | 127,500 |  |
|  |  |  | **1,183,173** |  |

Details of the others are shown as appendix 2

**Local Government Finance Department**

This Department was set up to implement the fiscal decentralisation programme. The department owes Le37.9bn in respect of payments to local councils and Le2.9bn to various contractors in respect of textbooks and teaching and learning materials.

**Institutional Reform and Capacity Building Project (IRCPB)**

This was set up by the Government of Sierra Leone and the World Bank /IDA to champion the decentralisation programme, provide resources for new councils, build capacity and create a transparent and accountable framework. It consists of three units namely Decentralisation and Capacity Building with a budget of $14,293,000, Public Financial Management Reform with a budget of $6,182,300 and Development Learning Centre with a budget of $2,941,000 and Project Coordination with a budget of $1,066,200. The grant type and receipts to date are as follows:

|  |  |  |
| --- | --- | --- |
| **SOURCE** | **COMMITMENTS** | **RECEIPTS TO DATE** |
| IDA | $25m | $14.8 |
| EU | $Euro 9.1 | $1.2 |
| DFID | Stg 7.9 | $.513 |

**2.3 Human Resources**

Ministry of Finance

The Administration Department of The Ministry which is manned by a permanent Secretary is responsible for all employees of the Ministry and also logistics and general maintenance. As at September 2007 the following are the manning levels:

|  |  |  |  |
| --- | --- | --- | --- |
| **TYPE OF STAFF** | **FUNDING** | **NUMBER** |  |
| Contract | DFID-UK | 8 |  |
| Contract | ADB/TAF | 7 |  |
| Contract | EU | 8 |  |
| Office Staff | GOSL | 92 |  |
| **Total** |  | **115** |  |

Details of their salaries and contract period are attached as Appendix

The Ministry also has retainership contracts for the following services.

|  |  |  |  |
| --- | --- | --- | --- |
| **TYPE** | **CONTRACTOR** | **AMOUNT**  **LE’000** | **FREQUENCY** |
| Lift Maintenance | A R Sultan | 14,835 | Quarterly |
| Computers | Community Information  Technology System | 10,650 | Quarterly |
| Security | Diligent Security Agency | 1,050 | Monthly |
| Cooling System | Freezocool Enterprises | 5,000 | Quarterly |
| Intercom/telephone | Tropical Electronics | 6,240 | Quarterly |
| Fumigation | Int.Pest Control | 10,000 | Quarterly |

**Local Government Finance Department**

The number of approved posts is 17 and there are currently 16 employees in the posts with one vacancy for a director. There are total of 9 consultants. All the contract staff are funded by the IDA

**2.4 Inventory/Assets**

**Ministry of Finance**

The Ministry has a total of 20 vehicles and 1 Motor Bike. This consists of 4 Toyota Land Cruisers, 4 Toyota Prado, 4 Toyota 4Runners, 1 Nissan Pathfinder,2 Nissan Terranno, 2 Ford

Ranger, 1 Toyota Hilux , 1 Pajero and 1 Hover Jeep. Of these 1 Toyota Prado and 1 Toyota Land Cruiser were donated by the UNDP, the 2 Ford Rangers by the EU2 Toyota 4Runners and 1 Toyota Hilux by UNAMSIL. The Hover Jeep is on loan to the Office of the President and is being used by the Economic Adviser. All the vehicles are in working condition.

The Ministry has 2 Generators (a 300kva Perkins and a 10-0kva Olympia). Fuel cost per day is in the region of 90 gallons of diesel costing some Le1.165m.

The detailed Fixed Asset Register is part of the Appendices

Local Government Finance Department

There are 2 Nissan Patrol vehicles, 2 photocopiers, 6 cabinets, 7 Laptops, 12 computers and accessories and 3 paper shredders

1. **Key Issues**
   1. **Administration Department**

Only one Contractor A R Sultan bidded for the maintenance of the lift so reasonableness of amount charged as contract fee could not be ascertained. Also the lift frequently breaks down due to power fluctuation and is being repaired at a cost of Le. A surge protector of Le99m could prevent this frequent breakdown.

Essential Services in the form of fuel, electricity and water are paid for by the Ministry and as such other Ministries and Departments housed in the Ministerial Building benefit from this service free of charge.

* 1. **Economic Policy and Research Unit**

Evaluation of the Public Expenditure Tracking Surveys and the implementation of the recommendations should be strictly adhered to.

* 1. **Budget Bureau**

The procurement entities of the MDAs do not always prepare their plans for approval by the Ministry as stipulated by the Public Procurement Act 2004.

* 1. **Internal Audit**

There are only 7 MDAs with effective Internal Audit Units. There are also another 7 MDAs with Internal Audit Units that are very ineffective. Response to audit queries have been slow and audit recommendations are often not implemented. The Department lack adequate competent support staff to make the unit effective.

* 1. *Accountant General*

The Monitoring and Evaluation Unit of the department which is meant to ensure that basic controls and analyses are adhered to and done properly is weak and needs to be strengthened.

The Integrated Financial management information System (IFMIS) which commenced in June 2005 has so many problems with the software application modules already rolled out. A committee was set up to look into the technical and contractual issues and is yet to issue its report.

The backlog of Public accounts has been substantially cleared, with the accounts for 2002 – 2006 already prepared. The ones for 2002 – 2004 have been presented to Parliament and were submitted to the Auditor General in April 2007. The audit has been done and the reports together with the recommendations are with the Government Printing Department for publication

Staff training should be a priority as the department lack the necessary personnel with the requisite skills to perform the duties required.

**Local government Finance Department**

Paramount chiefs should work closely with the local council for revenue mobilisation and collection. Presently this is not well coordinated.

**4. Policies and programme priorities**

### 4.1 Poverty Reduction and Growth Facility (PRGF)

This is a three year (2006-08) economic reform programme approved by the IMF in May 2006. It is a balance of payment support programme and disbursement under the programme is based on periodic review of performance on various quantitative performance criteria and structural benchmarks. One of the key performance criteria prohibits Government from contracting and or guaranteeing non-concessional loans. Therefore, the Ministry of Finance should be consulted before contracting or guaranteeing any loan.

The first review of the programme was carried out in September 2006 and successfully concluded in December, 2006. The second review was carried out in March-April 2007 and discussions are on-going with the IMF. A third review is expected in October, 2007.

Owing to fiscal slippages in the first quarter of the year mainly due to shortfall in domestic revenue and delay in the disbursement of external budgetary support, the Ministry of Finance adopted a Cash Budget System(spending from earned revenue) in April 2007 in order to avoid domestic bank financing of the budget through Ways and Means Advances to Government. The implementation of the cash budget system resulted in under spending in Goods and services expenditure as expenditures were drastically reduced.

### 4.2 Utilisation of MDRI Resources from the IMF

The successful conclusion of the first review of the PRGF enabled Sierra Leone to reach the Completion Point under the HIPC Initiative and at the same time became eligible for debt relief under the Multilateral Debt Relief Initiative (MDRI). The IMF has provided full debt relief to Sierra Leone under the MDRI. Government and the donors would have to jointly develop a programme of activities for the utilization of these resourceswhich is in the region of Le500bn.

### 4.3 Preparation of the FY2008-10 MTEF Budget

Preparatory activities for the preparation of the budget are underway. The Budget Call circular has been sent out to the MDAS and some of these MDAs have submitted Budget Estimates for the MTEF period 2008-2010. Budget Discussions with the MDAs and Policy Hearings are pending. The Budget Framework is under preparation and will be finalized after discussions with the IMF.

### 4.4 Second Debt-Buy-back Operation for external commercial debt

The Government of Sierra Leone through the Ministry of Finance requested the World Bank to support a second Debt Buy-Back operation to liquidate the outstanding external commercial debts. Progress on this programme is at an advanced stage. The Bank has already approved a grant tofinance the hiring of the legal and financial consultants to verify and validate the debts. Additional resources will be provided to implement the programme.

### 4.5 National Debt Sustainability Analysis

A National Debt Sustainability Analysis will be conducted in December, 2007 to assess the sustainability of Sierra Leone’s external debt after the HIPC and MDRI debt relief.

### 4.6 Roll-out of the Integrated Financial Management information Systems (IFMIS) to MDAs

IFMIS was installed in the Accountant General’s Department in June 2005 to improve the accounting, recording and reporting of public financial transactions. The IFMIS was extended to the Ministry of Finance and the Sierra Leone Police in April 2006. By end 2006, IFMIS was rolled out to the Ministries of Education, Health, Works and Maintenance and Agriculture through wireless connectivity. However, only the IFMIS installation in the Ministries of Health and Works are fully functional.

### 4.7 Publication of Audited Annual Public Accounts

Audited Annual Public Accounts for 2002-04 are now available. The volume II (AuditorGeneral’s report) is being finalized. The unaudited public accounts for 2004-06 are also available and they are being audited by the Auditor-General’s Department. The publication of the audited Annual Public Accounts is a key condition for the release of by the budget support donors.

**4.8 Implementation of policy actions under the Multi-Donor Budget Support Performance Assessment Framework (MDBS-PAF).**

A number of policy actions agreed between Government and the budget support donors are being implemented by Government. The implementation of these benchmarks is a requirement for the release of budget support. Performance under the MDBS –PAF is reviewed in May of each year. The main donors and their respective budget support programmes are as follows:

1. World Bank – Governance Reform and Growth Grant US$10 million – expectedin the fourth quarter of 2007
2. European Union Poverty Reduction Budget Support Programme- fixed

tranche of Euro 8 million disbursed in August, 2007. Variable tranche of Euro 5.5 million expected in the fourth quarter of 2007.

1. DFID Budget support- 12.5 million pounds sterling expected. Disbursement of these funds has been delayed because of fiduciary concerns, mainly the publication of audited public accounts.
2. African Development Bank- supplementary Economic Rehabilitation and Recovery Programme; UA 7miilion (US$10 million) expected before the end of the year.

### 4.9 Public Expenditure Tracking Surveys

The Ministry conducts regular public expenditure tracking surveys as a monitoring tool to trace the flow of resources from Central Ministries to line ministries, district offices and service delivery facilities such as schools and hospitals. The objective is to ascertain whether the disbursed resources reached their intended beneficiaries. Since the introduction of the process in 2001, seven PETS have been conducted and recommendations summarized in the PETS Action Plan. Two surveys were conducted in 2006 The PETS Report for FY 2005 expenditures (survey conducted in April 2006) is awaiting Cabinet approval. The draft report of the second survey conducted in September in 2006 has been completed and will be forwarded to the relevant MDAs for comments. The first 2007 survey on 2006 expenditures was conducted in April in 2007. The analysis of the survey data is in progress. The second 2007 survey is scheduled to take place in October, 2007. Preparatory activities are underway.

1. **Recommended Goals and Priority needs**
   1. **Ways and Means Advances**

This area is a grey area as it is used when ever budget support is not available which may be due to non attainment of targets. Effective monitoring and control is required to prevent abuse.

* 1. **Internal Audit function**

The department should be strengthened and all MDAs should have an effective unit. All MDAs should have Chartered Accountants as part of its staff to ensure that basic financial and internal controls exist and are respected and adhered to.

* 1. The new Secretariat under construction should be completed within the shortest possible time. This would free up space within the Ministerial Building for other departments of the ministry that are now occupying private properties at exorbitant rents.
  2. Alternative contractor to be sought for the maintenance of the lift as it frequently breaks down and the repair cost is high at the region of Le8m per lift. However most of the breakdown is due to the damage of the door drive electronic print arising out of power fluctuations which could be rectified by the purchase of a surge protector for Le100m. Again since we are only dealing with one supplier the reasonableness of the cost cannot be ascertained.
  3. The Accountant General Department consist of an ageing population amongst the support staff. The training of trainable accountants should be a priority. There are not enough capable staff to handle information of projects and subvented agencies. As such detailed analysis and monitoring of these transactions could not be done rather mere summaries of expenditure as reported.
  4. The ICT infrastructure in respect of Local area Network (LAN) cabling and switches servers and internet connectivity needs to be upgraded. The department is encountering problems in obtaining spare parts for the system even though it is three years old. There are also software issues in terms of the modules already rolled out especially ion the payroll module creating undue delays in the calculation of salaries for Teachers and MDSAs.

1. **Conclusion**

From the information received during this exercise and considering that it is the hub of the country’s financial system there is need for a thorough review of the Ministry as there were serious constraints with the time allocated. The control over the Consolidated Revenue Fund in the wake of weak support staff within the Accountant General’s Department should be ascertained. Full review of the Ways and Means advances account should be done.

# Ministry of Trade

## 1. Introduction/Background

### 1.1. Introduction

This status report has been prepared to establish the status of the relevant ministry as at the end of September 2007.

**1.2. Aims and Objectives**

The aim and objectives are as set out in the terms of reference.

### 1.3. Methodology

This report is based on information, documentary and verbal, by the relevant Ministry or organisation and is the result of the team’s own assessment of that information. In relation to the Ministry of Trade, the team were able to speak to the Permanent Secretary, Mr. Bernard Njavombo, Messrs Bappy and Massaquoi of SLEDIC, Adama Kamara of SLSB. Also spoke to Director (Dan Mason) and Finance and Administration Manager (Milford Norman)

### 1.4. Entities in the Ministry

In addition to Ministry of Trade itself, there are a number of related entities including the Sierra Leone Investment and Export Development Agency (SLEDIC), the Sierra Leone Investment and Export Promotion Agency (SLIEPA), the Standards Bureau (SB) and the Petroleum Unit (PU).

## Figure 1.1 – Entities within the Ministry of Trade and Industry

|  |  |
| --- | --- |
| **Ministry of Tr** | **ade & Industry** |
| **(Minster and D** | **eputy Minister)** |

Sierra Leone Investment & Export Promotion Agency (SLIEPA) – replaced

SLEDIC

Sierra Leone Investment & Export Development Agency (SLEDIC) – Now

Defunct

Sierra Leone Standards Bureau (SLSB)

**P**

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**Permanent Secretary - Ministry of Trade & Industry**

### 1.4.1. Policy, Planning and Research Division

This division is charged with providing research and support in the areas of trade and related matters. This department has developed broader interests in the absence of the foreign trade division especially and has continued to provide invaluable help and guidance to the ministry as a whole.

### 1.4.2. Industrial Development Division

The division was originally charged with the responsibility for developing the productive capacity of Sierra Leone but has found it increasingly difficult to fulfil this role.

### 1.4.3. Cooperative Division

The cooperative division is charged with promoting, developing, supervising and coordinating cooperative societies throughout the country. At the present time, this division is moribund especially as there are fewer entities for it to supervise.

### 1.5. The Standards Bureau

The Standards Bureau was established, in 1999, to set standards for commodities and products in Sierra Leone. It is clear that this agency has not functioned as expected and has therefore failed to fulfil its functions. The SLBS operates under the umbrella of a Board of Directors of Council. The bureau has not been able to maintain membership of a number of organisations which was part of the original mandate of the agency. The Ministry of Trade and Industry reports that subscription arrears to these organisations amounted of over USD80k but the date of these arrears is not indicated.

### 1.6. The Petroleum Unit

The Petroleum Unit was established as an autonomous entity to ensure uninterrupted supply of petroleum products through coordination of sector activities. The coordination role also includes the management of strategic stocks. The Petroleum Unit is funded by a Le15 per gallon levy on private petroleum companies.

### 2. Current Status

#### 2.1. Projects

##### **2.1.1. Ministry of Trade**

a) Removing Administrative Barriers to Investment (RABI) – the RABI project is a World Bank project aimed at removing administrative barriers to investment and which therefore covers the work of several ministries. The programme is located within

the Ministry of Trade and Industry and is headed by a Project Coordinator supported by DFID.

In relation to the Ministry of Trade and Industry, the RABI project relates to the establishment of the new Sierra Leone Investment and Export Promotion Agency (SLIEPA), the enactment of the General Law (Business Start up) Act 2007, Business Registration Act 2007 and the Legal Practitioner’s Amendment Act 2007. The RABI has also seen the establishment of the Sierra Leone Business Forum (SLBF) which is intended as a private sector forum providing research and advocacy support to the private sector. The SLBF is funded by IFC as part of this project. This programme has greatly simplified the business environment by

* Eliminating the need for exchange control permission for company registrations
* Abolishing the payment of tax by newly established companies,
* Removing the legal requirement for a solicitor in the preparation of a memorandum and articles of association as well as reducing the number of steps for forming a new company,
* Abolishing the annual business licence and
* Merging the residency and work permit processes for work permit applicants.

### b) Integrated Framework for Trade Related Technical Assistance to Least Developed Countries (IF)

This programme has been in existence since 2005 and is intended to enhance the capacity of Least Developed Countries to take advantage of world trading arrangements. The programme is divided into 2 parts i.e. the first part involves the validation of MTI’s action matrix (which has been approved by the Cabinet) whilst the second part will focus on the implementation of priority projects – trade information network, aquaculture and tourism and trade capacity building for the MTI. This part of the programme which should commence imminently is valued at about USD 480k.

### c) Rural and Private Sector Development Project

This project is a 5-year project (2007-2012) aimed at supporting Sierra Leone in its development of productive, processing and marketing capacity in the agricultural sector. The programme has an indicative outlay of USD34.54m with the IDA providing USD30m with the remainder due from the Government of Sierra Leone and other donors. The current financial status of the project was not immediately obvious given that a substantial amount of work was done through 2007 save to mention that USD100k had already been expended as follows:

* To ESIA - to conduct a study on the social impact of the project
* To Emile Kargbo and Associates – to produce a financial management manual  To Satish Kumar and S. Amara – to produce a project improvement manual.

The bank statement reports a balance of Le122m at the end of April 2007.

### d) Protecting Sierra Leone’s Intellectual Property Rights Regime Project

The Ministry of Trade and DFID have instituted a programme to reform the existing laws on intellectual property rights in Sierra Leone. A wide ranging consultative process has been undertaken although the national policy document on the subject remains to be presented. The basis of this re-evaluation is not immediately clear.

### e) European Union/African Carribean Countries – Economic Partnership Agreement

The European Union has provided a trade expert as Sierra Leone and other African countries conclude negotiations with the European Union for the replacement of the Lome Convention. There remains some doubt about the appropriateness of this technical assistance given the nature of the negotiations.

### f) Private Sector Development Strategy Project

The Ministry of Trade and Industry – supported by the UK’s Department for International Development (DFID) is aiming to develop a comprehensive private sector development strategy which will foster the continued development of the private sector in Sierra Leone. This nature of the support for this programme follows the well established pattern of providing technical experts to help in developing the strategy. This programme is scheduled for 2 years (2006-2008) and is located within the Ministry of Trade and Industry.

### g) UNIDO/Arab Gulf Fund

This programme, yet to be implemented, is intended to develop the productive capacity of the Sierra Leone through the establishment of an investment and enterprise development programme. The programme will focus primarily on the SME sector of the economy and will aim develop a range of micro enterprises.

### h) EU Trade Support Program

This will involve the continued provision of a technical expert to assist the Ministry of Trade and Industry in developing a negotiating position with respect to the EPA negotiations and related matters.

### i) Sierra Leone & Guoji Investment Company Limited

This project, which commenced in 2003, involved the establishment of a joint venture between the Government of Sierra Leone and the Henan Guoji Investment Company of the People’s Republic of China. The terms of the joint venture were not known at the time of writing.

There is also a second phase to the project related to the creation of an export processing zone which is also referred to under the SLEDIC projects. This phase is yet to be meaningfully started.

2.1.2. The Sierra Leone Investment and Export Promotion Agency (SLIEPA) has been established and the Board has already met twice. The Board, with support from the World Bank through FIAS, have now instituted the recruitment process to recruit a Chief Executive and other senior staff. The recruitment process will be an open recruitment process and forms part of the MOU agreed between the Ministry of Trade and Industry and the World Bank. The World Bank have agreed to provide the following and this is being processed as the Board has now been established.

1. Funding to complete the building for the new agency in Tower Hill (next to the Houses of Parliament). The building is primarily but not exclusively for SLEIPA as it has been agreed that UNIDO can locate an SME centre within the premises.
2. Funding for the fixtures, furniture and equipment for the agency iii) Operating Budget Support for 3 years although only the first year’s budget has been confirmed. The budget support is however dependent on the government contributing its promised USD150k per annum to SLIEPA.

World Bank rules prevent the disbursement of funds of this kind to the government hence the establishment of the SLIEPA agency has now made it possible to take forward the next stage of the process.

2.1.3. The Sierra Leone Export and Investment Corporation (SLEDIC) There are currently 2 live projects within SLEDIC.

### a) Ginger Multiplication/Cultivation Project

This project involves restarting the cultivation and export of ginger. A variety of ginger provided by China as well as the local variety are being produced and exported but there is currently no data available on the volume of such production and related exports. The International Trade Centre (ITC) has provided technical assistance on this project.

### b) Export Processing Zone

The Ministry of Trade and Industry did allocate land for the creation of an export processing zone by SLEDIC but this project has not progressed substantially. One of the reasons for this is that SLEDIC does not have the capacity to develop such an entity.

2.1.4. The Standards Bureau

### a) BADEA (Arab Bank for Economic Development in Africa)

The project was intended to enhance the capacity of the Sierra Leone Standards Bureau to execute its tasks as laid down by statute. The project was value at USD365k. The amount is assumed to include the provision of a consultant for 2 years, purchase of vehicles as well as some unspecified equipment. Judging by the 5-page end of contract report submitted by the consultant in July 2007, it is doubtful whether much was gained from this project by the Sierra Leone Standards Bureau.

#### 2.1.5. The Petroleum Unit

There are no reported projects currently being undertaken although the rehabilitation of the Kissy Oil Jetty remains one of the priorities.

#### 2.2. Financial Status

2.2.1. The Ministry of Trade and Industry

Information is only provided on the following accounts

### a) Rokel Commercial Bank Limited, A/c 021011344982

This account held the contribution from UNIDO towards the rehabilitation of the building at Tower Hill which is to be used jointly by the new SLIEPA and UNIDO (SME Centre).

### b) Sierra Leone Rural Development Project (Account held at the Sierra Leone Commercial Bank Limited, Account No: 001114736-03-00-01

As at 30th April 2007, the balance was Le122.9m

#### 2.2.2. Sierra Leone Investment and Export Promotion Agency (SLIEPA)

Although the Board has been established, the agency is yet to be fully operational and there is currently no budget in place.

#### 2.2.3. Sierra Leone Export and Investment Corporation (SLEDIC)

As part of the process of establishing SLIEPA, there was an audit of SLEDIC by KPMG which revealed the existence of huge liabilities amounting to Le538m including almost Le200m for staff end-ofservice benefits, with much of the responsibility placed on the old management of the agency. The Board of SLEDIC had held its last meeting and forwarded a report to the Minister of Trade and Industry to take the necessary action to cease the operations of SLEDIC. The management of the agency has continued to use the subvention by this has not been under the supervision of the board.

#### 2.2.4. The Sierra Leone Standards Bureau

The SLSB was able to provide bank statements for an account (001108442-10-00-01) held at the Sierra Leone Commercial Bank Limited. It is not possible to form definitive conclusions on the financial status of the bureau based on the information provided.

#### 2.2.5. The Petroleum Unit

The Petroleum Unit maintains an account at the Bank of Sierra Leone (Account No: 1100698) as well as bank accounts at the following banks – Rokel Commercial Bank Limited (1471372), Sierra Leone Commercial Bank Limited (Account No: 114733) and the Guaranty Trust Bank Limited (2016355). The Unit is funded by a Le15 per gallon levy on purchased fuel which is collected by the oil companies. It is not possible to form definitive conclusions on the financial status of the bureau based on the information provided. Further information must be forthcoming from the Petroleum Unit.

In reviewing the financial status of donor-led programmes, it is clear that donor organisations do not, for the most part, directly transfer financial resources to the Ministry of Trade and Industry which makes it difficult to ascertain the current budgetary status as the amount of the technical assistance will include donor-related costs such as travelling expenses. Furthermore, the financial resources tend to managed outside the control of the Ministry of Trade and Industry. Bear in mind that, often, the amount of the technical assistance includes the costs associated with the consultants working on the project.

#### 2.3. Human Resources

##### 2.3.1. The Ministry of Trade and Industry

Figure 2.1 reports on the human resource capacity of the Ministry of Trade and Industry.

**Figure 2.1 – Human Resource Capacity – Ministry of Trade and Industry**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | DESIGNATION | APPROVE  D  POSTS | STAFF  IN  POST | VACANCIES |
|  | **Administration**  Permanent Secretary  Director General  Deputy Director General  Deputy Secretary  Sn. Assistant Secretary  Assistant Secretary  Executive Officer  Secretary/Stenographer  Accountant  Sub Accountant  Staff Superintendent  1st Grade Clerk  2nd Grade Clerk  3rd Grade Clerk  Temporary Clerical Asst  Senior Messenger  Messengers  Cleaners  Drivers | 1  1  1  2  3  4  1  1  1  1  1  6  10  17  9  1  5  2  4 | 1  -  -  2  3  4  -  -  1  1  -  1  5  8  9  1  5  2  2 | -  1  1  -  -  1  1  1  -  -  1  5  5  9  -  -  -  -  2 |
|  | Sub Total -  Administration | 71 | 45 | 27 |
|  | **Policy, Planning &**  **Research (PPRD)**  Director[[5]](#footnote-5)  Deputy Director  Senior Economist[[6]](#footnote-6)  Legal Counsel7 | 1  1  1 | -  -  1 | 1  1  0 |
|  |  | 1 | - | 1 |
|  | Sub Total - PPRD | 4 | 1 | 3 |
|  | **Foreign Trade**  **Directorate**  Deputy Director  Trade Officer  (Information) | 1  1 | -  - | 1  1 |
|  | Sub Total – Foreign Trade | 2 | - | 2 |
|  | **Consumer Protection and Competition** Director  Deputy Director | 1  1 | -  - | 1  1 |
|  | Sub Total – Consumer  PC | 2 | - | 2 |
|  | **Domestic Trade**  Director  Deputy Director  Principal Trade Officer  Senior Trade Officer  Trade Officer  Assistant Trade Officer  Trade Assistant 1st Grade Clerk  2nd Grade Clerk  Statistical Clerk Grade 1  Statistical Clerk Grade 11  Statistical Clerk Grade  111 | 1  1  1  2  5  2  2  5  4  11  3  3 | 1  1  1  -  1  -  1  1  4  -  -  3 | -  -  -  2  4  2  1  4  -  11  3  - |
|  | Sub Total – Domestic Trade | 40 | 13 | 27 |

7 Position funded by the UK DFID

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Domestic Commerce**  **and Industry** Director  Deputy Director  Sn. Ind. Development Officer  Ind. Development  Officer  Secretary Stenographer  2nd Grade Clerk  Clerk Typist  Office Messenger  Carpenter | 1  1  -  3  1  2  1  1  1 | -  -  2  -  -  -  -  -  1 | 1  1  -2  3  1  2  1  1  - |
|  | Sub Total Domestic CI | 11 | 3 | 8 |
|  | **Grand Total** | 130 | 62 | 68 |

Figure 2.1 indicates that less than half of the approved establishment is in post and this has had knock-on effects on the performance of the ministry. This is especially so for positions at the most senior levels where there also remains the risk that these positions may be filled by people not entirely suitable for those positions.

##### 2.3.2. Sierra Leone Investment and Export Promotion Agency

The agency is yet to engage any staff although the Board have set in train the process.

##### 2.3.3. Sierra Leone Export and Investment Corporation (SLEDIC)

Figure 2.2 reports on the human resource capacity at SLEDIC which remains substantial especially given that the mandate of the agency has now expired. The current state of this agency owes much to the failure by the Ministries of Trade and Finance to make the necessary financial commitments to staff in relation to their terminal and other benefits.

## Figure 2.2 – Human Resource Capacity – SLEDIC

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | DESIGNATION | APPROVED  POSTS | STAFF IN POST | VACANCIES |
|  | Managing Director/Manager  Director of Export  Director of Investment  Director of Info. Technology  Accountant/Financial Secretary  Personnel Officer  One Stop Shop Manager  Export Marketing Officer  Export Marketing Staff  Trade Officer  Sen. Investment Officer  Investment Officers  Managing Director’s Secretary  Project Secretary  Secretary  Typing Pool  Managing Director’s Driver | 1  1  1  1  1  1  1  1  3  1  1  4  1  1  1  4  1 | 1  1  -  -  1  -  -  1  -  1  -  -  1  1  1  4  1 | -  -  1  1  -  1  1  -  3  -  1  4  -  -  -  -  - |
|  | Total | 25 | 13 | 12 |

### 2.3.4. The Standards Bureau

Figure 2.3 reports on the human resource capacity within the Sierra Leone Standards Bureau. Following the death of MR. Jalloh in March 2007, the agency has lost of its sense of direction though there are staff who remain committed to the work of the bureau.

**Figure 2.3 – Human Resource Capacity – Sierra Leone Standards Bureau**

## As at 28th September 2007

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | DESIGNATION | APPROVED  POSTS | STAFF IN POST | VACANCIES |
|  | Director  Deputy Director  Administration/Finance  Metrology  Standards  Testing  Food Standards  Quality Management | 1  1  21  12  5  10  10  10 | -  -  17  7  2  3  5  4 | 1  1  4  5  3  7  5  6 |
|  | Total | 70 | 39 | 31 |

Compared to other agencies of government, the staff cadre is dominated by professional staff and this is to be commended.

### 2.3.5. The Petroleum Unit

Figure 2.4 reports on the human resource capacity at the Petroleum Unit as at 31st August 2007. With 8 out of the 11 staff in post, the average monthly salary cost is about Le21m.

**Figure 2.4 – Human Resource Capacity – Petroleum Unit**

## As at 28th September 2007

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Designation | Approved  Posts | Staff in Post | Vacancies |
|  | Director  Assistant Director  Senior Technical Officer  Oil Movement Officer  Field Monitoring Officers  Finance & Admin Officer  Confidential Secretary  Drivers | 1  1  1  1  2  1  2  1 | 1  1  -  1  -  1  2  1 | -  -  1  -  2  -  -  - |
|  | Messengers | 1 | 1 |  |
|  | **Total** | **11** | **8** | **3** |

Unsurprisingly and given the salary levels, many of the posts are currently occupied and is consistent with our view that improvement in civil service terms and conditions is fundamental for there to be a significant improvement in performance.

### 2.4. Inventory/Assets

#### 2.4.1. The Ministry of Trade and Industry

The Ministry of Trade & Industry had indicated possession of a range of furniture, office equipment, and other office-related assets. A comprehensive list is contained in the submitted document. The Ministry reports the ownership of 6 4-wheel drive vehicles with one each being used by the Minster, Deputy Minister and Permanent Secretary and with the other 3 used by ministry staff. In addition, the Ministry reports that 3 of these vehicles are currently out of order.

2.4.2. Sierra Leone Investment and Export Promotion Agency (SLIEPA) The agency is not yet operational.

#### 2.4.3. Sierra Leone Export and Investment Corporation (SLEDIC)

The assets of SLEDIC include a range of office furniture and equipment as well as a Mercedes Benz 200 and a minivan, as detailed in the report by KPMG. These assets are of low value and quality.

#### 2.4.4. The Sierra Leone Standards Bureau (SLSB)

The SLSB provided a detailed list of assets including a fixed asset register from the year 2000 to 2007. There are also lists of additional assets indicated in additional notes and includes the range of office equipment and furniture as well as 3 vehicles – Toyota Hilux (ABD931 - Cost Le30m), another Toyota Hilux vehicle (AAD213 – Cost Le 15m, second hand) as well as Mercedes Benz utility vehicle (ABB101 – cost Le5.5m). It is not clear at this stage whether the proposed procurement under the BADEA project was indeed undertaken and if so, to which equipment on the list does this relate.

This needs to be clarified.

#### 2.4.5. The Petroleum Unit

The assets of the unit include the usual range of office furniture and equipment including computers. There 3 vehicles (ABV594, ABV593 and ACI363) with a combined value of almost Le237m.

### 3. Key Issues

#### 3.1. Ministry of Trade and Industry

##### 3.1.1. Economic Partnership Agreements (EPA)

The Ministry needs to take a clear stance on the whether or not the Government of Sierra Leone should sign the EPA with the European Union (EU).

##### 3.1.2. World Trade Organisation (WTO) Negotiations

The government will need to take a more hands-on view of the negotiations to ensure that Sierra Leone’s interests are properly protected.

#### 3.2. Sierra Leone Investment and Export Promotion Agency (SLIEPA)

##### 3.2.1. New Building and Capital Expenditure

The agency needs to complete its proposed building although the

Attorney General needs to provide a lease for SLIEPA; at which point, DFID, through the World Bank, can fund the outstanding sums for the building as well as provide the resources for the furniture, fittings and equipment. To date, UNIDO have provided around USD40k some of which (around USD10k) has been used to make the advance payment for the rehabilitation of the building.

##### 3.2.2. Government Subvention

The government had agreed in principle that, in order for the agency to function effectively, it would be prepared to provide a subvention of USD150k to SLIEPA. As a result and conditioned on this promise, DFID through World Bank (FIAS), agreed to provide a budget for operating budget support. The World Bank continues to insist that this subvention must precede its own contribution to the agency.

#### 3.3. Sierra Leone Export and Investment Corporation Limited (SLEDIC)

The key issues facing this organisation includes

 Ensuring that staff of the agency are paid end of service and redundancy benefits which amount to about Le200m. The Ministry of Finance had agreed in principle to this payment and the Ministry of Trade and Industry

had written to the Ministry of Finance to formally confirm this to the staff. The Ministry of Finance is yet to reply, formally.

### 4. Policies and Programme Priorities

#### 4.1. Negotiating position on EPA

The government needs to establish its position in relation to the current negotiations with the EU over the Economic Partnership Agreement (EPA). The EPA is intended to replace the Lome Convention and would significantly reduce tariffs to goods from the EU and vice versa. This needs to be addressed as a matter of urgency. As part of this programme, the government would need to conduct an urgent assessment of the impact of the implementation of the EPA as is currently proposed. The EU have set a deadline of December 200 for these agreements to be signed.

#### 4.2. Trade Policy

The government needs to put in place a proper trade policy which would guide its work within the WTO.

#### 4.3. Private Sector Strategy

The Ministry must seek to complete an implement-able private sector strategy which does not place undue burdens on the private sector

### 5. Recommended goals and priority needs

#### 5.1. Ministry of Trade (Internal)

##### 5.1.1. Restructuring of the Ministry of Trade and Industry

* Creation of a private sector division to replace the industrial development division and incorporating the relevant functions of the cooperative division;
* Creation of an explicit foreign trade division as this work is being done by the Policy, Planning and Research Division which is already over-worked in the absence of a foreign trade division.
* The Ministry should ensure that there are explicit budget lines for travel and other costs associated with the conduct of negotiations.

##### 5.1.2. Human Resource Requirements

There are a number of areas requiring the attention of the Ministry in particular and of the Establishment Secretary in particular.

### a) Human Resource Capacity

The Ministry needs to work hard to increase its human resource capacity especially as it conducts many of the most important negotiations on behalf of Sierra Leone. i.e. EPA and WTO. Often, the negotiating partners have been willing to provide expertise to help the government prepare its position but the ability and allegiance of some of these ‘experts’ have been questionable as is the quality of their work. In other respects, the Ministry has benefited considerably from external expertise but this cannot be viewed as a sustainable way forward.

### b) Human Resource Imbalance

It is also the case that there is an imbalance of human resources in that there are too many junior grades of staff with the result that the same budget is spread over many more people. It is our view that the introduction of more efficient working practices will seriously reduce the need for such high establishment sizes with the consequence that those remaining in post could conceivably enjoy higher remuneration. There is also a role for technology in this regard. A high junior grade staff count means that it is almost impossible to employ more senior staff to run the various divisions unless of course there is some provision of technical assistance which though welcome, cannot be regarded as the long term solution. We could hazard a guess that this applies to the broader civil service as well.

#### 5.1.3. Implementation of recent legislation

The ministry needs to ensure that the full implementation of recent legislation i.e. Business Registration Act 2007, The General Law (Business Start Up) Act 2007 which refers to the Income Tax Act, Legal Practitioners Act and the Exchange Control Act

#### 5.2. Sierra Leone Investment and Export Promotion Agency (SLIEPA)

##### 5.2.1. Lease for Building

No specific action required except to assist in ensuring that the Attorney-General’s Office can complete the lease of the building which will give SLIEPA use of the premises for about 21 years.

##### 5.2.2. Annual Subvention

Ensure that the annual subvention as promised is provided to the agency in order for the agency to able to access other promised resources from the World Bank.

#### 5.3. Sierra Leone Export and Investment Corporation (SLEDIC)

##### 5.3.1. Winding-Up of Agency

Ensure that staff benefits are paid so that the agency can be finally closed down.

5.3.2. Existing Projects – the government will need to take a view on the sustainability or efficacy of existing projects.

#### 5.4. The Sierra Leone Standards Bureau

##### 5.4.1. Business Strategy

An entity of this kind must aim to self-financing given the nature of the service provided and steps should be taken to further this goal.

5.4.2. Human Resources

### a) Technical Staff

There needs to be an increase in the number of technical staff which could be funded by a reduction in the number of junior, nontechnical staff currently in post.

### b) Staff Count

It is likely that the staff count remains high especially given the complaints that there is a lack of equipment with which to perform their duties. This is especially so when one bears in mind that the staff costs exceeds the proposed income budget for the whole year.

#### 5.5. The Petroleum Unit

##### 5.5.1. Additional Functions

Should be given a broader mandate relating to the energy sector including the exploration of alternative energy sources and the way in which this can form part of an overall energy policy.

##### 5.5.2. Regulatory Statute

The government needs to be put in place a statutory regulatory framework for the Petroleum Regulation Agency.

#### 6. Conclusions

The political leadership of the Ministry can be considered to have been generally good although the Ministry has suffered seriously from limited capacity within its ranks and this is especially important because of the technical and expert nature of the work of the Ministry. In many respects, the technical support provided by the Commonwealth and World Bank have contributed immeasurably to work of the ministry, especially the Policy, Planning and Research Department which has been severely burdened with the work of the Ministry. Furthermore, it is also clear that programmes with resident technical and administrative expertise based in the ministry can be regarded as being very successful and is perhaps a model to be used in the short term until the ministry is able to develop its own capacity.

## PRESIDENTIAL TRANSITION TEAM 2007 DRAFT STATUS REPORT OF THE MINISTRY OF DEVELOPMENT AND ECONOMIC PLANNING

### (Including Statistics Sierra Leone, National Authorizing Office and DACO)

1. Introduction/Background

1.1 Strategic Approach

1. Current status

Ministry of Development and Economic Planning

Projects

Financial Status

Human Resources

Inventory/Assets

National Authorizing Office

Projects

Financial Status

Human Resources

Development Assistance Coordination Office

Projects

Financial Status

Human Resources Inventory/Assets

2.4 Statistics Sierra Leone

1. Key Issues
2. Policies and programme priorities
3. Recommendations
4. Conclusion

### 1. INTRODUCTION

Following the swearing in of His Excellency Ernest Bai Koroma as President of the Republic of Sierra Leone a Presidential Transition Team was set up to take stock of what currently exists in the government architecture, what constraints and challenges exist, if any, and what recommendations can be made on the way forward.

Essentially, the major objective of this review is to take stock of the present situation in the machinery of government including assets, liabilities, measures and actions awaiting implementation, with a view to determining the state of play at the government’s inception, and informing policy decisions on the way forward.

The details of the assignment are described in the terms of reference that has been made available to all members of the team.

This report presents finding about the status of the Ministry of Development and its affiliate institutions i.e. Statistics Sierra Leone, National Authorizing Office (NAO) and Development Assistance Coordination Office (DACO) as at September 2007. It is important to mention, however, that the Ministry of Development in this context covers the Ministry itself housed at Youyi building, the National Authorizing Office and Statistics Sierra Leone. The report will cover issues relating to projects, financial status, Human resource capabilities and inventory/assets.

#### 1.1 Strategic Approach

In the execution of this exercise, the team took a strategic approach as follows:

Upon arrival in the ministry and the institutions mentioned, an introductory session was held with senior members of the Ministry/institutions in which details of purpose of the exercise were explained. This was then followed by discussions guided by the objectives of the exercise. The team then presented and explained in details the kinds of information the forms are intended to capture before handing these over to the most senior person in the Ministry/Institution for completion and return against Friday, September 28th 2007. These forms were as follows:

1. Manpower/Human Resources Form
2. Inventory Form
3. Ministerial Project/Initiatives Form
4. Project Disbursement Form
5. Donors Commitment Form

A limitation to this exercise was that we did not have the opportunity to inspect official documents. However, we were able to source information from the internet that is relevant to the Ministry of Development and Economic planning itself, we also secured a copy of the briefing note by DACO to His Excellency, the Vice President.

**2. CURRENT STATUS:**

#### 2.1 MINISTRY OF DEVELOPMENT AND ECONOMIC PLANNING

##### **2.1.1 Projects**

This Ministry did not report on any project. In our discussion with the Development Secretary, we were informed that their role is mainly that of resource mobilization and therefore have no projects to report on.

**2.1.2 Financial Status**

#####  **Outstanding Payments to September 2007**

|  |  |  |
| --- | --- | --- |
| No | Item | Amount (Leones) |
| A | Contracts | 306,000,000 |
| B | Stores | 5,800,000 |
| C | Repairs & Maintenance , Vehicles | 97,000,000 |
| D | Stationery | 22,000,000 |
| E | Overseas Travel | 8,000,000 |
| F | Local Travel | 200,000 |
| G | Telephone and Other Bills | 9,000,000 |
|  | **GRAND TOTAL** | **448,000,000** |

**Note**: Total outstanding liabilities as at September 2007 amounts to 448,000,000 (four hundred and forty eight million) as detailed in the table above.

## FY 2005

|  |  |  |  |
| --- | --- | --- | --- |
| **No** | **Name of Payee** | **Details of Payment** | **Amount (Le)** |
| 1 | SLNP COMPANY LTD | Cost Fuel and Lub Supplies | 181,318,000 |
| 2 | Trust Security Services Ltd | Payment in respect of Security  Services for Youyi Building Complex | 135,000,000 |
| 3 | Cassel’s General Cleaning | Cleaning of Youyi Building Complex | 135,000,000 |
| 4 | Secretary General MRU | Government Contribution to the  Secretariat | 190,000,000 |
| 5 | ACP/EU | Government’s Membership  Contribution for FY 2005 | 50,000,000 |
| 6 | Commonwealth Form for  Technical Cooperation | Government’s Membership  Contribution for FY 2005 | 75,750,000 |
|  | **GRAND TOTAL** |  | **767,068,000** |

## FY 2006

|  |  |  |  |
| --- | --- | --- | --- |
| No | Name of Payee | Details of Payment | Amount (Le) |
| 1 | SLNP COMPANY LTD | Cost of fuel and Lub Supplies | 193,740,000 |
| 2 | Trust Security Services Ltd | Payment in respect of  Security Services for Youyi  Building Complex | 180,000,000 |
| 3 | Cassel’s General Cleaning | Cleaning of Youyi Building Complex | 112,000,000 |
| 4 | Secretary General MRU | Government Contribution to the Secretariat | 160,000,000 |
| 5 | ACP/EU | Government’s Membership  Contribution for FY 2005 | 65,000,000 |
| 6 | Commonwealth Form for  Technical Cooperation | Government’s Membership  Contribution for FY 2005 | 87,000,000 |
| 7 | KARL Travel Agencies | Cost of one First Class Return Air Ticket to Papua New  Guinea | 36,029,700 |
|  | **GRAND TOTAL** |  | **833,769,700** |

**Note**: Total disbursement in 2006FY increased by 66,701,700 (8.7%) compared to 2005 FY

## FY 2007

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| No | | Name of Payee | | Details of Payment | Amount (Le) | |
| 1 | | SLNP COMPANY LTD | | Cost Fuel and Lub Supplies | 68,400,000 | |
| 2 | | Trust Security Services Ltd | | Payment in respect of  Security Services for Youyi  Building Complex | 24,000,000 | |
| 3 | | Cassel’s General Cleaning | | Cleaning of Youyi Building Complex | 30,000,000 | |
| 4 | | Secretary General MRU | | Government Contribution to the Secretariat | 75,000,000 | |
|  | | **GRAND TOTAL** | | | **197,400,000** | |

### 2.1.3 Human Resources

No organogram was made available to the Team. However, during our discussion and from the documents available to us the ministry is structured into the following departments/units:

1. The Administration, headed by the Development Secretary
2. Central Planning, headed by the acting director of planning

The Ministry is located at Youyi building with 124 approved posts of which 84 are currently filled and 42 are vacant. The reasons for this situation were not available at the time. Of the 84 staff members in post 71 are permanent, 8 are temporary and 5 are daily wage. Fifty-two (52) technical/professional permanent staff while the rest (32) are support staff. Staff salaries range from a low of Le864,448.00 per annum to a high of Le17,220,000 for permanent staff, a low of Le 864,448 to a high of Le984,638 for temporal staff and Le947,520 for daily wage. The ministry has no consultants or experts attached to it. The duration of tenure for staff in post ranges from 4 (four) months to 35 (Thirty-five) years for permanent staff, 13 (thirteen) to 26 (twenty six) years for temporal staff and 19 (nineteen) to 27 (twenty-seven) years for daily wage staff.

### 2.1.4 Inventory/Assets

The inventory reflects the status of fixed assets as at September 2007. This includes office equipments and vehicles available in the offices of the development secretary, secretary to the development secretary, assistant secretary, ECOWAS unit, Deputy Secretary, Deputy Secretary (1), Accounts Section, Main Accounts, Conference Hall, Office of the Minister,

Secretary to the Minister, Personal Secretary to the Minister, Minister’s waiting room,

Deputy Minister, Secretary to the deputy Minister, Deputy Development Secretary (III), PPO, Snr. Planning Officer, Director of Planning, NGO Unit, Deputy Director CPU, Senior Assistant Secretary, Senior Planning Officer, Principal Planning Officer, Snr. Planning Officer. Details are attached (Inventory Form).

### 2.2 NATIONAL AUTHORIZING OFFICE (NAO)

The NAO is located at Tower Hill, Freetown. It is the GOSL executing agency that deals with the European Delegation in Freetown on behalf of Government. The Minister for Development and Economic Planning is the National Authorizing Officer.

The mission of NAO is to facilitate the mobilization of resources within the framework of SL/EU Partnership Corporation and their effective management and utilization for the overall benefit of Sierra Leone.

**2.2.1 Projects:**

The NAO is the executing agency of the GOSL that deals strictly with the EC Delegation on behalf of Government. All accounts and disbursements are managed by the EC Delegation for both inshore and offshore payments. This information it is mentioned will be submitted as soon as it becomes available from the Delegation.

Other relevant data in regard to projects, disbursements, and implementation status and donor commitments to NAO during the period under review are available in the relevant attachments to this report. The Team has not been able to analyze and comment on the projects executed/implemented by NAO due to late submission of relevant documentation.

#### 2.2.2 Financial status

* Schedule of recurrent expenditure for FY2007 – 2009 (Western Area)

|  |  |  |  |
| --- | --- | --- | --- |
| **Recurrent expenditure** | **Estimates**  **FY2007** | **Estimates**  **FY2008** | **Estimates**  **FY2009** |
| Sub-total, other expenditure non-standard | 23, 871,725 | 26,258,898 | 28,135,444 |
| Sun-total, other expenditure | 196,128,279 | 241,121,557 | 236,136,119 |
| **Total recurrent expenditure** | **220,000,004** | **240,380,455** | **264,271,563** |

* General Administration and Support Service FY2007-2009

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **General Admin & Support Service** | | **FY2007** | | **FY2008** | | **FY2009** | |
| Estimate of local travel | | 31,710,000 | | 34,881,000 | | 38,378,100 | |
| Estimate for Office General | | 4,064,500 | | 4,456,100 | | 4,903,140 | |
| Estimate of fuel and oil for office vehicles | | 54,039,875 | | 59,443,863 | | 65,405,849 | |
| Estimate for electricity, water supply and communications | | 31,300,000 | | 33,080,000 | | 36,388,000 | |
| Estimate for printing publications and adverts | | 8,700,000 | | 9570,000 | | 10,527,000 | |
| Estimate for stores and other supplies | | 11,757,004 | | 12,932,704 | | 14,283,834 | |
| Estimate for office building maintenance and furniture | | 11,921,500 | | 13,113,650 | | 14,671,146 | |
| Estimate for generator running cost | | 21,680,000 | | 23,848,000 | | 26,232,800 | |
| Estimate for office reception, entertainment and hospitality | | 6,311,000 | | 6,942,100 | | 7,636,250 | |
| Estimate for office equipment and furniture | | 14,644,400 | | 15,854,140 | | 17,710,000 | |
| Estimate for uniforms and raincoats | | 3,216,000 | | 3,537,600 | | 3,722,466 | |
| Estimate for computers running costs | | 20,655,725 | | 22,721,298 | | 24,412,978 | |
| **Grand Total** | |  | |  | |  | |

* Schedule of recurrent expenditure for FY2008 – 2010

|  |  |  |  |
| --- | --- | --- | --- |
| **Recurrent expenditure** | **Estimates**  **FY2007** | **Estimates**  **FY2008** | **Estimates**  **FY2009** |
| Sub-total, other expenditure non-standard | 33,136,000 | 26,258,898 | 38,441,790 |
| Sun-total, other expenditure | 217,764,000 | 233,118,179 | 249,248,230 |
| **Total recurrent expenditure** | **250,900,000** | **259,377,077** | **287,726,020** |

* General Administration and Support Service FY2008-2010

|  |  |  |  |
| --- | --- | --- | --- |
| **General Admin & Support Service** | **FY2008** | **FY2009** | **FY2010** |
| Estimate of local travel | 33,510,000 | 36,244,600 | 38,934,700 |
| Estimate of fuel, spare and oil for office vehicles | 49,167,875 | 53,188,263 | 57,880,469 |
| Estimate for electricity and water supply | 19,000,000 | 20,100,000 | 20,270,000 |
| Estimate for telephone and other communications | 15,000,000 | 15,750,000 | 16,537,500 |
| Estimate for printing publications and adverts | 14,700,000 | 15,870,000 | 17,142,000 |
| Estimate for stores and other supplies | 16,914,000 | 18,019,400 | 19,249,490 |
| Estimate for office building maintenance and furniture | 11,410,725 | 12,369,836 | 13,571,141 |
| Estimate for generator running cost | 34,133,000 | 35,879,650 | 37,717,632 |
| Estimate for office reception, entertainment and hospitality | 6,967,000 | 7,566,250 | 8,320,492 |
| Estimate for office equipment and furniture | 10,494,400 | 11,339,840 | 12,530,939 |
| Estimate for uniforms and raincoats | 3,706,000 | 3,910,800 | 4,127,790 |
| Estimate for computers running costs | 29,430,000 | 31,523,000 | 34,314,000 |
| **Grand Total** |  |  |  |

**2.2.3 Human Resources:**

The NAO has a total of 28 approved posts with 26 permanent staff in post, 3 of whom are consultants. The establishment has 2 vacant positions, which will be filled as soon as budgetary provision is made. The staff constitutes 10 technical/professional staff and 16 support staff. An organogramme attached to this report provides details in regard to all line and functional relationships within the NAO.

Details of estimates in regard to salaries and allowances, and goods and services for 2008 – 2010 financial years for the NAO are available in the relevant attachment to this report. The total submission amounts to Le661,886,474.00.

### 2.3 DEVELOPMENT ASSIATANCE COORDINATION OFFICE (DACO)

DACO was established in 2004 to coordinate development assistance to Sierra Leone. In 2005, the completion of the SL-PRSP was also subsumed under DACO. Currently, DACO performs two key functions:

* Coordinate development assistance
* Coordinate the implementation, monitoring and evaluation of the PRSP

**2.3.1 Projects:**

DACO reported a total of 3 projects implemented since January 2007 to date. A summary of the details of these projects are presented as follows and are accompanied by authorized supporting documents attached to this report:

1. Name of project/initiative: Food Security & Farm Production Survey
   * Source of funding: Multi donor through UNDP & GOSL
   * Funding Type: Grant
   * Total Commitments: $3,661,600.00
   * Contractor: PESMD, Ministry of Agriculture
   * Start & End Date: 28th Feb 2007 – 27th July 2007 (5 months)
2. Name of project/initiative: Food Security & Farm Production Survey
   * Source of Funding: UNDP
   * Funding Type: Grant
   * Total Commitments: Le300,000,000.00
   * Contractor: Coalition of Civil Society and Human Rights

Activists (CCSHRA)

* + Implementing Partner: PESMD, Ministry of Agriculture
  + Start & End Date: 26th July 2007 – 15th August 2007 (Approx 20 days)

1. Name of project/initiative: Dissemination of PRSP
   * Source of Funding: UNDP
   * Funding Type: Grant
   * Total Commitments: Le55,671,000.00
   * Contractor: N/A
   * Implementing Partner: Coalition of Civil Society and Human Rights

Activists (CCSHRA)

* + Start & End Date: N/A

**2.3.2 Financial Status:**

 **Donors Commitment:**

Donors (UNDP, GOSL and ENCISS) commitment to DACO since January 2006 to date include the following as presented in the authorized attachments to this report:

Total Approved funding: $4,098,600.00

Total remittances as at 1st July 2007: $1,255,344.00 Total balance as at 30th June 2007: $2,663,256.00  **Project Disbursement**

Details of disbursements were reported for received from UNDP and ENCISS only. Total disbursement to date is $816,000.00. The funds were utilized to support PRS monitoring and evaluation, and dissemination. The details are available in the relevant attachment re project disbursement form.

Additional disbursement details relating to 2006 and 2007 coordination activities, surveys and monitoring activities and operation and maintenance are also provided in the briefing note the H.E. the Vice President.

In summary, total budget for 2006 – 2007 amounts $3,661,600.00. Total expenditure since 2006 to date in relation to personnel, coordination activities, surveys and monitoring activities and operation and maintenance amounts to $1,090,138.00 leaving an outstanding balance of $2,571,462.00

#### 2.3.3 Human Resources

DACO has a total of 26 approved posts with 25 staff in post, 21 of whom are consultants and the remaining 5 are support staff. The establishment has 1 existing vacancy (Admin Officer) to be filled. The posts are located in Freetown and the provinces.

Details in regard to staff salary are presented in the attached briefing note for H.E. the Vice President. The salaries rage from a low of $2,500 per annum to a high of $50,400 per annum. Report available to the team also shows an increase in overall annual salary of $16,600 between 2006 and 2007. However, duration of staff tenure was not provided to the team.

#### 2.3.4 Inventory/Assets

The inventory reflects the status of DACO’s assets as at September 2007. These include various office equipment, generator and vehicles (5). The large majority of the office items and generator are in good working order while only 2 of the 5 vehicles are reported to be in good working order. Details on these are available in the relevant attachment re inventory form.

### 2.4 STATISTICS SIERRA LEONE

No report was made available to the Team on the status of Statistics Sierra Leone despite every effort made through the Ministry of Development and Economic Planning. A status report is therefore not provided in this regard.

### 4. KEY ISSUES, POLICIES AND PROGRAMME PRIORITIES

**Ministry of Development and Economic Planning:**

We have attached relevant documents available to the Team to further corroborate our findings and also address this section of the report.

1. Part of the National Anti-Corruption Strategy Paper of February 2005
2. The Executive Summary of the draft Manpower Budgeting Proposal for 2008.
3. Strategic plan under the MTEF process
4. Briefing note on MODEP

These documents provide an insight into the institutional framework, operations and manpower needs of this Ministry. The currency of some assertions therein especially those to do with management and administrative affairs should be of concern and a subject for further investigation.

**DACO:**

Summary of broad focus areas for September – December 2007 and overall staff strength is detailed in the briefing not the H.E. the Vice President. A detailed activity plan for May 2007 – January 2008 is also attached to the above mentioned briefing note.

### 5. RECOMMENDATIONS

* The technical and professional staffing capacity of MODEP needs to be reviewed with a view to taking concrete steps to address the existing weak capacity especially in the area of planning. This is quite critical in order to effect meaningful change in the national poverty reduction agenda.
* The findings related to MODEP as detailed in Anti-Corruption report and recommendations for action need to be followed through soonest.
* Serious consideration needs to be given to the current status of this Ministry in regard to its placement within the government structure. The recommends in the AntiCorruption report further reinforce this need.
* Resource mobilization capacity also needs to be addressed alongside management arrangements, disbursements and accountability capabilities
* A critical review of the MODEP and its affiliates re NAO, Statistics and DACO needs to be undertaken in order to address the seeming disjointedness in their current operations.
* It will be prudent to conduct follow-on actions into the activities of the abovementioned institutions in order to ascertain a much clearer picture that can inform decision-making since this venture has been hugely constrained by time and availability of relevant documentation.

### 6. CONCLUSIONS

It is very difficult to draw appropriate and useful conclusions from the findings of this stock take exercise due to the constraints mentioned in some of the recommendations above. It will therefore be useful to probe further into the expected focus areas of this exercise in order to make a much informed decision. The exercise however remains useful irrespective of the shortcomings.

PRESIDENTIAL TRANSITION TEAM REPORT

REPORT OF THE SOCIAL SERVICES COMMITTEE ON MINISTRY OF EDUCATION

SCIENCE AND TECHNOLOGY {MEST}

**{PROJECTS AND FINANCE}**

**i.** INTRODUCTION/ BACKGROUND

The Ministry of Education is now more appropriately referred to by the acronym MEST which stands for the Ministry of Education Science and Technology.

Essentially, as the acronym suggests, its function is to design suitable policies and programmes for Education, Science and Technology in Sierra Leone.

In order that these policies and educational programmes might be effectively administered, the Ministry has put in place machinery in the form of Administrative Structures, Professional Directorates, Commissions and Councils. These serve as corridors for effective implementation and practicalization of its policies and programmes.

It will be noted that there is an impressive Mission Statement, articulating the Ministry’s commitment to provide basic education for all. The Mission Statement reveals well-spelled out procedures under its Implementation Profile as to how the Ministry intends to achieve its objectives and other equally impressive commitments. There are also within it, carefully worded legislations and policies which make these commitments legally binding and obligatory.

The purpose of this exercise is to observe how these different instruments have been functioning and to what extent they meet the overall objectives of the Ministry of Education.

As the exercise unfolds, we will note with interest the relative versatility of some of the organs within the general structure of the Ministry and see the role they play in helping to bring about the plans and programmes of the Ministry of Education.

Because of the tight time jacket within which this exercise was performed, certain important materials will understandably not be included within the main body of this work but they will be strategically positioned within the Appendix where they will be referred to from time to time. Their value must not be allowed to diminish because of their location but rather be augmented for they are secluded for special study.

It must be mentioned here that after having spent three *tight days* interviewing technocrats, directors and planners in the Ministry of Education, we came out with no illusions about the level of serious planning, ardent application and deep involvement with projects, policies and programmes which, though they have their genesis within that building, sustain the educational framework of our nation.

Basically, the Ministry of Education can be seen to have the following divisions or arms which serve as a conduit for their diverse functions:

i. The Inspectorate ii. Adult and Non-Formal Education iii. Formal Education iv. Programmes

1. Higher Education HEST
2. Secondary Education
3. Primary Education

v. Curriculum Research and Development vi. Planning

Through these avenues, professional arms and organs, attempts to ensure that its Programmes are carefully implemented

**ii.** Current Status

Under this section, we shall examine the current status of the Ministry of Education especially in relation to the following two factors:

#### a. Projects

The Ministry of Education currently runs two main projects.

1. The Sababu Project
2. The Islamic Development Bank Project

**The Sababu Project:**

Background Information

The central purpose of this project is to enhance Government’s efforts to reestablish education services and pave the way to consolidate the education sector in the following specific ways:

* 1. To assist participating schools to achieve a Basic

Operational Level

* 1. To rehabilitate or re-construct and equip Vocational

Skills Training Centres

* 1. To build capacity in the Ministry of Education, Science and

Technology {MEST} iv To plan and manage the delivery of education services

At its inception, hopes were high with respect to the benefits that the Government could derive from the project. Some of these were:

* 1. To provide full grants i to 500 primary schools and 100 junior secondary schools.
  2. Provide partial grants 2 to650 primary schools and 95 junior secondary schools each year for the life of the project.
  3. Distribute 1,000,000 sets of core primary text books and 1,000,000 sets of core junior secondary text books to participating schools.
  4. Train 10,000 untrained and unqualified teachers. v Construct 138 housing units for teachers in remote areas.

In the course of implementation however, it was realized that the quantitative targets increase in prices that had occurred since the conception and inception of the project.

A more realistic scaling down of requirements has since been done and this can be seen in the relevant documents in the appendix, where also a clear impression of the implications of the original requirements can be found.

#### Financing Agencies

**The Sababu Project is funded by three separate bodies:**

1. The Government of Sierra Leone {GoSL}

{ $2,000,000}

1. The African Development Bank{ADB}

{$20,000,000}

1. The International Development Association {The World

Bank } {$20,000,000}

**The Government of Sierra Leone:**

The Government of Sierra Leone has a10% commitment to the project which at its best is paid irregularly and incompletely. This can be disruptive since invariably, the Government’s contribution is needed to complete payment for a significant segment of the project without which a frustrating setback can occur.

#### The African Development Bank

The ADB has a 45% commitment to the project which accounts for a $20,000,000 input, $1.2m Dollar of which is a grant and the rest is a loan to the Sierra Leone Government. Generally, this institution, together with the IDA, can be said to be responsible for the operational costs of the project.

The policies, protocols and requirements of this bank are extremely tight and restrictive and can necessarily slow down a project considerably.

#### The World Bank {IDA}

The World Bank {IDA} also like the ADB has a 45% commitment to the Sababu

Project which accounts for a $20,000,000 input. This after negotiation with the Government has been converted into a grant, leaving the Government only with an $18.8m loan with the ADB.

The protocols and general attitude of the World Bank are much more conducive and enhancing.

#### Institutional and Implementation Arrangements

The Sababu Project is designed to be implemented over a five year period for the IDA component and four years for the ADB segment. Final disbursement for the ADB is scheduled for December 2007 and June 2008 for the World Bank or IDA component. Steps are being taken to ensure the harmonization of the concluding time for both funding banks.

The project is supervised by a 12 member Project Steering Committee {PSC.}, chaired by the Minister of Education. This committee is also responsible for monitoring and evaluating the outcomes of the project.

Each bank supporting the project, funds 7 districts, as listed below:

|  |  |
| --- | --- |
| ADB SUPPORTED DESTRICTS | IDA SUPPORTED DESTRICTS |
| Bombali | Kambia |
| Kono | Koinadugu |
| Port Loko | Tonkolili |
| Moyamba | Kenema |
| Bo | Kailahun |
| Bonth | Pujehun |
| Western Urban Area | Western Rural Area |

Apart from infrastructural development, the project is also involved in man power development by training relevant and ancillary staff to give required technical support to the project team.

**NB Please refer to the Draft Sababu Education Project the Appendix for a detailed treatment of this issue.**

#### The Islamic Development Bank {IDB} Construction Project

**Inception:**

The IDB came effectively into being on the 1st January 2004 after the documents after the signing of the documents in December 2003. The contract will last for three years.

**Project Aim:**

The main aims of the IDB Project are:

1. Provision of School furniture for pupils
2. Provision of school furniture for Teachers
3. Provision of teaching/learning materials
4. Building of VIP Latrines
5. Building of water wells
6. Construction/Reconstruction of primary schools

Its central objective is the advancement of basic education throughout the country.

#### Consultants

The Project has four main Consultants in Freetown. Their mandate at present is the implementation of the project in its entirety. So far each of the contractors has been paid about 50% of their main contract fee.

#### Works and Goods Contracts

Contracts for civil works for the construction, reconstruction and rehabilitation of primary schools were awarded to a total of 108 contractors throughout the country in the following manner:

Eastern Province 23 Northern Province 43

Southern Province 33 Western Area 09

**NB A comprehensive account of the project costs and funding will be found in the IDB document {SL0045&SL0046/0047} in the Appendix**

#### b. Financial Status

As can be deduced from the report so far, the projects of MEST are largely funded by international donors who release their financial commitments through the Ministry of Finance at strategic stages as the projects unfold. In this respect, it can be said the management of finance from the side of the donor is ridged and credit-worthy.

Strict protocols are particularly observed by the ADB {The African Development Bank} which at times is construed as questioning the integrity of the implementing partners.

The issue of mutual trust, concern is further raised over the Government’s ability to either meet her commitments fully and promptly or ever at all. This stifles project development, especially as inputs from all donors are invariably required at each stage in the unfolding of a project.

One wonders what will happen when the project’s life time comes to an end which for the two major projects is a few months away.

This is an area requiring very careful thinking to ensure that a good idea does not fade away for want of funds.

**NB For a carefully presented picture of the financial status of the Ministry especially regarding projects and financing, please see i. the completed templates in the appendix ii. the IDB Project document in the Appendix**

#### Human Resources – Current Status

While some progress has been made in improving human resources at MEST, several challenges remain. Currently there is a critical shortage of skilled middle level personnel across the education sector in Sierra Leone. The expansion of schools has not been matched with a corresponding increase in staff to run schools. This problem is especially acute in the rural areas. Furthermore, compensation packages are inadequate, thus hindering recruitment and retention efforts. Domestic and international training of professional staff is limited in scope and quality. Consequently, MEST is constrained in its response to the varied educational challenges that Sierra Leone faces in the 21st century. Many of the senior employees are close to retirement without well trained individuals in the pipeline to replace them. For a comprehensive account of the current status of human resources at MEST, please see attached documents.

#### Inventory/Assets - Current Status

Over the years the assets of MEST have been increased by the Sierra Leone government and its partners. However, they are insufficient to meet the current and future educational needs of Sierra Leone. Specifically, while senior staff of MEST have access to government transportation, basic transportation such as bicycles for teachers in rural areas is a major challenge that undermines recruitment and retention initiatives. Public housing for teachers in rural areas is also very poor. Furthermore, the state of computerization at MEST is inadequate to increase efficiency and productivity. For a comprehensive report on the current status of assets of MEST, please see attachments.

#### Key Issues

* Employee compensation that includes salaries, transportation, housing, and training.
* Recruitment and retention of professional staff.
* National Endowment for Education to be funded by business contributions, domestic taxes, and global fundraising.
* Private-Public partnership to address educational challenges.
* Domestic and international training of middle level employees.
* Decentralization of education sector.
* Universal Primary Education.
* Infrastructural expansion, especially in the rural areas.
* Greater gender access to education.
* Review of post-primary educational curriculum to make education more relevant to the practical needs of Sierra Leonean society.
* Monitoring of schools to ensure compliance with policies on universal primary education.

#### Policies and Program Priorities

1. Review of compensation packages for employees.
2. Recruitment, training, mentoring, and retention of professional staff.
3. International partnerships to promote research and teaching collaboration.
4. Private investment in public education to provide cheaper as well as better goods and services.
5. National endowment for education.
6. Universal primary education.

#### Recommended Goals and Priority Needs

1. Creation of an international advisory group made up of Sierra Leonean academics and professionals both within Sierra Leone and the diaspora, as well as non-Sierra Leoneans.
2. Expand international partnerships to promote research and teaching collaboration.
3. Create a national endowment for education that will be funded by business contributions, domestic taxes, and global fundraising.
4. Promote entrepreneurial education as a major aspect of post-primary education. Entrepreneurship is key to the future prosperity of Sierra Leone.
5. Establish a mentoring program for education employees that include current and retired professionals to help with retention.
6. Accelerate education decentralization to facilitate education sector goals.
7. Promote universal primary education.
8. More effective monitoring of schools to ensure compliance with issues such as fees.
9. Provision of rural housing and transportation such as bicycles for teachers to facilitate recruitment and retention.
10. Increase computerization of MEST to increase efficiency and productivity.

For additional priority goals, please see MEST publication: Sierra Leone Education Sector Plan, A Road Map to a Better Future, 2007-2015.

##### **iii. Key Issues**

1. Projects must be revisited to ensure that well meant-efforts are not dissipated.
2. The Sababu Project is a well structured entity but the project itself has a fundamental flaw which must be addressed.
3. A feasibility team must establish imperative gaps between original plan and what really operates on the ground to ensure maximum national benefit.
4. The Project Base in MEST must have a stronger hold on contractors who are now contracted implementers.
5. The Project Base in MEST-The Director, must be empowered legally to directly seek litigation on a defaulting contractor.
6. The issue of time lapse between signing of project and its implementation must be made a crucial subject of debate/appeal with the donors.
7. Contractors be carefully investigated before projects are given
8. The IDB Project be very carefully studied, investigated and streamlined to ensure greater effectiveness, wider, more realistic, well thought-out objectives and a nation wide gain.

##### **iv. Policies and Programme Priorities**

The Mission Statement of MEST is:

“To provide basic education of quality for all…starting with the realization of the right of all children to quality primary education whilst at the same time providing marketable skills, training and the relevant and appropriate tertiary education needed for advancement of society and poverty reduction”

**The 6-3-3-4 System of Education**, introduced in 1993, incorporating major reforms of the content and orientation of the of the curriculum at the primary and secondary levels, placed greater emphasis on the first 9 years of schooling;

Essentially covering the six years of primary education and the first three years of secondary schooling.

A review of the1996 Jomtin decision in Dakar in 2000 gave rise to the **EFAFTI {Education For All Fast Track Initiative}**whose purpose is to help developing countries achieve universal primary education by 2015. The UN consultative meeting that followed resulted in the MGDs {The Millennium Development Goals}leading to the EFA policy {the Education For All} which was being carefully looked at in relation perhaps the more attractive and economically more viable policy – Basic Education For All which has much more bigger donors at the bilateral and multi lateral levels. **The Basic Education For All** can be subsumed in the EFAFTI programme.

This basically is the spirit of **The Sector Plan** of MEST.

Fundamentally, the Sector Plan is the overall vision of the Sierra Leone Government for the outcome of Education in Sierra Leone up to the year 2015.

The Plan covers:

* 1. The Primary level
  2. The Secondary level
  3. The Tertiary level

Funds for its implementation to the tune of $13.9m for three years have been approved and will come via the Ministry of Finance to MEST.

Evidently, these are impressive programmes but their implementation must be predicated on adequately trained teachers and sufficient schools to accommodate an exploding school-going population.

Data from MEST that there has been an overall increase in the number of primary schools in the country since 1996 when there were **367,000 primary schools**. By 2006, this number has increased to **1.3million**.

Similarly, the number of teachers has increased over the same period from **17,000 to 32,000**. Evidently partly as a result of the work of:

1. The Sababu Project which build schools and train Personnel, including teachers.
2. The IDB project which builds primary schools.

This number is still inadequate to respond to the demands of this lofty plan approximately, an extra **8,000 teachers** more will be required and about 700 more primary school throughout the country.

This might be able to stabilize the teacher-pupil ratio which at the moment if frightening in most schools.

There must at the same time be a projected increase in **secondary school buildings** and **secondary school teachers**.

The financial implications for these submissions must not be overlooked here including also, the salaries which these teachers will attract.

##### **v. Recommended Goals and Priority needs**

1. Attention must be paid to the Tertiary Segment of the Sector Plan for which funding is still not available. This is essential since the other two sectors appear to be working quite well.
2. Attention must be paid to the quality of the SSS teachers to ensure the academic upgrading of the students emerging from the school system.

Performance in WAEC exams indicates the great disparity between Examination standards and the standard of students taking the exams.

1. Perhaps MEST`s notion of **Schools of Excellence** is a good idea for a start, but it must be properly planned with a **scrutinized curriculum** and upgraded crop of teachers, not confined to schools in the provinces alone but rather, **schools of distinction in the country.**
2. There is a definite need for improvement in the performance of students in English at the WAEC Examination.
3. Great premium must be placed on English at the tertiary level, particularly on non-English specialist students

.

1. A **Service-English Programme** must be made compulsory for all nonEnglish specialist students, especially for students going into the teaching profession.
2. **AIAMTECH** must be carefully and rigidly monitored so as to ensure that **private degree granting institutions** like St Clements, be carefully monitored and brought under the control of the **Tertiary Education Commission** and in close cooperation with the University of Sierra Leone.
3. The vision of HERST must be invigorated so that their plan can be practicalized for the benefit of the nation.
4. The non-formal adult literacy programme needs to be moved to a top gear. Adult literacy campaign must be introduced to compliment class room contacts. Strategies must be put in place to ensure the availability of school buildings their evening programmes.
5. Adult Education Tutors must be trained to face this challenge and replace or work with the present Adult Education Facilitators in the field
6. **Obvious need** for the involvement of business houses, mobile phone companies, Lebanese and Indian committees etc in the sponsorship of education. This must backed by a policy statement and perhaps integrated into their tax or permit or some other document that will ensure compliance.

#### NB: For more on this subject, please consult MEST briefing notes pages 9 and 10 in the Appendix

##### **vi. Conclusion**

This work involves a carefully documented account of interviews with technocrats, administrators and politicians in MEST.

What you have gone through is a synthesis of my perception of what prevails as I dealt with my own segment of the assignment – Projects and FinanceMost of the speculations are mine as I understood the situation to be.

I have been able to glean some ideas from my interview with the out going Minister of Education, Dr Alfa Wurie, who prove quite cooperative.

I must say that I was particularly impressed by the staff of the Sababu Project who were not only particularly but also extremely au fait with the technical issues of their work. This commendation must go for most of the people I interviewed.

The exercise was instructive and I hope it will be of considerable value to the incoming Minister and the new Government as a whole who has shown considerable magnanimity in allowing this time of reparation, restoration and healing.

Certainly, if more time had been given to perform this exercise wonders would have been performed in certain quarters of the Transition Team.

##### **vii. Appendix**

In the Appendix will be found carefully selected materials will serve as a solid back-up to submissions in this exercise.

They are included because of their relevance to issues dealt and their capacity to enhance a fuller understanding of central topics in the submission.

In some areas in the work, reference is made to particular aspects of the appendix or even pages in some of the appendices. It is recommended in such cases that these sections be closely studied with the relevant section in the body of the work.

**Content**

#### a. Appendix 1 FTI Country Inform Form

**b. Appendix 2 Government Counterpart Funds For Sababu**

**Project**

|  |  |  |
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| **c.** | **Appendix 3** | **Ministerial Projects/Initiatives** |
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| **h.** | **Appendix 8** | **IDB Project** |

## SOCIAL SERVICES CLUSTER - S008

**MINISTRY OF LABOUR, SOCIAL SERVICES AND INDUSTRIAL RELATIONS**

### GROUP MEMBERS

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BACKGROUND

On 17th September 2007 His Excellency Ernest Bai Koroma was sworn in as President of the

Republic of Sierra Leone following his pronouncement as the winner of the 8th September

Presidential Run-off Poll by the Chairperson of the National Electoral Commission of Sierra Leone. The new government is now faced with the daunting task of reviving the economy, reducing poverty, and generally improving the quality of life of the people of Sierra Leone. It is poised to tackle the existing problems with a strong political will, firmness and sincerity of purpose.

It is the intention of the President to make the transition as smooth as it can possibly be and allow for a comprehensive handing-over from the former SLPP led government to the APC government. The President therefore wishes that stock be taken of what currently exists in the government architecture, what constraints and challenges exist, if any and what recommendations can be made on the way forward. This back ground informed the directive that all government functionaries should report back to their respective positions and continue with their respective assignments.

Within the dynamics of political change and for the sake of transparency, financial probity and accountability, it is imperative that a review be conducted of all government Ministries, Departments, Agencies, Commissions, Statutory Corporations and other institutions set up entirely or partly out of public funds. This ‘health-check’ will enable the government to have detailed information about the overall status of the situation it has inherited.

The objectives of this exercise include:

1. Work with the out-going government to ensure a smooth transition

2 assess the current state of Government Institutions in terms of policy, programmers

And resources.

1. Take stock of the present situation in the machinery of government including Assets, liabilities, measures and actions awaiting implementation.
2. Make recommendations on possible directions and follow-up action points.

SCOPE OF WORK

The Presidential Transition Team set up for this assignment was given the following terms of reference;

1: To take stock of the present situation in government Ministries Department Agencies, Commissions, Statutory Corporations and other institutions set up entirely or partly out of public funds, including assets liabilities measures and actions awaiting implementation and present a report that provides as clear pictures thereon.

2. To compile relevant data on, among other things:

- All ongoing projects and policy issues outstanding -All payments outstanding.

-All contracts being executed or awaiting execution.

-All legislations awaiting enactment.

-All projects being implemented, including information on source of funding, total amount, status of implementation and disbursements, etc.

-All assets and liabilities.

-The organ gram and human resource base.

-Any other relevant information as requested in the attached instruments or as the team may deem necessary.

METHODOLOGY

The team members undertook the following:

1. Examined relevant documentation and records available in the Ministry of Labour, Social Services and Industrial Relations and National Social Security and Insurance Trust (NASSIT)
2. Held discussions with the Minister, Permanent Secretary and Divisional Heads within the Ministry and also the Deputy Managing Director and Divisional Heads of NASSIT.

### INDTRODUCTION

The Ministry of Labour, Social Security and Industrial Relations is charged, among its – numerous functions, witbioh advisory services on Industrial Relations, Social Protection System, namely, the Social Security the Security Scheme and the Social Safety Net Scheme, the enforcement of employment and job/skill creation. In a bid to actualize the ideals of any of the above outlined activities, it has closely worked with its Social Partners namely, the Sierra Leone Labour Congress and the Sierra Leone Employers work Federation in achieving its goals.

MISSION STATEMENT

1 To administer Labor and Social Security regulations, maintain cordial industrial relations, ensure Occupational Health/Safety in them work places, and create employment opportunities, and provide Labour Market Information for Manpower Planning and Human Resources Development, thereby reducing Poverty.

VISION

3. The Ministry’s vision is the creation of decent and productive employment opportunities for all, especially among the disadvantaged groups, including the youths, women and disabled. To this end, the Ministry continues to be actively involved in developing policies that promote Labour, manpower planning and human resource development self-reliance and a general sense of corporate culture; ensuring that Labour market information is available nationwide you all to foster a competitive and efficient Labour Market; safeguard the welfare of workers and ensuring safe working environment encompassing the fight against HIV/AIDS at the workplace and preventing worst form of child Labour; whilst applying tireless effort in our Tripartite responsibility through social dialogue to ensure that workers (Unions), Employers (Management) and Government work in collaboration and harmony for higher productivity and industrial peace in a determined effort to strive for ever higher socioeconomic development and poverty alleviation in Sierra Leone

MANDATE

To accomplish this mission, the Ministry is charged with a broad based mandate and responsibilities are per a schedule of duties assigned by His Excellency the President as contained in the Sierra Leone Gazette No 4 Vol. CXXIII of the 30th July, 2002 and reproduced hereunder for ease of reference:

* Labor, Manpower planning and Human Resource Development
* Macro-Economic policies and institutional constraints for Employment
* Sectoral emphasis on needs of disadvantaged groups
* Employment and Labor Market Policies
* Promotion of self-employment and income generating activities for youths in Sierra Leone
* Work permit Bureau
* Workers compensation
* Wages and Labor Inspection
* Industrial Court
* Relations and Industrial and Trade Organization
* Promotion of competitive and effective Labor Market
* Occupational Safety and Health
* Factory Inspectorate, factories Appeal Board
* Industrial Training and Trade Testing
* Social security and Safety Net Schemes

Social Security Division - To establish a comprehensive social security scheme for all Categories of workers are Sierra Leone.

To oversee the general Administration of scheme in

Accordance with the law, including the core ILO Conventions, Consistent with National Objectives.

Collaboration with relevant Government Ministries,

National and International Organizations/Institutions.

(Please refer to Appendix S008/L001 for Briefing Notes)

This mandate is directed by the following Policies/Acts:

1. The Workmen’s Compensation Act - 1969
2. The Wages and Industrial Relations Act – 1971
3. The Factories Act - 1974
4. The Employer and Employees Act
5. The Work Permit Act

1. The Trade Union Act

(Please refer to Appendices S008/L002-S008/L004 for some of these Acts)

## CURRENT STATUS

**STRUCTURE OF THE MINISTRY:**

The ministry of Labor, Social Security and Industrial Relations has varied, interesting and challenging responsibilities as indicated in its mandate above. Structurally, it is divided mainly into the Political, the Administrative and Professional wings. Politically, the Minister is the head of the Ministry and by consequence the direct representative of His Excellency the President.

### ADMINISTRATIVE DIVISION

The Administrative arm of the Ministry, in conjunction with the Professionals, ensures that policies emanating from government through the political Head are effectively and judiciously implemented

The Permanent Secretary, as Head of this division is further charged with the responsibility of coordinating all the activities of the Ministry. He is ably assisted in this direction by a core of personnel, including the Deputy Secretary, Senior Assistant Secretary, and Assistant Secretary, an Executive Officer and the Accounting and coterie of Clerical Staff.

### PROFFESSIONAL DIVISION

The Professional Wing headed by the Commissioner of Labor, is further sub-divided into;

* Industrial Relations
* Employment Service
* Wages and Labor Inspections
* International Labor Standard and Statistics
* Factory Inspectorate
* Work Permit Bureau
* Workmen’s Compensation and
* Social Security Administration

The Commissioner of Labor, with support from the Administrative wing, coordinates the activities of the divisions as mentioned above

During the period under review the divisions indicated above performed their respective functions and, by and large, they achieved a reasonable measure of successes and also faced challenges in some areas and the Divisional Heads have vital recommendations that need to be looked at to ensure a very effective implementation of the programmers.

(Please refer to Appendix S008/L005 for current Organogram)

**PROGRAMMES / PROJECTS WORK PERMITS BUREAU:**

Activities of the bureau between 2002-2007

**INTRODUCTION:**

Work Permit is a means of ensuring that work that should otherwise be done by a national is not needlessly given to a non-national. The government of Sierra Leone, through the Ministry of Labor, Social Security and industrial Relations operates the work permit scheme to regulate the level and quality of non-sierra Leonean workers in Sierra Leone in accordance with international standards and pursuant of the Work Permit ACT of 2007. Applicant for work permit whose field of endeavour facilitates inward investment and technology transfer to build and enhance local production capacity are particularly encouraged.

### THE WORK PERMIT COMMITTEE

Applicants are interviews by the Work Permit Committee. The chairman of this committee is the Minister of Labour, Social Security and Industrial Relations or in his / her absence, the Deputy or any person the Minister may appoint. Other members of the committee include senior officials of other line ministries and other organs of government and the society.

When the work permit granted lasts for one fiscal year with a fee of three million Leones for the private sector and one million five hundred thousand Leones for Non-Governmental organizations (NGO). Fees and fines are paid by bank drafts or crossed cheques to the commissioner of Labour.

### EMPLOYMENT EXCHANGES

There are six employment exchanges nation-wide in the following places; Makeni, Bo; Kenema; Kono; Moyamba and the Cline Town Labour pool.

The central employment exchange is located in New England, and it serves as a centre pool for all labour returns from the other exchanges. The main function in the employment exchanges has been the registration of job seekers and sometimes-job placement.

However, due to the current situation in the country, with many youths being unemployed and looking for a way to survive on their own and many enterprises thinking about a new start, the ministry saw it necessary to improve its services for different category of job seekers.

First and foremost it wants to be able to disseminate recent information about trends and developments in the Labour and trade markets and also the different skills available.

Thus, the Employment information service was a direct response to the current trends in the job market situation with the aim of exploring more job opportunities for the youth

#### EISC

The Employment Information Service Center (EISC) was formulated by the ILO at the request of the Ministry of Labour, Social Security and Industrial Relations to boos the service delivery capacity of the Ministry in addressing employment problems in the country ,with the cooperation for Rehabilitation Reconstruction Resettlement (NCRRR). Having realized high rates of unemployment and poverty as the major causes of the conflict in Sierra Leone, the Ministry made this request upon which the ILO responded formulating an ‘employment for peace’ programme for Sierra Leone which had five components, the fifth of which the EISC project emerged. The Project has since been phased out.

### CHILD LABOUR

The ministry of Labour is a major stakeholder in combating the worst form of child labour. The staff of EISC closely worked with the International Rescue Committee (IRC) in the implementation of the CYCLE project (countering Youth and Child Labour through Education ) .The EISC staff participated in the workshops on child labour and made useful contribution .Currently, the project is being implemented in freetown, Kono , Tongo Field. The main thrust of this project is to help children who are victim of child labour or on the verge of becoming one by providing them basic educational and economically empowering the families of the children.

The EISC was also part of the nation wide survey with GTZ .The survey was undertaken mainly to identify growth areas in the economy with a view of transmitting this information to Tech Voc. Instruction to tailor their training programmers according to the job market demands.

In a bid to address the massive unemployment among the youth the EISC / Ministry is working with the Youth Employment Secretariat (YES).Since the commencement of this scheme over 9000 jobs have been created for the youths.

### HIV/AIDS

In 2006 , the EISC played pivotal role with HIV/AIDS Secretariat in formulating a work place policy for HIV/Aids which has now been formally launched by his Excellency, the President. (Please refer to S008/L001 – Briefing Notes).

#### NATIONAL SOCIAL SECURITY AND INSURANCE TRUST (NASSIT)

The National Social Security and Insurance Trust (NASSIT) is a Statutary Public Trust set up by the National Social Security and Insurance Trust Act No.5 of 2001 to administer Sierra Leone’s National Pension Scheme. It is a defined benefit scheme based on social insurance principle. The scheme covers all formal sector employers on a mandatory basis. It provides voluntary membership for the self-employed.

The core functions of the trust are:

* Registration of employers and employees
* Collection of contributions
* Processing and payment of benefits
* The maintenance of records on contributions and insured earnings
* Compliance and enforcement procedures
* Management of the funds of the scheme

MISSION STATEMENT

To administer a social security that provides financial security to all employees in Sierra Leona in the form of age Benefits , invalidity’s and survivor’s Benefits of social insurance.

VISION

The National security and insurance trust will be the centre of excellence providing quality social security protection through promoting a culture of high quality performance among its staff.

CHARACTERISTICS OF THE SCHEME

* It is a defined benefit social insurance scheme
* It is compulsory for all employees and voluntary for the self-employed
* It is portable i.e. one can move from one job to another without loss of pensions
* Benefits are indexed to maintain the real value of pensions
* It allows for concurrent employment and contribution to he scheme.

CONTINGENCIES

The three contingencies covered by the scheme are:

* Old-age
* Invalidity - Survivor

FUNDING AND FINANCING

Financing of the scheme comes primarily from contributions and investment earnings. The portion of funds not used to pay current benefits are accumulated and invested to pay for future benefits. There is no subsidy from Government. The Scheme is partially funded from contributions of employers and employees. (Please refer to Appendices S008/SS001 to S008/SS010 for the documents pertaining to the Trust).

### SOCIAL SAFETY NET PROGRAMME - SEPTEMEBER 2007

The Social Safety Net (Social Assistance ) Programme (SSN) is intended to provide social transfer of funds and food item to vulnerable group in our society , starting with the aged in particularly difficult circumstances, i.e 60 years and above and in dire need , with no regular source of income support and are unable to undertake any other form of sustainable support even within the extended family system .Later other identifiable vulnerable groups , the disabled ,widows, separated children (orphans) etc in this country will be accommodated in the programme. The SSN is non - contributory and is provided free of cost to the beneficiary. The cost as of now is hundred percent borne by the government of Sierra Leone . Over time, it is anticipated that our development partners like the World Bank and other friendly countries will help us with funding and associated support. The British overseas Development institute had already field team which work closely with the National Coordinator to research , on the theme Cash transfer in the Sierra Leone : Appropriate , affordable an feasible An electronic copy had been forwarded to the coordinator for comment . The final report will be out in due course.

When fully operational, the SSN will cater to the need of the different categories of the vulnerable group of person in our economy with the object of complementing the poverty reduction strategies of the Government. Hopefully , the suffering of the target group(s)cum potential beneficiaries will be reduce and their individual life span will be meaningfully enhanced befitting people who had contributed to this economy in diverse ways during their active economic life. (Please refer to S008/SSN 001-SSN007 for the documents relating to the Programme).

### IRAQ / KUWAIT EMPLOYMENT SCHEME

In December 2005, the Ministry initiated an overseas employment scheme with ESS Support Service WorldWide and First Kuwait Trading and Contracting Company wherein workers from Sierra Leone were contracted to work in Iraq and Kuwait.

The programme has phased out. (Please refer to S008/L006 – S008/L009 for documents relating to the scheme).

### FINANCIAL STATUS

The Ministry operates a current account at the Sierra Leone Commercial Bank Number

001-11467203-00-01 for salaries wages and impress, the balance as at 31st July 2007 is Le

4,188,270.11 (Four Million, One Hundred and Eighty Eight Thousand, Two Hundred and Seventy Leones and Eleven Cents). (Please refer to S008/L010A for latest Bank Statement and S008/010B for Revenue Collection).

### SOURCES OF FUNDING

The funds for the operation of the Ministry are drawn from the Consolidated Fund at the Ministry of Finance.

### DISBURSEMENT OF FUNDS

Funds are used to pay salaries, wages and impress for transportation for workers to deliver correspondence, procurement of supplies, stationary and fuel. Standing impress for 2007 received in April and May 2007 was 7 Million Leones.

(PLEASE REFER TO APPENDICES S008/011 FOR 36 M0NTHS ANNUAL SALARY OF EMPLOYEES, S008/L012 FOR EXPENDITURE ESTIMATES 2007-2009 AND S008/L0I3

FOR SCHEDULE OF RECURRENT EXPENDITURE)

**AUDITING OF THE MINISTRY**

The ministry is presently being audited for the period of 2004 – 2006

### HUMAN RESOURCES

The workforce is divided into 4 categories – Administration, Professional Labour, Factory Inspectorate Division and Social Safety Net Project. The total workforce is 99 comprising the following:

Administration…………………59

Professional Labour……………26

Factory Inspectorate Division…..14

(Please refer to Appendices S008/L014 for the Staff List and S008/L015 for Leave Roster).

### INVENTORY / ASSETS

Available inventory of the Ministry of Labour, Social Security and Industrial Relations include furniture, Kitchen equipment, Telephone ,Television ,Window curtains , Dust bins, Refrigerators, Typewriters, Photocopiers ,Printers , Computers, monitors, cabinets, fax machines ,wall clocks ,automatic voltages regulators.

(Please refer to Appendix S008/L016 for the comprehensive List of Assets)

### STRENGTHS OF THE MINISTRY

1. The establishment of the Industrial Court
2. The Institution of NASSIT
3. The Joint National Negotiating Body has been established.
4. The rules for the Factory Inspectorate have been formulated
5. Trade Test Certificates are now issued by the Ministry.

### KEY ISSUES

1. Funds which have been proposed as remittances by NRA to the Ministry have not been forthcoming.
2. Presently the post of Commissioner of Labour is vacant and the post of Deputy Commissioner and Acting Commissioner is being held by the same person. There is a need to regularize the situation by advertising the position and appointing a new Commissioner.
3. There appears to be a strained working relationship between the administrative cadre and management staff.
4. There appears to be a degree of non-compliance by NASSIT with the requirements of the Ministry
5. There appears to be no proper handing over procedures when administrative staff are re-deployed.
6. The Law Officers Department is supposed to provide legal assistance to the Industrial

Court but this has not been done so far.

1. There is an absence of a careers guidance unit in the Ministry.
2. There is growing concern about child labour in the country.
3. There is an absence of a Registrar of Trade Unions.
4. Employers contributions with NASSIT are regarded as assets by the Trust. Thisseems contrary to normal financial

services operations.

### CONSTRAINTS / CHALLENGES

The Constraints / Challenges that the Ministry is faced with are listed below:

1. Impress is not received regularly
2. Overall budget allocate to the ministry is low

This hampers the smooth running of the ministry

1. Inadequate Vehicles to undertake factory inspection ,work permit verification and data collection for statistical survey
2. Irregular electricity supply
3. Irregular water supply
4. No stand by generator available
5. Inadequate Staff

**POLICIES AND PROGRAM PRIORITIES.**

1. Recruit competent staff
2. Re- train existing staff
3. Institute low cost housing scheme under NASSIT
4. Improve conditions of service

### RECOMMENDED GOALS AND PRIORITY NEEDS

The following recommendations are made to ensure improved operations of the ministry:

1. Improve national electricity supply and in the interim provide a generating plant to serve the whole ministry.
2. Provide vehicles for factory inspections, work permit verification and data collection
3. Increase staff recruitment in all cadres but particularly in the professional division and retrain existing ones.
4. Administrative meetings to be held on a regular basis
5. Action should be taken to promote the deputy Commissioner of Labour so that he will be able to compete on a level playing field for the substantive post when advertised.
6. Embark on staff recruitment particularly for the professional division and the social safety net project
7. Policy revue to be carried out to eliminate the discrepancies between NASSIT and Ministry of Labour policies .
8. Recruit a Registrar of Trade Unions
9. Do a survey on employment opportunities in the country.
10. Establish a careers guidance section in the ministry and collaborate with the Guidance Counselling Unit of the Ministry of Education.
11. Increase level of compliance of NASSIT payments.
12. Government to pay pension subscriptions in a timely manner.
13. Strengthen inter-departmental co-ordination.
14. Improve conditions of service to reduce staff attrition.
15. Strengthen areas in the Ministry that generate income so that more revenue is generated.
16. Maintain credible management of NASSIT.
17. Recruit a Registrar of Trade Unions.
18. Improve relations between NASSIT and the administration at the Ministry.
19. There is a need for an urgent independent investigation into the operationsof NASSIT and the Social Safety net Programme in order to clarify issues of investment and expenditures.

### CONCLUSION

The Ministry of Labour, Social Services and Industrial Relations is a Ministry with one of the largest clientele in the country i.e. the entire workforce. The Ministry is divided into three sections- Administrative, Professional Labour and Industrial Relations.

The Ministry also supervises the National Social Security and Insurance Trusts (NASSIT).

The Social Safety Net Programme is managed by NASSIT. The Ministry has a workforce of 99. NASSIT has a staff roll of 279 and the Social Safety Net Progrmme is manned by 7 people.

Discussions held with the Minister and staff revealed that the ministry is under-resourced in terms of budget allocations and competent staff to man the professional arm of the Ministry. This has had an adverse effect as the staff have not been able to effectively carry out their duties in terms of inspection, monitoring and evaluation and general operations of the Ministry.

From observation, there appears to be a lack of cohesiveness amongst the different sections of the Ministry but more so between the Administration and NASSIT (which is supposed to be supervised by the Ministry). Relations between the Minister and his administration also seemed a bit strained and he was of the opinion that some of the members of the administration were not pulling their weight.

The Ministry’s strengths include the establishment of an Industrial Court, NASSIT, the Joint National Negotiating Body and the issuance of trade certificates. The Ministry is however faced with certain constraints such as inadequate budgetary allocations, lack of competent staff and strained relations between the Administration and NASSIT.

Policies and programme priorities include recruitment of professional staff, improved conditions of service and institution of a low cost housing scheme.

The inventory of assets of the Ministry could not be verified because of time constraints

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### APPENDICES

1. S008/L001 - Briefing Notes from the Ministry
2. S008/L002 - Workmen’s Compensation Act, 1969
3. S008/L003 - Wages and Industrial Relations Act, 1971
4. S008/L004 - Factories Act, 1974
5. S008/L005 - Current Organogram of the Minstry
6. S008/L006 - Letter on Proposed Recruitment of Sierra Leoneans forEmployment in Iraq
7. S008/L007 -

**PRESIDENTIAL TRANSITION TEAM (SOCIAL SERVICES)**

### REPORT ON MINISTRY OF HEALTH AND SANITATION

#### 1 .BACKGROUND/INRODUCTION

On 17th September 2007, His Excellency Ernest Bai Koroma was sworn in as President of the

Republic of Sierra Leone following his pronouncement as winner of the 8th September

Presidential Run-off Poll by the Chairperson of the National Electoral Commission of Sierra Leone. The new government is now faced with the daunting task of reviving the economy, reducing poverty, and generally improving the quality of life of the people of Sierra Leone. It is poised to tackle the existing problems with a strong political will, firmness and sincerity of purpose.

It is the intention of the President to make the transition as smooth as it can possibly be and o allow for a comprehensive handing-over from the former SLPP led government to the APC government. The President therefore wishes that stock be taken of what currently exists in the government architecture, what constraints and challenges exist, if any, and what Recommendations can be made on the way forward.

Within the dynamics of political change and for the sake of transparency, financial probity and accountability, it is imperative that a review be conducted of all government Ministries, Departments, Agencies, Commissions, Statutory Corporations and other institutions set up entirely or partly out public funds. This ‘health check’ will enable the government to have detailed information about the overall status of the situation it has inherited.

##### **1.1. Objectives**

The objectives of this exercise include to:

* Work with the out-going government to ensure a smooth transition.
* Assess the current state of Government Institutions in terms of policy, programmes and resources.
* Take stock of the present situation in the machinery of government including assets, liabilities, measures and actions awaiting implementation.
* Make recommendations on possible directions and follow-up action points.

##### **1.2. Scope of work**

The following tasks were undertaken:

* Stock taking of the present situation in government Ministries, Departments, Agencies, Commissions, Statutory Corporations and other institutions set up entirely or partly out of public funds, including assets liabilities, measures and actions awaiting implementation and present a report that provides a clear picture thereon.
* Compilation of relevant data on, among other things:  All ongoing projects and policy issues outstanding  All payments outstanding.
  + All contracts being executed or awaiting execution.
  + All legislations awaiting enactment.
  + All projects being implemented, including information on source of funding, total amount, status of implementation and disbursements, etc.
  + All assets and liabilities.
  + The organogram and human resource base.
  + Any other relevant information as requested in the attached instruments or as the team may deem necessary.

##### **1.3. Methodology**

The following methodology was used:

* Relevant documentation and records available were examined in all the offices mentioned herein.
* Information from Permanent Secretaries/Director Generals, Professional Heads,

##### **1.4.Target audience for the exercise included the following personnel**

Minister of Health, Permanent Secretary, Professional Heads, Directors and Programme

Managers in the Ministry of Health

##### **Names and details of personnel interviewed attached Summary of Report**

This section serves as a summary of the issues highlighted in the report. It is also the outcomes of the team’s discussions and interviewing of personnel in the different departments and units visited by the team.

#### 2. CURRENT STATUS

##### **2.1. Mission**

The Ministry of Health and Sanitation resolved to ensure that quality health services are available and affordable to all, especially vulnerable groups like children under five, school children, pregnant and lactating women, and all women of all child bearing age. In close collaboration with donors and other major partners in health, the MOH is determined to achieve the afore-mentioned objective through the following strategies:

* Development of the Health Policies for the sector as a whole, as well as for the various areas.
* Improvement of the administration of the health services, including decentralization and strengthening of the Health Management Information System.
* Rehabilitation of the network health facilities at primary, secondary, and tertiary levels,
* Development of Human Resources for Health with strengthening of medical, paramedical, and nursing training.
* Promotion of food safety and the provision of nutritional services to the population
* Control of communicable diseases with improvement of maternal and child health and immunizations.
* Strengthening of Mental Health, Counseling Services, as well as support to the physical, psychologically traumatized and handicapped
* Promotion of community participation and involvement and also inter-sectoral cooperation in health care delivery.
* Strengthening cooperation with international agencies and NGOs in the drive towards better health for all
* Intensification of resource mobilization and coordination

##### **2.2. Structure of the Ministry**

The attached organogram outlines the structure of the Ministry, which is headed by the Minister and Deputy.

See appendix…….

##### **2.3. Projects and Major donors UN Agencies AND NGOS**

Numerous donors, multi-lateral, bilateral, and UN agencies support the MOHS. Prominent amongst these are the African Development Bank, European Union, Islamic Development Bank, World Bank, WHO, UNFPA and UNICEF. The following table outlines the various programs supported by geographic Union region.

|  |  |
| --- | --- |
| **LIST OF MAJOR DONORS, BILATERAL AND UN AGENCIES OUTLINING AREAS OF SUPPORT** | |
| **DONOR/ UN AGENCY** | **DESCRIPTION OF SUPPORT** |
| African  Development  Bank | Rehabilitation of the National Referral/ Tertiary Hospitals in Freetown, namely Connaught, Princess Christian Maternity, and Children’s Hospitals. In addition structural rehabilitation of 5 Community Health Centers in the Western Area, training of staff, provision of equipment, drugs, supplies, and vehicles.  Another project to support District Primary Health Care Services (in Bonthe, Kenema, Bo, Port Loko, and Tonkolili Districts) has been approved was to have been launched in March 2006; it is however delayed, although expected to be formally launched shortly. |
| European Union | The Health Sector Support Project focuses on strengthening Primary Health Care Services in three districts, namely Kambia, Kailahun, and Pujehun, and providing Technical Assistance to key programs (Human Resources Management, Financial Management, Drugs and Medical Suppllies, and Administrative Support). This project was concluded one month ago.  Support from the EU also provided through health NGOs and another project that focuses on the reconstruction of damaged and dilapidated facilities, including health facilities. |
| Islamic  Development  Bank | Rehabilitation of the Kissy Mental Hospital. In addition to reconstruction, training of psychiatric nurses, provision of equipment, drugs, supplies, and vehicles. Peripheral Health Units are also rehabilitated under another project managed outside the MoHS. This project was completed in 2006. |
| World Bank  (IDA) | The Health Sector Reconstruction and Development Project supports 16 Cost Centers. These include four districts (Bombali, Koinadugu, Kono, and Moyamba), four district hospitals (Kabala, Makeni, Koidu, and |

|  |  |  |  |
| --- | --- | --- | --- |
| **LIST OF MAJOR DONORS, BILATERAL AND UN AGENCIES OUTLINING AREAS OF SUPPORT** | | | |
| **DONOR/ UN AGENCY** | | **DESCRIPTION OF SUPPORT** | |
|  | | Moyamba), four National Technical Programs (Malaria Control, TB/ Leprosy Control, Onchocerciasis, and Environmental Sanitation), as well as the vital areas of Planning and Information, Financial Resources Management, Internal Audit, Human Resources Management, Architectural Services, Procurement, and Donor/ NGO Coordination. This project is funding the rehabilitation of the hospitals in the abovementioned districts, as well as three “satellite” Community Health Centers in each. It is expected to be completed by 2008.  The Accelerated Child Survival and Development project (ACSDP) was recently approved under the Africa Catalytic Growth Fund (ACGF). Total Grant amount is USD 30m for a period of four years in support of Child Survival and Development. | |
| Department for  International  Development  (DfID) | | Fifty Million Pounds approved for a Sexual and Reproductive Health program over a period of ten years. The funds are expected to start flowing in 2008, in line with the Reproductive and Child Health strategic plan that is being developed. | |
| WHO | | Country – wide coverage for technical programs like Malaria Control, TB/ Leprosy Control, EPI, and Human Resources. Support primarily through provision of Technical Assistance. | |
| UNFPA | | Focus of assistance is on Reproductive Health/ Family Planning through the provision of condoms and the support for the Emergency Obstetric Care (EmOC) program that aims to strengthen the capacity of district hospitals (Bo, Kenema, Magburaka, Makeni, Moyamba, Port Loko, and PCMH) to manage obstetric referrals and complications. | |
| UNICEF | | Country – wide coverage for technical programs like EPI. Primary Health Care Support focused on four districts, namely Koinadugu, Bombali, Kailahun, and Moyamba. | |
| USAID | | Support through International Health NGOs like Africare, International Medical Corps (IMC), and Helen Keller International (HKI), focusing on the most needy districts like Kailahun, Kono, and Kenema. | |
| Global Fund for HIV/AIDS, TB and  Malaria(GFATM) | | The Global Fund for HIV/AIDS, TB and Malaria provides substantial support for the fore-mentioned programs, and its work is guided by the Country Coordinating Mechanism (CCM) whose meetings are chaired by the Minister. | |
| **LIST OF MAJOR DONORS, BILATERAL AND UN AGENCIES OUTLINING AREAS OF SUPPORT** | | | |
| **DONOR/ UN AGENCY** | | **DESCRIPTION OF SUPPORT** | |
| Global Fund for Vaccines and  Immunization  (GAVI) | | The Global Fund or Vaccines and Immunization (GAVI) provides substantial support for the National Immunization Programme, and its work is guided by the Inter-Agency Coordinating Committee (ICC), also chaired by the Honourable Minister. | |
| Eu Support to  MOHs/Malaria  Control  Programme | |  | |
| The G.77 SouthSouth Health Care Delivery  Programme | | This is a joint initiative between Nigeria/Libya on Health in Africa  (NILJIHA) which provides the Ministry with Cuban, Nigerian and Libyan medical personnel to assist the health sector in providing ervices in underserved areas, mostly in the provinces. | |

The sector is also receiving support from the Global Health Initiatives already mentioned above (GFATM, GAVI ).

There are numerous health NGOs currently active in the sector, supporting the MoHS in the implementation of various programs in all the health districts. The Donor/ NGO Coordination Office is being strengthened to assist in the coordination of the activities of the numerous Donors and NGOs

Note: For details concerning status of implementation see appendices……..

##### **2.4. FINANCIAL STATUS**

**2.4.1** The under-mentioned documents were presented

* Financial statement for the Health Sector Reconstruction and Development Project, for the year ended 31st December 2006
* Project Disbursement for the Health Sector Reconstruction and Development report. There was no bank statement to support the information presented.
* The Exit Report Of the Project Implementation Unit-A.D. B. Loan No.F/SIL/HEA-REH/98/15, contains information on Loan disbursements made to

UNOPS- See page 3

WHO- See page 5

P.I.U.- See page 6

These information were provided without any bank statement

In Page 5 of the same document a breakdown of payments on contract is included. However supporting documents to validate that these payments were effected to recipient(s) were not included.

* Outstanding payments/obligations to contractors by the Ministry. The supporting documents for items supplied to the ministry were not included. However, a listing of all such contracts and value have been provided. See appendix…….

B. Financial reports of the projects implemented and serviced by the Ministry as listed under  **Projects and Major donors UN**

**Agencies and NGOS, have not been included.**

##### **2.5. HUMAN RESOURCES**

The problem of inadequate human resources for health continues to pose one of the greatest challenges to the health care delivery. This is accompanied by the fact that mal-distribution in favor of the urban centers to frustrate all efforts to deploy available staff equitably and rationally country-wide. This is further compounded by the proliferation of unqualified practitioners at all levels that deliver dangerous services to unsuspecting public. Furthermore, most health facilities especially in the districts are usually manned by volunteers with no formal medical training.

An underlying cause of discontent and staff de-motivation remains the very low salaries and other poor conditions of service.

##### **2.6. INVENTORY/ASSETS**

The Assets list for the Ministry of Health and Sanitation including the Health Sector Reconstruction and Development Project- See appendix…..

The list of Ambulances and Vehicles have also been included. No supporting documents were provided i.e Registration of these vehicles, Documents containing information on the current value of these Vehicles.

#### 3. KEY ISSUES

**3.1. Strengths:**

The Ministry has a Revised National Health Policy. This policy emphasizes the need for the Ministry ‘to provide policy and planning leadership for the whole sector, and the need to develop an appropriate management systems and implementation of training programme that could contribute significantly to the decentralization of the health services and strucutures

In addition to the National Health Policy, there are policy documents for key technical programmes including other divisions which serve as a guide for implementation. See appendix…….

The existence of an information sharing forum (Top Management Team) at national level comprising the Minister and Deputy Minister, Directors, professional and administrative staff, and district levels structures –The National Forum of District Medical Officers (NAFOD) is commendable. However, the exclusion of the managers who are not only professional in their own rights but the frontline staff with direct responsibilities for policy implementation ,managements and implementation needs to be addressed.

There is a Donor Liaison Office in the Ministry responsible for the Coordination of Donors and NGOs working in the health sector. The office has in its custody information of all NGOs working in the health sector. See attachment for details of NGOs and major donors. The unit is however currently understaffed and it is constrained logistically to undertake its coordinating roles effectively.

There is a health task force that meets monthly with NGOs, Donors, program managers, missionaries, charitable organizations, private practitioners and other stakeholders. This is the structure responsible for engaging and disseminating information to all actors in the health sector on strategic and operational issues relating to implementation of current and future projects and activities, and the related impact on beneficiaries.

There is a Country Coordinating mechanism (CCM). This entity serves as an oversight body for the Global Fund supported HIV/AIDs, TB and Malaria projects. It is chaired by the Ministry of health with a secretariat located in the SHARP office.

The existence of a Task Force on Health Care Financing presently working on modalities for financing the health care delivery system and on the merits and demerits of free deliver versus cost-recovery for services.

The Ministry has several technical committees that provide support to programmes. For example Roll Back Malaria Task Force, Nutrition Committee, Cholera Task Force. All of these committee report to the Health Task Force.

The Inter Country Coordinating Committee (ICC).This Committee is the a policymaking and the oversight structure for the maternal Child Health and Expanded Programme for Immunization

The Ministry of Health and Sanitation is continuing the process of gradually moving from medium-term to long-term development planning. Significant support is being provided by the international donor community, as well as by numerous local and international NGOs. There is an existing planning policy with a functional Planning and Information Unit that is pivotal in providing technical assistance to staff in planning and in the development of the three year Medium Term Rolling Plan and Budget.

The integrated approach for the collection of data is commendable and needs to be maintained

An important set of activities being implemented is related to the strengthening of the Health Management Information System (HMIS) with support from the Health Metrix Network (HMN); this will enable the health care delivery system to provide the nation and interested persons with better and more scientific information, especially on the causes of morbidity and mortality.

##### **3.2. CONSTRAINTS/WEAKNESSES**

Donor contributions continue to be a major source of financing the health sector. It is estimated that between 60% and 80% of funds in the health sector are contributed by donors, NGOs and other health partners

GOSL allocation for 2007 is estimated at L40.2 billion; this represents only 7.9% of the total

GOSL budget. This is still far short of the Abuja Declaration target of 15% .Inadequate budgetary allocation to the health sector continues to hamper efficient service delivery, especially since even allocated amounts are not always readily disbursed

The problem of inadequate numbers of trained and experience staff continues to impede all efforts to significantly improve the health care delivery system. This is further exacerbated by misdistribution in favor of the urban centers. Although most of the devastated hospitals and peripheral health units have been renovated, they continue to provide limited services because of inadequate staff numbers. This is directly related to the conditions of services. It will continue to be difficult to retain and/or attract needed staff under the current conditions.

The devolution of some Primary Health Care functions to the District and Local Councils under the Decentralization Act has been accompanied by numerous problems, and the worry is that things may get worse with the planned devolution of Secondary Health Care services next year. This is especially so because of the fact that the Hospital Boards and Management committee have not been functioning effectively

Drugs and Medical supplies are extremely important in the health care delivery system , their management is still recognized as weak.

Monitoring and Evaluation of health services continues to be a challenge.

**4. POLICIES AND PROGRAMME PRIORITIES:**

The following should be prioritized if the MOHS is to improve the health status of the people of Sierra Leone:

* The problem of inadequate numbers of trained health personnel continues to significantly affect improvement of the health care delivery system. There is a need to work closely with the Ministry of Education, Science and Technology and other related stakeholders to solve this problem.
* The decentralization of Primary Health Care functions to the Districts and Local Councils if this is to impact positively on improving the health care delivery system.
* Better collaboration with Local Government and the District and Local Councils.
* Inadequate budgetary allocation to the health sector still continues to hamper efficient service delivery, especially since even allocated amounts are not always readily disbursed. There is need for continued advocacy for increased Gosl contribution , whilst at the same time strengthening mobilization of resources with the local and international donor community, if the MDGs are to be achieved.
* The very high child and mortality Rates present a challenge that must be addressed. As a first step a Task Force was established under the Chairmanship of the Minister of Health and sanitation. Subsequently, a situational analysis was conducted that is informing the Reproductive Health /Child Policy formulation process. The RH Policy has already been approved by cabinet, and the draft Child Health Policy is being finalized. This process will would eventually culminate in the development of a long –term strategic plan for Child Survival and Maternal Mortality Reduction.

###### 5. Recommendations

1. The re-establishment of a cost recovery mechanism needs to be considered as thiscould serve as a means of ensuring sustainability of services provided by health sector especially as the ministry receives most of its support from donors.
2. .There is the need to ensure adequate supplies of drugs and medical consumablescountrywide. Taking into consideration vulnerable groups.
3. Strengthen the Division of Human Resources Management
4. Strengthening the legal and institutional framework to minimize the effects of the proliferation of unqualified practitioners and quacks through the enactment of needed legislation and strengthening the capacity of the relevant institutions to monitor this, namely the Sierra Leone Medical and Dental Council, Sierra Leone Nurses and Midwives Board etc
5. Undertake reform of the Civil Service to include salaries and improvement of other conditions of service, to complement efforts to increase the absorbable capacity of staff.
6. Intensify post-graduate training for medical personnel, especially doctors and nurses.
7. Since all the World Bank /HSRDP supported projects could not be verified because of time and scope, it will be of extreme and urgent necessity for the status of the projects to be investigated and verified by a subsequent Technical Team.
8. Cases of outstanding payments to contractors to be fully investigated to ascertain level of performance and payment and to make the necessary recommendation for payment or delivery in the case of non performance..
9. As a matter of urgency Government must consider instructing the Audit Department to carry out an urgent investigation

into Financial Resources and inventory management of the MOHS.

###### List of Appendices

1. HSRDP-Soo8/H-015
2. ADB-Soo8/H-014
3. Reproductive and Child Health Project –S008/H-013
4. IDB-S008/H-013
5. Accelerated Child Health and Development Project-S008/H-011
6. Programmes and Projects-S008/H-010
7. List of Assets –S008/H-09
8. Outstanding Payments-S008/H-08
9. Policies-S008/H-07
10. Procurement-S008/H-06
11. Ministry of Health Operational Handbook for Primary Health Care-S008/H05
12. Briefing Notes-S008/H-04
13. Organogramm-S008/H-03
14. Report and Handing Over Notes-S008/H-02
15. Medium Term Rolling Plan and Budgets-s008/H-01

**Report of the Presidential Transition Team 2007**

**REPORT ON THE MINISTRY OF TOURISM AND CULTURE AND THE MINISTRY OF YOUTH AND SPORT *MEMBERS OF TEAM:***

1. Ms Saidata Sesay
2. Mr Morlai Buya-Kamara

##### **1.0 MINISTRY OF YOUTH AND SPORT**

###### Background

The ministry was established in 2002 with the expressed mission to” mobilise the talents and energies of the youth of Sierra Leone for positive transformation of society through the creation of opportunities for economic, social, psychological and cultural development and also to promote the physical and psychological well-being of all Sierra Leoneans, a spirit of healthy competition, unity and love…..”

The ministry is sub divided in two divisions, a directorate of youth and a directorate of sport with very distinct functions and sub divisions.

###### Current Status

A report on the current status of the sports and youth departments is attached for more on the details relating to key issues on both departments. It must however be note that because of the very limited time frame for this exercise some of the information provided could not be verified.

###### Key Issues

1. On our visit to the ministry on the 27th and 28th September 2007 we held discussions with the following senior staff personnel
   1. The Permanent secretary
   2. Director of Youths
   3. Director Of sport
   4. The Manager of the stadium Hostels and the main bawl of the stadium
   5. Principal Accountant
2. On our visit our very first impression of the ministry’s administration is that there has been a systematic breakdown of management and leadership and an object neglect of the entire ministry including its facilities and prominent assets like the national stadium and the Stadium Hostels.
3. General supervision by the management of the ministry of the key sporting disciplines under the ministry was very limited in scope over the years especially SLFA which is responsible for Football and also is the biggest sporting body.
4. It would appear as if since the National Sport Council was dissolved, the provision of general oversight for the various sporting disciplines became a very serious problem Vis a vies the relationship between the sport council and the different sporting organisation. This was a challenge that the ministry could not manage well and therefore has precipitated unending problems within the operations of the sports management in the ministry
5. We also note that there is a very serious problem with the management of the national stadium and the stadium Hostel bordering on the general management of these institutions and apparently a serious financial accountability situation has ensued. We also noted that the management of the national stadium and the hostel is a stand alone management with no supervisory board to provide oversight and unto whom this said management can report to directly. As far as receipt and expending of funds are concern, this seems to be concentrated in the hands of a few if not one personnel.
6. We noted that there seem to be an apparent disconnect between the management of the National Stadium and the supervisory ministry
7. Lack of supervision of the ministry over the sporting organisation/ bodies have created serious bottlenecks and a total disconnect between these bodies and the ministry which responsible to provide policy direction and political leadership
8. The seem to be a breakdown in the communication between the sporting bodies and the ministry with no clear policy boarding on operational and logistical issues
9. The finance dept of the ministry does not seem to have an idea as to the receipt and disbursements of funds of some entities within the ministry
10. The physical state of the office is a total state of disrepair which in our view has been as a result of a long and sustained lack of interest, drive and the optimal appropriation of financial resources provided over time
11. We took serious notice of the complete absence of the Hon minister and lack of response and cooperation from him and the team was very much concerned by such an action as a time like this when it would appear that the ministry needed all the urgent and appropriate attention and action.

###### Policies and program priorities

A systematic and comprehensive working policy is an invaluable prerequisite for the sustainable development of sports and youth development initiatives in Sierra Leone. It should be noted that recently the sports division has put together a National sports policy though it is still in a draft form. It is hoped that once this documents is adopted include any amendments that will be made to it, it is will help drive our sporting activities with a clear direction and objectives.

The youth division is a very young division in the ministry, however the ministry has been very proactive in coming up with a national youth policy with a clear vision, goals and objectives. It is also worth noting that this document is partly operational although the ministry is still exploring possibilities and opportunities to maximise the full potential of our youth population. The ministry through the directorate of youths has been collaborating with the UNDP to operationalise the Youth Employment Scheme (YES). However this scheme has recently faced serious operational and financial issues and it would appear that the payment of the youths as per commitment made by different line ministries is no longer sustainable and therefore over 2,700 youths employed under this adhoc arrangement are in an apparent jeopardy. The Director of youths has recently made a clear position on this matter and is recommending discontinuing of this arrangement. As a matter of fact outstanding allowances are now running to three months in arrears.

###### Recommendations and priority needs

* Management of the asset of the ministry notably the stadium and the hostel need to be urgently investigated with the view to establishing clear ownerships and accountability related issues that seem so apparent.
* An extensive Human resource audit of the stadium and hostel management is over due so that the appropriateness and functionality of a viable and well motivated staff can be identity within the appropriate skills to deliver quality and measurable outputs
* There needs to be improved coordination of the top management within the ministry so that issues can be addressed with a bit of proactiveness
* The situation of Youth Employment Scheme under the Youth Dept. of the ministry is getting to an emergency situation in terms of the implementation. The Director of Health Youths has indicated that they have not been able to make payments that are due over 2,700 youths since June 2007. The implication is that this would be seen as a deliberate action to undermine the youth programme. In this regard it will be of extreme urgency that a special team is put in place to investigate this scheme with a view to refocusing the on the future of the youths of this country
* From our very limited review of management of the affairs of government, it could be suggested that there has been an attempt to systematically and institutionally undermine the administration of sporting activities in this country. In this vain the quality and motivated personnel with a clear understanding of the vision of this current government must be appropriated to forestall any attempt by any member of Staff to perpetrate such tendencies

###### List of all documents Submitted

|  |  |  |
| --- | --- | --- |
| 1. | S-008-YS-01 | National Sports Policy |
| 2. | S-008-YS-02 | Copy of the National Sport Council Act |
| 3. | S-008-YS-03 | Status report of the National Stadium Management |
| 4. | S-008-YS-04 | Draft policy of the Sports Division |
| 5. | S-008-YS-05 | Handing over notes of the Youths Development Division |
| 6. | S-008-YS-06 | Management and Functional Review of the MOYS |
| 7. | S-008-YS-07 | Manpower form HRP2 |
| 8. | S-008-YS-08 | Organogram of the MOYS |

##### **2.0 MINISTRY OF TOURISM AND CULTURE**

###### Background

The ministry has three broad professional divisions namely a directorate of Tourism, a directorate of culture and the National Tourist board.

* Directorate of culture- This division is in charge of organising and the implementation of all cultural related programmes and activities
* Directorate of Tourism- In charge of tourism research, development , promotion and operations headed by Mr Sandy Kawa( Director)
* National Tourist board- This a board established by an act of parliament with its own chairman and General Manager and it is responsible for the development and promotion of tourism in Sierra Leone

###### Current Status

This ministry have been able to provide some information on the relating to projects, financial status, Human resource and available fixed assets. The document submitted however will need time and professional input to be processed properly.

###### Key Issues

1. Our team visited the ministry on the 28th Sept 2007 and the under mentioned officers were present
   1. The Hon. Minister
   2. The Permanent Secretary
   3. Director of Culture
   4. Director of Tourism
   5. Deputy Permanent Secretary
2. When our team visited the ministry we ere able to meet the minister and all his professional and administrative heads.
3. The minister lamented for over an hour how he was not able to maximise his output in terms of deliverables because he did not receive all the necessary logistics and financial resources from government.
4. from the minister and his permanent secretary it would appear as if government had allocated specific sums of money for the ministry through the consolidate budget but most of the times this funds are remitted by the ministry of Finance promptly and correctly as allocated
5. We noted that a 7 % levy paid on all hotel room charges which should be remitted to the National Tourist Board (NTB) are not always remitted to this body and even when it is remitted it’s not done consistently.
6. We noted that there is a 10% tax levy imposed on all restaurant food charge payable to government which is not been remitted by hotels and restaurants consistently and timely
7. The ministry always face difficulties in the allocation of Land for the purposes of developing tourism infrastructure
8. The ministry lacked a clear leadership and coordination and therefore even were policies exist they could not be implemented accordingly by the ministry
9. We noted that the management of the National Tourist Board was in complete disarray and the minister in this instance also could not provide clear direction with regards implementation of government policy
10. It is the responsibility of the ministry to enter into contractual lease agreement with respective investors for various government own hotel. However the ministry does not seem to be in the picture and any reference to the ministry of Tourism and Culture on the payment of the lease.

###### Policies and program priorities

We were of the understanding that the ministry understands its clear role and expectation of both government and the public at large. However we took the view that the absence of a clear policy document in tourism and culture there seem to be an urgent need for the development of a clear working policy for the two arms of the ministry so that there could be provided a clear direction in the delivery of program objectives in the both the short and long term.

###### Recommendations and priority needs

* For any ministry to function in a very viable way, there invariably needs to be the both political and professional leadership, which is why we will associate ourselves with the preposition that a strong leadership will be invaluable in the ministry recently so that the situation will not degenerate further
* The administrative staff must be empowered and provided with the needed resources and logistics to function efficiently and effectively. For e.g. the minister had to admit that the ministry was not able to enforce or supervise the collection of funds that should have been remitted to the national tourist board.
* Government should as a matter of extreme urgency investigate all hotel taxes and levies educated on behalf of the GoSL
* Government must also urgently investigate and were necessary review all current leases of all government property including hotels and beach facilities
* Outstanding Rent proceeds that is due the government for the various hotel should be fully investigated to ascertain all outstanding payments including any penalty payments were necessary
* 10% tax on food I restaurants that is due government and 7 % percent levy on hotel rooms due tourist board is consistently and correctly paid therefore adequate systems must be put in place to recover such funds that are due government recently. Where possible an independent audit is highly recommended
* The permanent secretary confirmed that all funds remitted to the under mentioned departments are not accountable directly to the ministry for by the various heads o National Tourist Board o National Museum
* The present accommodation of the ministry and available facilities and logistics is lamentable to say the least, therefore this matter is extreme urgency and must be treated as such

###### List of all documents Submitted

1. S-008-CT-01 Handing over briefing of the outgoing Minister of Tourism and

Cultural affairs, Mr Okere Adams

1. S-008-CT-02 Organogram of the Ministry of Tourism and Cultural Affairs
2. S-008-CT-03 Briefing of the incoming minister by the permanent secretary
3. S-008-CT-04 Budget allocation and actual disbursement for the financial year

2007

1. S-008-CT-05 Inventory of office furniture and Equipment as at September 2007 6. S-008-CT-06 Manpower budget for 2007-Draft Proposal( Nominal Roll of staff in post at 2007

|  |  |
| --- | --- |
| 7. S-008-CT-07 | Pay roll summary with attached detail payroll information |
| 8. S-008-CT-08 | List all identified Tourist establishments in Sierra Leone(Hotels) |
| 9. S-008-CT-09 | Manpower /Human Resource Form(Presidential Transition Team) |
| 7. S-008-CT-010 | Project Disbursement Form (Presidential Transition Team) |
| 8. S-008-CT-011 | Inventory Form (Presidential Transition Team) |
| 9. S-008-CT-012 | Project /Initiative (Presidential Transition Team) |

***REPORT OF THE PRESIDENTIAL TRANSITION TEAM***

***ON***

***THE MINISTRY OF AGRICULTURE***

***AND FOOD SECURITY***

***&***

***NATIONAL COMMISION ON ENVIRONMENT & FORESTRY (NaCEF)***

***(PART I – SUMMARY & RECOMMENDATIONS)***

***TEAM MEMBERS:***

BANGURA, SORIE

KARGBO, MOMODU

KARGBO, PHILIP

LEBBIE, AIAH (DR.)

MOMOH, EDWIN (REV. DR.)

OCTOBER, 2007

## ACKNOWLEDGEMENT

The 5-man Team reported at the Ministry of Agriculture and Food Security on the afternoon of 27th September and met all Divisions/Department heads. The team also met the Executive Commissioner and senior staff of the NaCEF Commission. On the same day we also met officials of the Ministry of Lands and Country Planning.

They greatly supported our work and we put them under a lot of pressure. Although not all documents requested were provided, we nevertheless remain grateful for their assistance.

We met and discussed both with the Ministers of Lands and Country Planning, Dr. Alfred Bobson Sesay and Minister of Agriculture and Food Security, Dr. Sama Monde.

We are thankful to the two fine gentlemen.

The Minister’s Secretaries assisted with type setting of this work, for which we are so thankful, especially for the extra time given to us at the weekend.

It is noted that the Permanent Secretary, Ministry of Agriculture and Food Security was not in office throughout the period of our work.

***Layout of Report***

Our Team’s Brief is on the Ministry of Agriculture and Food Security and the National Commission on the Environment and Forestry

The report is therefore presented in four parts as follows:

|  |  |  |
| --- | --- | --- |
| Part 1(a) | - | Summary of MAFS Report |
| Part 1(b) | - | Summary of NaCEF Report |
| Part II | - | The Main MAFS Report |
| Part III | - | The NaCEF Report |
| Part IV | - | Quick Impact Project |

### List of Officials the Team Met Ministry of Agriculture and Food Security (MAFS)

1 Dr. Sama Monde - Minister of Agriculture & Food Security

1. Mr. F. K. Tarawally - Deputy Secretary, MAFS
2. Mr. E. K. Alieu - Director General “

4 Mr. S. P. Komba ` - Director of Crops, “

1. Mr. Dennis Kamara - Director Food Security/Asst. D.G
2. Mr. Foray Kargbo - Asst. Director General
3. Mr. Foday Musa - Deputy Director – PEMSD
4. Mr. I. A. J. Sheriff - Director – PEMSD
5. Mr. A. B. Carew - Procurement
6. Mr. Mohamed Kandeh - Director – LWDD
7. Mr. Festus Kuyembe - Chief Accountant
8. Mr. J. P. Amara - Oil Palm Project
9. Mr. Ahmed Aka Ahmed - Oil Palm Project

### Rice Research Station, Rokuprr

1. Mr. Sydney Johnson - Senior Research Officer, RRSR
2. Mohamed Mansaray - Plant Breeder - RRSR
3. Patrick George - Liaison Officer, IAR
4. Mrs. A. Jones - Confidential Secretary, NARCC
5. A. R. C. Jones - Assistant Secretary-General, NAFSL

### National Commission of Environment and Forest

1. Mr. Chris Squire - Executive Commissioner – NaCEF
2. Mr. Stephen Jusu - Chief Environmental Officer
3. Mr. Barthalomew Kamara - Director Forestry

4 Mr. M. E. E. Peacock - NaCEF- Accountant

1. Mr. Momodu A. Bah - Senior Environment Officer
2. Mr. John Kamara - Principal Environment Officer
3. Mr. K. I. Bangura - Wildlife Conservation - Superintendent
4. Mr. Abdul-Abid Conteh - Ag. Asst. Director Forestry
5. Dr. Mohamed Sillah - Consultant/Executive Secretary –NaCEF

***Ministry of Lands and Country Planning***

1. Mr. Brima Rogers - Permanent Secretary
2. Mr. A. B. S. Kanneh - Deputy Secretary
3. Mr. Donald Jones - Ag. Director – Surveys and Lands
4. Mr. Michael Johnson - Director of Housing

**PART I(a) Summary and Recommendations of MAFS Report**

## SUMMARY

The present MAFS constitutes two production-oriented divisions (Crops and Livestock) as well as two service divisions (Land and Water and Planning, Evaluation, Monitoring and Statistics). The Food security division set up since 2005 following a Presidential Declaration has assumed dominance over al others and encompassed their operations.

Training and Research have continued unabated with Njala University College retaining its prominence in the training of all manpower levels. In the research field, a land-mark act establishing the Sierra Leone Agricultural Research Institute (SLARI) has come into effect with the potential of becoming a high profile institution producing agro-related as well as socio-economic data that make unprecedented contributions to the nation’s search for sustainable food security and poverty alleviation.

The MAFS has adequate policies on which appropriate programmes and strategies can be founded for the efficient production processing storage and distribution of both crops required for local consumption and export. There is room for review as well as the promulgation of new policies if and when necessary. It is worth noting, however, that there is not sufficient thrust in the policies and therefore in ensuing action/programmes/project, with an Agri-business orientation which should punctuate the core essence of delivery systems, private or public. This systemic omission is viewed by the committee as rather unfortunate and provides the leverage to articulate the need for commercialization in the entire agricultural industry.

IFAD, FAO, ADB, IDB, UNDP IAEA and some bilateral donors have made and are making substantial contributions to agriculture in Sierra Leone. GOSL has allocated 5% of its national budget to the sector in 2006/2007. Funds from the two sources contribute a reasonable total for which the nation has not received reports of any marked changes in the price (quantity/quality) of local food supplies or in its export crop earnings.

Currently, there are about eight major projects under implementation and eight others in the pipeline slated for implementation by end of 2008. While the funding of these projects is principally external, there are substantial loan components. This begs for a greater participation of GOSL in the monitoring/management of these projects than currently obtains.

Food Security has constituted the major dialogue point and seemingly also the focus of action over the last five years. This should continue. The present manpower profile of this division in MAFS is lean and inadequate to the expressed responsibilities of the division.

The key role players in extension are MAFS and over eighty national and international NGOs. Despite their having handled huge resources, no clear data exists to support their impact on farm families and/or the nation’s food basket at large.

The following are presented as other key issues:-

* MAFS Orgonogram
* MAFS staff levels and service conditions
* Infrastructure
* Logistics
* Farm Inputs and delivery systems
* Mechanical Cultivation and other agro-related equipment
* SLARI (Sierra Leone Agricultural Research Institute)
* RRRS (Rokupr Rice Research Station)
* NUC (Njala University College)
* NAFSL (National Association of Farmers of Sierra Leone)

It is noted that MAFS the current policies and level professional cadres in the ministry are not enough to pull the ministry from the throes of a poor and hungry nation. Absolute financial resources poured in the sector may not have reached the optimum levels required to achieve sustainable food security and/or healthy export earning. Credit should be given both to the external donors as well as GOSL for the resources made available.

There is a need to mobilize, train, deploy and empower youths to participate fully in the mainstream of the agriculture industry.

The committee noted that the achievements from the investments made are not documented and have not made any substantial impact on the lives of the average citizens. This situation has led the committee to recommend:

1. (a) A financial audit of MAFS accounts

(b) A progress report on food security detailing achievements setbacks and

lessons learnt

1. The proclamation of a new dispensation that asserts a commercial/business approach to all aspects of the agricultural industry. The review of existing organizational structures and function as well as the creation of new ones embodies the entire new goal of advancing both food security as well as the alleviation of rural poverty.

## EXTRA-ORDINARY ACTION POINT

The implementation of the Oil Palm Capacity Building Project has almost come to a standstill. Inimical directives arbitrary decision-making and mismanagement are blamed for the status quo. The potential that this project holds for Sierra Leone is great. It is essential, as a mater of urgency to sanitize the impasse, restore donor confidence, reestablish responsibility and rejuvenate the project.

## RECOMMENDATIONS (MAFS)

1. Commercialise, privatise and support the production processing, storage and distribution of local farm produce.
2. Strengthen socio-economic research to include inter-alia world commodity market to guide price controls locally and realize highest prices for exported commodities.
3. Elevate women through an empiric study of their roles in agriculture with a view to achieving competencies in vital areas of national consumption realities vis-à-vis their roles and needs.
4. Cognizance of all goals engendered in policy declarations created and establish diversified extension modules to suit existing and in-coming stakeholders in a commercially oriented agricultural sector.
5. Establish a prestigious physical location of SLARI commemorate with its new stature.
6. Investigate NGOs and streamline their roles to suit continued participation in the new dispensation.
7. Mobilize, train, deploy and empower youths to participate fully in the mainstream of the agriculture industry.
8. Institute a mechanism and process that revisits and reviews all issues annotated above with a view to focusing their adaptation to a commercial approach in the agriculture industry
9. Mobilize, train, deploy and empower youths to participate fully in the mainstream of the agriculture industry.
10. Institute a mechanism for the rapid recovery and repairs of power tillers and tractors and evolve a cost recovery scheme for their utilization during the planting season next year, centred on youths in all the districts of the country.

**PART I(b) - Summary and Recommendation of NaCEF Report**

## SUMMARY

The National Commission on Environment and Forestry (NaCEF) is executive in nature and mandated to provide policy advice and be involved in project implementation, environmental monitoring and priority setting. There are two key departments or divisions associated with NaCEF: Environment Protection Department (EPD) and Forestry Division (FD). There is a current lack of organizational structure within the institution, with the two directors of the two key departments (Environment and Forestry), and the executive director of NaCEF not in any cordial working relationship, hampering program activities and synergistically leading to a deteriorating state of the countries biodiversity and worsening quality of its environment. It is grossly under-staffed with limited human and technical resources, poor to under-equipped logistical support, limited office space, insufficient government budgetary allocation for operational and development activities, and largely donor dependent, which are incapacitating and making the entire institution incapable of delivering quality services in protecting Sierra Leone’s environment, genetic resources/biodiversity, forests, wildlife and controlling pollution. Key pieces of legislation and policy instruments have been enacted for environmental, wildlife and forestry issues in Sierra Leone, with the need to update and strengthen several of them but with particular reference to the Wildlife Conservation Act of 1972. It is perceived by several staff members that the country’s environmental issues will be better addressed under a ministry than a commission (NaCEF), which currently lacks any legal instrument from parliament (draft Act not yet ratified and dissatisfaction among hierarchy with its contents), hampering full ministerial participation at various international ministerial conventions which Sierra Leone is a party to and requires a cabinet/ministerial level representation at such meetings. It is proposed that a “**Ministry of Environment, Forestry and Wildlife**” be created with three corresponding parallel departments: (1) **Department of Environment**, (2) **Department of Forestry**, and (3) **Department of Wildlife**. Adequate technical, financial and human resources should be provided with an analogous review of the civil service conditions of service to ensure that it is rewarding for productivity and provides incentives for promotions to guarantee that Sierra Leone’s natural and biological resources are adequately protected to meet emerging and future environmental challenges. Efforts should be made to build the capacities of the large number of unemployed youths in environmental activities with the aim of creating jobs and earning income in areas like land rehabilitation, ecotourism, agro-forestry /tree nurseries. New collaborative partnerships with environmental NGOs should be sought.

## RECOMMENDATIONS (NaCEF)

1. Create a Ministry called “**Ministry of Environment, Forestry and Wildlife**” comprising three key departments or divisions: (a) Environment, (b) Forestry, and (c) Wildlife. The current state of affairs in the Forestry Division is incapacitating to wildlife conservation in the country, as forestry activities are made to assume supremacy over wildlife conservation. The new arrangement will allow forestry to remain refocused on forestry issues like silviculture/establishment of forest plantations to meet the increasing demand for timber as well as adequately manage the forests for non-timber forest products (NTFP). The new wildlife division would allow for proper management of endangered and threatened species and their habitats in some of our key National Parks and Wildlife Sanctuaries with opportunities for ecotourism and poverty alleviation in communities adjacent to protected areas. This will provide the framework to adequately implement the GEF funded wildlife project.
2. There is a need to review forestry activities in the country to streamline future operations in terms of their role in silviculture/establishment of forest plantation, forest economics, agro-forestry, Non-Timber Forestt Products (NTFPs), and watershed management.
3. The cross-cutting nature of environmental issues requires ministerial cooperation and representation in parliament which is currently lacking in the current set up of NaCEF and will provide opportunities for mainstreaming environmental concerns into development programs which is at present is lacking.
4. There is a need for clarification, sensitization and awareness raising with local government and district councils to understand the level of devolution of powers especially as they relate to forestry/environmental issues bordering on the issuance of logging licenses.
5. Increased capacity building with corresponding review of conditions of service for workers is required to ensure productivity at all levels.
6. Rehabilitate/renovate existing forestry buildings in the provinces, which will allow ample office space for staff from environment, forestry and wildlife.
7. Ensure that EIA procedures are implemented to ensure enforcement and compliance.
8. Ensure that commercial exploitation of our natural resources should embody longterm sustainable principles
9. Engage youths through capacity building for engaging in environmental activities with incentives for income generation and job creation in key areas like setting up tree nurseries for use in plantation forestry and environmental rehabilitation, ecotourism, etc.
10. Encourage the participation of environmental NGOs in a collaborative partnership in addressing environmental issues especially in environmental awareness raising and protected area management.

***REPORT OF THE PRESIDENTIAL TRANSITION TEAM***

***ON***

***THE MINISTRY OF AGRICULTURE***

***AND FOOD SECURITY***

***(PART II – THE MAIN MAFS REPORT)***

***TEAM MEMBERS:***

BANGURA, SORIE

KARGBO, MOMODU

KARGBO, PHILIP

LEBBIE, AIAH (DR.)

MOMOH, EDWIN (REV. DR.)

OCTOBER, 2007

### 1. INTRODUCTION

The Ministry that we now know as Ministry of Agriculture and Food Security is an amalgam of independent departments including, - (1) Agriculture (2) Forestry, (3) Livestock and (4) Fisheries which were set up independently during the colonial period. In the run-up to Independence in 1961, the departments were merged to a Ministry of Agriculture and Natural Resources. It stayed that way from independence to the onset of the Republic. Since then, the Ministry has had series of transformations either by way of addition to or reduction in scope. Some or such transformations included the incorporation of the Environment Division and its subsequent removal over time, the inclusion of the Fisheries and Forestry Divisions that were also subsequently moved to either some other ministry or formed into a commission. Today, the Ministry of Agriculture and Food Security comprises mainly two (2) productive Divisions viz: Crops and Livestock, and two services Departments, 1) Land and Water Department and (2) Planning, Evaluation, Monitoring and Statistics that play supportive roles to the two divisions above. Crops and Livestock are natural industries that thrive in the main on the elements, the wilderness and land. Research is therefore very important to tame these factors for production and productivity. There are two such research institutions, namely, Institute of Agricultural Research (IAR) and Rice Research Station Rokupr (RRSR) whose activities are coordinated by the National Agricultural Research Coordinating Council (NARCC). However, The Sierra Leone Agricultural Research Institute (SLRI) Act of 2007 as enacted by Parliament gives this Institute the coordinating mandate for all agricultural research including fisheries and forestry. It is worth noting that the bill could have also covered that of environment as it encompasses activities of farming, fisheries and forestry.

Provision is also made for life-long learning (3L) through specialized training that focuses on agriculture beyond the secondary school level. This helps in middle level man power training in both specialized areas of production and management. With such consideration, there is the potential of replacing what we now referred to as the *illiterate* farming population.

The National Agricultural Training Centre (NATC) is the vehicle that trains and certifies this cadre of professionals in (1) General Certificate in Agriculture, (2) Ordinary National diploma and (3) Higher National Diploma. It can be suggested here that NATC should begin to lay emphasis on agri-businesses, social sciences and such related fields as crops processing, marketing, storage etc.

### 2. SET-UP AND MANAGEMENT OF THE MINISTRY

Nationally, there is a two-tier system comprising (1) the politicians (one Minster and two Deputy Ministers), (2) Professionals comprising Administrators headed by the Permanent Secretary and Technical Professionals headed by the Director-General.

The politicians guide, govern and give direction to the ministry based on the political orientation of the party in power and ensure that it stays the course and direct change when it becomes necessary. They are responsible for initiating and formulating policy and relationships with the donor community.

The Permanent Secretary is both the Chief Administrator and Chief Financial Officer. To perform the two functions, the Permanent Secretary is supported by a cadre of junior, intermediate and senior administrators. And the Accounts Department, headed by a Chief Accountant is in charge of finances of the ministry. It is necessary to mention that while the Chief Accountant has, in large part, command and control of funds from the Consolidated Revenue Funds, (Government) the same cannot be said for donor funds. Different arrangements in the various funding agreement make the Permanent Secretary and Chief Accountant only on-lookers in the way donor funds are utilized.

One point that needs mentioning here is that such key players as the Permanent Secretary and his direct support staff in administration and accounts are transient as they are subject to transfers. This has a knock-on effect and may not help with stability, as a result of frequent turnovers leading poor knowledge management and attrition of human capacity.

The Professional (Technical) Division, headed by a Director General as the Chief Technical Officer and is supported by senior officers at the Head quarters in Freetown.

The Freetown Headquarters works through Field Directors located in each District headquarters as District Directors. In effect, the District Directors constitute the face of the Ministry to the farming population in the rural areas. With the onset of devolution and decentralization, functions normally undertaken by the Ministry/District office are now gradually being devolved to the District Councils. This is a phenomenon that must be carefully studied to ensure the District Councils have full understanding and the capacity to handle what is being devolved.

The staff in the technical divisions/departments are the permanent staff that constitute the bulwark of the Ministry

The Organogram of the Ministry is set in **Annex 1**. The Forestry component has now been removed the Ministry to a commission. A good number of the positions are unfilled in the organogram. The Ministry is understaffed at the management and senior levels, while it is burdened with massive workers at the junior level where contribution to the work of the ministry is negligible.

### 3. MANDATE

In 2002, achieving food security for the nation by 2007 became the major thrust of the ministry. It fitted well with a pared down Ministry dealing only with Crops and Livestock. In effect, the mandate of the ministry now became two-fold:

1. Produce food to feed the nation while satisfying the criteria of accessibility, affordability and availability
2. Growing Crops for export.

Food security for the nation as an objective now dominates the ministry’s activities. It was thrust on the Ministry and nation in a pledge made by former President, Alhaji Dr. Ahmad Tejan Kabbah on 19th May, 2002, He pledged “…to work even harder to ensure that by 2007 no Sierra Leonean goes to bed hungry.” This was a very big step in the right direction and remains to be a laudable goal and a fitting inheritance for the current government.

The pledge should be reinvigorated, leaving no stones unturned to reach the goals of the pledge. The adage that producing the “Agricultural Surplus” is the first step toward industrialization still holds largely true. This country will not reduce poverty and start industrialization without achieving food self sufficiency and moving on to produce the needed agricultural surplus.

A Food Security Section has been set up but consists only of one staff member, meaning that it is hardly functional. This is a real problem given the enormity of the work at hand. A fully functioning food security secretariat needs to be established immediately. The irony of it all is that even with just one person; over half the Ministry’s expenditure is on Food Security. All on-going projects are now planned and implemented in the same context of Food Security.

The intensification of cultivation of a variety of crops such as rice, cassava, yams, maize etc. - consumed by the nation is underway, and the evidence provided by the ministry indicate increasing output. The impact on prices in the market is yet to be discerned. For the staple food rice, for which the country has a comparative advantage, total self sufficiency in production is reported to be around 70%. With rice import figures lacking and leaks across the boarder of locally produced rice, the actual rise cannot be ascertained. This is a very dangerous trend or situation in the country.

The Food Security Secretariat appears to want to do everything simultaneously by attempting to increase the production of all food crops at the same time. Perhaps a better strategy is that those crops that make up the daily Sierra Leone food basket - rice, cassava, onions, pepper, palm oil, potatoes and cassava leaves, should be given first priority for cultivation/production to ensure that these crops and vegetables flood the market to satisfy three basic criteria: (1) availability, (2) accessibility, and (3) affordability. A missing link in the food security matter is that of processing and marketing. Effort should be devoted to getting Sierra Leone milled rice sold in stores along-side the imported rice. In like manner, Sierra Leone palm oil needs to be put in safe containers and sold in stores.

In the drive to achieve rice self sufficiency, a reasonable number of tractors were released to the agriculture community during the last planting season. It was a give away and it is best to describe the approach as the “*bungle in the jungle*”. The only explanation is that it was in the “political season” and was therefore politically motivated. The outcome is that, some of the tractors are being claimed by recipients and not a single cent has been retrieved from any tractor during last year’s operations. It is certain that more money will be requested from the consolidated revenue fund for the next farming season to support mechanical cultivation. This approach is unsustainable and unproductive, and considerations for alternative options like tractor hire scheme or leasing with the view to buying might yield better returns.

This decision underpins one key issue in agriculture. “*The hand out syndrome”*. Too much farming machinery, seeds, and fertilizers bought at very high cost are given away for free. This has created a dependency mentality where in year after year the farmers keep asking for more free support from the ministry. Can the country afford it? Can progress be made in such a situation? A Policy/Scheme of Cost recovery for all inputs and support services supplied to the farming communities should be put in place and effected immediately.

The Ministry officials have allowed themselves to be steeped into this “*hand out*” syndrome and their vision has been blocked to the commercial/business approach and therefore lost its enduring benefits. It could be one main reason why agriculture is still carried out at the subsistence level. The future is therefore commercialization of agriculture even if guided at the early stage in a slow and deliberate manner.

### 4. PROJECTS

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Name of Donor** | **Type of Funding** | **Total Commit** | **Total**  **Amount** | **Total**  **Disburse** | **Balance** | **Curren** |
| IDB | LOAN | 1,550,  000 | 175  ,573 | - | 175,5  73 | USD |
| SAUDI TRUST FUND | GRANT |  | 50  ,000 | - | 50,0  00 | USD |

The International Community in its varied configuration plays a very massive role in funding agriculture. In particular, the role of the World Bank, the UN system, African Development Bank and Islamic Development Bank must be noted. Currently a total of eight (8) projects are being funded by donor agencies under various arrangements as follows: **4.1 OIL PALM CAPACITY BUILDING PROJECT**

This project is modeled after the Federal Land Development Authority in Malaysia and aims at maximizing the contribution of food crop to national development through enhanced productivity; value addition; agro-processing and market access. The project is being managed under the Sierra Leone Land Development Authority (SLELDA).

The project is being executed in Mattru Jong, Bonthe District. The thrust is to introduce new, improved and high yielding oil palm seedling starting in Matru Jong on trial basis. On the bases of the results gained, it is hoped to replicate the venture in other parts of the country. The project is funded as follows: **(Annex II)**

Table 1. Oilpalm Capacity Building Project

Project implementation period covers April 2006 to June 2009. It operates through a Project Implementation Unit supervised by a Project Management Unit. To date about 17,427 seedlings have been transplanted.

This project is arguably one of the most important in the country in recent times. Its potentials are enormous. With the talk of bio-technology and bio-fuels all round much greater attention needs to be paid to the process of the project. Failure is not an option for this project.

#### 4.2 NERICA RICE DISSEMINATION PROJECT

This project is funded by the African Development Bank and is located in four districts i.e. Western Area, Port Loko, Kambia and Moyamba could be at the heart of the rice self sufficiency goal. It produces specially high yielding seed rice for distribution to farmers. It is implemented in collaboration with the Rice Research Station, Rokupr which basically develops the foundation seeds for dissemination to the farming communities.

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Name**  **Donor** | **of** | **Type of Funding** | **Total Commit** | **Total**  **Amount** | **Total**  **Disburse** | **Balance** | **Currency** |
| ADB/ADF |  | LOAN |  | 3,947,  000 | 390,8  17 | 3,556,  183 | USD |
| ADB/ADF |  | GRANT |  | 208,  000 | 42,9  75 | 165,  025 | USD |
| GOSL |  | COUNTERPART |  | 845,  000 | 418,8  63 | 426,  137 | USD |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| GOSL | COUNTERPART |  | 700,000,  000 | - | 700,000,0  00 | SLL |

The total project costs are distributed a follows: **(Annex III)**

Table 2. Nerica Rice Dissemination Project

The project will last for five years and it is estimated that about 20-30% of the Sierra Leone farm families now have access to the high yielding NERICA rice.

The project occupies a distinguished position in Food Security drive of the country, thus requiring much greater consideration.

#### 4.3 (1) THE AGRICULTURAL SECTOR REHABILITATION PROJECT (ASREP) AND (2) THE REHABILITATION AND COMMUNITY BASED POVERTY REDUCTION PROGRAMME (RCPRP)

These are two projects funded by the International fund for Agricultural Development (RCPRP) and the African Development Bank (ASREP) under one management and consists of the following components:

1. Strengthening Agricultural and Community Services.
2. Strengthening Community and Farmer-Based organizations (iii) The Rehabilitation and expansion of Rural infrastructure

The overall goal is the improvement in the quality and quantity of agricultural produce for domestic and international markets in pursuant of food security and the reduction of Rural Poverty within a period of 5 years.

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Name**  **Donor** | **of** | **Type of Funding** | **Total Commit** | **Total**  **Amount** | **Total**  **Disburse** | **Balance** | **Currency** |
| ADB |  | LOAN | 14,800,0  00 | 214,  000 | 55,4  53 | 158,5  47 | USD |
| ADB |  | GRANT | 2,960,  000 | 148,  000 | 5,  778 | 142,2  22 | USD |
| GOSL |  | COUNTERPART | 2,368,  000 | 45,  000 | 47,0  00 | (2,0  00) | USD |

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Name**  **Donor** | **of** | **Type of Funding** | **Total Commit** | **Total**  **Amount** | **Total**  **Disburse** | **Balance** | **Currency** |
| IFAD |  | LOAN | 8,507,  000 | 477,  000 | 440,0  00 | 37,  000 | USD |

The projects are funded as follows: **(Annex IV)**

Table 3. Agricultural Sector Rehabilitation Project

Table 4. Rehabilitation and Community-Based Poverty Reduction Project **(Annex V)**

The projects are implemented through National Project Coordinating Unit based in Freetown.

The beneficiary districts per project are:-

1. IFAD: Kono, Kailahun
2. AFDB: Kenema, Pujehun, Moyamba, Port Loko, and Kambia.

#### 4.4 AGRICULTURAL PRODUCTION PROJECT FOR KAMBIA DISTRICT

This Project is set to strengthen farmers-oriented agricultural technical support in Kambia District.

##### **The expected outputs of the project are:**-

1. Agricultural technical support system for farmers formulated and established in Kambia District.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| GOSL | COUNTERPART | 1,120,  000 | 100,  000 | 81,0  00 | 19,  000 | USD |

1. Agricultural technical package to improve agricultural productivity established among model farmers.
2. Agricultural technical support guidelines for farmers are developed and established.

Project expected to serve 1,030 households and targeting a population of 6,900 in Makoth, Robat and Madina.

The project is supervised by a national steering committee and implemented by a District level Joint Coordinating Committee. It is a three year project that started in 2006.

The estimated cost of the project is US$3.5 million and it is funded by JICA

#### 4.5 OPERATION FEED THE NATION (FARMER FIELD SCHOOL)

* This is a nationwide project using the tools of the new extension method i.e.

Farmers Field Schools.

* The objective is to implement a large scale, low-cost programme that could quickly reach out to communities to help with rehabilitation, crop production and processing. It concentrates on training and post-harvest losses.

Under the South-South cooperation 14 Chinese Technicians and 4 professionals arrived in the country to build farmers and staff capacity in crop production, aquaculture, forestry, marketing honey and vegetable production etc..

***Cost***

UNDP/FAO approximately US$959,000

GOSL contribution of Le 273,000,000 (USD 91,000) as at end of 3rd quarter 2007.

#### 4.6 COMPLANT MAGBASS SUGAR COMPANY (LTD)

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Name of Donor** | **Type**  **Funding** | **of** | **Total Commit** | **Total**  **Amount** | **Total**  **Disburse** | **Balance** | **Currency** |
| GCP/SIL/023/GE  R | GRANT |  |  | 2,400,  000 | 2,500,0  00 | (100,0  00) | USD |
| GCP/SIL/023/GE  R | GRANT |  |  | 2,400,  000 | 1,560,0  00 | 840,  000 | USD |

This company is located at Magbass (Kholifa Rowala Chiefdom) occupying 1280 ha of sugar cane and a sugar mill. Another 800ha of land is being negotiated for acquisition. The mill capacity has increased from a daily press of 400 mt of sugar cane to 600 mt and a daily production of 6,000 litres of alcohol. The company signed a lease contract with MAFS on January 23rd, 2003 for a 30-years period. The complex was registered on April 16th, 2003 with a registered share capital of Le 200,000,000 (USD 83,000).

In the 2005/2006 season 7,360 tons of sugar and 400m3 of alcohol were produced. In

2006/2007, some quantity of sugar was exported to France, which

yielded USD 3.5 Million. More than 1500 workers are employed in the factory and sugar cane farm.

#### 4.7 SUSTAINABLE SEED DEVELOPMENT PROJECT

This is a three-year project with a total budget of USD2, 396,027 and funded by GTZ. The project started in February 2005 and ends in January 2008. The project funds are managed by the Food and Agriculture Organization (FAO) of the United Nations. **(Annex VI)**

Table 5. Seed Multiplication Project

Three very important observations must be underscored here:

1. All of the above projects/programmes are managed by some make shift external arrangement in which the ministry at best is just a member of the steering committee with authority to sign cheques. This does not allow for the development of the management skills of the senior cadre of the ministry
2. Significant funds of which some are loans are left to foreigners to manage. This is problematic because as a nation we would have to pay the debt in the final analysis.
3. The ability of the Ministry to effectively supervise this growing list of internationally funded projects is a matter for serious consideration. The Ministry is very deep into the Food Security programme, tasking its human capacity to the fullest. The PEMSD that should be hyperactive in this regard has suffered serious staff depletion and with poor salaries, facilitie and logistics. The situation can only be described as ominous.

This gives rise to need to revisit the structure and management of the ministry to seriously strengthen its capacity and capability.

#### 4.8 PROJECTS IN THE PIPELINE

In addition to the above projects/programmes that are at varying stages of implementation, a number of other projects/programmes, to be funded by the international community are expected to come on stream by the end of 2008. They are about eight (8) in all and are laid out in Table 6.

TABLE 6: Project in Pipeline – To Start By End 2008

|  |  |  |  |
| --- | --- | --- | --- |
| **NO** | **NAME OF PROJECT** | **STATUS** | **FUNDING AGENCY** |
| 1. | Diversified Food Production Project (IDB) | Coordinator recruited, funds awaited, | IDB |
| 2. | Mange Bureh Rice Farm Sierra Leone (Vietnamese Tech) | 2 irrigation engineers 1 agronomist operating | Vietnamese |
| 3. | Food Security and Modernization of Agriculture-Italian Trust Fund | Appraised in June  awaiting launching | Italy |
| 4. | STABEX Project (EU-GOSL) | To start in NovemberDecember | EU |
| 5. | Right to Food Project | Problem with funding and relocation | GTZ |
| 6. | Rural and Agricultural Development Project (RADEP) IFAD funded | Appraised | Wold bank (IDA) |

#### 4.9 NGOS WORKING IN AGRICULTURE

A related problem is the very large number of NGOs that operate in the fields in agriculture. As at last count, there were over eighty such organizations both Local and International operating right across the country. Some of these NGOs play with significant bilateral donor funds, yet they do very little or no reporting to the Ministry of Agriculture and Food Security. In the end record significant transfers to the country are actualized of which the government knows little or nothing about. A further problem is that these NGOs are involved in commercial activities; don’t pay taxes and also claim duty free privileges.

### 5. FINANCIAL STATUS

#### 5.1 DONOR FUNDING

A significant number of the projects/ programme funded in the Ministry is by international donors, portraying a very heavily donor-dependent Ministry. It is a sensitive matter. It is estimated that approximately US$214M has been sourced for investment in Agriculture and it is estimated that about half that amount has already been committed to on-going projects.

What the figures indicate is that there is over dependence of the Ministry on Foreign Donors to develop agriculture. It is a situation not likely to be addressed soon in any significant manner. A characteristic feature of this funding is that the rules of engagement are dominated by the Funding Agency. And when combined with the fact that the management arrangements are outside the Ministry the extent to which the Ministry is able to exercise authority over the project/programmes is very limited. Equally important is that the project staff both local and international soon develops greater allegiance to the desires of the Donor Agency, which is not always in consonance with the desires of the Ministry and the aspirations of the nation.

The Ministry has had a long experience of dealing and interacting with Donor countries to have by now developed a set of codified “Financial and Management Rules” acceptable to donor agencies. That a request for a no objection clause needs to be made each time expenditure is required, illustrates the difficulties of the situation and the lack of control by the Ministry of Finance.

The interpretation of the above situation, development/arrangement is an indication that our donor partners have no confidence in the ability of the ministry to manage their project and handle their funds. The imbroglio developing around the oil palm project should never have been allowed to occur and goes to support the above interpretation. In the home front, it strengthens the case for reform, restructuring and rejuvenation of the ministry to face the future which will continue to be challenging and demanding and therefore requiring imagination, acumen and will.

#### 5.2 LOCAL FUNDING

This refers essentially to subventions provided in the Government’s Budget i.e. consolidated revenues fund. The Table below illustrates what was obtained from the Ministry. **(Annex VII)**

Table 7. Government’s Budget

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Year** | **Approved Estimate** | **Actual**  **Expenditure** | **Commitment** | **Free Balance** | **Currency** |
| 2006 | 20,192,082,219 | 19,885,360,875 | 788,488,890 | 431,250,508 | SLL |
| 2007\* | 24,590,428,252 | 15,883,893,947 | 174,181,000 | 1,709,922,704 | SLL |

 This covers the 1st, 2nd and 3rd quarters of 2007, which amounts to 67% of the approved budget estimate.

The 2006 allocation (about US$156.7M) is about 5% of the overall National Budget. It is noted that even in the context of the difficult financial situation of the country, such allocations could be considered inadequate for a Ministry charged with feeding the country’s population of five (5) million.

It is worthy to note that in actual terms the Ministry received over 95% of the approved amount in the 2006 budget. Whilst stating that the approved amount should be improved upon; that almost all that was approved was actualized is commendable. The point of interest is the utilization of the approved amount.

Attached in ***Annex VII*** is the **Allocation Monitoring** **Report** of the Ministry of Finance for 2006 and January to June 2007.

For the 2007 financial year the allocation was increased by Le4 Billion to Le24 Billion. This constitutes an encouraging trend in budgetary allocation. A total of Le15 Billion had already been expended amounting to 64% of the budgeted amount before expenditures were suspended in June this year. Again at 64% in expenditure by mid year represents positive support to the ministry. The allocations monitoring report covering the 18 months financial period under review have just been made available and requires close study. Taken in totality, i.e. donor funds and annual subventions from government indicate a ministry that is fairly well funded. This is why it is difficult to understand the poor state of the ministry and the still yearning gap in food production to achieve food self sufficiency. The Allocation Monitoring Report has opened a can of worms requiring detailed financial analytical reports from all projects and ministry activities. The question to be answered is: Are we getting value for money?

The financing system from the government resources is that the funds allocated to the ministry are “kept” at the treasury from which the ministry expends. As has already been stated, in 2006, Le20 Billion was budgeted and the ministry spent Le19.8 Billion. In the current year, Le24 Billion is budgeted and approximately Le15 Billion has been expended.

The point here is that the information necessary to analyze the expenditure pattern to provide the balance of expenses is not available. Equally, information on contracts and their state was not available by the time the team finished its field work. As a consequence, it has not been possible to determine the liabilities, existing contracts and their state of performance.

A curious observation is that provision is still made in the ministry’s budget for the forestry department even though the department has been removed from the ministry. It was explained that those funds are used to pay daily wage staff who are in the ministry but work for the Forestry Department. This matter needs further clarification.

### 6 HUMAN RESOURCES

#### 6.1 PROJECT STAFF

Agriculture in its proper form is a specialized activity that is rather rigorous. Being the “First” or Primary occupation has not allowed it be looked on that way here, as a sizeable number of the Sierra Leonean society engaged in is illiterate and the industry itself is very primitive. This has not allowed for the development of a cadre of professionals with skills to service the agricultural industry.

Invariably, this is reflected all round in the ministry and the projects/programmes it implements. That is one main reason why it has become a tradition to implement foreign funded projects/programmes outside of the ministry. There is a dearth of shortage of skilled professionals. This is very evident in all the donor funded projects under implementation. Even those Sierra Leoneans employed in the projects/programmes performing agriculture move on to other professionals/employment at the end of project life, carrying with them their increased capacities and starving the ministry of knowledge and technical expertise.

Inspection of the manpower/human resources form submitted by the various projects indicate a diversified staff trained and qualified and with commensurate salary structure. It is a fair assumption that the performances of the staff is in the least fair. For one thing they are motivated and the logistics is available to work.

#### 6.2 MINISTRY STAFF

The Ministry staffs are civil servants. They represent continuity particularly those in the professional divisions. The number in the ministry is still large. Approximately 3,000 to 4,000. They are poorly paid (Salary is a serious source of tension between project staff who often receive better remuneration and senior ministry officials). There is little or no logistics available to carryout work. Promotions are painfully slow in coming, and most cases totally absent.

The senior staff met, showed signs of frustration and fatigue. Only the sustained tight market situation has made staff keep their jobs. The buzz words frequently echoed by all are “civil service reform”. This cannot wait. The entire civil service requires complete overall and new thinking and direction.

Currently there is a dearth of professional staff in all categories in the ministry. It has basically become a farming ground for young college graduates. Who probably just after a year soon move on to other institution/organizations/companies and excel.

A peculiar problem facing the ministry is the directive from the office of the erstwhile President. That Director-General should revert to the old nomenclature of Chief Agriculturist. This has created a very odd and embarrassing situation. It requires quick correction.

#### 6.3 WOMEN AND YOUTH

In the context of sustainable agricultural development, rural transformation and poverty alleviation, women and youth constitute an overwhelming majority of the pool of untapped and underutilized human resources in the country. With unending wave of rural to urban migration by both groups, agriculture and allied occupations have suffered losses in manpower and therefore corresponding losses in output.

Making the rural areas attractive appears to be a formidable strategy that will enhance: a. The creation of an environment that will decrease rural to urban migration,

1. Establish a vibrant rural economy which provides employment opportunities for youthsand women, and
2. Establish a focal point for directing learning interventions alongside resource utilizationfor manpower improvement/capacitating in the quest for sustainable food security and human development

### 7. INVENTORY

Inventory forms provided to the team by the Co-ordinating Committee, were completed for various projects as attached. Apart from inspecting the entries, no attempt is made to go beyond this for obvious reasons.

In the matter of those under the control of the Ministry, what was provided has been set as below:-

1. Office Equipment in main office
2. Vehicles and Motor cycles
3. Tractors
4. Power Tillers

Here again no attempt is made to make any analysis or review of what was provided to the team. Time and capacity are major constraints in this regard. Nonetheless, it should be noted that information was not provided for other farm machinery. (**(Annex VIII**)

### 8. KEY ISSUES

It has already been anticipated that there is a plethora of issues attendant to the contemporary situation of the Ministry of Agriculture and Food Security. The daunting task is making an attempt to identify and segregate key ones within an aura of systemic linkages where each one bears a remote –or obvious impact on the achievement of set goals and objectives of the Ministry. An attempt is made here to simply present an annotated list which reflects an optimum use of the given period allowed, executing this exercise with a view to offer a springboard from which further thought and action could be founded.

### I. ORGANOGRAM

The Ministry of Agriculture and Food Security has an Organogram that clearly defines its present functional units and inter-relationships. It however does not adequately reflect the commercial/business orientation of its own work as well as that of its key patrons (the farmers.)

### II. STAFF

Staff levels are high particularly at the junior, clerical and services levels and all classified as “daily wage”. A number of key senior positions remain vacant. The payroll is high and stimulates a concern for requisite output commensurate with expenditure. Staff morale is low assigned to many reasons including remuneration, work climate and absence of promotions particularly, and incentives in general. Institutions such as IAR, RRSR, LWDD are suffering from brain drain as professionals move out to more challenging and rewarding options.

### III. INFRASTRUCTURE

It is reported that many of the physical structures serving as offices and operational centres lie in a state of disrepair and without the relevant amenities to make them adequate for sustained productivity.

### IV. LOGISTICS

This has been described as a perennial problem, focusing mainly on disability of staff to move from place to place as well as accessing on a continuing basis, the tools which facilitate successful execution of tasks to achieve desired objectives.

### V. FARM INPUTS

A huge amount of inputs are reported to have been distributed to the farming community by both NGOs and the Ministry. Current food commodity supplies do not reflect, either in quantum or price, the desired impact from such distributions,

### VI MECHANICAL CULTIVATION AND OTHER AGRO-RELATED EQUIPMENT

A total of one hundred and thirty-five (135) tractors, over two hundred and fifty (250) power tillers as well as irrigation equipment and rice haulers were distributed.

There is a dearth of information on the schemes and rationale for the distribution of these vital capital items which are expected to boost the production and processing of local farm produce. It appears that most of theses assets remain property of the state and therefore beacon for a detailed report on their deployment, contribution to the national food basket and future use.

#### VII SLARI (Sierra Leone Agricultural Research Institute)

The enactment and establishment of this institute is a finite declaration and articulation of the importance of knowledge evolution in nation building. The new institute is an expanded one in which are lodged the traditional departments. Consideration should now be given to the inclusion of associated non-traditional units e.g. a socio-economic research unit. Immediate attention should be paid to the provision of physical premises that reflects its stature both from a national and international standpoint.

#### VIII Rokupr Rice Research Station (RRS)

This seventy-three year old institution is reported to have remained a beacon of excellence through its contributions to national, sub-regional and global agricultural development. It suffered tremendous damage during the ten year old war. Some interventions have facilitated some recovery. Much more remains to be done to bring the station to a level at par with pre-war standards.

As an important component of the newly establishment SLARI, a fully rehabilitated RRRS will offer ideal opportunities for scientific endeavour. Fortunately, there are two externally funded projects that will make a substantial contribution towards the realization of this situation.

i. An IFAD provision in the ASREP/RC PRP Project ii. An IAEA provision for supply of scientific equipment and allied services.

While both projects are on-going, the station currently lacks a substantive Director, a situation which definitely defies objectivity and hampers rapid, responsible decisionmaking and accountability. As at time of writing for example, many key scientists are still internally displaced.

### IX NJALA UNIVERSITY (NU)

Fashioned after the land grant institutions in the US under US assistance, Njala has grown to become a prominent institution of learning. Producing various categories of high and middle-level manpower serving the nation in many sectors. In agriculture, it continues to supply manpower both to the public and private sectors. A substantial part of the institution is still displaced with all the inconveniences attendant to that situation. Some confusion is reported in the allocation of responsibilities especially in relationship to the management of the middle manpower training sector in the faculty of agriculture.

#### X. NAFSL (National Association of Farmers of Sierra Leone)

This association claims to be the umbrella organization for the farmers in this country. It reports that it is currently surviving on a stipend from GoSL and membership contributions. An assistance package is expected from FAO. It has disclosed the two following developments.

1. The formation of a share company
2. A request for the handing over of all SLPMB physical assets in the country.

The two developments have an implication beyond the ordinary within the present and future policy framework of the agricultural sector as well as the evolution of and execution of programme/projects/actions directed at agricultural production, processing, storage and marketing within the context of food security and poverty alleviation.

### XI NGOs

There are over eighty (80) local and international NOGs operating within the agricultural sector.

They have been a part of the machinery handling and distributing the huge quantity of inputs reported by MAFS. It has been observed and reported that some NGOs are clearly involved in profit making activities without a specific indication of the final beneficiaries of these activities. The subject raises eyebrows since by definition globally, an NGO is a non-profit organization.

#### XII Food Security

It is reported that this most important section of MAFS had only one (1) staff member in the person of the Director of Food Security. He is reported to have carried out his functions without the assistance of even a secretary.

#### XIII Financial Resources

Undoubtedly, the most important element is finance. Within the context of this assignment, two sources are of immediate significance.

1. GoSL
2. External (Donor)

Another possible classification is **PROJECT and NON-PROJECT FUNDING*.*** A summary to articulate issues arising is attempted below:

1. There are phenomenal levels of donor financing throughout the sector:

administrative research, production, extension.

1. GoSL counterpart funding to most of (A) above is wanting
2. GoSL – Under the normal and regular provision of the government the following observations are presented
   1. a disparity between allocations and commitments
   2. a disparity between commitments and amounts actually paid out
   3. a debasing labyrinth of procedures at finance before releases are made
   4. a particularly numbing lack of sensitivity at finance to the time-based nature of agricultural financing, even when declared a national priority.

The low productivity, the severe rate of staff attrition from the sector and the low morale, rightly or wrongly are all blamed on the level of financial resources due from GoSL. However, there is a need to show output that justifies GOSL finances received.

### 9. POLICIES

Over the last few years phenomenal exercises were undertaken to evolve policies which reflect the nation is most formidable consideration and pre-occupations in the search for sustainable agriculture development. This was largely achieved as evidenced in the following:

1. Food Security Policy – 2007
2. Sierra Leone Agricultural Research institute – 2007
3. Food Aid policy since 2005
4. National Seed Policy – under formulation

However, national, sub-regional, regional and global dynamics do dictate periodic review as necessary. The new government will pay attention to this need. In this respect it is worthwhile compiling all agriculture policies in a single document for ease of reference in the near future.

### 10. PROGRAMME PRIORITIES

1. Review of Policies with a view to assessing and articulating a commercials/business orientation and approach to all aspects of food/crop production, processing storage and distribution for both the local and international markets.
2. Streamline the Ministry and associated institutions both in terms of structure and function to suit this novel ideal as a bench mark of the ***NEW APC GOVERNMENT***. This should involve inter alia reviews of manpower levels reviews, of job description, new linkages and modus operandi with relevant institution etc.
3. Elevate the element of PRICE at all levels of the agricultural continuum from farm inputs to production/farm-gate earnings through added value to local and/or international consumers.
4. Within the ambit of the processes of Decentralization/Devolution and Divestiture, create and re-enforce awareness by and education of the public about opportunities on offer and participation by citizens in the new order. Pursue with uninhibited transparency and consistency.
5. Articulate the new ideals as a measure to eliminate rural poverty by elevating and declaring every farm as a farm-family business whose collectivists must be one of the most critical sectors determine our success/failure to achieving sustainable food security. Alongside this development, review as a matter of urgency the roles and performance of the civil servants.
6. Address terms of service of the public servants in the sector and make a deliberate effort to improve the work environment.
7. Link agricultural research to socio-economic research. In this particular context undertake the following research as a matter of urgency, for an enlightening GENDER perspective in society with a view to upgrade their responsibilities and output: “*Women in the Production, Processing and Marketing of Local Farm and Marine Produce*”. Attach a continuing factor to the initial study.
8. Insert high on the agenda, a closely monitored import substitution local production/supply and output. programme (2-3 years) for rice and onions. The objective is to eliminate importation of the two communities by year four of APC Governance.
9. ***Create and Reinforce***

The above are only some programmes priority areas. Consideration has been given to avoid the traditional list of priorities as well as obvious inclusion on already estimated policies. These programme priorities are offered on the peak of policy interpretation and the practicality required to convert words to action that brings changes in the lives of farm families, communities and the nation at large new modalities for interaction between research and all units of the agriculture spectrum with a provision for processing data and its access by all users. Empower SLARI’s socio-economic unit to follow-up world commodity prices and movements on a consistent basis, as one of its continuing functions.

1. Revisit all current extension approach modules with a view to modify/reinforce internal elements to suit the new national commercialization/privatization dispensation.

Due recognition must be given to the fact that not all farmers in Sierra Leone today are poor, rustic, illiterate peasants. By the same token, recognition must be given to the fact that there is a large force of capable citizens waiting for opportunities to go out there and produce to earn an honest living. A deliberate attempt should be made to incorporate these cadres in the industry with adequate facilitation to ensure continuity in excellence of performance.

### 11. GOALS AND RECOMMENDATIONS

1. Commercialise, privatise and support the production processing, storage and distribution of local farm produce.
2. Strengthen socio-economic research to include inter-alia world commodity market to guide price controls locally and realize highest prices for exported commodities.
3. Elevate women through an empiric study of their roles in agriculture with a view to achieving competencies in vital areas of national consumption realities vis-à-vis their roles and needs.
4. Cognizance of all goals engendered in policy declarations created and establish diversified extension modules to suit existing and in-coming stakeholders in a commercially oriented agricultural sector.
5. Establish a prestigious physical location of SLARI commemorate with its new stature.
6. Investigate NGOs and streamline their roles to suit continued participation in the new dispensation.
7. Mobilize, train, deploy and empower youths to participate fully in the mainstream of the agriculture industry.
8. Institute a mechanism and process that revisits and reviews all issues annotated above with a view to focusing their adaptation to a commercial approach in the agriculture industry
9. Mobilize, train, deploy and empower youths to participate fully in the mainstream of the agriculture industry.
10. Institute a mechanism for the rapid recovery and repairs of power tillers and tractors and evolve a cost recovery scheme for their utilization during the planting season next year, centred on youths in all the districts of the country.

### 12. PRIORITY NEEDS

1. Commitment of GoSL
2. National Mobilization towards Social Integration for Socio-Economic Progress/ Development.
3. Declaration of a Commercial Agricultural Development Approach as a Vehicle for Rural Poverty Alleviation and Achievement of Sustained Food Security.
4. In-depth action to bring back Oil Palm Capacity Building Project on stream.
5. Recall all farm machinery distributed, assess and verify worthiness. Evolve a scheme for their use within the commercialization/privatization dispensation.

**OIL PALM CAPACITY BUILDING PROJECT**

## EXTRA-ORDINARY ACTION POINT

One of the most promising projects in this Ministry is the OIL PALM CAPACITY BUILDING PROJECT funded by the Islamic Development Bank, the Governments of Malaysia and Sierra Leone. Current funding from all sources is almost US$2 million. Implementation started in 20006. Two units (a Project Implementation Unit, PIU and a Project Management Unit, PMU) have been responsible for the conduct of the project.

Implementation of this project has almost come to a standstill amidst a flurry of report indicating mismanagement, arbitrary decision-making and inimical directives contributing to this present state. It is absolutely essential to take urgent measures to sanitise the impasse, restore donor confidence, re-establish shared responsibility and rejuvenate the project for the benefit of all stakeholders.

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| ***REPORT OF THE PRESIDENTIAL TRANSITION TEAM***  ***ON***  **NATIONAL COMMISSION ON ENVIRONMENT AND FORESTRY (NaCEF)**  **PAPER III – MAIN REPORT**  ***TEAM MEMBERS:***  BANGURA, SORIE  KARGBO, MOMODU  KARGBO, PHILIP  LEBBIE, AIAH (DR.)  MOMOH, EDWIN (REV. DR.)  **PART IB - SUMMARY**  The National Commission on Environment and Forestry (NaCEF) is executive in nature and mandated to provide policy advice and be involved in project implementation, environmental monitoring and priority setting. There are two key departments or divisions associated with NaCEF: Environment Protection Department (EPD) and Forestry Division (FD). There is a current lack of organizational structure within the institution, with the two directors of the two key departments (Environment and Forestry), and the executive director of NaCEF not in any cordial working relationship, hampering program activities and synergistically leading to a deteriorating state of the countries biodiversity and worsening quality of its environment. It is grossly under-staffed with limited human and technical resources, poor to under-equipped logistical support, limited office space, insufficient government budgetary allocation for operational and development activities, and largely donor dependent, which are incapacitating and making the entire institution incapable of delivering quality services in protecting Sierra Leone’s environment, genetic resources/biodiversity, forests, wildlife and controlling pollution. Key pieces of legislation and policy instruments have been enacted for environmental, wildlife and forestry issues in Sierra Leone, with the need to update and strengthen several of them but with particular reference to the Wildlife Conservation Act of 1972. It is perceived by several staff members that the country’s environmental issues will  179 |

be better addressed under a ministry than a commission (NaCEF), which currently lacks any legal instrument from parliament (draft Act not yet ratified and dissatisfaction among hierarchy with its contents), hampering full ministerial participation at various international ministerial conventions which Sierra Leone is a party to and requires a cabinet/ministerial level representation at such meetings. It is proposed that a “**Ministry of Environment, Forestry and Wildlife**” be created with three corresponding parallel departments: (1) **Department of Environment**, (2) **Department of Forestry**, and (3) **Department of Wildlife**. Adequate technical, financial and human resources should be provided with an analogous review of the civil service conditions of service to ensure that it is rewarding for productivity and provides incentives for promotions to guarantee that Sierra Leone’s natural and biological resources are adequately protected to meet emerging and future environmental challenges. Efforts should be made to build the capacities of the large number of unemployed youths in environmental activities with the aim of creating jobs and earning income in areas like land rehabilitation, ecotourism, agro-forestry /tree nurseries. New collaborative partnerships with environmental NGOs should be sought.

### Introduction/Background

The National Commission on Environment and Forestry (NaCEF) is an executive and policy advisory commission under the Office of the President, with responsibility for managing Sierra Leone’s natural resources and protecting its environment. NaCEF came about as a result of the amalgamation of two key departments previously located in different government ministries. Prior to the creation of NaCEF, government institutions/departments with responsibility for environmental protection, forestry, fisheries and wildlife were the Environmental Protection Department, Forestry Division and Fisheries Department which were separately located in the following ministries: Ministry of Agriculture, Forestry and Food Security (MAFFS); Ministry of Lands, Country Planning and Environment (MLCPE); and Ministry of Marine and Fisheries (MMRF).

In August 2005, NaCEF was established as a result of executive directives from the President of Sierra Leone and tasked with the responsibility of overseeing the responsibilities of the three departments with environmental and natural resources mandate (MAFFS, MLCPE and MMR?). But the establishment of NaCEF preceded the enactment of a legal instrument by parliament for the institution, and nearly two years following its establishment, only a draft act is in existence and is yet to be ratified by parliament.

The head of NaCEF is an executive commissioner and answerable to the President’s Office. Below the executive commissioner is the consultant/executive secretary with the two directors of forestry and environment immediately below him (see Annex 1 for NaCEF organogram) Environment Protection Department and Forestry Division). The key roles of the commission are multiple: (1) advisory by ensuring that national policies on environment and forest reflect international agreements, (2) review current legislations on environment and forestry and advise on necessary updates, (3) ensure that agencies, partners and companies whose activities have an environmental impact do abide by existing legislation, (4) inputs into new legislation, (5) environmental impact assessment and protection, (6) forestry and wildlife conservation, and (7) other responsibilities that include priority setting, intervention proposals and pilot initiatives.

The two key departments/divisions currently comprising NaCEF are the Environment Protection Department (EPD) and Forestry Division (FD), each headed by a director. Currently, the director’s position at EPD is unfilled and the substantive head is a Chief Environment Officer. (see Annex 1) The Environment Protection Department (EPD) is responsible to promote environmental management for sustainable development in the country. It has two subunits, the Natural Resources Management Unit and Pollution Control Unit.

The Forestry Division (FD) is headed by a Director of Forest and has small unit called

Wildlife Conservation Branch (WCB) that is headed by a Senior Game Superintendent (see Appendix 2b for FD organogram). The major thrust of the division is forest conservation with other duties including forest research, surveys, and wildlife conservation, protection and utilization. There is no clear division of responsibility for these tasks at the senior level. A Rubber Unit was once attached to the Forestry Division, but this has atrophied to the state of non-existent.

### Current Status Projects

Since its creation, NaCEF has developed and submitted several proposals for funding at national and international level expected to bring in several millions of US dollars. However, it is apt to note here that there were difficulties in obtaining accurate information especially from the NaCEF secretariat as information on some of these projects were not readily available to fit into the format required by the Presidential Transition Team. To date the following projects comprise those that have received funding, or funded and executed or are likely to receive donor funding (see Annex 2 for all projects implemented by Environment Protection Department; those implemented by NaCEF have been summarized below but could not get them to fill it out on the required forms):

1. **Sierra Leone Wildlife Protection and Biodiversity Conservation Project: Funded by a grant from GEF Trust Fund in the amount of US$5 Million.**

SL-WPBCP is a partially blended full-size GEF project with a lifespan of 6 years. The total project cost is estimated at US$16.6 million and would be partially financed with a GEF grant of US$5.0 million and an additional estimated US$11.6 million co-financing to be leveraged from the World Bank, UNDP and other bi-lateral resources. IDA co-financing is expected in the amount US$3.0 million from the ongoing US$35m SL-IRCBP and US$35m NSAP, as well as the planned US$28m Rural and Private Sector Development Project. The Royal Society for the Protection of Birds (RSPB) will co-finance the project with an amount of US$3.6 million, ring- fenced for the ongoing Gola Forest Concession Conservation Initiative. GoSL and community contributions will total US$2.0 million. An additional cofinancing of US$3.0 m is under negotiation and to come from leveraged resources provided by the UNDP and bilateral donors such as the EU, DFID and AfDB. The Government of Sierra Leone is continuing discussions with donors to raise more leveraged resources in support of the project. No monies have been disbursed yet, and a visit from the World Bank team is expected soon for pre-project implementation appraisal.

1. **Institutional Strengthening for the Implementation of the Montreal Protocol in Sierra Leone: Funded by UNEP in the amount of US$98,050.**

Implementation of the Montreal Protocol in Sierra Leone on substances that deplete the

Ozone layer through the establishment of an ozone depleting substances regulations and the training of refrigeration technicians and custom officers.

1. **Enabling Activities to Facilitate Early Actions on the Implementation of the Stockholm Convention on Persistent Organic Pollutants (POPs) in Sierra Leone: Funded by GEF in the amount of US290,000.**

The overall objective of the enabling activities is to strengthen national capacity and capability to prepare a national implementation plan for the management of POPs. This plan will provide a basic and essential level of information to enable policy and strategic decision to be made and identify priority activities that Sierra Leone should undertake in order to meet the requirements of the Stockholm Convention. It will be endorsed by stakeholders, including the government of the Republic of Sierra Leone before transmission to the Conference of Parties (COP).

1. **Guinea Current Large Marine Ecosystem Project: Funded by GEF in the amount of US$5,000.**

Project covering 16 countries in the sub-region to combat coastal area an shoreline depletion and degradation.

1. **Draft NaCEF Act funed by DFID in the amount of £6000.**
2. **Refurbishing of NaCeEF office done by UNDP in the amount of US$62,000.**
3. **NaCEF Capacity Building Project; Project submitted to EU and approved in the amount of €1 Million.**
4. **Sustainable Conservation of Gola Forest and Elevation to National Park Status**: A partnership with the Royal Society for the Protection of Birds (RSPB), Conservation Society of Sierra Leone (CSSL) which has been funded and is being implemented by RSPB; project budget is in the amount of **US$5 Million**. The project is now in its second year of implementation and it is envisaged to set up a trust fund that will provide financial resources for conservation work in perpetuity.
5. **Participatory Forest Management proposal submitted to FAO Forest Facility which has been approved with implementation arrangements in progress; project budget in the amount of US$300,000.**

### Financial State

Funding for program activities in the two departments has not been adequate and is perceived by the leadership at NaCEF to remain poor even in the foreseeable future. Although Government of Sierra Leone (GoSL) allocations have been provided, for the last two years, the institution has survived on donor support through proposal writing, which brought in limited funding. For 2007 program activities, the institution had prepared and submitted a budget of Le2 billion, but approximately Le1 billion was allocated. Out of this allocation, only Le50 Million has been disbursed to date (January –September 2007) for program activities. The 2006 GoSL budgetary allocation to NaCEF was in the amount of Le 1082.7 million (c. US$361,000) spread over the expenditure categories of emoluments and recurrent at Le 198 million (approximately US$66,000) and Le 884.7 million (approximately US$295,000), respectively. Operational expenditures related to natural resources seem to be covered with donor funds and how much comes in on an annual basis is yet to be established. For the fiscal years 2008-2010, the recurrent expenditure prepared by NaCEF is as follows:

Le1.167, 800, 000 (2008), Le1.363,337,000 (2009), and Le1,598,090,980.00 (2010). However, a recently approved GEF project for wildlife and biodiversity conservation is expected to fetch around US$5 Million, but expected to amount to US$16.6 Million over a period of 6 years.

Annex 3 has listings of donors commitment to projects implemented by the Environment Protection Department, but no such forms could be obtained from NaCEF and Forestry Division.

In general, there were difficulties in obtaining accurate financial records to reflect debt liabilities and existing contracts with vendors by the commission and its associated departments. Most documents relating to these issues could probably be obtained from the Ministry of Finance, but given the time at the team’s disposal, we could not obtain such documents. In addition, it was observed that salary payments for the staff of NaCEF was not handled by the commission but rather the Ministry of Agriculture and Food Security, even though the respective departments of NaCEF had been severed from their respective ministries nearly two years ago. We suggest the above issues with debts, contracts, liabilities and salary payments be investigated.

### Human Resources

The magnitude of work and actions needed to secure the country’s diverse forest and wildlife reserves as well as arrest the current declining quality of the environment cannot be significantly undertaken by the current staff strength at NaCEF. The current deteriorating and rapid loss of the country’s biodiversity and worsening environmental situation would require that staff strengths and capacities be increased with an improved condition of service to ensure productivity.

When the two departments (Environment and Forestry) are compared, the Forestry Division has 71 times more staff than that of the Environmental Protection Department (EPD). The EPD has 9 approved posts with currently 8 occupied and 1 vacant (see Annex 4). However, in a recent submission to the government, EPD is asking for its staff strength to be increased with an additional 24 positions. The FD has 642 approved positions with 402 (62.6%) in post and 240 (37.4%) vacant (see Appendix 3b and 3d). A significant number of the vacancies stem from the Forest Rangers (107 persons) and Game Rangers (29 persons) positions. The total land area occupied by forest reserves and other categories of protected areas (wildlife sanctuaries, game reserves and national parks) is well over 700, 000 ha. In light of these vacancies, and the current staff strengths, it is apparent that the deteriorating situation with our forests and wildlife resources will continue if no steps are taken to address the staffing shortages.

When the two departments of NaCEF are examined closely for the mandate they are expected to fulfill, the existing human resources cannot adequately meet the growing environmental challenges. The quality of staff is also limited, although both the EPD and FD can count among their hierarchy graduate personnel. Within the Forestry Division, staff attritions have had a significant impact on the divisions capacity to address traditional forestry related issues with such departments like Pathology, Entomology, Research, Economics, Silviculture, etc that once existed with adequate staffing following independence have all gone extinct.

For the Wildlife Conservation Branch (WBC) of the Forestry Division, the quality of human resource is the most appalling, with several key positions remaining unfilled for the 35 years of its existence. The most senior position currently occupied in the unit is Senior Game Superintendent with a diploma and certificate in wildlife management. During this period, it has survived with inadequate, ill trained and ill-equipped and under-resourced staff, a recipe that has provided a niche for demoralized staff with hardly any reason for them to secure the nations wildlife and habitats, Yet, this unit has tremendous potential for contributing to Sierra Leone’s economy through wildlife tourism, as some of the most important national parks and wildlife sanctuaries are under the control of the Wildlife Conservation Branch. The current wildlife staff can only maintain a presence in 1 national park (Outamba-Kilimi National Park), with the remaining wildlife sanctuaries and game reserves lacking any presence of wildlife staff. The current staff vacancies associated with the positions of game guards and rangers attest to this. The difficult terrain and isolated conditions in which staff in this unit are expected to work, coupled with the poor housing and social services (health, schools, etc) for their families or lack thereof, serve as disincentives for recruiting additional staff as well as retaining existing staff with sound moral conviction to carry out their mandate.

### Inventory of Assets

See attached list for Environmental Protection Division as well as Forestry Division. EPD has only one vehicle that needs urgent repairs (see Annex 5). Most equipment listed are indicated as being in good working order, although no physical verification of this was made. However, additional needs for mobile field laboratory equipment, transportation and field equipment were expressed. The Forestry Division has 10 vehicles and 3 motor bikes, with 3 vehicles regarded as road worthy and the remaining 7 vehicles and 3 motor bikes listed as broken down or non-operational (see Annex 5). All road worthy vehicles are assigned to senior personnel at headquarters in Freetown, with no mobility at the disposal of the regional and district level forestry and wildlife officers. Other listed equipment includes a generator, desktop computer, photocopier and three refrigerators.

### Key Issues

Following its creation, NaCEF continues to struggle for legality as a result of the lack of a ratified act of parliament that should have preceded its creation prior to commencing operations. In view of this, the directors of the amalgamated divisions (Environment and Forestry) found it difficult to work with the executive director and continue to hold the view that their respective departments would have been better off had it stayed in a “ministry”. Financial resource allocation, logistical and transport constraints and limited human capacity continue to hamper the smooth operations of the two respective departments under NaCEF. For the Forestry Division and its Wildlife Conservation Unit, the large number of protected areas and forest reserves remain understaffed and human exploitation continues at unprecedented rates. In view of this, the following issues emerged during our assessment and are detailed below:

1. A poor working relationship exists between the executive director of NaCEF and the rest of the senior staff (including executive secretary and directors), largely due to immense authority being assumed by the executive director and limiting the mandates of the other directors and executive secretary.
2. Limited information flow about funding, budgetary allocations and status of projects within the commission, the accountant and other senior staff.
3. Funding allocation is limited and whatever little is allocated to NaCEF only a tiny fraction has been disbursed to date.
4. Staff shortages are severe especially in the Forestry Division where positions for forest & game guards and wildlife guards have not been filled for many years now largely due to the unattractive nature of the salaries and associated benefits and conditions of service.
5. Office space in Freetown is limited and nearly absent in some of the provincial areas especially for staff of the Environment Protection Department. Office spaces previously occupied by staff of Environmental Protection Department when they were located in the Ministry of Lands, Country Planning and the Environment (MLCPE) were taken from them when they were transferred from MLCPE to NaCEF.
6. The Forestry Division has basic infrastructure (buildings) in nearly all districts, but several of these were looted and fell into disrepair during civil unrest of the 1990s, and could provide ample office space for staff needs if rehabilitation/renovations are carried out.
7. In the absence of adequate financial support from Government of Sierra Leone, NaCEF has managed to secure additional funding to support recurrent costs and some emoluments over its two years of operations.
8. There is a general lack of environmental standards and by-laws to implement the National Environmental Act as well as prosecute, punish and seek redress from offenders in a court of law.
9. A general lack of awareness and cooperation from the law enforcement authorities in addressing environmental, forestry and wildlife issues.
10. Enforcement and compliance with EIA procedures is currently weak to non-existent and most development projects being implemented in the country ignore basic EIA Site I and Site II procedures with impunity.
11. Logistics including equipment, environmental tool kits and transportation are limited to inadequate.
12. Currently, all of the regional environmental officers that were posted to the provinces are still resident at HQ in Freetown due to transportation limitations, lack of housing and financial support to deploy in their respective posts.
13. Perceived lack of parliamentary representation at cabinet level even though the office of the Minister of Presidential Affairs is supposed to handle the commission’s affairs due to lapses in communication.
14. Research into forestry issues is currently non-existent, as approved positions have not been field for several years now.
15. Training programs for foresters and wildlife staff is severely limited to absent as the training center at Bambawo was destroyed and abandoned for over a decade now.
16. Lack of ministerial cooperation between NaCEF and other government line ministries like Mineral Resources, and Ministry of Lands, Housing and Country Planning when it comes to land allocation for development and mining especially in nationally gazetted protected areas as seen in the Western Area Peninsular Forest Reserve.
17. Rampant logging of forest reserves and other protected areas in the country with logging licenses being issued by local governments and Paramount Chiefs to foreign loggers like Nigerians and Chinese, bypassing the authority of the Forestry Division, limiting the opportunity for them to collect royalties to contribute to national development as well as meet their obligations to chiefdom authorities.

### Policies and Program Priorities

Several legislative and policy prescriptions that relate to environment, forestry and wildlife exist, but there is a need to review and update them. In general some of the penalties are so out of touch with current situations that violators merely work out free. There is a draft Act for NaCEF, but several of the senior personnel at NaCEF complained of its inadequacies and limitations, requiring further reviews and updating. The current policy and legal instruments to address environmental and forestry related issues is as follows:

National Environmental Policy (NEP) 1994 National Environmental Protection Act (NEPA) 2000 Forestry Act 1980.

Wildlife Conservation Act 1972

NaCEF Act 2006 (Draft not yet ratified by parliament)

The two exiting departments (Forestry and Environment) and the proposed wildlife department have tremendous potential to generate revenue for national development, but currently appear to be limited due to lack of technical support, vision and associated resources. Future government investment in the proposed ministry should seek to requirement the various departments to be entrepreneurial in nature, and build into future budgetary allotments incentives for the departments to retain a certain percentage of revenue generated for development purposes. There is a need to work out a structure and mechanism to facilitate it and prevent any abuses.

The creation of the new ministry and 3 key departments has immense opportunity for engaging the energy and industriousness of youths in environmental activities with the option of creating jobs and earning income. This is currently lacking in the strategic plan of NaCEF. Capacity building for engaging these youths should be incorporated in future program activities of the proposed key departments of Environment, Forestry and Wildlife.

### Recommended Goals and Priority Needs and Actions

1. Create a Ministry called “**Ministry of Environment, Forestry and Wildlife**” comprising three key departments or divisions: (a) Environment, (b) Forestry, and (c) Wildlife. The current state of affairs in the Forestry Division is incapacitating to wildlife conservation in the country, as forestry activities are made to assume supremacy over wildlife conservation. The new arrangement will allow forestry to remain refocused on forestry issues like silviculture/establishment of forest plantations to meet the increasing demand for timber as well as adequately manage the forests for non-timber forest products (NTFP). The new wildlife division would allow for proper management of endangered and threatened species and their habitats in some of our key National Parks and Wildlife Sanctuaries with opportunities for ecotourism and poverty alleviation in communities adjacent to protected areas. This will provide the framework to adequately implement the GEF funded wildlife project.
2. There is a need to review forestry activities in the country to streamline future operations in terms of their role in silviculture/establishment of forest plantation, forest economics, agro-forestry, Non-Timber Forestt Products (NTFPs), and watershed management.
3. The cross-cutting nature of environmental issues requires ministerial cooperation and representation in parliament which is currently lacking in the current set up of NaCEF and will provide opportunities for mainstreaming environmental concerns into development programs which is at present is lacking.
4. There is a need for clarification, sensitization and awareness raising with local government and district councils to understand the level of devolution of powers especially as they relate to forestry/environmental issues bordering on the issuance of logging licenses.
5. Increased capacity building with corresponding review of conditions of service for workers is required to ensure productivity at all levels.
6. Rehabilitate/renovate existing forestry buildings in the provinces, which will allow ample office space for staff from environment, forestry and wildlife.
7. Ensure that EIA procedures are implemented to ensure enforcement and compliance.
8. Ensure that commercial exploitation of our natural resources should embody longterm sustainable principles
9. Engage youths through capacity building for engaging in environmental activities with incentives for income generation and job creation in key areas like setting up

tree nurseries for use in plantation forestry and environmental rehabilitation, ecotourism, etc.

1. Encourage the participation of environmental NGOs in a collaborative partnership in addressing environmental issues especially in environmental awareness raising and protected area management.

### Conclusion

The National Commission for Environment and Forestry (NaCEF) requires transformation at this stage to ensure that the country’s vision for the conservation and sustainable use of its natural resources and environment are achieved for the benefit of its citizens. Current institutional structures are weak to non-functional, under-resourced in terms of technical, financial and logistical, coupled with the lack of a vision to elevate their mandate to new levels where environmental, wildlife and forestry issues are addressed for emerging and future challenges.

There is an urgent need to create a new ministry that is focused with a vision to address a significant portion of these challenges. We have proposed a ministry entitled “**Ministry of Environment, Forestry and Wildlife** to comprise of three departments, suggestively: **(1)**

**Department of Environment; (2) Department of Forestry; and (3) Department of Wildlife**. Growth and future expansion of these departments should be envisaged with the aim of setting up units that are focused on achieving the country’s vision as stated in the National Biodiversity Strategy Action Plan (NBSAP) of 2003, as well as its subscriptions to various international conventions on biodiversity (UNCBD), climate change (UNFCC), desertification (UNCCD), bio-safety, etc.

A parallel investment in human resources development is envisaged and a current restructuring of the civil service conditions to provide incentives for productivity will lay the foundation for achieving the desired effect. We can only hope that whomsoever assumes the responsibility of taking up the challenges associated with this new ministry and parallel departments, will articulate its ideals and achieve economic growth, alleviate rural poverty through the promotion of wildlife ecotourism, sustainable use of its forest resources, development of plantation forestry, protection of our genetic resources for industrial and agricultural development, seek cross-ministerial cooperation in ensuring that development activities at national level are environmentally friendly, and free of pollutants and hazardous materials. Engaging youths in diverse environmental schemes that provide jobs and income generation would be critical in absorbing the large number of unemployed youths. New partnerships should be struck with local as well as international environmental NGOs to assist in capacity building and financial resource mobilization.

### PART IV - Quick Impact Project

In previous discussions with NaCEF officers, it was considered that engaging in tree planting in degraded areas of the Western Area Peninsular could serve as an opportunity to halt the rapidly expanding urban development and address prevailing environmental problems. However, it was realized that the rainy season is almost over and the survival of planted seedlings might be questionable. In addition, there is also the difficulty of obtaining thousands of seedlings at this stage, as there is no central nursery with the capacity to meet the required outputs.

However, the immense opportunities associated with engaging youths in an environmentally friendly activity with income generating potential exist with tree planting. Technical support could be sought from the Forestry Division in partnership with a coalition of environmental NGOs in Sierra Leone called ENFORAC (Environmental Forum for Action) to engage youths in setting up and raising thousands of seedlings for out planting against next year. If properly coordinated and capacities of the youths built, this could provide a sustainable employment and income generating opportunity for the youths.

***NGOS IN AGRICULTURE***

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| ***NO***  ***.*** | ***REGION*** | ***NAME OF NGO*** | ***TYPE OF NGO*** | ***TYPE OF***  ***CROP*** |
|  | ***WESTERN AREA*** |  |  |  |
| 1. |  | FORUT | International |  |
| 2. |  | Mercy Ships | International | Training |
| 3. |  | Cotton Tree Foundation |  | Ginger |
| 4. |  | Inter Aide NGO-Bombali | International | Livelihoods |
|  | ***KONO*** |  |  |  |
| 5. |  | World Vision | International |  |
| 6. |  | GTZ-Food Security and  Reconciliation Project in  Kono and Kailahun District | International | Rice, cocoa and coffee |
| 7. |  | COOPI –to close by  December ending | International |  |
| 8. |  | Action Aid | International |  |
| 9. |  | Red Cross | International |  |
| 10. |  | CARD Sierra Leone | International |  |
|  | ***KENEMA*** |  |  |  |
| 11. |  | German Agro-Action | International | Rice, tuber, vegetables,  roots and tubers post  harvest, livestock. |
| 12. |  | Lutheran World Federation | International |  |
|  | ***KENEMA CONTD.*** |  |  |  |
| 13. |  | CARITAS Kenema | Local/Foreign |  |

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| --- | --- | --- | --- | --- |
| 14 |  | Hands on Charity | Foreign |  |
| 15. |  | KENDDRA | Foreign |  |
| 16. |  | APEGS | Foreign |  |
| 17. |  | LAACE |  |  |
| 18. |  | Hancil Sierra Leone |  |  |
| 19. |  | FIND SIERRA LEONE |  |  |
| 20 |  | Network Action |  |  |
| 21. |  | Notredan | Foreign |  |
| 22. |  | Rural Development  Vocational Institute | Local |  |
| 23. |  | ACEC | Local |  |
| 24. |  | Nation Wide Relief  Organization-Moyamba,  Makeni, Bo | Local |  |
|  | ***KAMBIA*** |  |  |  |
| 25. |  | A.B.C. Development |  | Rice, groundnut, cassava and bridges for farmers, rice cassava and drying floors |
| 26. |  | EFSL |  | Training in  agriculture relations |
| 27. |  | Action Aid Kambia |  |  |
| 28. |  | Kambia District  Rehabilitation Organization |  |  |
| 29. |  | PAD Sierra Leone |  | Rice, groundnut and … |
| 30 |  | KADDRO |  | Rice, groundnut, |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  |  |  | | |  | | water well. | |
| ***NO***  ***.*** | ***REGION*** | | ***NAME OF***  ***NGO*** | ***AREA OF***  ***OPERATION*** | | ***TYPE OF NGO*** | | ***TYPE OF CROP*** |
|  | ***KAILAHUN*** | |  |  | | Foreign | |  |
| 31 |  | | AFRICARE |  | |  | |  |
| 32 |  | | CRS |  | | Foreign | |  |
| 33 |  | | GTZ/FSR |  | | Foreign | |  |
| 34 |  | | WFP Tree crops rehabilitation |  | | Foreign | |  |
| 35. |  | | CASTI |  | | Local | |  |
| 36. |  | | PARD |  | | Local | |  |
| 37. |  | | APEGS |  | | Local | |  |
|  | ***TONKOLILI*** | |  |  | | Foreign | |  |
| 38. |  | | Concern Worldwide |  | | Foreign | |  |

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| 39. | |  | | | CARE (SL) | |  | Foreign | | |  |
| 40. | |  | | | Future in our Hands (FOH) | |  | Foreign | | |  |
| 41. | |  | | | SASEA | |  | Local | | |  |
| 42. | |  | | | GBOFA | |  | Local | | |  |
| 43. | |  | | | MADAM | |  | Local | | |  |
| 44. | |  | | | SLRC | |  |  | | |  |
| 45. | |  | | | Sierra Leone  Youth Engagement organization | |  |  | | |  |
| 46. | |  | | | CCEP | |  |  | | |  |
| 47. | |  | | | Women  Network  Service | |  |  | | |  |
| 48 | |  | | | Action Aid | |  |  | | |  |
| ***NO***  ***.*** | | ***REGION*** | ***NAME OF***  ***NGO*** | | ***AREA OF***  ***OPERATION*** | | | ***TYPE OF NGO*** | ***TYPE OF CROP*** | | |
|  | | ***BONTHE*** |  | |  | | |  |  | | |
| 49. | |  | World Vision | |  | | |  |  | | |
| 50. | |  | Gobefor | |  | | |  |  | | |
|  | | ***PORT LOKO*** |  | |  | | |  |  | | |
| 51. | |  | WFP | |  | | |  |  | | |
| 52 | |  | FAO | |  | | |  |  | | |
| 53 | |  | FORUT | |  | | |  |  | | |

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| 54 | | |  | | UNDP |  | |  | |  | |
| 55 | | |  | | CARITAS |  | |  | |  | |
| 56. | | |  | | ST. Joseph  Father |  | |  | |  | |
| 57. | | |  | | ….Binal Khattat  (Islamic  Development  Mission) |  | |  | |  | |
|  | | | ***BO*** | |  |  | |  | |  | |
| 58. | | |  | | Action Aid (EU Funds |  | |  | |  | |
| 59. | | |  | | CARE (SL) |  | |  | |  | |
| 60. | | |  | | German Agro  Action |  | |  | |  | |
| 61. | | |  | | World Vision |  | |  | |  | |
| 62. | | |  | | WAB Blood  International |  | |  | |  | |
| 62. | | |  | | CARD (SL) |  | |  | |  | |
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## MINISTRY OF FOREIGN AFFAIRS AND INTERNATIONAL COOPERATION

I. **INTRODUCTION**

On assuming office as President of the Republic of Sierra Leone in accordance with the provisions of Section 46(4) and (5) of the Constitution of Sierra Leone, 1991, His Excellency Ernest Bai Koroma mandated the Commission of the Presidential Transition Team to take stock of the present situation in Government Ministries and other relevant organizations The team’s terms of reference were outlined by the Vice President Honourable Samuel SamSumana and clearly outlined in the Terms of Reference for members of the Presidential Transition Team 2007” document.

1.1 Mr. Francis B. Rosenior – Team Leader and Mr. Philip Conteh were assigned to the Ministry of Foreign Affairs and International Cooperation.

1.2 The Ministry of Foreign Affairs and International Cooperation was initially constituted at Sierra Leone’s Independence in 1961 in keeping with normal universal governmental practice. The essence of the Ministry was to be at the vanguard of Sierra Leone’s interactions in the international forum. Its main mission is to develop policies and programmes to govern relations with foreign countries and international organizations geared towards protecting the strategic national interest of our country.

1.3 The Ministry’s role, therefore, is to promote the national interest of the Republic of Sierra Leone, its security and prosperity and, together with its sub-regional and international partners, to contribute to a peaceful and functioning world community.

1.4 Originally, the Government of Sierra Leone opened 22 Diplomatic Missions abroad but for various reasons, mainly financial, the number of Sierra Leone’s Missions worldwide today stands at 16 in the following cities: Abuja, Accra, Addis Ababa, Banjul. Beijing, Brussels, Bonn, Conakry, London, Monrovia, Moscow, New York, Riyadh Tehran, Tripoli and Washington,

1.5 The overall Administrative Head of the Ministry is the Director-General and Ambassador-At-Large. He is assisted by the Deputy Director-General who overseas the functions performed by all the Divisions of the Ministry viz: Administration/Finance and Consular Division; International, Legal and Research Division; Fellowship and Training Division; Protocol Division, Europe Division;

Middle East and Asia Division; Africa Division; the Americas, South Pacific and Caribbean Division. All these divisions are headed by Administrative Officers of Permanent Secretary or Deputy Secretary rank.

### 2.0. PROCESS/METHODOLOGY

The transition team initially visited the Ministry of Foreign Affairs and International Cooperation on the afternoon of Tuesday 25th September 2007 and held a brief meeting with the Director-General and the various Heads of Divisions. The team outlined the purpose of its presence in the Ministry. Follow-up meetings were held with other non-management members of staff. The team subsequently held a meeting with the Deputy Foreign Minister on 28th September, which the team found useful.

The team also went through a selection of documentation and relevant files, which provided an invaluable source of information and data. It was noted that the substantive Minister left the Ministry about 3 months ago and had not been back since.

### 4. Current Status

#### 3.1 Projects

As a result of the above-mentioned meetings and research, the team was able to acquire relevant information on which it deliberated. The results are as outlined below: -

3.2) The activities of the Ministry are such that they cannot be quantified, as one would expect from other Ministries of Government. It is a service-oriented institution. Engaging the international community by diplomatic interface for national benefit still remains the day-to-day practice of the Ministry’s missions abroad, through communication with the various divisions within the Ministry. Diplomatic interaction can take time, even years of negotiation may occur before a specific project could yield actual dividend.

3.3) The following however represents an outline of the Ministry’s current core: “Projects” which are being actively pursued.

### (b) Proposed (Overseas Missions) Projects

* Repairs, maintenance and refurbishment of old Chancery building in Monrovia, Liberia. Repairs and maintenance cost estimated at US$98,000 for 2008.
* The construction of Chancery buildings and residences in Ghana. The Ghanaian Government has allocated plots of land for this purpose. Project estimated at US$130,000 for 2008.
* The repairs and maintenance of Chancery buildings - the High Commission in Banjul, The Gambia. Project cost estimated at US$983,218.00 for 2008.
* The repairs of the Chancery building and Ambassador’s residence in the Kingdom of Saudi Arabia. Cost estimated at US$773,339.00 for 2008.
* Development estimate for rehabilitation of buildings including the Chancery’s, Ambassador’s and Deputy Ambassador’s residences and Deputy Ambassador’s residences and other logistical needs for the Sierra Leone Embassy in Washington is estimated at US$497,930 for 2008.

### (c) Infrastructure Development – Headquarters

* The Ministry was last refurbished in 1980 during the OAU Conference. Since then there has been a continuous deterioration of the Ministry’s building and other infrastructure facilities, including logistics. Request and work plan are in place for the rehabilitation and refurbishment of the Ministry’s

entire building. The cost estimated at Le1,808,100,000 for 2008.

* A new building to house the Ministry is to be built as a gift from the Government of the People’s Republic of China. The construction team should arrive in Sierra Leone by the end of October and it is expected that construction will take about one year.
* The Directorate of Administration and Finance is awaiting an outcome from DFID for funding the Ministry’s website (pending).

#### 3.4.1 Financial Status

The Ministry appears to be in serious financial difficulties as the Ministry of Finance has been unable to provide adequate funds to meet its day-to-day activities. It was specifically noted that “Other Charges” were not being met both in the Ministry and in our Overseas Missions. Fortunately however, effort is being made to send remittances to our Missions that cover personal emoluments. It may be relevant to mention that one of the documents tendered to the team reflected a huge backlog of payments to former staff members, both diplomatic and local, some of whom are already dead. The claims in respect in respect of ex-Diplomats and overseas mission staff as submitted on 19th October 2006, stands at Le7, 833,969,355.00. This does not include an additional “Other expenditure” totaling US$1,401,823.00.

In the meeting with the Acting Minister, he emphasized that the chronic lack of funds was a serious hindrance to the activities of the Ministry both at home and abroad and that it was unfortunately impossible to extend simple courtesies to visiting Ambassadors and dignitaries. The same situation obtained abroad when Ministers on official business could not reciprocate hospitality. It was learnt that the Foreign Minister often travels abroad alone on official business. This should never be the case.

Below is a summary of key financial transactions/standings within the Ministry/Mission:

(j) Annual Income and Expenditure for 2007

a) Annual budget greed for 2007 amounted to Le2, 606,000,000.00 allocated as follows:

Missions abroad =

Ministry of Foreign Affairs Department =

Ministry’s Expenditure at ……. January and July 2007

Le690, 335,551.39c

Unexpended Balance as at 31st July 2007 stands at Le1, 915,664,448.61c.

(ii) Consular Return from Overseas Missions (Income)

Various Oversea Missions charge specific amount for visas to Sierra Leoneans. The previous practice was missions issuing stamped visas. However, plans have now been completed, for most missions, to start issuing sticker visas.

The following is a summary of income received from issuing visas from the various missions. Monies paid into the Consolidated Fund at the Bank of Sierra Leone. Between January 2006 to July 2007, a total amount of US$402,772.14. This amount was generated as follows: Teheran:

US$38,704.05, Accra: US$36,340; Liberia: US$5,914; Abuja: US$10,139; London: US$78,929,38; Saudi Arabia: US$4,637.60; Conakry: US$119,747.56; Banjul: US$23,478.48; Addis Ababa: US$9,646.52; Bonn: US$47,015.69; Brussels: US$10,893.58; Beijing: US$9,222.47.

An updated summary amount may be available from NRA.

##### 3.4.1.2 **Financial Outlook for Year 2008** Annual Budget 2008

1. Expenditure pattern (and other charges) for Missions Total: - Le7, 372,900.00
2. Ministry’s other expenditure to cover local traveling, training, building maintenance etc totaling Le2, 970,900,000.00.
3. The Ministry forecasted annual budget/expenditure pattern (and other charges) for Missions abroad for the financial year 2008 in estimated at Le7, 372,900,000. In addition, Le2, 970,000.000 is estimated budget for financing the various programmes/activities within the Ministry.

### 3.5) Human Resources

The Ministry was able to provide an Organogram of its human resource base. It was however emphasized to the team that there were serious gaps in the present staffing situation. The team was not able to assess the local staff situation in our overseas missions, as relevant data was not available. At present, the Ministry employs a total of 141 (One Hundred and Forty-Two) permanent staff of which 43 (Forty-Three) are currently on various postings abroad. (See Appendix).

3.5.1. To help alleviate the shortage of staff, the Ministry has been contracting casual workers who are attached to the various Divisions. These staff members do not attract any salary at present. Proposals have been submitted to the Establishment Secretary’s Office for the absorption of these 31 (thirtyone) casual workers into the Ministry. A manpower hearing is due to be held on 1st October 2007 at the Governance Reform Secretariat. Also, the Ministry has on its staff interns from various institutions of learning in Sierra Leone who are attached to the Ministry to gain work experience.

### 3.6) Inventory/Assets

A list of the assets of the Ministry was produced to the team, which undertook a spot check of some areas and detected minor discrepancies. These appear to have been caused by furniture being removed from one room to another. It was also observed that although the Ministry has a significant number of vehicles on its inventory almost 50% of these were not operational. This state of affairs has been brought about by a shortage of spare parts for maintenance of the vehicles, which were originally donated, to the Ministry by the South Korean Government. It is understood that efforts to acquire spare parts from either the Korean Government or from commercial sources in the Republic of Guinea have not met with much success.

3.6.6 Although the Ministry is equipped with Computers, Printers,

Photocopiers and other electronic equipments, it was observed that some of these are not in working order.

3.6.7 Ministry’s Library is in a terrible condition and its stretches the

Imagination to associate the concept of the Library of a functioning Ministry of Foreign Affairs and International Cooperation with the room that now carries that description.

3.6.8 The UNDP donated a large 150 KVA generator to the Ministry, which is a great help in allowing it to function. Unfortunately, however, it is normally run for two hours in the day, as the Ministry cannot afford to purchase fuel. Even now, the UNDP has to assist further by providing some amount of fuel.

#### 4. Key Issues

At this point in our country’s history, effective diplomacy is critical for our success as a nation. .

4.1) The Ministry of Foreign Affairs and International Cooperation is supposedly Sierra Leone’s window to the world where Ambassadors and foreign personalities first interact with Sierra Leone Government

representatives. It is important that it presents a clean, decent, dignified and impressive picture to these visitors. The present condition of the Ministry does not in any way portray these virtues. Bullet marks and bullet-ridden windowpanes are still visible on the building, most of the toilets are in very poor state and a number of doors and locks either damaged or needing repairs. The lift has been out of order for a considerable length of time and visitors have to make their way on foot to the 6th Floor where the Minister’s Office is situated or slightly less arduously to the 5th Floor where the Director-General’s Office is sited.

4.1.1 The general impression that one derives is that the Ministry is run down, unattractive and unclean and not an inspiration to visitors or for its members of staff. It was also discovered that some aspects of the Ministry’s activities have been hived off and located to other

Ministries and the President’s Office and as such, the Ministry of

Foreign Affairs and International Cooperation merely acts as a conduit for external assistance.

4.2 One topic that recurred in the team’s discussions with staff at all levels was that of making the Ministry a “closed Ministry” whereby it would have its own recruitment scheme, emolument package and method of promotions. It would be appropriate here to mention that the rules and regulations of the Foreign Service should be rationalized and updated to reflect current best practices.

4.11 The team also examined the role and functionality of Consular Missions accredited to Sierra Leone as well as Sierra Leone’s Consular representation abroad. It was observed that some of our consular offices abroad have for one reason or the other ceased to function effectively. It would be recommended for these matters to be looked into as early as possible as it is both astute and convenient to have some representation in areas where we do not have representation on the ground.

4.12 An important issue raised by the Deputy Minister, was the lack of strong leadership in the Ministry over the last 5 years. This he said has contributed greatly towards diminishing the status, and morale of staff as well as role of the Ministry.

4.13 The issue of continuous training in local as well as international institutions for both senior and junior diplomats is a prerequisite for enhancing the proper comprehension of diplomatic practice in both the Foreign Ministry and in our respective missions abroad.

4.14 Logistics in terms of electronic equipment resoundingly facilitate the work of any institution. The lack of proper equipment in the offices within the Ministry, albeit slightly improved, severely hampers progress in transmission of documentation; access to information etc. It was also revealed to the team that in some of our overseas missions, certain necessary equipment has not been installed and this renders transmission of vital information in a timely manner as being inconsequential.

4.15 It is also evident within the Ministry that, local and international telephone lines are defective. This in turn renders the Ministry incommunicado with the rest of the world, especially with our Embassies and High Commissions.

4.16 The lack of decent vehicles to transport VIPs and other important state or official visitors in Sierra Leone remains an ongoing problem. The team was made to understand that, the Ministry of Transport and Communication has never allocated vehicles to the Ministry from the fleet of vehicles purchased on diverse occasions.

4.17 The issue of arrears of salaries and allowances owed to former Ambassadors and staff of various Embassies and High Commissioners is still outstanding. This appears to be a contentious issue in the Ministry.

4.18 It was also reported that the NRA has been having direct dealings or intervention with Diplomatic Missions and International Organizations. This practice, it appears interferes with protocol within the Ministry.

#### 5. Policies and Programme Priorities

5.1 Taking into account the globalization of the present world order, the Ministry is desirous of adopting a policy of pragmatic approach to Sierra Leone’s representation abroad. To implement this policy, it has recommended that on the strength of political and economic considerations, Government approves and actualizes the opening of diplomatic Missions in France, Malaysia and South Africa, as these are key players that affect our current situation. At the same time the Ministry recommends that Government close down our Embassies in Russia and Iran as these accrue no significant benefit to Sierra Leone. Proposals for these were submitted to Cabinet in the previous Government.

5.2 Furthermore, in a bid to build capacity within the Ministry, the training of staff at all levels is viewed as desirable and efforts are being made to secure training assistance from our development partners.

Among the priorities of the Ministry is the provision of proper equipment for its offices in terms of computers and peripherals to complement and enhance the output of the staff.

5.4 Deputy Minister commented strongly on the free and easy access of diplomats and other overseas visitors to the Presidency without recourse to the Ministry of Foreign Affairs and International Cooperation. He pointed out that this reduces the high office of His Excellency the President and recommended that in future all such persons should be encouraged to observe established protocol procedures. Except for exceptionally serious reasons, Heads of Mission in most other countries only see the Head of State on the presentation of Credentials or on specific state occasions to which they are invited.

5.4 It was also brought to the notice of the team that Sierra Leone’s Ambassadors mostly completely ignore the Ministry and deal directly with State House. This is an undesirable practice and does not help to keep the Ministry current with what goes on in these diplomatic missions.

#### 6. Recommended goals and priority needs

6.1 Having examined the information made available to the team and that offered by the Minister and members of staff, the team recommends that:-

xiii) urgent action be taken to improve the physical condition of the

Ministry by repairing, cleaning and painting its premises; xiv) the Ministry of Finance be approached to improve the flow of funds to the Ministry and our overseas Missions;

1. the Ministry be encouraged to make greater effort to repair its fleet of vehicle and the Ministry of Transport and Communications to consider allocating vehicles to the Ministry;
2. the administration endeavours to avoid accumulating unpaid bills both at home and abroad to avoid an unsustainable liability overhang; and

in addition, mechanisms to be put in place to facilitate the payment of arrears owed to our former diplomats and the other staff;

1. steps to be taken to build a carrier diplomatic service to be at par with other countries in the sub-region. To this end, it is necessary to weed out the Ministry’s present diplomatic staff restocking it with the best brains;
2. a committee be set up to review the present Foreign and

Commonwealth Service Regulations; xix) a schedule of tasks be drawn up for the Ministry and more so for our diplomatic Missions abroad to encourage them to justify their existence by their productivity;

1. Government rationalizes its diplomatic representation abroad especially making an assessment of the usefulness of existing Embassies and High Commissions and examining which new Embassies/High Commissions to open to ensure adequate, pragmatic and strategic geopolitical distribution;
2. The Office of the President discourages direct contact between diplomats and Foreign visitors with the Presidency and encourage them to channel requests through the Ministry of Foreign Affairs and International Cooperation;
3. Also, NRA should be instructed not to have direct dealings or interventions with Diplomatic Missions and International Organizations. They should go through the Ministry of Foreign Affairs.
4. There is a need to resuscitate the Library facilities in the Ministry. Also, the setting up of a web site should be pursued with due urgency. xxiv) All gifts and donations from abroad be channeled through the Ministry of Foreign Affairs and International Cooperation and that a register be maintained for the receipt of these and also to record the ultimate destination of all such gifts.

#### 7. CONCLUSION

From the findings of the team one cannot but conclude that the Ministry of Foreign Affairs and International Cooperation deteriorated alarmingly over the years. Admittedly, diplomacy is not cheap but when properly organized and with a strong knowledgeable leadership the gains that it can bring to the country are enormous, far outweighing the expenditure involved.

7.1 It is time that Sierra Leone’s Foreign Service is brought into the 21st Century. Sierra Leone is possibly the only country in the world that does not have a career diplomatic service. In the 1991 Constitution provision was made for a service that was to be shared between career officers and political appointees. In certain posts especially the multilateral posts career officers would be more productive than political appointees as, where properly selected, they can as it were hit the ground running without having to spend years in the learning process.

7.2 There is a need to source funds to purchase the requisite conference servicing equipment such as microphones and other electronic gadgetry for the purpose of direct broadcasting or simultaneous interpretation, which would be viewed as an added value to enhance the Ministry’s ability to service international conference in Sierra Leonean soil. It would furthermore enhance the Ministry’s financial standing as the said equipment could be hired by or rented out to other Ministries/Departments/Agencies who may wish to hold workshops or Seminars wherein the said facilities may be used.

7.3 The Ministry has very good prospect for its future development and outlook if only the extreme variable, mentioned above could be seriously considered and addressed. The potential for developing conference servicing is one such prospect worthy of considerations and implementation.

7.4 With the present movement towards globalization, there is urgent need to consolidate ties with key strategic countries, particularly those of the European Union, emerging countries of South-East Asia and also to further enhance South-South Cooperation.

7.5 Like in almost all other Government institutions, the work ethic has been almost completely destroyed and it is up to the new administration to take steps to have this restored. Government can begin by looking into staff promotions, allowances and emoluments. For example, a token sum could be given to all levels of staff as clothing allowance to help improve their physical presentations or staff could be made to wear uniforms to work.

7.6 It will not be superfluous to mention once again that the physical aspect of the Ministry also needs to be enhanced. Merely cleaning and painting the building will make a world of difference. Repairing the toilets and water system would be an added advantage.

**II. Policy and Programmes Priority**

#### III.Recommended Goals and Immediate Priority Needs

Priority Outcomes for 2mths (November /December 2007) Financial Requirement

### Short Term 1year Medium Term

#### C: Transition strategy

1. **Current Status and Key Issues**
2. **Policy and Programmes Priority**

#### III.Recommended Goals and Immediate Priority Needs

Priority Outcomes for 2mths (November /December 2007) Financial Requirement

### Short Term 1year Medium Term

A summary of the Transition Results-Focused Framework is presented in the following table:

|  |  |  |
| --- | --- | --- |
| **No** | **CLUSTER & SECTOR** | **Priority Outcome by December 2007** |
| **1** | **SECURITY:** |  |
| 1.1 |  |  |
| **2** |  |  |
| **3** |  |  |
| **4** |  |  |
| **5** |  |  |
| **6** |  |  |

|  |  |  |
| --- | --- | --- |
| **7** |  | |
|  |  |  |
| **8** |  | |
|  |  |  |
| **9** | **CO-ORDINATED IMPLEMENTATION OF THE TRANSITION RECOMMENDATION** | |
|  | MANAGING,  MONITORING  AND  EVALUATING  THE  IMPLEMENTA  TION OF THE  TRANSITION  RESULTS  BASED  FRAMEWORK |  |

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**Annex 1: Transition Results-Focused Framework – (TRFF) – (all costs in Leones)**

**No**

**CLUSTER &**

SECTOR

**Priority Outcome**

**Results by November 2007**

**Results by**

**December 2007**

**Cost**

**1**

**NATIONAL PEACE AND SECURITY**

1.1

1.2

1. The Committee, led/chaired by Mr. Abubakarr Multi-kamara, comprises the following additional membership:

   Lt.Col (Rtd) Jan Abu; Mrs. Barbara Bangura; Brig-Gen (Rtd) Mustapha K Dumbuya; Mr. Bobson Umar Sesay;

   Lt.Col (Rtd) Mbade Sogo Bangura and Col. (Rtd) A.G Y Mansaray [↑](#footnote-ref-1)
2. Templates designed to elicit data on Ministerial/Institutional Projects; Project Donor Commitment; Project Disbursements; Human Resource /Manpower Staffing Table; and Inventory of Non Expendable Equipment. [↑](#footnote-ref-2)
3. General Assembly resolution A/RES/60/180 and Security Council Resolution S/RES/1645 [↑](#footnote-ref-3)
4. It is worth noting that the Compact is not a programmatic or planning document for long term development and recovery. [↑](#footnote-ref-4)
5. Position funded by the UK DFID [↑](#footnote-ref-5)
6. IDO Fellow on contract. Not paid from government budget [↑](#footnote-ref-6)