The Government of Sierra Leone

THE AGENDA FOR PROSPERITY

ROAD TO MIDDLE INCOME STATUS

Sierra Leone's Third Generation

Poverty Reduction Strategy Paper

(2013 – 2018)

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List of Abbreviations

ABC	Agricultural business centre
ACC	Anti-Corruption Commission
AfC	Agenda for Change
AfP	Agenda for Prosperity
ASSL	Audit Service of Sierra Leone
ASYCUDA	Automated System of Customs Data
BSL	Bank of Sierra Leone
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
CISU	Central Intelligence and Security Unit
CLTS	Community-Led Total Sanitation
CSO	Civil Society Organizations
DHS	Demographic and Health Surveys
EEZ	Exclusive Economic Zone
EITI	Extractive Industries Transparency Initiative
ENCISS	Enhancing the Interaction between Civil Society and State
EPA	Environmental Protection Agency
FGC	Female genital cutting
FSA	Financial services association
FSU	Family Service Unit of Sierra Leone Police
GBV	Gender-based violence
GST	General Sales Tax
HDI	UNDP Human Development Index
HRCSL	Human Rights Commission
IFMIS	Integrated Financial Management Information System
IMNCI	Integrated management of neonatal and childhood illnesses
IUU	Illegal, unreported and unregulated fishing
LGFD	Local Government Finance Department
LOD	Law Officers' Department
M&E	Monitoring and Evaluation
MAFFS	Ministry of Agriculture, Forestry and Food Security
MDAs	Ministries, Departments and Agencies
MDG	Millennium Development Goals
MFI	Microfinance institution
MFMR	Ministry of Fisheries and Marine Resources
MICS	Multiple Indicator Cluster Survey
MOFED	Ministry of Finance and Economic Development

MPA	Marine Protected Area
MRU	Mano River Union
MSWGCA	Ministry of Social Welfare, Gender and Children's Affairs
MTEF	Medium Term Expenditure Framework
MTI	Ministry of Trade and Industry
NCD	National Commission for Democracy
NFF	National Fire Force
NGO	Non-Government Organization
NPC	National Population Commission
NPPA	National Public Procurement Authority
NRA	National Revenue Authority
NSC	National Security Council
NTC	National Technical Committee (for Agenda for Prosperity)
OARG	Office of the Administrator and Registrar General
ONS	Office of National Security
PETS	Public Expenditure Tracking Surveys
PFM	Public Financial Management
PIP	Public Investment Programme
PLHIV	People living with HIV/AIDS
PPP	Public-Private Partnerships
PRSP	Poverty Reduction Strategy Paper
PSRU	Public Sector Reform Unit
PWG	Pillar Working Group (for AfP)
RSLAF	Republic of Sierra Leone Armed Forces
SALWACO	Sierra Leone Water Company
SEZ	Special economic zone
SLIEPA	Sierra Leone Investment and Export Promotion Agency
SLIHS	Sierra Leone Integrated household Survey
SLP	Sierra Leone Police
SME	Small and medium enterprise
SPU	Strategy and Policy Unit in the Office of the President
SSL	Statistics Sierra Leone
TDF	Transformation Development Fund
TRC	Truth and Reconciliation Commission
TVET	Technical and Vocational Education and Training
USL	University of Sierra Leone
UNSCR	United Nation Security Council Resolution
VAWG	Violence against women and girls
WASH	Water, Sanitation and Hygiene

Message from the President

Following the tremendous progress in implementing the Agenda for Change (2007 – 2012), we embarked on the preparation of the Agenda for Prosperity (2013 – 2018). Prior to this exercise, when Sierra Leone turned 50 in 2011, I constituted a Committee on Development and Transformation, charged with the responsibility to take stock of the progress we have made as an independent nation over the last 50 years and to chart the way forward for the next 50 years. The Committee organised the Sierra Leone Conference on Development and Transformation, which came up with a number of outcomes; key among them is the aspiration of Sierra Leone to become a middle income country by 2035. In keeping with the aspiration of our people, we commenced work on the Agenda for Prosperity as the first five-year road map towards this forward march.

The Agenda for Prosperity builds on the successes of the Agenda for Change and lays the foundation for our journey to achieving sustainable future for all Sierra Leoneans beginning with our goal of middle income country. We are mindful, however, that achieving this goal requires tackling several challenges: for example, whilst we have reduced poverty from 66.4 percent in 2003 to 52.9 percent in 2011, we need to do more, such as to address unemployment, particularly among the youth. We need to better manage our natural resources for the good of all Sierra Leoneans, we need to add value to our primary products, we need to extend, expand and sustain the Free Health Care and Scaling-Up Nutrition initiatives, reform the education system to meet the emerging needs in the job market, we need to finish on-going projects in roads, energy and water supply. We need to build the much needed infrastructure, including the new mainland airport, railway, roads and ICT capabilities; provide a social safety net for the vulnerable population; promote good governance; ensure that the public sector is capacitated to deliver; empower our women and ensure equal opportunities for both men and women; and above all, we need to maintain our zero tolerance to corruption, and provide the enabling environment for the private sector to thrive.

My Government is committed to accelerating the eradication of hunger and malnutrition, with a strengthened focus on women and children from conception to two years of age, to prevent the irreversible effects of stunting. We will establish a multi-sectorial nutrition coordination secretariat to address these issues.

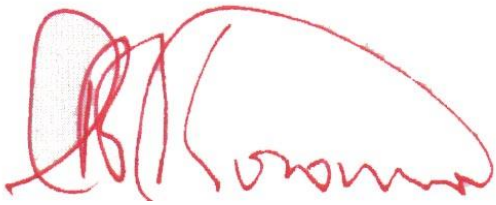
It is against this backdrop that the Agenda for Prosperity has been prepared to complete residual projects in the Agenda for Change and to address these challenges. We hope to draw on lessons learnt and to merge innovations with the strong economic growth we have recorded in the last five years, but we must ensure that we are globally competitive and our economy is diversified to promote inclusive green growth that is beneficial to all Sierra Leoneans and to keep the growth spirit sustained.

No doubt implementing the Agenda for Prosperity will require concerted efforts, collaboration and coordination among Ministries, Departments and Agencies (MDAs), especially implementing MDAs. Emphasis will be placed on monitoring of projects to ensure that results are achieved on timely manner. We will continue to attract foreign direct investment by forging strong partnerships with the private sector both local and international especially on large scale projects.

Consistent with the principles of the New Deal for engagement in Fragile States, the Agenda for Prosperity is the country's one vision and one plan. Its implementation will be guided by strong commitments by Development Partners as well as the Government. In this regard, Government is developing a mutual accountability framework that will be jointly monitored and reported on. Our goal is to strengthen the partnership between Government and Development Partners as well as ensuring that the voice and opinion of each and every Sierra Leonean is heard in the implementation as was done through wider consultation in developing this national plan.

As we embark on this epic journey to become a middle income country, let me remind fellow Sierra Leoneans that we have together – Government and every stakeholder – committed ourselves to change, because prosperity does not pour like rain, and will not come to us, but we must go in search of it with determination. We must sweat it out with our hands, with our brains and with our minds. Our Agenda for Prosperity marks an end of the chapter of business as usual, and the dawn for a new Sierra Leone that have set out to embrace the values of innovation, of cultural renewal in the workplace and respect for public goods; and the realisation that the end results of this new beginning is the extent to which we double our efforts, and commit ourselves to the values of self-reliance and discipline.

I am very optimistic that with the support and collaboration of every Sierra Leonean and our partners, the implementation of the Agenda for Prosperity will be a huge success.



H.E. Dr. Ernest Bai Koroma

President of the Republic of Sierra Leone

Sierra Leone in 2035

The Vision

By 2035, Sierra Leone aspires to be an inclusive, green, middle-income country with the following features:

- Socially, economically and politically empowered women contributing to national development in various forms
- Hunger is eradicated
- Less than 5% of people seeking jobs would be without work
- Over 80% of the population above the poverty line
- Free and compulsory education for every child
- Over 90% of the population able to read and write
- Access to affordable housing for all
- A health care and delivery system within a 10 kilometre radius of every village
- An effective and efficient child and family welfare system
- Life expectancy of 70 years, where every mother has access to a modern hospital in which she can give birth without fear and loss of Child
- Less than 11% stunting among children under two years of age
- An independent and accessible judiciary enjoying the confidence of the people
- A system of political governance where governments are voted in and out of power peacefully, and where citizens can hold governments to account for efficient and effective delivery of public services
- A modern and well developed infrastructure with reliable energy supplies
- World standard ICT
- A stable, export-led economy, based on sound macroeconomic fundamentals, with inflation close to 5% and government revenues increased significantly to 35% of GDP
- Private sector-led growth, creating value-added products, and providing jobs for our people
- An effective environmental management system in place that protects our biodiversity and is capable of pre-empting environmental disasters
- To be a model in responsible and efficient natural resource exploitation.

To realise this long term vision of a middle income country in 25 years calls for deliberate and decisive action:

- To achieve a robust and consistent level of **high economic growth**, and
- To maintain significant progress on **governance indicators**, that will confirm Sierra Leone's stability as a state, together with sustained improvements in **human development indicators** for its citizens.

EXECUTIVE SUMMARY

A: The Vision

Sierra Leone's Vision for 2013 to 2035 is to become a middle-income country. It would be an inclusive, green country, with 80% of the population above the poverty line. It would have gender equality, a well-educated, healthy population, good governance and rule of law, well-developed infrastructure, macroeconomic stability, with private-sector, export-led growth generating wide employment opportunities; there would be good environmental protection, and responsible natural resource exploitation (See Vision Box for more details).

After generally satisfactory experience with the Agenda for Change, 2008-12, Sierra Leone is now embarking on the Agenda for Prosperity (AfP), for social and economic development for 2013-18. Rapid expected growth in minerals production and export, together with the potential for petroleum exploitation, should provide resources to help transform the country and make the AfP feasible. Problems in implementing AfC have been carefully assessed, and measures developed to avoid them in the AfP.

B: Overall Strategies, Challenges and Goals

Strategy for Growth. Sierra Leone will draw on its natural resource endowments as the motor of the economy, aiming to be a model in responsible natural resource exploitation, with revenues directed at transforming and developing the country in a framework of sustainable environmental protection. The Agenda will be to build a stable economy, founded on private sector-led growth, and to diversify activity across several competitive sectors, increasing value-added and generating gender-equitable employment. The longer term economic growth target is for annual GNI per capita growth of 4.8%, that is annual growth in total GNI of 6.7%; however, income could in fact grow significantly faster over the next five years, as exports – mainly of iron ore – are projected to increase by nearly 70 percent in 2013. Diversified economic growth will require greatly strengthened infrastructure: transport, power, water, ICT, and financial services. Transformation of agriculture will combine smallholder commercialisation with larger-scale agro-based production.

Strategy for Human Development. Strategies to increase Sierra Leone's UNDP Human Development Index from 0.33 to 0.62, the average level of middle-income countries, will focus on improving health and education for all, and particularly for women and girls. Health will build on the Free Health Care and Scaled-Up Nutrition Initiatives, expanding immunisation and access to water and sanitation. Education access, equity and quality will be improved at all levels, achieving high literacy, and developing a labour force with the skills demanded by the employment-generating sectors of the economy.

Key Enablers. AfP will require sound macroeconomic and fiscal fundamentals; and a society with strong institutions and good governance; with women socially, economically and politically empowered; with social support for disadvantaged groups; and with fair legal protection and justice for all. Accordingly, great emphasis is placed on strengthening governance (with a gender focus), building justice and security, and increasing accountability and transparency.

Macroeconomic Challenges and Strategies. The AfC is designed for Sierra Leone to overcome challenges to its economic development from (a) the relatively undiversified nature of the economy, with high unemployment; (b) a recent rate of economic growth which

is too low to have the desired impact on poverty; (c) potential external shocks such as inflationary pressures from international food and fuel prices; (d) potential fluctuations in international prices of commodity exports; (e) the possibility of "Dutch Disease", that is distortion to the economy caused by an appreciating exchange rate due to earnings from commodity exports; (f) high domestic debt; and (g) low domestic revenues.

Macroeconomic and fiscal strategies include: enhancing domestic revenue by improving tax administration and the tax base; improving budget planning, re-orienting public expenditures in favour of capital spending while rationalising recurrent expenditures; monetary policy focusing on maintaining price stability, consistent with high, sustainable economic growth; a flexible exchange rate regime; and developing a medium term debt strategy.

C: Agenda for Prosperity Pillars

Pillar 1 – Diversified Economic Growth

The economy has not generated the much desired gainful employment, partly because production has remained undiversified, dominated by subsistence agriculture. The booming natural resource exploitation will not give wide opportunities for all, and is liable to shocks. AfP gives pressing priority to promoting diversification towards economic sectors with long-term potential for inclusive, sustainable growth, to increasing value-added in production, and to removing constraints to women's participation in the economy.

Strategies will focus on agriculture (both small and larger scale, subsistence and cash crop), fisheries, manufacturing, and tourism. In all sectors Government will work to remove constraints, for example promoting feeder roads and other infrastructure, microfinance and wider financial access including seeking foreign investment, marketing and export support, research and extension, training and guidance, setting up economic hubs and special economic zones, and institutional support. AfP emphasizes improved coordination among MDAs and other actors.

Pillar 2 – Managing Natural Resources

The AfP Vision relies heavily on use of Sierra Leone's rich natural resources, both renewable and non-renewable, to be the initial driver for rapid growth. Their exploitation, particularly which of minerals and probably petroleum, has the potential to generate significant revenues, but also to distort development in various ways if not properly planned. The environment also faces challenges from on-going activities, such as land degradation from subsistence agriculture, forest exploitation, and unplanned urban development. Preservation of the rich environment and natural resources will be a high AfP priority, to combat challenges in a wide range of sectors. Priorities for resource management activities include mineral resources, fisheries and marine resources, water resources, land management, forestry management, and oil and gas development.

The Environmental Protection Agency will have a key overview role in all these sector**s.** Government will also establish a Transformation Development Fund, to ensure natural resource revenues are used to promote Sierra Leone's transformation and to sustain inclusive economic development. Strong coordination across-sectors and among agencies and actors within sectors will be essential, as will cooperation with neighbouring countries.

Important strategy issues are specific to individual sectors.

- **Mineral resources**. The National Minerals Agency will lead in implementing detailed sector strategies, to ensure that Sierra Leone benefits from exploitation, minimizing negative impacts. As well as larger-scale mines, strategies focus on regulation and efficiency of

artisanal mines. Community Development Agreements will ensure that welfare and benefits of the individuals and communities affected by mining are respected.

- **Marine Resources**. Special attention will be paid to preventing over-fishing, including enforcement action against illegal fishing. Government will work with stakeholders to develop strategies against coastal erosion, particularly for mangroves.
- **Water resource management**. Sierra Leone has rich water resources, but water is not available where and when needed. Policy will develop water resources, ensuring water is used in an integrated manner, addressing human needs, ecosystems, and conservation; responding sustainably to the needs of society and the economy.
- **Land management**. Strategies include a legal framework for land ownership; developing land-use planning; creating sustainable infrastructure for social improvement and economic growth; training farmers in sustainable land and water practices.
- **Forests**. Redesigned institutional and policy frameworks will coordinate the forestry sector to address competing demands. Sustainable management can meet widely different objectives, of forest conservation, watershed regulation, traditional exploitation, economic development and job creation, eco-tourism, biodiversity and climate change.
- **Oil and Gas**. Exploration is promising; commercial production could be developed shortly. Government is putting in place an institutional and fiscal framework, to regulate the industry and ensure that Sierra Leone benefits transparently from oil and gas.
- **Electromagnetic Spectrum.** This easily forgotten and underestimated natural resource potential will be fully explored and exploited.

Pillar 3 – Accelerating Human Development

This Pillar seeks to develop human capital, to empower people to reduce poverty, and to accelerate the achievement of the Millennium Development Goals following significant strides 2008-12. Strategies will accelerate human development, through improving education quality and access, providing extensive health services, controlling HIV/AIDS, providing safe water and improved sanitation, population policy including reducing migration to the cities and slowing fertility, and mainstreaming gender parity.

Pillar 4 – International Competitiveness

Economic growth will be determined by the success of Sierra Leone's companies and industries, enabled by a supportive business environment, including a good institutional framework, adequate infrastructure, access to credit, and availability of skilled labour. It will need significant foreign direct investment, and so must be internationally competitive; at present it is low on global competitiveness lists. Competitiveness will require partnership between public and private sectors, and coordination among MDAs and development partners. Government is giving priority to removing the wide range of identified constraints, and to building the necessary supportive environment and infrastructure. It will emphasize a gender responsive approach in all activities to develop competitiveness.

Pillar 5 – Labour and Employment

Employment and employment quality are crucial for pro-poor growth. Unemployment and under-employment are high, especially among youth and women; much of the labour force has little training or education. Informal employment remains pre-dominant and is growing; quality and productivity of informal work have to be improved, through training and education, small-enterprise development and access to credit. Labour conditions need improvement. The AfP strategy is to encourage all economic actors to provide productive and adequately remunerative employment opportunities, for all who are willing to work, including vulnerable groups, while improving working conditions. Activities will include promoting investment in small- and large-scale business and agriculture to create employment, at all levels of the private and public sector economy; skills development; designing public works programmes to employ youth; and ensuring an employment-friendly institutional framework.

Pillar 6 – Social Protection

Economic growth has not reduced poverty, inequality and vulnerability to risks, which are widespread and multidimensional. Over half the population live in poverty; 45% of households are food insecure. Inequity based on gender, age, location, education and income impacts livelihoods. Malnutrition is widespread; while female barriers to education include high teenage pregnancy and early marriage. Social protection services, needed to help address poverty issues, are fragmented and inadequate in coverage and targeting. Only free health care and education for the vulnerable have been extensive, but implementation is uneven.

The AfP stresses implementation of the 2011 National Social Protection Policy, to complement the effects of economic growth in building resilience. Strategies will develop social protection policies, institutions and programmes, building capacity of relevant agencies and their staff; extending social insurance interventions; providing basic social protection packages for the vulnerable; strengthening support for nutrition, health care, education and housing.

Pillar 7 – Governance and Public Sector Reform

Good Governance, including access to justice, peace and security, and effective capacity in the public sector, are all pre-requisites for the AfC Vision. Capacity-building and other activities, in a wide range of vital and diverse sectors and areas of institutional development, all contribute to this crucial Pillar:

- Parliament, political and local governance, including institutional issues such as the relative roles of Chiefdoms and local councils.
- Anti-corruption and transparency, with the work of the Anti-Corruption Commission.
- Public finance management (for central and local government, and MDAs), including improving budgeting, expenditure management and revenue mobilization; developing the work of the Audit Commission, as well as Internal Audit; strengthening public procurement and fiscal decentralisation.
- Public service reform, creating a capable public service of the right size, with an appropriate skills mix and job composition to deliver its core functions; development of agencies, institutions and policies, including public sector pay reform; strengthening data systems.
- Justice, Safety and Security Sector, including capacity-building for Justice, Security, Police, Armed Forces, prisons & fire services. Strategies involve ensuring appropriate equitable access to services for all; strengthening sector management, staffing with trained personnel, and institutional capacity; simplifying procedures; developing physical infrastructure to meet needs.
- Promotion of human rights and democracy, with the work of the Human Rights Commission and the National Commission for Democracy; developing human rights culture through education; and promoting public awareness of equality, non-discrimination and other human rights, issues and responsibilities.

Pillar 8 – Gender and Women's Empowerment

Institutionalized gender inequalities are exacerbated by discriminatory customs, particularly with relation to marriage, property rights and sexual offences; women and girls have limited access to education, justice, health care, employment, and decision making. Government has committed to gender equality and women's empowerment, signing a range of policy declarations and enacting legislation. Yet translating them into developmental policy and practice has not surprisingly been difficult.

The AfP goal is to empower women and girls through (a) education, reducing socio-economic barriers and supporting formal and non-formal education; (b) increasing their participation in decision-making in public, private, and traditional institutions, and access to justice and economic opportunities; (c) strengthening prevention and response mechanisms to violence against women and girls; and (d) improving the business environment for women, with access to finance and capacity development. Government will enact Gender

Equality legislation, set up a National Women's Commission, and focus on coordinated gender awareness and action across and among MDAs and civil society.

D: Implementation, Monitoring and Evaluation

Implementation of AfP is the responsibility of all Sierra Leoneans. Implementation will be led by Central Government. Each MDA will ensure implementation of sectoral policies and activities in their sectors; local councils will lead programmes and projects within their districts. Civil society and non-governmental organisations will support the roles of councils and MDAs.

A key lesson learnt in implementing AfC was the need for coordination among MDAs. For AfP, a coordination structure will be led by the Office of the President, with technical leadership from the Ministry of Finance. MOFED will coordinate programme formulation and resource mobilisation, coordinating dialogue between Government and development partners, together with line ministries.

Sector Coordinating Committees and Presidential Task Forces will oversee the process. A National Technical Committee, meeting quarterly, will coordinate monitoring and evaluation. Pillar working groups comprised of relevant MDAs and development partners, will review progress on activities within their Pillar, reporting to the NTC. The Office of the President will be represented on all working groups and the NTC.

At Policy level, a Mutual Accountability Framework (developed by Government together with development partners), a Results Framework, and a Policy Implementation Matrix, will allow overall monitoring and progress tracking, through activity progress reports from each relevant institution. Targets for each activity have been set up, directly aligned to Pillar strategic priorities and actions. All implementing MDAs will monitor their activities against these targets, and report to the Working Groups. Impact and outcomes will be assessed against baseline data, in a mid-term review, and on completion of activities or programmes.

AfP implementation and monitoring mechanisms will include Public Expenditure Tracking Surveys, to identify how public resources are used, and performance management contracts signed between the President and Ministers concerning the activities to be undertaken by their MDAs. The Ministry of Finance will support MDAs in developing capacity, and report annually on AfP progress.

Risks to the Agenda for Prosperity

Risks identified that could threaten AfP implementation include (a) possible collapse in international commodity prices, reducing the revenue needed to fund AfP; (b) future external shocks such as oil or food price inflation that could derail the economy; (c) potential political instability in the sub-region; (d) the possibility that the public sector might not have capacity to deliver the programme; (e) possible unrest due to youth unemployment not falling as fast as the public expects; (f) the danger of "Dutch disease" if inflows of natural resources earnings are not managed adequately to avoid macroeconomic distortion; (g) rapid growth in urban population; and (h) possible effects of climate change on agriculture. The Ministry of Finance will set up task forces to generate proposals for managing the potential effects on the AfP of the risks identified.

E: Financing Options: Resource Mobilisation Strategies

To achieve the sustainable growth and transformation underscored in AfP, adequate financing will be needed for the projects and programmes identified. The Government will explore traditional and non-traditional sources of funding, including:

(a) To intensify domestic revenue mobilisation, the revenue authorities will improve the efficiency of tax and non-tax collection, and enforce compliance.

(b) To increase donor support, by convincing development partners that Sierra Leone is ready for increased funding, Government will work with stakeholders to improve the Country Policy and Institutional Assessment.

(c) Government will seek support from the Millennium Challenge Corporation, which offers a new commitment to fighting poverty in developing countries that take the steps to govern well, including fighting corruption, maintaining sound economic policies, and investing in education and health.

(d) Government will seek public-private partnership support, particularly in infrastructure sectors.

(e) Potential benefits from carbon trading will be explored.

(f) The concept of diaspora bonds, potentially issued by Sierra Leone to its diaspora, will be examined. Such bonds could help finance projects with appeal to the diaspora, such as in infrastructure, housing and social amenities.

SIERRA LEONE AGENDA FOR PROSPERITY

PART 1: Vision for Middle-Income Status (2035)

At the commemoration of Sierra Leone's 50th independence anniversary, the President called upon all Sierra Leoneans to come together in order to chart a new development path that would take the country to a middle income status within the next 25 years, and subsequently, transform to a donor nation in the next fifty years. Several months of extensive consultations, technical studies and reflections, both in and out of the country, concluded with The Sierra Leone Conference on Development and Transformation. The Conference was guided by the President, and endorsed by a wide selection of nationals from all regions and walks of life. It adopted the Vision of a Sierra Leone enjoying middle income status in 2035.

This programme represents the agenda for the first five years of the journey towards that Vision: the vision of a country where extreme poverty would have been eradicated. . This third generation Poverty Reduction Strategy Paper (PRSP III) of Sierra Leone depicts the country's Agenda for Prosperity (AfP).

1.1 Sierra Leone in 2035 – the Vision

By 2035, Sierra Leone aspires to be an inclusive, green, middle-income country with the following features:

- Socially, economically and politically empowered women contributing to national development in various forms
- Less than 5% of people seeking jobs would be without work
- Over 80% of the population above the poverty line
- Free and compulsory education for every child
- Over 90% of the population able to read and write
- Access to affordable housing for all
- A health care and delivery system within a 10 kilometre radius of every village
- An effective and efficient child and family welfare system
- Life expectancy of 70 years, where every mother has access to a modern hospital in which she can give birth without fear
- Less than 11% stunting among children under two years of age
- An independent and accessible judiciary enjoying the confidence of the people
- A system of political governance where governments are voted in and out of power peacefully, and where citizens can hold governments to account for efficient and effective delivery of public services
- A modern and well developed infrastructure with reliable energy supplies
- World standard ICT
- A stable, export-led economy, based on sound macroeconomic fundamentals, with inflation close to 5% and government revenues increased significantly to 35% of GDP
- Private sector-led growth, creating value-added products, and providing jobs for our people
- An effective environmental management system in place that protects our biodiversity and is capable of pre-empting environmental disasters
- To be a model in responsible and efficient natural resource exploitation.

To realise this long term vision of a middle income country in 25 years calls for deliberate and decisive action on two fronts:

- To achieve a robust and consistent level of **high economic growth**, and
- To maintain significant progress on **governance indicators**, that will confirm Sierra Leone's stability as a state, together with sustained improvements in **human development indicators** for its citizens.

1.1.1 Economic Growth

Per capita GNI was $340 in 2010. To reach the bottom rung of Middle Income status, the size of the economy and subsequently, the per capita GNI will have to triple in 25 years, with GNI per capita rising to $1006. This implies an average growth rate in per capita income of at least 3.9% in the next 25 years, or 5.8% annual growth in total GNI.

Sierra Leone is now setting more ambitious targets, that would generate a major difference in livelihoods through more job opportunities, higher incomes and a vibrant business sector; the target is annual GNI per capita growth of 4.8% and annual total GNI growth of 6.7%, to pass Middle Income status in 2030, achieving by 2035 a per capita GNI equivalent to that of Ghana in 2010. In the event of the discovery of petroleum reserves in commercial quantities, growth by the end of the planning period 2018 could accelerate and allow the achievement of the vision before 2035.

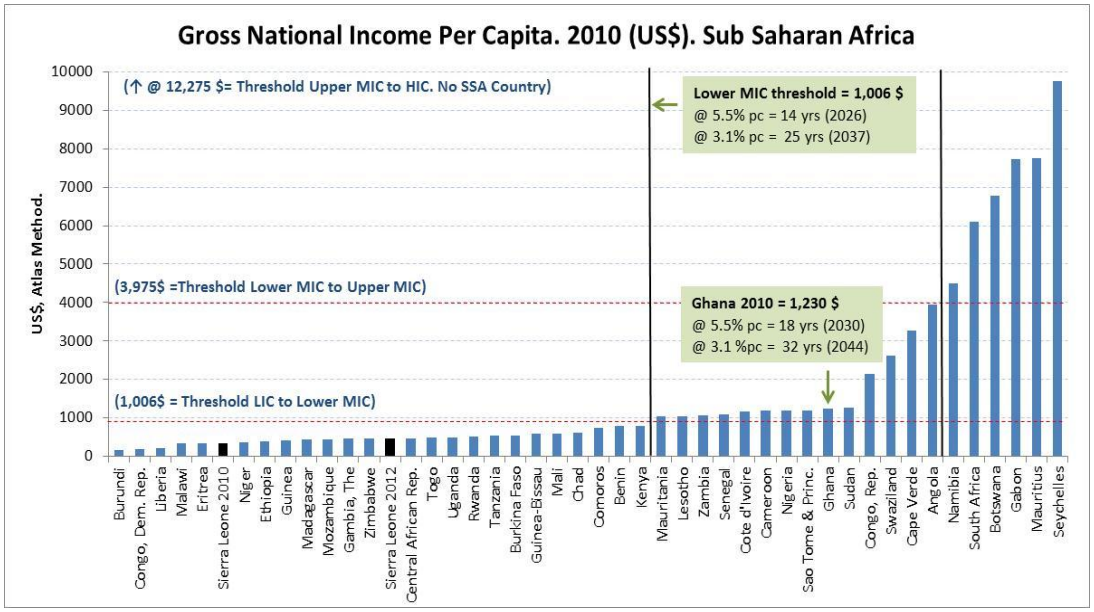


Figure 1: Gross National Income Per Capita. 2010 (US$) Sub Saharan Africa

Source: Growth Diagnostic calculations based on World Bank, World Development Indicators (WDI) data

1.1.2 Human Development

Prosperity for Sierra Leoneans will be measured by the levels of access to reasonable health care; high quality education; and equal opportunities for all, regardless of age, gender, religion and tribe, and with special attention to the needs of the disabled and vulnerable. Thus, improvements in the quality of life for ordinary citizens will be reflected in incremental changes in the UNDP Human Development Index (HDI) [1]

[1] The health component of the HDI is approximated by life expectancy at birth, and the knowledge component is approximated by education achievements.

Sierra Leone's HDI was 0.33 in 2010 (below the average for Low HDI countries, at 0.45). The target is to improve these figures radically over the medium term, by aiming for Sierra Leone to achieve the average Medium HDI level (0.625) in 25 years' time. This would take the HDI to a level higher than the current rates of many countries (including, for example, Ghana: see figure 2).

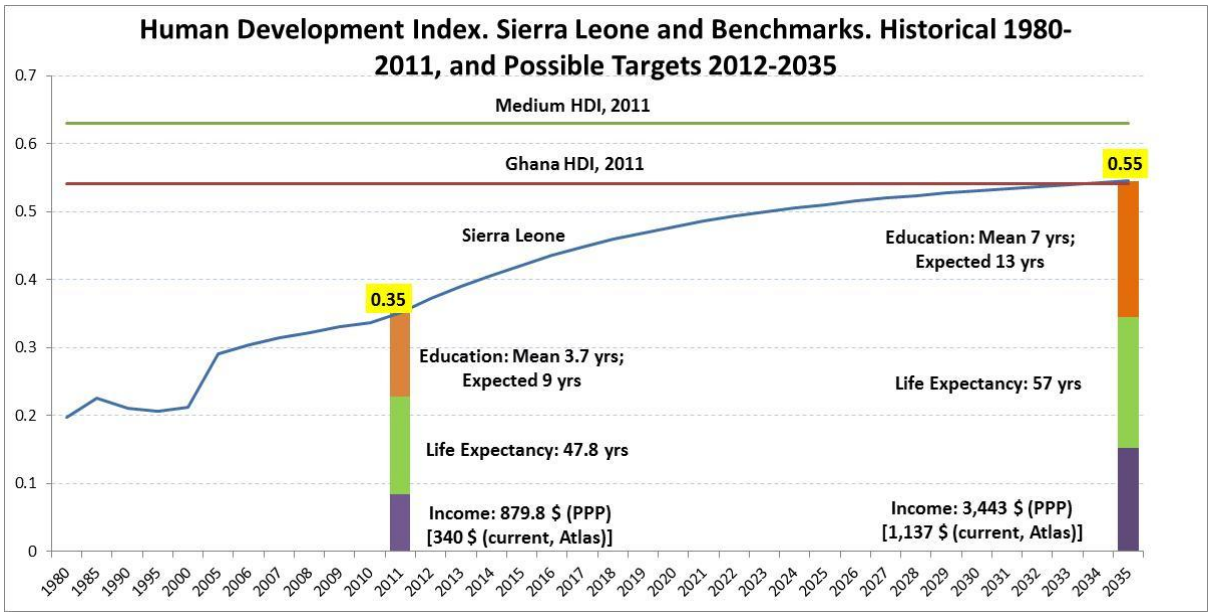


Figure 2: Human Development Index. Sierra Leone and Benchmarks

Source: Growth diagnostic calculations based on UNDP, HDI data, and World Bank, WDI data

Gains in the human development index will involve improvements in health and education indicators.

- **Health** targets include increasing **life expectancy by 10 years** (from 47 to 57 years) over the next 25 years. They will involve providing access to a modern hospital for **every mother**; building on the **Free Health Care and Scaled-Up Nutrition Initiatives**, and improving the number of doctors, nurses, and other essential medical personnel; increased coverage for **child immunization**, as well as increased percentage of the population with access to **clean water and sanitation facilities**.
- **Education** is one of the most transformative factors among the social services to be delivered. The march to prosperity will require that the country improves basic, secondary, technical and tertiary education systems, with wide access across the population and especially for girls, to better meet the needs of society, and of growing investment opportunities.

1.2 Strategy and direction

In the first five years of the march to prosperity, 2013-2018, the Agenda will be to build a **stable economy, founded on private sector-led growth, and diversified across several competitive** sectors to achieve our economic and human development vision. This will be enabled by developing:

- Adequate transport facilities,
- Continuous and affordable power supply,
- Appropriate information communication technology, and
- Improved financial services infrastructure.

In other words, by providing features that respond to the requirements of an increasingly sophisticated economy, attractive for foreign investment, and a place for local businesses to grow.

As part of this strategy, Sierra Leone will draw on its natural resource endowments. The exploitation of natural resources has the potential to generate rapid growth and transformation; but without prudent and careful management can also produce the effects of natural resources curse. Thus a key component of the agenda is the responsible management of natural resource endowments. Sierra Leone will aim to be a **model in responsible natural resource exploitation,** with revenues directed at transforming and developing the country over the long term in a framework of sustainable environmental protection**.**

Liberating the binding constraints in infrastructure will require an increase in the power generating and distribution capacity to 5GW by 2030, the modernization and expansion of port facilities, construction of a second airport and airport city, rehabilitating major trunk and feeder roads, developing water resources to respond sustainably to needs, and linking all major cities and towns to the national fibre optic network.

Ultimately the private sector will drive growth. Growth will be export-based, but in an increasingly diversified economy, in sectors where the country has acquired a competitive advantage. Sierra Leone will aim to have a competitive and employment-friendly, industrial sector, that will capture more and more of the value chain of its natural resources through production and manufacturing. Transformation of the **agricultural sector, to twenty-first century standards,** will combine smallholder commercialisation projects with large-scale agro-based production. Heavy manufacturing industry will include producing **steel from iron-ore**.

1.2.1 The enablers

Sound macroeconomic fundamentals – of strong economic growth, sound fiscal balance, and a stable balance of payments – will underpin the strategy. In particular, single digit inflation (no more than 5% p.a.), and enhanced domestic revenues rising to 35% of GDP, will provide the platform for the Agenda.

The **society at large** will be a key enabler of this Vision. Opportunities will be created for socially, economically and politically empowered women; legal protection will be ensured to all; and there will be social support for the disadvantaged groups, like children, the elderly, and the disabled. Finally a credible, efficient and accessible judiciary will ensure fairness and justice in the society.

Public institutions will be reformed and modernised: building capacity and creating new institutions as may be appropriate. Government will become more effective at coordinating delivery across institutions and will tackle issues of corruption and patronage to establish a performance culture throughout the public service. Greater transparency, and **a growing group of better informed, engaged and more demanding citizens, will together improve our democratic processes.**

Finally, Sierra Leone will be a place where Governments are voted in and out of power peacefully, based on the citizens' assessment of their capacity to set and deliver a transformative development agenda.

1.2.2 The agenda for the next five year journey towards prosperity:

The next five years, 2013-2018, **have the potential to be the most transformative in the country's history, as they lay the foundation for achieving middle income status.** The years will represent:

- The stage in national development where the economic model to ensure private-sector-led growth is set and pursued vigorously.
- A period during which growing revenues from natural resource wealth will create huge investment opportunities.
- A time of visible progress defined by fundamental changes in human development.
- A time for accelerated reforms of the public sector, in preparation for better service delivery to the public.

The Agenda for Prosperity sets out how Sierra Leone will take the early steps towards realising this vision.

1.3 Agenda for Change: Progress and lessons learnt

1.3.1 Progress in Implementation of the Agenda for Change (AfC)

Progress in the implementation of Sierra Leone's second generation Poverty Reduction Strategy, the Agenda for Change (AfC), was generally positive as discussed below.

1.3.1.1 Ensuring a stable macroeconomic environment, conducive to growth

Annual GDP growth (excluding iron ore) reached 5.2% on average during Agenda for Change. Output expanded in all major sectors, particularly mining and agriculture; and the economy showed resilience in the face of an uncertain global economic environment, with large increases in exports and maintenance of stability of both exchange rates and public debt levels.

1.3.1.2 Increasing the scope and effectiveness of public finances

Revenues and expenditures grew several-fold over the AfC period, with a fundamental shift of revenues towards large development projects in energy, agriculture, and transport. Systems of revenue collection have been simplified and broadened, including the introduction of GST. Expenditure management systems have improved, bring more efficiency of public spending, through better monitoring and tracking.

1.3.1.3 Raising international competitiveness of the economy

Sierra Leone increased its **"Doing Business" score** markedly during the five years. There were major improvements in the **energy sector**; including the completion of Bumbuna Dam; **transport sector** progress included construction of the road from Rogbere Junction to Pamelap. These efforts promoted economic activity. In addition, the **financial sector** has diversified and grown, bringing increased access to finance. The **legal, regulatory and institutional frameworks** that underpin private-sector-led growth have been strengthened, including creating the Sierra Leone Investment and Export Promotion Agency (SLIEPA), the establishment of a fast-track commercial court, and the revised legislation of company activities. **Investment levels**, particularly from abroad, have increased several-fold.

1.3.1.4 Allowing wealth and jobs to be created from natural resources endowment

New mineral and oil deposits have been explored and assessed; significant increases in jobs and revenues are emanating from a rapidly growing mineral extraction sector. Economic benefits continue to be derived from the abundant resources in **fisheries, forestry, land and water**: forward steps have been taken to measure the quantity of the country's natural resource wealth; while **sustainability issues** have, rightly, risen up the agenda.

1.3.1.5 Improving human capital: better health-care, water and sanitation

Significant scale-up in investment in health care was achieved. There was a major roll-out of free health care services for pregnant women, lactating mothers, and children under five nationwide; health infrastructure and health management systems received higher investment and improvement. Maternal and child mortality rates have dropped significantly, and the incidence of HIV/AIDS has remained low and under control. Access to water supply has increased; improved drinking water now reaches well over half of the population, and access to adequate sanitation has grown substantially.

1.3.1.6 Improving human capital through better education

Investments have been made in **education**. Capital investments include the building of hundreds of schools across the country; recurrent investments have improved teachers' salaries, and provided teaching and learning materials. Educational **participation** (e.g. enrolment rates) and **attainment** (e.g. literacy rates) have improved, especially for girls.

1.3.1.7 Providing more and better-quality jobs throughout the economy

The improved **private sector climate** has allowed companies (particularly in the industrial and services sectors) to expand, hire more staff, and pay better wages. Government has also undertaken several initiatives to boost employment levels, particularly of young people, including the introduction of the Local Content Policy.

1.3.1.8 Strengthening governance mechanisms and the capacity of the public sector

Rationalised pay levels, the introduction of performance management systems, and improvement in training facilities, among other initiatives, have increased the capacity of the public sector to make meaningful contributions towards national development. **Electoral systems** were strengthened, ultimately leading to smooth and peaceful elections in 2012. **Transparency and accountability** of Government has been improved, including through greater visibility of public finances and a functioning Anti-Corruption Commission. **Justice and security** mechanisms have become more professional and reliable, with peace and order being maintained nationwide. **Decentralisation of administration** has deepened, with Local Councils having continually greater authority and resources.

1.3.1.9 Commencing initiatives to improve social protection and gender equality

A number of programmes were initiated, including **school feeding**, **support to disadvantaged groups** such as the disabled and the elderly, and assisting the most vulnerable during food and fuel price hikes. Efforts have been made to raise the profile of **gender equality**, including the strengthening of institutional and legislative arrangements for the promotion of gender equality and the reduction of violence against women.

1.3.2 Lessons Learnt in Implementing Agenda for Change

In implementing the Agenda for Change, a number of lessons were learnt about factors which may have constrained the full implementation of the strategic priorities.

1.3.2.1 Insufficient inter-ministerial collaboration and coordination

The successful implementation of programmes required a high level of coordination between and within Ministries, Departments and Agencies of Government, as well as with the local councils. However, during AfC implementation such coordination and collaboration was not very effective, resulting in unnecessary duplication of effort, wastage of scarce resources, and slowing the rate of overall implementation of key projects.

1.3.2.2 External shocks: unprecedented rises in international food, oil and petroleum prices

External shocks can play a major role in how domestic policies are implemented. During the course of implementing the AfC, the **rise in prices** of food, fuel and petroleum created the need to provide substantial subsidies for fuel, as well as other unplanned expenditures for social safety net programmes. This means that fewer resources were available for planned programmes. Sierra Leone is also **vulnerable to epidemic diseases** linked to poor sanitation and drainage, to air-borne vectors and to climate factors; these have both economic and human costs.

1.3.2.3 Introduction of new initiatives

The need to address pressing issues sometimes requires the introduction of new initiatives. During implementation of the AfC the Free Health Care and Scaling-Up Nutrition initiatives were introduced, to address issues of infant, child and maternal mortality. These very laudable initiatives, which required a significant amount of resources to provide drugs and improve working conditions in the health sector which had not been envisaged when the AfC was planned. Resources therefore had to be diverted from other budgeted programmes.

1.3.2.4 Weak Monitoring and Implementation framework

The monitoring and implementation framework for the AfC was never fully developed, and there was no universally agreed results framework to monitor and evaluate progress. Monitoring was therefore done in the Ministry of Finance and Economic Development through ad hoc project site visits, without an established baseline or targets. In addition, the Office of the President used a performance tracking table to monitor progress that was not fully aligned to the AfC. There is therefore a need to develop a comprehensive Monitoring and Evaluation Framework that harmonises efforts to monitor progress, as well as fully aligning programme targets to policy and project outcomes. **Improving national statistics** is also a challenge, to help generate proper data and monitor policy results.

1.3.2.5 Untimely disbursement of funds

The predictability of development assistance facilitates implementation as well as allows Government to effectively allocate resources on a regular basis as planned. During the implementation of the Agenda for Change, disbursement from development partners for Direct Budget Support and projects was not always predictable. This resulted in Government having to provide much needed finance for projects which were planned to be wholly or partly funded by Development Partners; reimbursement of such funds was usually complicated. Disbursement issues caused delays in starting some key priority projects, and in the timely completion of others.

1.3.2.6 Weak implementation capacity

Inadequate or fragmented capacity building efforts to support and facilitate the implementation of programmes and activities affected sustainable service delivery in some instances. Strengthening capacity across all levels is therefore critical for effective implementation of priority programmes. This includes both human and technical capacity.

1.3.2.7 Prioritization is critical

The prioritization of sectors in AfC made it easier for partners to realign their support on specific priority sectors, which in most cases resulted in realisation of goals set out. Thus the strategic activities in the various Pillars of AfP will likewise be prioritized, to ensure that only what is feasible within the five-year period is attempted. This lesson is also useful for government, so as not to overstretch the Treasury.

1.3.2.8 Forward Guidance and Changing Circumstances

The Agenda for Prosperity provides forward guidance and commits to socio-economic strategic priorities five years ahead. While these can help policy makers think longer term, there is always the need to prepare and adjust to changing circumstances. The outbreak of cholera in the last years of implementation is a case in point. This strengthened the case for Government to also plan and save for unforeseen situations to avoid distraction from stated strategic priorities.

1.3.3 Preparing the Agenda for Prosperity

The Agenda for Prosperity was prepared based on extensive nationwide consultations, lessons learnt from the implementation of the Agenda for Change, and conducting analysis on growth, poverty and fragility.

1.3.3.1 Conference on Development and Transformation

In 2011, prior to celebrating the country's 50th Independent Anniversary, H.E the President established a committee to coordinate the rethink of our development path over the last 50 years with a view of charting a new trajectory for the next 50 years. In this regard, extensive consultations were carried out at every level; National, Regional, District, Chiefdom, and Wards. All key stakeholders, including Religious Leaders, Political Representatives, Market Women, School Children, Traders Union, Farmers Association, Teachers, and Private Sector Operatives, were consulted on where they think Sierra Leone should be in the next 50 years.

These widespread consultations took the form of Focus Group Discussions, Town Hall meetings and other technical expert meetings, talk shows and radio programmes. This was followed up by a validation exercise in every district and the findings presented at a national conference with over 500 participants.

A key outcome of the conference is the aspirations of Sierra Leoneans to be middle income status by 2035. The Agenda for Prosperity is the first five (5) year march towards that goal.

1.3.3.2 Coordinating committees

After the results of the conference were presented, H.E. set up a committee to coordinate the development of the Agenda for Prosperity.

The National Technical Committee (NTC) chaired by MOFED, comprised of the Office of the President, Bank of Sierra Leone, Statistics Sierra Leone, University of Sierra Leone, CSO, and UNDP representing the donor community. The committee is primarily responsible for developing the document under the guidance of the Minister of Finance and Economic Development, through

- Drafting the various Pillar chapters,
- Reviewing and proffering comments and recommendations on analytical studies,
- Formulating the Policy and strategies for each of the sectors/thematic areas.

The Pillar Working Groups (PWGs) were established as sub-components of the NTC, in order to ensure that the Ministries, Departments and Agencies (MDAs) are driving the process of identifying critical gaps and formulating strategies to address their respective constraints. The PWG comprise of sectors within each Pillar, CSO operating within the Pillars, Development Partners supporting programmes within the Pillars. Each Pillar is led by a member of the NTC. The PWGs were primarily responsible for:

- Reviewing existing analysis within the Pillars and identify relevant gaps.
- Provide draft of sectors to Pillar leads for submission to the NTC.
- Support the development of clear objectives and strategies for the various sectors.

1.3.3.3 Analytical work conducted

The analytical work on the Agenda for Prosperity started with the outcome of the Development and Transformation Conference (Vision 2035), and the review of the Agenda for Change in terms of progress, remaining challenges and lessons learnt. The following analysis was conducted to enrich the process:

- Growth Diagnostic; to identify binding constraints to growth and to determine the level and dimensions of growth that will be required to achieve middle income status while reducing poverty and creating employment.
- Fragility Assessment; in line with the Principles of the New Deal for engagement in Fragile States. This was conducted to give Sierra Leone the opportunity to ascertain the level of fragility in the country.
- Poverty Profile; to ascertain the level of poverty reduction associated with the implementation of the Agenda for Change, and to see socio-economic patterns of poverty.
- Green Growth Analysis; to ensure sustainability of implementation of a green growth strategy. A diagnostic was conducted and green growth issues mainstreamed throughout the document.
- Updated Diagnostic Trade Integrated Study; to diagnose and address the barriers to trade and investment by looking at specific sectors; mining, tourism and agriculture.
- Employment Count; since a full Labour Survey could not be conducted, employment counts for 150 institutions were conducted to proxy the employment trend over the last 5 years.

1.3.3.4 Consultations

In addition to the exclusive consultations during the preparation for the conference on Development and Transformation, several consultations were conducted to enrich the process and the final document.

Consultations with Parliament. As with the Agenda for Change, parliament was consulted at two levels, one on the outline of the document and the other on the content. A half-day workshop was held with the honourable members of parliament, and their invaluable suggestions were inputted before finalizing the document.

Civil Society Organizations (CSOs). Although CSOs were represented in the Pillar Working Groups and they usually participate in regional and national consultations, CSOs were consulted as a special focus group and given the opportunity to contribute meaningfully to the process of finalizing the document. To this effect, a half-day consultative workshop was conducted with a representative group of CSOs and their consolidated comments and recommendations have been reflected in the document.

Private Sector Forum. The successful implementation of the Agenda for Prosperity requires active Private Sector participation. In this regard, Private Sector consultations were held to exchange ideas on how Public Private Partnership could be enhanced as well as how Government and Private Sector could better collaborate to ensure effective implementation of the Agenda for Prosperity within a conducive environment for Small and Medium Scale Enterprises development as well as large scale investment.

Regional Consultations. Four Regional Consultations were conducted to ensure that the views collected during the conference on Development and Transformation are adequately reflected in the document. In addition, these consultations with various stakeholders ensures that during the implementation the people in the region are comfortable with projects and programmes and will be able to lead and own the processes at the local level.

Development Partners. Development Partners were consulted in several ways. At the Presidential DEPAC, where the initial timeline and outline of the document was presented, Development Partners provided useful comments that enriched the document. In addition, during two separate DEPAC meetings, the various drafts of the document were presented; development partners made useful comments that were incorporated into the final document. The African Development Bank, World Bank and UNDP also had separate retreats where the Technical Committee presented the draft document in order to ensure that their respective country assistance strategies are directly aligned to the priorities of the Agenda for Prosperity. The final draft of the document was also shared with partners many of whom provided useful comments that were incorporated into the document.

PART 2: Sierra Leone's Poverty Profile, Growth Diagnostic and Medium Term Macroeconomic Objectives and Policies

2.1 Sierra Leone's Poverty Profile

2.1.1 Poverty Incidence

The strong growth of the economy during the post conflict period translated into a reduction in the incidence of poverty in the country. The 2011 Sierra Leone Integrated Household Survey estimated that 52.9 percent of the population is poor compared to 66.4 percent in 2003.

Although poverty remained relatively high in Sierra Leone, the incidence of poverty declined in the three provincial regions-Northern, Eastern and Southern regions but increased in the Western region between 2003 and 2011. Poverty declined from 86.0 to 61.3% in the Eastern region, from 80.6 to 61.0% in the Northern region, and from 64.1 to 55.4% in the Southern region. Poverty increased in the Western region from 20.7 to 28.0%. This increase is likely driven by large numbers of economic migrants, moving to the Western region, in particular Freetown, seeking employment opportunities.

The decline in poverty was most pronounced in the urban areas outside Freetown, with a reduction from 70.9% in 2003 to 39.5% in 2011. Poverty in Freetown increased from 13.6% to 20.7% in 2011. Despite the increase in poverty in Freetown, urban poverty as a whole decreased from 46.9% in 2003 to 31.2% in 2011. Rural poverty also declined from 78.7% to 66.1% but remained high relative to urban poverty over the same period. Hence, poverty remains pervasive in rural areas.

District level poverty rates for 2011 show the geographic divisions of prosperity and poverty. The lowest levels of poverty were in the capital city of Freetown. Outside of the capital, poverty was relatively consistent across the country. Eleven of the 13 remaining districts had a poverty headcount ranging between 50 and 62%, with the lowest being in Bo district with 50.7% and the highest in Tonkolili with 76.4%, followed by Moyamba with 70.8%. The 2011 SLIHS revealed the average person's total consumption falls short of the minimum consumption level necessary in order not to be poor by 16% (the so-called "poverty gap"). However, poverty remains deep in the rural areas, where the average individual in poverty falls short by 21% of their basic needs. The average urban poor could afford about 92% of their basic needs in 2011, compared to approximately 84% in 2003. At regional level, poverty is deeper in the Northern region whose poor can only meet up to 81% of their basic needs, compared to 83% for the Southern region, 82% for the Eastern region and 92% for the Western Area, indicating that poverty is less deep in the Western Area.

At the District level, poverty is very deep in the Bombali District with the poverty gap estimated at 22.7%, implying that the poor in the Bombali District can only afford up to 77% of their basic needs. This is followed by Moyamba, Port Loko, Tonkolili and Kenema with poverty gaps estimated at 24.2%, 21%, and 19.1%, respectively. The poor in Freetown can afford up to 95% of their basic needs, indicating that they are not far away from the poverty line – the expenditure level required to take them out of poverty.

Table 1: Absolute Poverty in the Districts by Incidence Gap and Severity, 2003 & 2011

Absolute Poverty	Incidence		Gap		Severity		% of population	
	2003	2011	2003	2011	2003	2011	2003	2011
National	**66.4**	**52.9**	**27.0**	**16.1**	**14.0**	**6.7**	**100.0**	**100.0**
Rural	78.7	66.1	33.8	21.1	18.0	9.1	61.3	62.3
Urban	46.9	31.2	16.3	7.7	7.7	2.8	38.7	37.7
Freetown	13.6	20.7	2.5	4.9	0.8	1.8	16.2	16.6
Other Urban	70.9	39.5	26.3	10.0	12.7	3.5	22.5	21.1
Eastern Region	***86.0***	***61.3***	***38.9***	***18.4***	***21.0***	***7.5***	***22.5***	***22.5***
Kailahun	93.0	60.9	45.1	16.9	25.1	6.5	7.4	7.5
Kenema	88.1	61.6	39.3	19.3	20.9	8.2	9.9	10.2
Kono	71.8	61.3	28.9	19.0	14.9	7.7	5.1	4.9
Northern Region	***80.6***	***61.0***	***32.8***	***18.9***	***17.0***	***8.1***	***35.7***	***34.1***
Bombali	86.1	57.9	43.8	22.7	25.8	11.7	8.4	7.8
Kambia	71.2	53.9	22.9	13.6	9.6	4.6	5.8	5.3
Koinadugu	77.5	54.3	32.8	14.5	17.6	5.0	4.9	5.2
Porto Loko	80.8	59.9	30.0	21.0	13.9	10.0	9.5	8.8
Tonkolili	83.5	76.4	31.4	19.1	16.2	6.5	7.2	6.9
Southern Region	***64.1***	***55.4***	***24.2***	***17.4***	***12.0***	***7.4***	***22.3***	***22.7***
Bo	63.2	50.7	25.0	16.1	13.1	6.7	9.5	10.4
Bonthe	89.3	51.4	39.7	12.9	21.1	4.4	2.7	2.7
Moyamba	68.2	70.8	24.2	22.4	11.3	10.1	5.3	4.3
Pujehun	47.4	54.1	13.9	17.9	5.7	7.9	4.8	5.3
Western Region	***20.7***	***28.0***	***6.2***	***7.5***	***2.8***	***2.9***	***19.6***	***20.7***
Western Rural	54.9	57.1	23.8	18.2	12.7	7.2	3.4	4.1
Western Urban	13.6	20.7	2.5	4.9	0.8	1.8	16.2	16.6

The severity of poverty is moderating, though it remains a concern. At the national level the severity of poverty declined to 6.7% in 2011 from 14.0% in 2003. Poverty is most severe in the rural areas, with a severity index of 9.1% compared to 2.8% in urban areas. Poverty is again most severe in the Northern region with a severity index of 8.1% compared to 7.4% in the Southern region and 7.5% in the Eastern region.. At the district level, poverty is most severe in the Bombali District followed by Port Loko and Moyamba. Poverty is far less severe in the Western Urban with a severity index of less than 1%.

Overall from 2003 to 2011, national inequality levels have decreased. The Gini coefficient, calculated for per-capita consumption, decreased from 0.39 in 2003 to 0.32 in 2011. The 2011 levels of inequality vary substantially, however, across districts. The highest level is in Bombali district, with a value of 0.42, and the lowest in Tonkolili, with a value of 0.21. Inequality is also relatively low in the capital Freetown, with a Gini coefficient of 0.27.

2.1.2 Food Poverty

The incidence of food poverty decreased drastically, from 68.1% in 2003 to nearly 47.7% in 2011. Food poverty decreased both in rural and urban areas: Food poverty incidence in rural areas fell from71.0% in 2003 to 51.8% in 2011; in urban areas it declined even more significantly, from 63.5% to 40.8% in 2011. The fall was most striking in urban areas Outside Freetown, from 81.4% in 2003 to 47.0% in 2011. In Freetown the incidence of food poverty declined slightly, from 39% in 2003 to 33% in 2011

At the regional level, the incidence of food poverty decreased significantly in the Eastern region, where only 50.7% of the population was below the food poverty line in 2011 compared to 85.6% in 2003. It also decreased significantly in the Northern region, from 72.9% to 50.8%. Similarly, food poverty in the West fell significantly, from 45.8% to a level of 37.7% in 2011.

Tonkolili District reported the highest incidence of food poverty in 2011, with 64.4% of its population below the food poverty line. Food poverty in Tonkolili in fact increased during the period, from 59% in 2003 to 64.4% in 2011. Also in Pujehun District food poverty increased by two-thirds, with a little under half (47.3%) of its population below the food poverty line. Food poverty is more severe in Kono in the East, Moyamba in the South and Bombali in the North, which all have an incidence over 51%.

	Food poverty		
	2003	2011	% change
National	68.1	47.7	-29.9
Rural	*71.0*	*51.8*	-27.0
Urban	*63.5*	*40.8*	-35.8
Freetown	38.5	32.9	-14.6
Other Urban	81.4	47.0	-42.3
East Region	85.6	50.7	-40.8
North Region	72.9	50.8	-30.3
South Region	62.2	49.1	-21.1
West Region	45.8	37.7	-17.7

2.1.3 Extreme Poverty

Extreme poverty has been defined to comprise those people whose standard of living is insufficient to meet their basic nutritional requirements, even if they devoted their entire consumption budget to food. The total expenditure (food and non-food expenditure) of this category of people is less than the food poverty line.

Regional Level	Extreme poverty		
	2003	2011	% change
National	31.3	13.9	-55.6
Rural	*40.5*	*19.3*	-52.4
Urban	*16.8*	*5.0*	-70.2
Freetown	0.6	3.3	450
Other Urban	28.4	6.4	-77.46
Eastern	*49.9*	*16.3*	-67.3
Northern	*36.6*	*15.7*	-57.1
Southern	*26.5*	*16.0*	-39.6
Western	*5.7*	*5.8*	1.75

At the national level, the incidence of extreme poverty fell significantly from 31.3% in 2003/04 to 13.9% in 2011. Extreme poverty declined by 52.4% in the rural areas, though it remained high at 19.3% in 2011. In the urban areas overall, hard core poverty decreased significantly from 16.8% in 2003 to 5.0% in 2011. The greatest improvement in hard core poverty was in urban areas other than Freetown, from 28.4% in 2003 to 6.4% in 2011 (although it increased slightly in Freetown from 0.6% in 2003 to 3.3%).

Extreme poverty declined in all regions except the Western Area. The highest decline is recorded by the Eastern Region (67.3%) followed by the Northern Region (57.1%) and the Southern Region (39.6%). Although the Eastern region recorded the highest reduction, hard core poverty remained high at 16.3% in 2011. Relatively, the Western Area is better off in terms of hard core poverty, with an incidence of just 5.8% in 2011. Extreme poverty declined in all the districts, except Pujehun and Freetown.

Table 2: Poverty Measures in 2003 & 2011

Region	Food Poverty			Absolute Poverty			Extreme Poverty		
	2003	2011	% Change	2003	2011	% Change	2003	2011	% Change
National	**68.1**	**47.7**	**-30.0**	**66.4**	**52.9**	**-20.3**	**31.3**	**13.9**	**-55.6**
Rural	***71.0***	***51.8***	-27.0	78.7	66.1	-16.0	40.5	19.3	-52.3
Urban	***63.5***	***40.8***	-35.8	46.9	31.2	-33.5	16.8	5.0	-70.2
Freetown	38.5	32.9	-14.6	13.6	20.7	52.2	0.6	3.3	450.0
Other Urban	81.4	47.0	-42.6	70.9	39.5	-44.3	28.4	6.4	-77.5
Eastern Region	***85.6***	***50.7***	***-40.8***	***86.0***	***61.3***	***-28.7***	***49.9***	***16.3***	***-67.3***
Kailahun	88.4	50.1	-43.3	93.0	60.9	-34.5	63.0	12.0	-81.0
Kenema	90.8	50.0	-44.9	88.1	61.6	-30.1	50.1	17.9	-64.3
Kono	71.4	52.9	-25.9	71.8	61.3	-14.6	30.4	19.7	-35.2
Northern Region	***72.9***	***50.8***	***-30.4***	***80.6***	***61.0***	***-24.3***	***36.6***	***15.7***	***-57.1***
Bombali	90.1	58.3	-35.3	86.1	57.9	-32.8	60.3	24.8	-58.9
Kambia	65.6	42.1	-35.8	71.2	53.9	-24.3	20.7	6.6	-68.1
Koinadugu	68.2	38.0	-44.3	77.5	54.3	-30.0	34.7	10.2	-70.6
Porto Loko	74.8	46.4	-38.0	80.8	59.9	-25.9	27.9	20.3	-27.2
Tonkolili	59.0	64.4	9.2	83.5	76.4	-8.5	34.4	10.8	-68.6
Southern Region	***62.2***	***49.1***	***-21.1***	***64.1***	***55.4***	***-13.6***	***26.5***	***16.0***	***-39.6***
Bo	70.0	52.4	-25.1	63.2	50.7	-19.8	28.8	16.3	-43.4
Bonthe	87.8	35.5	-59.6	89.3	51.4	-42.4	50.0	8.1	-83.8
Moyamba	62.8	51.8	-17.5	68.2	70.8	3.8	24.6	19.7	-19.9
Pujehun	32.0	47.3	47.8	47.4	54.1	14.1	11.2	16.5	47.3
Western Region	***54.8***	***37.7***	***-31.2***	***20.7***	***28.0***	***35.3***	***5.7***	***5.8***	***1.8***
Western Rural	80.5	57.0	-29.2	54.9	57.1	4.0	29.9	15.9	-46.8
Western Urban	38.5	32.9	-14.5	13.6	20.7	52.2	0.6	3.3	450.0

2.1.4 Poverty Incidence by Household Characteristics

Educational Attainment of Household Heads

Households with lower levels of education of the head were more likely to be poor. In 2011, 56% of adults over the age had never attended formal school.

Gender of Household Head

The incidence of poverty is higher for male-headed households than for female-headed households in the rural areas. This is attributed to the fact that female-headed households in the rural areas do not rely only on agriculture alone. In urban areas, male and female headed households are equally likely to be poor.

Age of Household Head

Households with older heads (60-64 years) recorded a higher incidence of poverty than those with younger heads. All ages of household heads registered declines in poverty incidence in 2011 relative to 2003.

Number of Children in Households

The survey data showed that the incidence of poverty was higher for households with 3 or more children for both periods. Overall, there was a decline in the incidence of poverty irrespective of the number of children in the households. There was a significant reduction in the incidence of poverty in households with one child and those with 3 or more children.

Size of Household

In terms of the size of households, studies have shown that the larger the numbers in a household the more likely the possibility of being poor. Households with 7 or more household members recorded higher incidences of poverty over the two periods.

Occupation of Household

Households in which agriculture is the primary occupation of the household head are poorer than other occupations. The poverty head count for agricultural households showed an 18.5% decrease from 74.6% in 2003 to 60.8% in 2011, while other households showed a 25.5% decrease from 41.2% to 30.7%.

2.2 Growth Diagnostics: Overcoming Constraints to Diversification and Growth[2]

In order to be classed as a middle-income country within 25 years, Sierra Leone's GDP needs to grow rapidly. Considering expected levels of activity in the mining sector and reasonable scenarios for other traditional and non-traditional sectors, growth could reach rates that allow the country to reach its target. Being a middle-income country, though, requires progress beyond measures of value-added and income. Sierra Leone needs to make equally significant advances in human development, including health and education. Targets for the Human Development Index (HDI) would allow the country to reach medium HDI level in a quarter of a century. For instance, a combination of doubling the current education attainment (measured as mean years of schooling of population aged 25 and older) and increasing life expectancy at birth by about 10 years (from 47 to 57 years), are in line with the objectives.

Sierra Leone's economic collapse during the decade long civil war was characterised initially by a diminished utilisation of productive factors (shown by decrease in total factor productivity, TFP) associated with economic mismanagement and loss of business competitiveness, and subsequently by contraction of physical and human capital stocks. Per capita income fell more than 50% from an already low base (under $400 per person) in 1980 to less than $200 in 2001. Post-civil war growth has been remarkable with an average 5% annual increase over a decade, associated with both the build-up of physical capital and improvements in TFP, and to a lesser extent in human capital formation. Such a growth pattern is expected to continue, with a primary role being ascribed to TFP in the first part of the 2010s, linked to reform, and thereafter to capital formation as additional financing resources from mining activities become available.

Policies for diversification and associated targets need to take into account the effects of scaled-up mining activities. Aggregate measures of production and export concentration will be affected by the significant increase of iron ore production from basically zero in 2010, to between 5 and 6 million tonnes in 2012, to a plateau production level around 40-60 million tonnes a year within this decade. The initial impact on GDP growth will be significant. The contribution of mining and quarrying to value-added GDP would augment in the medium- to long-term, even if one considers only the expected level of activity of the two largest current players in iron ore. Mining share of GDP is set to increase from 3% in 2001 to an expected 21% in 2012, adding one-third of the expected real value-added growth. Mining GDP could grow up to 8% per year between 2012 and 2037, raising the sector's share from 21% to 27%, resulting in a contribution of 2 percentage points out of the 7% growth scenario.

Even under a scenario of policies for increased diversification, value-added GDP from mining is expected to grow faster than that of non-traditional activities. In particular, agriculture will remain as the main contributor to growth in 2012, in terms both of share (45% of value-added) and of added GDP (just under half of real GDP growth). In the medium term, although the main non-mining activity, that is agriculture, manufacturing, tourism, and fisheries, could grow up to 6% p.a., their share would fall from 50% of GDP in 2012 to 43% in 2037, while contributing up to 3% of the value-added growth.

Despite substantive improvements in physical capital formation (mainly roads and electricity) and human capital (mainly from health policies), there remain significant gaps in complementary factors of production affecting social returns to investment in Sierra Leone which impose constraints on diversification and inclusive growth.

[2]This chapter uses content from Garrido, L. (2012): *Sierra Leone's Vision of Prosperity: Overcoming Constraints to Diversification and Growth*, and Garrido, L. (2012): *Sierra Leone: Policies for Economic Diversification and Growth*

The most pressing constraint for accelerating growth is linked to failures in coordination among public and private actors. These failures are mostly associated with Government limitations in catalysing the policies necessary for diversification and growth, all of which reduce the expected social returns in non-traditional sectors of the economy. This is not to say that the Government of Sierra Leone is ineffective; in fact the Government is fully engaged in devising and applying policies to enable a business environment that is conducive to inclusive growth. But it has limited technical and operational capacity for scaling up public investment programs, for policy making, and monitoring and evaluation.

In addition, there is a need for enhanced efforts to improve human capital. The education level of the labour force is low. Many young working-age Sierra Leoneans were not able to receive adequate education, if any, during the years of war, limiting their knowledge base, skills, and ability to carry out entrepreneurial ventures. Post-war children have fared only marginally better, as teaching quality and the status of education infrastructure make it difficult for them to achieve a minimum quality education. The growth expected from the exploitation of natural resources, and the associated higher foreign and fiscal revenues, will open up employment opportunities. For Sierra Leoneans to profit from such opportunities they will need to improve their employability. In this sense, a two-pronged education strategy has to be put in place,

- ⇨ Augmenting the quality of, and access to, basic and secondary education for all children, to develop human capital in the longer term, and
- ⇨ Establishing programmes to develop skills of the current young adult labour force, including Technical and Vocational Education and Training (TVET), special basic education programmes, and mechanisms for enhancing managerial, administrative and entrepreneurial skills.

Policies for diversification will include mechanisms to avoid 'Dutch Disease', that is the distorting effects on the economy as a whole of the appreciation of the Leone, due to increased exports of primary commodities. The Real Effective Exchange Rate can be expected to appreciate in the medium-term, because of mining earnings. In order to avoid negative impacts on tradable, non-traditional sectors, Government needs to ensure that a fraction of the extraordinary foreign and fiscal flows is devoted to the build-up of necessary complementary factors of production (mainly physical and human capital) and to improve effectiveness in the provision of public goods and services, so that unit costs in the private sector can decrease.

The objectives of diversification, value-addition and desired higher local content in local gross production are not mutually exclusive, but Government will need to play a more decisive coordinating role. The coordinating, management and M&E mechanisms for AfP are described in Section 4.2.

In particular, Government will pro-actively seek to improve the ability of private entrepreneurs to link value-added activities in agro-business, manufacturing, fisheries and tourism, to sustainable management of the natural capital on which these activities depend. It will set up Special Economic Zones (SEZs) and industrial parks provided with necessary infrastructure and business services support, connected both to local producers (for inputs) and centres for distribution and commercialisation (for output). Government is considering how such centres can be accompanied by adequate tax incentives for local and foreign investors, financing mechanisms, especially for small and medium-sized entrepreneurs, and connected skill development centres.

2.3 Medium Term Macroeconomic Objectives and Policies

2.3.1 Macroeconomic Performance: 2008-2012

Sierra Leone has recorded strong economic growth over the past five years, despite the challenging global economic environment. Non-iron ore real GDP growth averaged 5.2% during 2008-12, driven mainly by increased activities in agriculture, mining, services and construction (reflecting the scaling up of public investment in basic infrastructure). Iron ore mining commenced in the fourth quarter of 2011; it underpinned the significant growth in GDP in 2012, estimated at 15.2%. Hence, including iron ore mining activity, real GDP growth averaged 8.2% over the review period.

However, the economy experienced higher inflationary pressures during the period, driven largely by higher international food and fuel prices and their pass-through effects into domestic prices. The introduction of the Goods and Services Tax in January 2010 also caused price pressure. Inflation jumped into double digits in 2008 following the spike in food and oil prices during the year; it remained in double digits for most of the period. However, inflationary pressures were reduced in the second half of 2012, and end period inflation declined to 11.6% in December 2012 from 16.9% in December 2011. The improvement followed a combination of proactive monetary policy and specific fiscal measures to keep the prices of essential commodities at affordable levels; measures included temporarily removing import duties on petroleum and rice and reducing excise duties on petroleum. It was supported by stability in the exchange rate, and increased availability of domestic food supplies.

Domestic revenue collection improved over the review period. Domestic revenue increased from 8.9% in 2007 to 11.5% in 2011.. The improvement was due to implementation of reforms, to improve tax administration and broaden the tax base. For example, the Goods and Services Tax (GST) was introduced, an Automated System of Customs Data (ASYCUDA++) was installed at the Customs and Excise Department; and the Domestic Tax Department was established, integrating the Income Tax Department and the Goods and Services Tax Department. Revenues reached 12.2% of GDP in 2012 reflecting higher tax payments from the extractive sector including signature bonuses from oil exploration and personal income taxes and royalties from mining companies.

During the review period, total Government expenditure increased from 16.5% of GDP in 2008 to 22% of GDP in 2012. The growth mainly reflected the scaling up of capital expenditures, including those funded from domestic revenues: capital expenditure funded from domestic resources increased from 0.8% of GDP in 2007 to an estimated 3.0% of GDP in 2012.

- The overall budget deficit, excluding grants, increased from 7.4% of GDP in 2008 to 10.3% in 2010 before narrowing down to 9.7 % in 2012. Including grants, the budget deficit fluctuated with an increasing trend and averaged 4.3% over the period.
- The budget deficit over the five year period was financed from both external and domestic sources, each of which accounted for an average of 2.5% of GDP.

The growth in money supply decelerated from 30.4% in 2008 to 23% in 2012, mirroring trends in domestic bank financing. Reserve money grew by 30.4% in 2010 up from 9.6% in 2008 before decelerating to 18.5% in 2012.

Trends in domestic interest rates were mixed over the period. The commercial bank savings rate declined from 7.25% in December 2007 to 6.42% in December 2012 The lending rate moved from the range of 25-31% in December 2007 to 21-29% in December 2012 The three months treasury bills rate rose from 21.29% in December 2007 to 23.42% in December 2011 before falling to 18.99% in December 2012.

After falling in 2008 and 2009 due to the financial and economic crisis, export growth resumed in 2010 by nearly 34% and further by 6.2% in 2011 on account of the expansion of mining and agricultural activities.

Exports grew by a record 147.3% in 2012, reflecting the resumption of iron ore production and exports by two iron ore mining companies, African Minerals Limited and London Mining Limited. Exports of other minerals, including rutile and diamonds, also increased during 2012.

Imports grew by an average of 54.4% during 2008-11 and stabilised in 2012. The huge jump in imports, especially in 2010 and 2011 (averaging 88%), resulted from the increased import of machinery and equipment to support the expansion in mining and construction activities. Owing mainly to the higher imports related to mining, the current account deficit, including official reserves, widened to 45% of GDP during 2008-11 before declining to 41.2 % of GDP in 2012 as exports surged and imports stabilised. Gross foreign reserves increased to $419.55 million as at end 2012, from $215.48 million at end 2007.

In spite of the widening of the current account deficit, the exchange rate remained relatively stable during 2010 to 2012, after the marked depreciation in 2009, as most of the mining and construction related imports were financed by foreign private capital inflows. In addition, the tight monetary policy stance, combined with the increase in supply of foreign exchange from exports and foreign capital flows, contributed to the stability in the exchange rate.

Table 3: Selected Economic Indicators: 2008-2012

	2008	2009	2010	2011	2012
	(Annual percentage change)				
Real GDP growth	5.4	3.2	5.3	6.0	15.2
Real non-iron ore GDP growth	5.4	3.2	5.3	6.0	6.0
Consumer prices (end of period) 12.2	12.2	10.8	18.4	16.9	12.0
Consumer prices (average)	14.8	9.2	17.8	18.5	13.8
Exports of goods (US$)	-3.0	-1.0	33.9	6.2	147.3
Imports of goods (US$)	24.8	-2.6	92.3	85.2	-3.6
Broad Money	30.4	28.3	21.8	20.0	23.1
Reserve money	9.6	19.7	34.6	13.0	18.5
	(% of non-iron ore GDP)				
Current account balance (incl grants)	-9.1	-6.5	-19.7	-45.0	-39.4
Current account balance (excl. grants)	-12.3	-9.9	-26.0	-48.8	-41.2
External public debt incl. to IMF)	24.9	28.9	30.4	32.6	27.8
Domestic revenue	9.2	9.2	9.9	11.5	12.2
Expenditure and net lending	16.5	17.7	20.2	21.6	21.9
Grants	3.6	6.1	5.3	5.6	4.1
Overall balance (incl. grants)	-3.7	-2.5	-5.0	-4.6	-5.6
Overall balance (excl. Grants	-7.4	-8.6	-10.3	-10.1	-9.7
Domestic primary balance	2.4	3.8	-5.9	-3.8	-4.3
Gross intl reserves (months of imports)	4.4	4.1	2.0	1.8	1.9
Excl. iron ore (months of imports)	4.4	4.1	3.4	2.8	3.1

Source: GoSL and IMF staff estimates

The stock of total public and publicly guaranteed external disbursed and outstanding debt stood at $911.59 million at end June 2012 compared to $552 million at end 2007. The increase in external debt was accounted for by increased disbursements from the main multilateral creditors to support the implementation of various capital projects. As at end June 2012, the stock of domestic debt instruments stood at Le1.43 trillion compared to Le688.0 billion at end 2007.

2.3.2 Macroeconomic Challenges

Despite the progress made in recent years in stabilising the economic environment, significant challenges remain, which may jeopardize macroeconomic stability in the medium-term.

Less Diversified Economy

One of the principal constraints to high and sustainable inclusive growth is the relatively undiversified structure of the economy. Even though economic growth recorded in recent years was broad-based, the economy is dominated by a few sectors. There is need to diversify into other growth-promoting and employment-creating sectors, such as fisheries, tourism and manufacturing.

Insufficient GDP growth

The economy has experienced strong growth in recent years, averaging 5.2% excluding iron ore output. This rate of economic growth, even though high by regional and international standards, is not enough to have a significant impact on poverty.

External Shocks

External shocks, in the form of high international prices of food and fuel and their pass through effects to domestic prices, have contributed to higher inflationary pressures in recent years. Government interventions to mitigate the impact of these shocks on the poor and vulnerable have undermined domestic revenue mobilisation, through the reduction in duties and taxes on basic food items and petroleum products. At the same time, Government attempts to deliver the planned level of services, in the face of higher prices of goods and services have increased Government expenditure above budgeted amounts. These developments culminated in widening budget deficits. Deficits are in most cases financed by borrowing from the domestic bank and non-bank sectors, and so have adverse consequences for macroeconomic stability, leading to higher inflation and interest rates, and depreciating exchange rates.

Fluctuations in Commodity Prices

The current commodity boom is expected to generate substantial revenues to support Government expenditure programmes. However, projected mineral revenues depend largely on movements in the international prices of these commodities. In the event, the projected prices of these mineral exports, especially iron ore, may not be as high as projected. Thus the projected revenues may not materialise, which would complicate budgetary management; expenditures would have to adjust accordingly, thereby disrupting the implementation of public programmes and projects. Alternatively, Government would have to borrow either domestically or externally to fill the shortfall, with consequences for macroeconomic stability

Dutch Disease

A major challenge posed by the expected inflow of foreign currency from mineral exports is the appreciation of the Leone. This has the tendency to make other sectors of the economy uncompetitive and hence reduce growth prospects.

High Debt Burden

One of the challenges to macroeconomic stability and economic growth is the potential high debt burden.

- While Sierra Leone's **external debt** remains sustainable, with moderate risk of debt distress, a significant increase in non-concessional borrowing could increase debt overhang. Therefore, in the medium term Government's strategy is to prioritize concessional financing. However, where concessional financing is limited, Government will borrow non-concessional financing, particularly for infrastructure projects.
- **Domestic** debt poses serious risk to fiscal and macroeconomic economic sustainability. In 2012, domestic debt stock stood at Le1, 767.5 billion, representing 12% of GDP. Domestic interest payments, Le253 billion in 2012, accounted for 13.6% of domestic revenues and 12.5% of recurrent expenditures. Thus, high domestic debt contributes to crowding out investment in the public sector. It also has high rollover and interest rate risks, as the longest tenor of Government treasury securities is one year. To mitigate these risks, Government will restructure the debt portfolio from the short end to the long end, with the aim of lengthening debt maturity and deepening the domestic debt markets.

Low Domestic Revenue Mobilisation Effort

Even though domestic revenue collection has improved in recent years, the domestic revenue to GDP ratio is low by regional standards, even for post conflict countries. This has resulted in huge budget deficits, financed partly by borrowing from the domestic banking sector, thereby crowding out private investment activities, and jeopardizing macroeconomic stability. Better management of the revenues generated by the non-renewable natural resources will help increase domestic revenues.

2.4 Medium Term Macroeconomic Objectives: 2013-2018

The main macroeconomic objectives over the next 5 years are to achieve broad-based, sustainable, inclusive, green economic growth, for job creation and poverty reduction within the context of a stable macroeconomic environment. Total GDP including iron ore is projected to increase by 13.3% in 2013, 14.0% in 2014 and slow down to 12.4% in 2015 and 5.2 % by 2018. This assumes the implementation of phase 1 of only phase of the African Minerals iron ore mining project. Excluding iron ore, economic growth is projected to reach 7.0 percent in 2018 from 6.0 percent in 2013 on account of the continued scaling up of public investment, increased productivity in agriculture and sustained activity in construction and services.

Inflation is projected to return to single digits during 2013-2018, on account of the proactive monetary policy, supported by prudent fiscal policy, a stable exchange rate, and an increase in domestic food production.

Exports of goods are projected to increase by nearly 64.4% in 2013 and further by nearly 29% in 2014 and 13.6% in 2015. Exports are projected to increase further in 2016 and 2018, as African Minerals Limited moves to the second phase of their production plan. Following the sharp increase in mining-related imports in 2011, imports stabilised in 2012. Imports are projected to increase sharply by 24.6% in 2013 and stabilise again in 2014. Imports are projected to grow moderately averaging 5.9% during 2015 to 2017. Further growth in imports in 2015 to 2018 above current projections is likely provided the second phase of the African Minerals Project is implemented. The growth in exports combined with the moderation in imports will cause the current account deficit to narrow down from 19.5% of GDP in 2013 to around 7.0% in 2018. Gross foreign reserves are projected to increase from 3.2 months of non-iron ore related imports to around 4.0 months by 2018. The exchange rate is expected to remain stable during the next five years as export earnings and foreign direct investment increase.

On the basis of the projected expansion in economic activity and increased iron ore exports, domestic revenue is projected to increase from 12.7% of GDP in 2013 to 14.2% in 2018.Total expenditures and net lending will average 20% of GDP during 2013-2018. As a result, the overall budget deficit, excluding grants, will average 6.8% of GDP during the period. Including grants, the overall budget deficit will average 4.0 % of GDP. Borrowing from the domestic banking system will be minimised during the period in order to reduce inflationary pressures while increasing credit to the private sector.

The medium term macroeconomic framework presented above is considered as a baseline scenario. In an optimistic scenario, which assumes the full implementation of the Agenda for Prosperity and the implementation of the second phase of the largest iron ore mining project, economic prospects will be better than described above. In this context, Real GDP is projected to grow in double digits over the five years averaging 10 to 12 percent per annum. This will be supported by:

- increased activities in mining, especially the implementation of phase II of the largest iron ore mining project;
- diversification of the economy, with a focus on value-adding activities in agriculture, fisheries, tourism and manufacturing, in an environmentally friendly manner; Strategies for diversifying the economy are discussed under Section 3.1.
- scaled –up public investment in infrastructure to improve the competitiveness of the economy and additional investment in human development, and
- Implementation of prudent macroeconomic policies and management of natural resource revenues.

Table 4: Medium-term Macroeconomic Targets: 2013-17

	2013	2014	2015	2016	2017
	(Annual percentage change)				
Real GDP growth	13.3	14.0	12.4	7.7	5.2
Real non-iron ore GDP growth	6.0	6.3	6.6	6.6	7.0
Consumer prices (end of period)	9.0	7.5	6.0	5.4	5.4
Consumer prices (average)	10.2	7.9	6.7	5.7	5.4
Exports of goods (US$)	64.4	29.0	22.2	13.6	4.9
Imports of goods (US$)	24.6	0.8	3.6	4.6	7.2
Broad Money	14.5	18.1	16.2	13.8	12.2
Reserve money	13.9	16.4	15.0	12.6	11.0
	In% of GDP, unless otherwise stated				
Current account balance (incl grants)	-19.5	-10.8	-7.6	-7.4	-7.3
Current account balance (excl. grants)	-21.1	-12.1	-8.8	-8.5	-8.4
External public debt incl. to IMF)	27.9	28.0	27.7	27.9	28.0
Domestic revenue	12.7	12.7	13.3	13.6	14.2
Expenditure and net lending	19.5	20.4	20.3	20.3	20.7
Grants	3.6	3.1	2.9	2.6	2.6
Overall balance (incl. grants)	-3.1	-4.6	-4.1	-4.1	-3.9
Overall balance (excl. grants)	-6.8	-7.7	-7.0	-6.8	-6.5
Domestic primary balance	-1.8	-2.3	-1.9	-1.7	-1.5
Gross intl reserves (months of imports)	2.1	2.2	2.4	2.6	2.7
Excl. iron ore (months of imports)	3.2	3.4	3.6	3.8	3.9

Source: GoSL and IMF staff projections

Inflation will be contained in single digits. Exports will continue to continue to grow by an average of 20% in 2016 and 2017. Imports will continue to grow as mining activities are scaled up. Gross foreign reserves will increase to at least 6 months of import cover. Domestic revenue collection will increase to an average of 20% of GDP by 2018.Government expenditures will be scaled up to 25% of GDP reflecting the implementation of transformation project to be funded by natural resources revenues and other external support.

2.5 Medium-Term Macroeconomic Policies: 2013-2018

Government recognises that a stable macroeconomic environment is fundamental to achieving sustainable inclusive green economic growth. Moreover, Government with assistance from development partners will design appropriate macroeconomic policies to address the challenges likely to be posed by the large inflow of mineral resource revenues. Government policies to achieve a stable macroeconomic environment are described below:

2.5.1 Fiscal Policy

The main objectives of fiscal policy in the medium-term are (a) to enhance domestic revenue mobilisation; and (b) to reduce the overall budget deficit to sustainable levels over the period by continuing to re-orient public expenditures in favour of capital projects, and improving the efficiency of expenditures and (c) reduce domestic debt.

2.5.1.1 Domestic Revenue Mobilisation

Government will continue to implement reforms aimed at strengthening tax administration and broadening the tax base, to enhance domestic revenue collection in both the mining and non-mining sectors in the medium term.

With regards to tax administration, Government will review the National Revenue Authority Act and also enact a Tax Administration Act. It will also enact a consolidated Extractive Industry Revenue Act (EIRA) that will clearly define the fiscal regime for the mining and petroleum sectors; it will ensure that the fiscal regime of all future mining agreements is consistent with the fiscal regime defined in the EIRA. Government will establish an Extractive Industry Tax Department, and strengthen the capacity of the National Revenue Authority in administration of taxes in the extractive sector, with assistance from development partners. The Domestic Tax Department will be computerised, to improve administration of income and other domestic taxes.

To strengthen the administration of trade taxes, the National Revenue Authority will continue rolling out the ASYCUDA++ system to border crossing points; it plans to upgrade to the ASYCUDA world version. It will minimize duty and tax exemptions. To administer the Goods and Services Tax, Government will introduce specific GST receipts, and adopt measures that require businesses to use cash registers.

To broaden the tax base, Government will:

- implement a special taxpayer regime for small and micro-enterprises (SMEs);
- minimise discretionary tax and duty waivers;
- introduce a Resource Rent Tax for the mineral and petroleum sectors.

2.5.1.2 Expenditure Management

Government will continue to re-orient public expenditures in favour of capital spending, while rationalising recurrent expenditures. To improve budget planning, Government will strengthen the Medium-Term Expenditure Framework (MTEF) with a focus on programme and performance budgeting. A robust Public Investment Programme process, with rigorous project selection and appraisal criteria (including environmental and social mitigation measures), will be put in place to

improve the efficiency of public investment. Efforts will be made to integrate the recurrent and capital budgets.

Gender-responsive budgeting will be introduced, to ensure equitable access to public resources by all. Guidelines will be issued to MDAs on how to include gender-based analysis in preparing their strategic plans. In line with the green growth approach taken by the Government in this AfP, green-sensitive budgeting will be encouraged, especially for key growth sectors.

To ensure the prudent and transparent management of revenues from the extractive sector, Government will establish a Transformation and Development Fund as part of the Consolidated Revenue Fund, and an appropriate fiscal rule determined to facilitate credible and sustainable budget implementation. By this means Sierra Leone can benefit from a fair share of the revenues generated by its mineral resources.

Government will continue to implement public financial management reforms to ensure the efficiency and effectiveness of public expenditures. To this end, Government will

- strengthen the commitment control systems and minimise extra-budgetary expenditures to ensure budget credibility;
- establish a Single Treasury Account to improve cash management;
- establish a robust monitoring and evaluation system, and conduct regular public expenditure tracking surveys to assess the effectiveness of expenditures, both capital and recurrent.

2.5.2 Monetary Policy

Monetary policy will continue to focus on maintaining price stability, consistent with high and sustainable economic growth. In this regard, the target will be to achieve single-digit inflation in the medium to long term. The Bank of Sierra Leone will continue to use market-based indirect instruments of monetary policy, including open market operations and repo and reverse repo transactions to implement monetary policy. Government will continue to recapitalise the Bank of Sierra Leone to strengthen its capacity to carrying out monetary policy. . To enhance the efficacy of monetary policy, BSL will

(a) strengthen its liquidity forecasting framework to provide more accurate forecasts of banks' liquidity positions;

(b) seek to develop and deepen the interbank market, through proper liquidity management strategy and establishment of institutional structures and guidelines for greater efficiency, so as to enhance the signalling effect and transmission mechanism of monetary policy;

(c) seek to minimize the problem of a sizable float, that tends to complicate liquidity management and functioning of an efficient payment system;

(d) consider the introduction of a full-fledged primary dealership system in both the primary and secondary markets for government securities;

(e) introduce a reserve requirement on foreign currency deposits to control the growth this component of deposit given its growing size in total commercial bank deposits.

To ensure financial stability, BSL will introduce risk-based supervision of commercial banks. The BSL will also complete and operationalize the Payments Systems Project, to facilitate banking and other financial transactions.

2.5.2.1 Exchange Rate Policy

The exchange rate regime will remain flexible to facilitate rapid adjustment to domestic and external shocks and maintain external competitiveness. With technical assistance from the IMF, the BSL will establish the institutional structures and rules for a more developed foreign exchange interbank

market. With the commencement of foreign exchange flows from the mining and oil sectors, this could provide the needed impetus for the move to a wholesale foreign exchange auction, which would enhance BSL's ability to manage increasing foreign exchange flows. As this change takes place, the present auction system would be gradually eliminated.

The Bank of Sierra Leone will continue to build foreign exchange reserves to cushion external shocks. It will encourage increased foreign exchange sales to support liquidity management and facilitate the absorption of aid flows. BSL will also continue to intervene in the foreign exchange market to sterilize the impact of external budgetary inflows, as well as reduce short term volatilities in the exchange rate.

2.5.2.2 Public Debt Policy

The overall objective of Government's debt policy in the medium-term is to ensure debt sustainability, and minimise roll-over and interest rate and exchange rate risks. Government, in collaboration with the World Bank and the IMF, will develop a medium term debt strategy that would guide Government borrowing and overall debt management in the next five years, consistent with a sustainable macroeconomic path. As part of that strategy, Government will continue to prioritise highly concessional loans, and seek to ensure external debt sustainability.

On domestic debt, Government will restructure the existing domestic debt portfolio. It will issue medium to long-term bonds to provide financing for Government to fund AfP, and to mitigate rollover and interest rate risks; it will strategically align long term financing to long term projects. Government will continue to improve transparency in the domestic debt market, to strengthen investors' confidence. In this regard, Government, together with BSL, will commence publication of a quarterly auction calendar that would be adjusted on a monthly basis. The calendar will indicate the amount of securities that would be put on offer and the various tenors of the securities. As a means of improving investors' confidence, market signalling, and consequently financial stability, Government, in collaboration with BSL, will embark on formulation of auction guidelines and publication of liquidity conditions and projections. Beyond the primary market, BSL will work with commercial banks and other financial institutions to help further develop the robustness of the secondary market. Government will also encourage the establishment of a self-regulatory body/association to spread financial literacy among market participants and to act as a communication link on issues related to market regulation and development.

PART 3: Agenda for Prosperity Pillars

Part 3 of the AfP describes the eight priority pillars in terms of proposed policy, objectives and strategies. The pillars are:

- Pillar I Economic diversification:
- Pillar II Managing Natural Resources
- Pillar III Accelerating Human Development
- Pillar IV Promoting International Competitiveness
- Pillar V Labour and Employment
- Pillar VI Social Protection
- Pillar VII Governance and Public Sector Reform
- Pillar VIII Gender Equality and Women's Empowerment.

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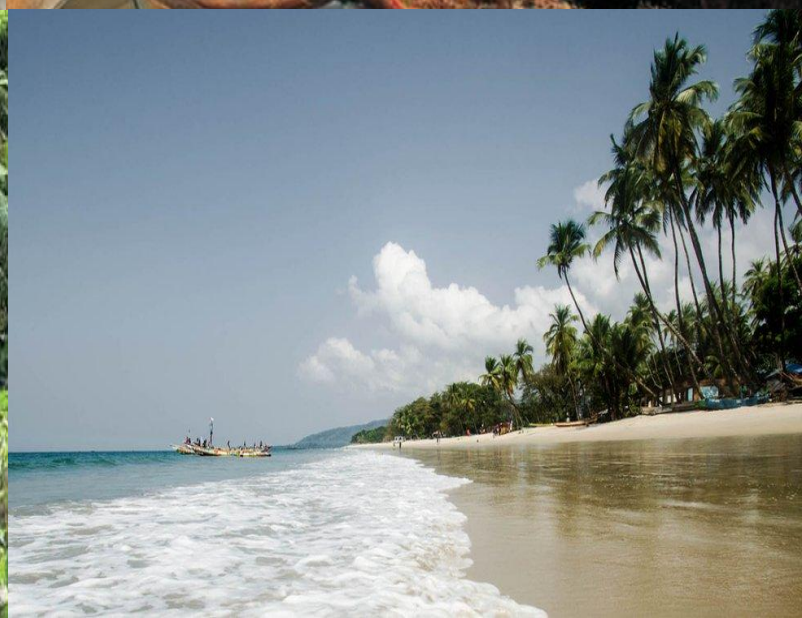

3.1 Pillar 1 – Economic Diversification to Promote Inclusive Growth.

In recent years, the economy of Sierra Leone has shown remarkable resilience in the face of challenging global economic conditions. However, high unemployment and under-employment, particularly among the youth, women, and other marginalised social groups, remain a key challenge.

One of the main reasons why economic growth in Sierra Leone, as in other countries in sub-Saharan Africa, has not been accompanied proportionately by employment opportunities is that the sources of economic growth have remained undiversified.

Economic activity in Sierra Leone has traditionally been dominated by small-scale subsistence agriculture, with little or no value added. Agricultural production will therefore need to be made more efficient and commercialised, and will need to move up the value-chain for sustainable economic growth and job creation.

It is also important to note that the recent 'boom' of the non-renewable natural resource extraction sector (including mineral and petroleum extraction), while it brings about great opportunities, also poses serious challenges. Mineral and petroleum resources are non-renewable, implying that once exhausted they cannot be replaced. In addition, the prices of these commodities are vulnerable to the volatilities in the world commodity markets: they are therefore not a predictable source of growth, employment and domestic revenue. Moreover, the exploitation of non-renewable natural resources usually makes only a limited contribution to job creation; natural resource-based sectors are often described as 'enclaves', with limited backward and forward linkages to the rest of the economy.

In order to achieve inclusive growth, all Sierra Leoneans – women, girls, boys and men; the young and old, urban and rural dwellers – should have the opportunity to participate in economic activities in all sectors, across the country. Against this background, there is a pressing need to encourage and promote economic diversification towards other economic sectors which have long-term potential for dynamic, inclusive, and sustainable growth.

The sectors of economic activity that have been identified through numerous analyses as being suitable engines of inclusive growth in Sierra Leone over the next five years and beyond are agriculture, manufacturing, fisheries, and tourism. Yet these sectors, and indeed all economic activity in the country, can only contribute towards inclusive growth and poverty reduction if they are underpinned by both

- a stable and conducive macroeconomic environment, and
- a more efficient and sustainable use of renewable and non-renewable natural resources, that minimizes losses and preserves the natural capital of the country for longer-term development.

Three of the selected focus sectors – agriculture, manufacturing, and fisheries – will have particular emphasis on value-adding activities. This is to ensure that Sierra Leone starts to move its way gradually up the value chains of natural resources exploitation, thereby providing more employment opportunities for Sierra Leoneans. It is envisaged that small, medium or large scale enterprises which embark upon value-adding and processing activities, turning raw materials into products higher up the value chain, will be at the forefront in the economic diversification programme and will drive growth and employment opportunities in the years ahead.

The key to allowing these and other sectors to flourish is to identify and subsequently remove the most binding constraints that have thus far stopped them from significantly contributing to national income and employment. As Section 2.2, "Growth Diagnostics", highlighted, this will include ensuring that inter- and intra-sectoral coordination is improved. The coordination issue will be critical to ensure that cross-linkages between sectors are fully considered, and that a holistic approach is taken while designing new development interventions.

3.1.1 Increasing Agricultural Productivity and Value-Added

Agriculture remains the backbone of the Sierra Leone economy. It contributes 40 to 50% of GDP, about 10% of exports, and provides employment to approximately two-thirds of the population. Whilst agricultural growth has significant poverty reduction effects, the sector is characterised largely by smallholders, practising mainly subsistence agriculture. In recent years, efforts have been made to introduce mechanised farming practices, through provision of tractors, power tillers and other agricultural tools to farming communities. Over 400 Agricultural Business Centres (ABCs) have been established under the Smallholder Commercialisation Programme and provided with appropriate support to enhance agricultural productivity and promote value addition.

Domestic production of food crops, especially rice, the staple food, has increased in recent years, but the proportion of rice imports as a percentage of total rice consumption remains high. The production of cassava and other food products, including sweet potato, poultry, small ruminants and cattle, also increased during the AfC period; the production of traditional export crops such as cocoa and coffee also increased (by 217% and 60% respectively). Cocoa and coffee exports increased between 2007 and 2011 by 105% and 220% respectively. Despite this growth, agricultural exports remain low and undiversified. Access to market and to credit are severe constraints: to ease them 907 kilometres of feeder roads have been rehabilitated, linking 96 ABCs to production and market centres; 3,071 hectares of inland valley swamps have been rehabilitated to facilitate multi-cropping farming practices; while with support from IFAD, over 50 Financial Services Associations (FSAs) have been established in rural areas to increase farmers' access to credit.

Since 2007, there has been a significant increase in private investment in the agricultural sector, with large investments in oil palm, sugar cane, rubber and fruits. Many of these investments will become operational during 2013-18. They are expected to improve overall output, and in most cases will provide out-grower schemes for local farmers.

3.1.1.1 Sector Challenges

The key challenges facing the sector include inadequate rural financial services, limited large scale irrigation facilities, weak rural infrastructure, weak extension services, heavy reliance on rain fed agriculture, weak capacity in research and statistics and low value addition. These challenges have resulted in the following:

- Lack of Food Self Sufficiency
- Low Value added
- Below potential cash-crop production
- Weak Institutions with Low capacity
- Lack of efficient financing, coordination, and information

The overall goal for this sector during the Agenda for Prosperity is to have a sustainable, diversified, and commercial agricultural sector, which ensures food self-sufficiency, increase exports and create jobs opportunities for Sierra Leonean men and women. Transformative interventions will be anchored by agricultural extension and smallholder development, introducing productivity and enhancing food and cash crop technologies to increase yields and improve household incomes

3.1.1.2 Agriculture Sector Strategic Objectives and Priority Activities

To date there has been less focus on improving land, woodland and water management in both upland and low land areas through supporting sustainable productive increases which can restore natural capital through increasing vegetation and tree cover, restoring soil fertility and reducing erosion, and restoring rainfed agriculture's resilience to weather events. These approaches will be promoted as they help maintain the natural soil fertility that underlines the longer term productivity and food security. Therefore the agricultural sector strategy and objectives are summarised as follows:

To increase the production of staple food crops for food security:

- Increase farmers' access to agricultural inputs – fully operationalize the ABCs, including construction and providing equipment; continue to provide extension services to farm households, providing them with improved chemicals, seeds, and tools.
- Improve farmers' use of technology – increase the activities of research and extension services, with plans that focus on use of technology.
- Undertake land and water development programmes – rehabilitate inland valley swamps, and develop irrigated rice nucleus farms, which will be linked to out-grower schemes.
- Improve the skills and organisation of farmers – roll out schemes for training on improved farming techniques, through Farmer Field Schools, and provide production support to new and existing Farmer-Based Organisations.
- Encourage agricultural input markets to be led by the private sector – roll out the 'agro-dealers' support programme.
- Improve animal health care to facilitate livestock production – establish District Livestock Clinics, provide training for middle-level personnel and Community Animal Health Workers, and provide support to cross-breeding and feed mill initiatives through ABCs.
- Construct new feeder roads and rehabilitate existing feeder roads to facilitate the bringing of agricultural production to markets.
- Operationalize a strategic grain reserve to ensure that food reserves are available in times of urgent need.

To promote and increase value-adding activities for agricultural goods:

- Increase availability of processing facilities – provide agro-processing facilities at ABCs.
- Establish hubs of value-adding activities – promote value-adding activities for agricultural goods through the framework of SEZs, industrial Growth Centres and 'Growth Poles' (see Pillar 4 for more details).

To increase the production and export of cash-crops:

- Facilitate better organisation of farmers: provide support towards the establishment and operationalization of smallholder cash-crop farmer cooperatives.
- Rehabilitate existing plantations and facilitate the establishment of new plantations for cash-crop production by ensuring land lease agreement providing investment incentives.
- Improve the institutional setup for export standards: build the capacity of the Standards Bureau to effectively monitor the quality of cash-crop exports.
- Continue to increase regional and international integration: continue to participate in regional and international initiatives, including certification schemes and roundtables.

Improve access to Finance for Farmers**:**

- Increase access to finance for agricultural workers and firms: build the capacity of financial institutions, including FSAs and Community Banks, to support small to medium scale investments in the agriculture sector, to lend to farmers of all sizes.

Strengthen the capacity of MAFS

- Provide support to the Agricultural Investment Task Force to coordinate agricultural investment and community impact, including the dissemination and enforcement of relevant guidelines as well as interacting regularly with the private sector to discuss challenges.
- Strengthen the capacity of Ministry of Agriculture, Forestry and Food Security in the collection analysis of quality of Agricultural statistics

3.1.2 Fisheries

Sierra Leone is blessed with abundant and varied fish resources. Fisheries activities currently contribute about 10% of GDP, and fish is a major source of animal protein for over 80% of the country's population. In addition, the sector currently employs over 500,000 Sierra Leoneans, with women at the forefront of many activities (particularly fish processing and marketing). Therefore, this sector has the potential for rapid and inclusive growth, as well as positive spill-over for food security and poverty reduction objectives. It is estimated that wide-scale improvement of fisheries activities has the potential to bring the sector's employment levels close to one million people and revenue earning potential of $60 million annually. Whilst they are currently far from being reached, there is significant potential to realize these benefits if targeted interventions are carried out by Government and other stakeholders.

Despite numerous constraints, recent increases in revenue generation and fish production are further indicators of the sector's growth potential. The production of industrial fisheries has been around 20,000 tonnes, mainly exported with little or no value addition. The semi-industrial fisheries base, if upgraded, could significantly increase production levels. Artisanal fish production currently stands at around 120,000 tonnes, mainly for the local market with little or no value addition. The vision will be to move from a sector dominated by poor resource management and low value production, with poor differentiation between species, and heavy losses, to fisheries with a well-managed resource base, generating value-added and jobs for Sierra Leoneans, with revenues from industrial fisheries.

3.1.2.1 Fisheries Sector Challenges

In spite of the sector's huge potential to contribute to economic growth and poverty reduction, it continues to face daunting challenges, including:

- Supply of fish for the domestic market is not reaching its potential because of:
  - Limited fishing equipment
  - Limited preservation facilities
  - under-skilled fisherfolk
  - Insufficient attention to inland fisheries and aquaculture.
- Export of fish is held back by:
  - Weak harbour infrastructure
  - Inadequate fish sanitary standards
  - Continuation of illegal, unreported and unregulated (IUU) fishing
  - Under-investment.
- There is little value-added on fisheries goods because:
  - There is a lack of processing facilities
  - There are no strategic 'hubs' of value addition.
- Weak regulation of the sector could threaten long-term sustainability.

3.1.2.2 Fisheries Sector Strategic Objectives and Priority Activities

The overall goal for this sector during AfP is to have a sustainable fisheries sector which primarily focuses on value addition and ensures food security, increase exports and create jobs for Sierra Leonean men and women.

To increase the supply of fish for the domestic market by at least 15% annually, particularly from semi-industrial, artisanal, inland, and aquaculture fisheries activities:

- ⇨ Improve fish landing facilities to allow fisherfolk bring, store and preserve: operationalize fish landing jetties constructed at strategic fishing communities
- ⇨ Encourage fisherfolk to use better fishing techniques to sustainably increase catches: provide financial support to artisanal and inland fisherfolk to use appropriate fishing gear and fishing methods.
- ⇨ Promote aquaculture activities: establish and operationalize fish ponds in all Districts
- ⇨ Provide training in sustainable fishing practices: complete the establishment and operationalization of the Fisheries Training Institute

To increase fish exports by focusing on strategic high-value markets such as the EU:

- ⇨ Improve harbour facilities allowing industrial fishers to increase efficiency and facilitate exports: construct and operationalize a modern fishing harbour complex at a strategically located site, complete with facilities for the repair and maintenance of fishing vessels as well as for storage, preservation and processing of fish.
- ⇨ Ensure export certification for strategic markets: fast-track the operationalization of a fishing testing laboratory to regulate fish sanitary standards.
- ⇨ Tackle IUU fishing by establishing a robust fisheries monitoring and surveillance systems– see Pillar 2 for more details.
- ⇨ Increase Sierra Leonean participation in industrial fishing activities: explore the possibility of establishing a cost-effective National Fleet of fishing vessels as a Public-Private Partnership initiative.

To promote and increase value-adding activities for fisheries products:

- ⇨ Increase fisherfolk's access to fish processing facilities: provide fish processing facilities in strategic locations, such as airports, fish harbour, sea port, fish landing jetties and at major fishing communities
- ⇨ Establish hubs of value-adding activities: ensure that activities to add value to fisheries goods are promoted through the framework of SEZs and Growth Poles (see Pillar 4 for more details).

3.1.3 Promoting Manufacturing for Value Addition

According to UNIDO, in 2012 Sierra Leone's manufacturing sector contributed only 2% of the country's GDP, significantly below the average 7.7% of GDP recorded for comparable African 'Least Developed Countries (LDCs)'. Moreover, Sierra Leone's manufacturing value-added *per capita* was only one-fifth of the corresponding average for African LDCs. Only around 2% of jobs in Sierra Leone are in the manufacturing sector, which is dominated by informal small- and medium-scale enterprises using simple, labour-intensive technologies. The linkages between the manufacturing sector and primary sectors such as agriculture, fisheries and minerals, are weak. Locally manufactured consumer goods include alcoholic and non-alcoholic beverages, confectionery, cement, paints, food juice, flour, soup, textiles and apparel, handicrafts, and furniture. Industries are concentrated in the west of the Country, mainly in Freetown, with a few scattered in the regional headquarter cities.

The low participation of women compared to men in manufacturing is part of the larger perception problem that the industry faces. Whilst a small number of women own medium- and large-scale enterprises, the majority are engaged in micro-production, with no access to formal-sector skills.

3.1.3.1 Manufacturing Sector Challenges

The most binding constraints that have limited the growth of the manufacturing sector have been identified as follows:

- Low levels of manufacturing output because of:
  - Weak infrastructure
  - Small domestic market
- Shortage of skilled workforce especially women
- Inadequate and unreliable supply of raw materials (eg, palm oil for soap, granite chips for cement, fruit for fruit juice
- High cost of capital limiting the sector's capacity to expand
- Weak coordination, information, and local content in the sector.

3.1.3.2 Manufacturing Sector Strategic Objectives and Priority Activities

The overall goal for this sector during the Agenda for Prosperity is to have a commercially viable manufacturing sector which adds value to a range of locally-produced primary products, and provides jobs for Sierra Leonean men and women.

To remove the major infrastructural and market constraints that limit the sector's growth and to increase sector-wide output growth:

- Improve the supply of electricity and water to the manufacturing/industrial areas to support manufacturing activities and reduce cost of production. There is also the need to improve the trunk and rural road network to facilitate the evacuation of raw materials to the manufacturing sites as well as the distribution of finish products to the markets in urban and rural areas. (see Pillar 4 for more details).
- Facilitate the establishment SEZs, Growth Poles and Industrial Growth Centres to promote value addition activities (see Pillar 4 for more details).
- Participate in regional integration initiatives such as ECOWAS Trade Liberalisation Scheme (ETLS) and Common External Tariff (CET) to enable manufacturing industries take advantage of the larger regional ECOWAS market (see Pillar 4 for more details)

- Promote financial sector development to reduce the cost of commercial bank credit and at the same time provide alternative sources of raising non-debt capital such as through the stock exchange (See Pillar for details).

To develop a skilled and gender-balanced manufacturing sector workforce:

- Establish a forum of interaction among the Government, the private sector and the University/colleges /technical and vocational institute to determine skills gaps and identify relevant training programmes for the manufacturing sector.
- Engage the Sierra Leone Manufacturers Association (SLAMA) to provide apprenticeship/internship opportunities for fresh graduates or would be graduates especially girls.
- Facilitate a more gender-balanced workforce: in consultation with the private sector, develop and implement a strategy on how to encourage higher involvement of women in manufacturing (e.g. by mentoring schemes or awards for gender equality in the workplace).

To improve coordination, information, and local content across the sector:

- Establish direct links between primary goods producers (farmers, miners, fisherfolks) and manufacturers to (i) to provide information about the availability of certain raw materials (ii) assure primary producers of the existing and potential demand for their produce and (iii) explore ways of supporting primary producers to expand production to meet the demand from the manufactures.
- Encourage greater local content of inputs and staff used by international firms: relevant Government MDAs who are involved in Local Content Policy to establish regular meetings to increase nationwide compliance.
- Better information available to sector stakeholders: carry out a sector-wide statistical survey (industrial census) and provide support to research institutions carrying out practical research on manufacturing issues relevant to Sierra Leone.

3.1.4 Promoting Local and International Tourism

The tourism sector has the potential to be an important driver of inclusive growth in Sierra Leone. Estimates indicate that tourism's annual contribution to GDP was around $25 million in 2007, growing to around $37 million in 2011. Tourist arrivals (which include all arrivals of foreigners into Sierra Leone) almost doubled from 32,000 in 2007 to 60,000 in 2012.

In 2012, of the 59,730 visitors who arrived at Lungi International Airport, 23,619 were on business, 14,074 were visiting friends and relatives, 9,464 visited for leisure purposes, 6,034 for conferences, and 6,539 for other reasons. Visitors from Europe accounted for 26% of arrivals in 2012, compared to 21% from ECOWAS countries, 18% from the Americas, and the remaining 35% from elsewhere.

The tourism sector accounted for $42 million of Government revenue generated in 2012, coming from local hotel accommodation, restaurants, transportation, and souvenirs. The number of employees in the tourism sector reached an estimated 5,600 in 2012, and if the sector's potential is unleashed, employment is projected to reach close to 10,000 people in the near future.

Over the last few years, Government has developed a seven-year strategic plan for tourism, a marketing programme, and a tour guide training programme, among other activities.

3.1.4.1 Tourism Sector Challenges

There is clear potential for growth of Sierra Leone's tourism industry, but it is being held back by several challenges:

- Only a small number of holiday-goers arrive from abroad because of:
  - Limited infrastructure
  - Sierra Leone's international image
  - Relatively high costs of travelling to Sierra Leone.
- Weak institutional and legislative frameworks for the sector.
- Long-term sustainability of key tourist sites could be under threat if necessary steps are not taken.

3.1.4.2 Tourism Sector Strategic Objectives and Priority Activities

The overall goal for this sector during the Agenda for Prosperity is to have an eco-friendly tourism sector which can compete with other West African tourist hubs in terms of value-for-money, and ensures jobs for Sierra Leonean men and women.

To reduce the costs of visiting Sierra Leone and increase the number of tourists:

- Improve infrastructure and energy: ensure that sustainable infrastructure, roads, reliable electricity, safe drinking water, and ICT services are provided or rehabilitated in key tourist areas. In addition, improve the safety and efficiency of the options for passenger transfer to and from lungi international airport.(see Pillar 4 for more details).
- Improve the international image of Sierra Leone, particularly at strategic destinations: develop and implement a National Marketing Strategy and launch an aggressive promotional drive (including promotional materials, international trade fairs, improving tourism websites).
- Investigate the causes of high travel cost to Sierra Leone and adopt strategies to reduce these costs.

To improve and strengthen the institutional and legislative framework for tourism:

- Improve regulation and planning in the sector: review and amend the Development of Tourism Act 1990, formulate an Ecotourism Policy and Action Plan, and review and update the 1982 Tourism Development Master Plan.
- Increase coordination between key stakeholders: facilitate a regular channel of communication between Government and key stakeholders in the tourism sector (including Hotel & Tourism Association, private firms, and transport providers) to overcome sector challenges.
- Improve the skills of tourism sector workers-strengthen the Hotel and Tourism Training Centre to provide appropriate training to tourism sector workers.
- Construct Arts and Crafts Centres to facilitate marketing of locally produced handicrafts.

To promote eco-tourism:

- Provide ecotourism sites with adequate resources to ensure sustainability: identify and develop 10 ecotourism sites in various parts of the country (such as Tacugama, Banana Islands, Tiwai Island, Peninsula beaches).
- Ensure the preservation of key ecotourism sites: set up coordination mechanisms among relevant MDAs and Local Councils to ensure the preservation of potential ecotourism sites such as rainforests, beaches, and protected areas.

3.2 Pillar 2: Managing Natural Resources

3.2.1 Overall Natural Resource Management

The commonly shared vision of achieving middle-income status by 2035, adopted at the recent Sierra Leone Conference on Development and Transformation, relies heavily on natural resources being the initial driver for rapid growth. This section therefore outlines how the country's natural resources could be managed within the first five-year time frame, in the wider context of the goals set for twenty-five years.

Sierra Leone is endowed with both renewable and non-renewable resources. Their exploitation has the potential to generate significant revenues for the nation and the government, but also to distort development in various ways if it is not properly planned and accounted for. In particular, activities dependent on renewable natural resources, such as agriculture, fisheries, fuel-wood energy and timber, have particularly high potential for job creation, through processing and value chains, as well as for production; water resources can be used both for energy and irrigated agriculture. Renewable natural resources, if well managed, are the source of ***productive services*** such as energy, food, employment, and exports, as well as ***regulating services***, such as watershed and flood management. But their exploitation must be deliberately planned, through carefully crafted strategies and programmes.

Women play a special role in the natural resources sector, both as beneficiaries and as participants in the exploitation of the resources. Accordingly, it should also be emphasised that the strategy and objectives of each of the subsectors will specifically include gender analyses, and compensatory and other mechanisms to ensure that equal benefits accrue to men and women. Government would also ensure the use of a human-rights based approach in mainstreaming gender to address violations.

The operations of mining, oil and gas have the potential to stimulate rapid expansion of the economy not only through revenues to the central government but also through upstream and downstream linkages to the other sectors of the economy, and through promotion of technological advances. Already high GDP growth rates, due to the commencement of production in the mines and higher labour rates in the mining areas, are both beginning to alter production pattern and prices.

While Sierra Leone's economy is predicted to grow at unprecedented rates in the coming years, the emerging risks that could accompany such growth include:

- The fluctuations in commodity prices that could lead to unpredictability in resource revenues, cause macro-economic destabilisation, and render such growth unsustainable over the long term;
- The depletion of non-renewable resources would amount to the depletion of the country's stock of wealth, unless there is a carefully crafted strategy to invest part of the proceeds to yield a continuous stream of income over time. Similarly the same is true of renewable resources if they are depleted without regard to regenerative capacity;
- The creation of a dual economy, if resource exploitation centres become enclaves with minimal integration with the rest of the economy, as was the case in the past;
- Minimal returns to the national economy, if gains from exploitation were lost due to unfair agreements and inadequate management and supervisory arrangements; and
- The effects of the Dutch Disease (described above) that could eventually lead to social instability.

Many countries have however surmounted such difficulties. They can offer lessons for Sierra Leone.

It is worth noting that some activities have already been undertaken during implementation of the Agenda for Change to address these threats. Therefore, going forward, the strategy for management

of natural resources will focus on dealing with the above threats, while releasing their positive forces that would catapult the economy to the path of sustained high levels of growth and transformation of the country (see also Pillar 1).

3.2.1.1 Principles of Natural Resource Management

At the strategic level, the following principles will be applied to each sub sector in order to ensure a coherent approach to the Pillar:

1. Distinguish between renewable and non-renewable resources for the purpose of analysis and to facilitate the identification of solutions.
2. Programmes and strategies must avoid the errors of the past, emphasise transformation and sustainability, promote interdependence to improve integration, reduce dependency, and promote sustained growth.
3. Determine maximum levels of exploitation consistent with sustainability and growth.
4. Concessions, when necessary, must be non-discretionary, and care must be taken to avoid inadvertent discrimination against locals.
5. All activities must be gender sensitive, and cater to vulnerable groups.
6. Multi-purpose river basin management and broader landscape management approaches must be promoted.
7. Launch sub regional Natural Resource management mechanisms, building on the experience of the forest reserve of Gola, to take advantage of opportunities for biodiversity offsets in infrastructure and mining developments, such as from Bumbuna, and watershed conservation as in Western Sierra Leone.
8. Incentives and measures must be designed in all cases to encourage local participation in resource management and the value chain for each subsector, but not at the expense of long-term efficiency and competitiveness.
9. Transparency and accountability issues will be mainstreamed into the framework for each subsector. They will be the foundation on which is built the management of each natural resource.
10. Conscious efforts will be made to manage natural resources taking full cognisance of the decentralisation policy and systems.
11. The parameters for green growth and the precepts of the natural resources charter will be used to benchmark the sector.

3.2.1.2 Challenges for Natural Resource Management

The importance of natural resources for the future of Sierra Leone makes their conservation essential. Yet they face serious challenges.

- ⇨ Overfishing in territorial waters has been recognised as a key cause of the dwindling of local fish catch, leading to reductions in fish stock and in income for artisanal fishing folk
- ⇨ Subsistence agricultural practices and poorly managed fuel wood and charcoal production have contributed to land degradation and reduced soil fertility
- ⇨ Indiscriminate burning of refuse and garbage at dumpsites in cities pose major threats through air pollution
- ⇨ Increased use of agrochemicals has the potential to affect human health, reduce agricultural production in the longer run, and damage the ecosystem
- ⇨ Poor urban drainage, linked to poor solid waste collection and management, contributes further to disease, while building on fragile, steeply sloping lands makes Sierra Leoneans vulnerable to landslides
- ⇨ Abandoned mined-out pits, which are a legacy of past unregulated mining, abound in the countryside. The environmental impacts of these mined-out areas have not been properly assessed

- Government and NGOs have implemented programmes and projects to ameliorate the impacts of natural resource utilisation on the environment. Weak coordination of these activities has lessened their potential positive impact
- The information base for sound decision making is lacking in many areas, including in weather forecasting and hydrology, land use and vegetation, and sub-soil assets
- Institutional gaps affect environmental management. With the establishment of the Environmental Protection Agency (EPA-SL) and strong political will, some of these issues are currently being addressed. However, much still remains to be achieved to coordinate actors in the sector.

3.2.1.3 Priority Actions for Natural Resource Management

Responding to these challenges, Sierra Leone's priority actions will be:

1. A comprehensive inventory of all natural resources – land, forests, water, minerals, and marine – to determine the optimal and sustainable levels of exploitation. This will be followed by periodic stocktaking to prevent over-exploitation and respond better to market conditions. Currently there is no comprehensive inventory of any natural resources area.
2. Undertake a continuous assessment of changes in the value of natural resource capital. Such changes can occur for various reasons; some related to price or returns to an asset or quantity effect.
3. Management of revenues from natural resources: a portion of resource revenues will be ring-fenced in a special fund, to promote transformation and sustain the level of inclusive economic development. Government intends to use resource wealth as an opportunity to increase the efficiency and equity of public expenditure.
4. Regional Integration: engage in international best practice in the management of natural resources, through the effective application of global and regional charters such as the Natural Resource Charters, African Mining Vision and the West African Mining Strategic Assessment, and specific programmes of the Mano River Union and ECOWAS.
5. Design if and how the Hartwick Rule[3] can be implemented in SL. The rule holds that consumption can be maintained if rents from non-renewable resources are continuously invested rather than used for consumption.
6. Develop, review and strengthen natural resources and environmental policies, structures and systems to fully include and empower women and men.
7. Mainstreaming sustainable natural resource management into economic development and diversification activities.
8. Strengthen hydrological and meteorological monitoring, to improve the information base and to provide services to help decision-making in key economic sectors (such as agriculture, fisheries, energy and transport), and to enable improved planning and mitigation strategies for disease outbreaks. Improving services in this area will have benefits across several Pillars.
9. Government will ensure cross-sector collaboration between Ministries of Agriculture and Food Security; Lands, Environment and Country Planning; Energy; and Water Resources, to ensure that economic diversification activities (including for agricultural productivity) fully incorporate sustainable land and water management practices.
10. Government will work to improve management of the household energy sector, including fuel-wood and charcoal.

[3]Provides a simple rule of thumb for sustainable development in countries that depend on non-renewable natural resources. "What would total capital be if, each year, countries invest all the resource rent in produced capital? What is foregone when resource-rich countries do not reinvest resource rents from nonrenewable natural capita?"

3 Similarly, the value of subsoil assets may increase with rising world market prices (price effect) or an increase in proven reserves (quantity effect).

3.2.2 Mineral Resources Management

Sierra Leone is rich in natural resources, having had a vibrant mining sector since the 1920s. Resources include rutile, diamond, bauxite, gold, iron ore, platinum, tantalite, zircon, ilmenite, chromite and colombite. With projected annual production growth of between 4% and 10%, and new investment in the mining sector, Sierra Leone's GDP per capita can be 6% higher in five years than it would otherwise be, and 17% higher by 2020. To ensure optimal contribution to national development, the Government is committed to promoting transparency and accountability in the mineral sector.

The mineral sector consists of three categories of mine operations: (a) large-scale; (b) mechanized small-scale mines, mostly diamonds and gold; and (c) artisanal, with large numbers of individual miners. Large-scale mining operations in Sierra Leone are all foreign-owned. At present, there are six large scale mining companies, seventeen small-scale mining companies and up to 200,000 artisanal miners operating in the country.

There are also 180 companies with exploration licences, covering 70% of the country's area. Many of these companies may come into full scale mining operations in the next three to five years. Reports from these exploration and mining companies are used to upgrade the database of the Geological Survey Department in the Ministry of Mines and Mineral Resources.

The National Minerals Agency Act was enacted in 2012 creating the institutional framework through which the mineral sector will be effectively managed. The National Minerals Agency will provide effective and efficient licencing, geological services and regulatory agency services in a consistent, accountable and transparent manner.

3.2.2.1 Mineral Sector Objectives and Strategies

The two main strategic priorities of the Mineral Sector are to:

- ⇨ Ensure that Sierra Leone's mineral wealth supports national economic and social development in a sustainable manner.
- ⇨ Ensure that the mining sector becomes transparent and accountable, and promotes good investment.

To achieve these priorities, Government will:

1. Review and amend the Core Minerals Policy, update the Mines and Minerals Act, issue regulations and associated laws to make the sector as attractive as possible, while ensuring a fair playing field, and equitable distribution of gains between the Government of Sierra Leone and mining companies, consistent with the African Mining Vision.
2. Improve capacity development, education, and skills supply: commission studies to develop capacity from a gender-equitable approach; use the Chamber of Mines to provide short term specialist skills; and bring private companies and the University to work on internships to meet the job demands of the mining sector.
3. Promote the availability of technological information and support to small scale entrepreneurs in the mining sector, to enhance their participation and productivity, and to enable them to compete in local, regional and international markets.
4. Set up the Mining Cadastre Office to process, record and monitor mineral rights applications, mineral rights licences and revenue data.
5. Design incentives to add value to mineral products and facilitate trading opportunities for mined products. At the same time Government will improve its capacity to reduce smuggling.
6. Improve the regulation and efficiency of Artisanal and Small-Scale Miners: promote forms of cooperatives; monitor and register artisanal mining activities, and encourage processing to improve local content.

7. Improve the welfare and benefits of the individuals and communities affected by mining. In accordance with the Mines and Minerals Act 2009, Community Development Agreements will be implemented to ensure that these communities benefit directly from the operations of mining companies in their respective localities.
8. Minimise and mitigate the adverse impact of mining operations on health, communities and the environment: enforce the requirement to provide Environment Impact Assessment Plans.
9. Promote improved employment practices, encourage participation of women in the mineral sector, prevent the employment of children in mines and give preference to employment of nationals as well as provide for training of Sierra Leoneans.
10. Promote gender responsive local content policy in Sierra Leone.

3.2.3 Promoting Sustainable Environment

The nexus between environment and development has been defined as
"Environment is where we live; and the development is what we all do in attempting to improve our lot within that abode. The two are inseparable." [4]
While the exploitation of natural resources is a key factor in economic growth and development, it can have serious negative environmental and socio-economic impacts, and undercut our trajectory to prosperity. These include the destruction and degradation of old growth forests, emissions of pollution and waste, the depletion and pollution of water resources, the decimation of fisheries, and the despoliation of land in order to extract mineral resources. In addition to the localized negative impact on livelihoods, human well-being and human security, the environmentally unsustainable exploitation of natural resources can have significant trans-boundary impacts that may pose threats to regional peace and stability.

Sierra Leone has vast natural resources which include croplands, forests, rangelands, freshwater, wetlands and swamps, biodiversity, wildlife, and extensive fisheries and mineral resources. Our recent past and current usage of these resources have not contributed meaningfully to economic growth and national development. It is now become increasingly clear that how our natural resources are valued, used and managed would determine the path and pattern of growth for the foreseeable future. Furthermore, investing the proceeds from these natural resources into the long-term accumulation of all forms of capital (human, physical, social and "institutional"), as opposed to financing current consumption, is necessary.

Therefore, our transformation towards prosperity requires an understanding of both the risks and opportunities associated with natural resource dependent growth. This can help decision-makers manage natural resources in ways that create jobs, sustain livelihoods, and contribute to economic recovery and reconciliation, without creating grievances or significant environmental degradation.

Although past exploitation and utilization of natural resources contributed very little to our economic growth, it had a significant negative impact on the natural environment. This is exemplified by the rapidly diminishing of our natural forest cover: between 1990 and 2000 Sierra Leone lost 36,000 hectares of forest cover annually, amounting to 3% forest cover loss. Land degradation from activities such as charcoal burning and firewood collection is increasing in most parts of the country, especially in the north, contributing significantly to lower crop yields. Habitat fragmentation and illegal encroachment in forest, wetlands, mangroves and other hotspots is threatening biodiversity.

3.2.3.1 Environmental Protection Sector Objectives and Strategies

The objectives and strategies of the environment sector will be focused on preventing or reducing the impact associated with prioritizing short term economic gains at the expense of environmental degradation. They are summarized as follows:

Strengthen Institutions and Governance to design and implement strategies to protect and manage the environment.
The strategy would promote actions that are generally geared towards:

- Strengthening training, recruitment and retention of environmental experts by increasing funding and salaries, and improving working conditions.
- Securing sufficient funding for environmental institutions from national revenue sources and as necessary with additional funding from donor countries.

[4] Common Future, Global Environment Outlook 4.

- Improving inter-agency coordination by streamlining environment and natural resources management structures and strengthening coordination mechanisms across agencies.

Develop policy and instruments to correct for market failures, to align public and private incentives with environmental conservation and human health.

The strategy would promote actions to:

- Develop national regulatory frameworks (standards and regulations) to contain pollution and other environmentally harmful activities.
- Encourage legislation that would reward ecosystem services, and reform tax systems to provide additional incentives for environmental protection and conservation.
- Promote trade instruments to support the legal, sustainable harvesting of natural resource products such as timber.
- Seek out in the long term the incorporation of the cost of environmental degradation into national accounts.

Improve the current level of environmental awareness of policy makers and the general public.

The general focus of the strategy would be to:

- Train civil servants and political decision-makers in environmental management through broad-based programmes that include recognition of locally derived solutions to environmental problems.
- Training of the judiciary and law enforcement actors to engender greater understanding of environmental issues and to enforce compliance.
- Strengthen public comprehension of key environmental issues through public awareness campaigns, financial support of civil society organizations, and integration of environmental and natural resources management issues in school curricula.

Promote trans-boundary initiatives in environmental and natural resources planning

The general focus of the strategy would be to:

- Become party to and ratify multilateral environment agreements, and put in place frameworks with time limits to domesticate relevant agreements.
- Use the current regional frameworks, Mano River Union (MRU), ECOWAS and the AU, to develop cooperation and collaboration on the environment.
- Promote and support current trans-boundary initiatives, including the GCLME project, Across the River Project, Gola Forest, and Fouta D'jallon initiatives.

3.2.4 Sustainable Management of Marine Resources

Sierra Leone has a large and productive marine resource base which represents a major opportunity to contribute to development and growth. However the marine sector has not had a major impact, primarily because of the lack of an appropriate policy and legal framework to define and guide sector development. Exploitation of marine resources if not controlled will lead to significant resource depletion.

3.2.4.1 Sector Challenges

As marine resources must be a renewable resource, knowing the stock available, ascertaining the sustainable rate of exploitation, and setting up effective monitoring systems, are all key factors to ensure that marine resources make an optimal contribution to economic development. Given the leading role that women play in this subsector, policies and programmes must take into account the special gender issues that arise from laws and regulations governing the subsector.

3.2.4.2 Marine Sector Objectives and Strategies

Establishment and Management of Marine Protected Areas (MPAs)

Government will implement the management of declared MPAs along the coastline, for example in the Yawri Bay (Moyamba and Western Rural District), Sierra Leone River Estuary (Western Area and Portloko District), Sherbro River Estuary (Bonthe District) and Scarcies River Estuary (Kambia District). The Ministry of Fisheries and Marine Resources (MFMR) will work with fishing communities including fishermen, councillors and fisher organizations to organize communities into Community Management Associations with defined roles to manage the MPAs. Communities will eventually acquire “Territorial Use Rights in Fisheries”. This will help protect fish resources including mangroves and other important marine habitats.

Strengthen Capacities for Combating Illegal, Unregulated and Unreported Fishing

Illegal, Unreported and Unregulated (IUU) fishing activities will be aggressively tackled and reduced by improved systems of monitoring control and surveillance. It is envisaged that at least four inshore patrol boats and one new offshore surveillance vessel will be acquired by the MFMR to patrol Sierra Leone’s entire exclusive economic zone (EEZ), including inshore surveillance in artisanal fishing communities. These seaborne patrol assets will be backed with regional aerial patrols, and a well-trained team will be established for improved enforcement. Already, the patrol vessel donated by the Isle of Man Government to the MFMR is making tremendous successes in arrests to combat IUU fishing. The management of patrols using these vessels will be effectively supported through staff training. By using the full force of the law, illegal fishing should quickly diminish, allowing Sierra Leone’s fish resources to be used legally for the benefit of Sierra Leoneans towards prosperity. MFMR staff will work closely with programmes supported under Pillar 1 for increased fisheries productivity and value added promotion, to ensure sustainable resource management by both industrial and artisanal fishermen, for all categories of fisheries.

Set up Adaptation Strategies to Control Coastal Erosion

The Government will work with other stakeholders to identify and implement adaptation strategies for prevention and control of coastal erosion, which harms livelihoods of fishing communities countrywide. In this regard special attention will go to gender related issues. Degraded mangrove forests will be replanted, and mud flats protected. Government will implement conservation programs for endangered marine species, such as certain species of sharks, sea turtles, manatees and other marine mammals.

3.2.5 Sustainable Management of Water Resources

Despite the fact that water is potentially available in abundance, it is not widely supplied in a condition that will ensure good health, reduced poverty and promote sustainable growth. Hence the statement that Water is Life cannot be understated.

Sierra Leone has nine major river systems. The Rokel/Seli, Pampana/Jong, Sewa and Waanje systems originate from within the country, as do the numerous coastal streams and creeks; the Great and Little Scarcies and Moa Rivers originate from the Fouta Jallon Plateau in the Republic of Guinea, and the Mano River originates from the Republic of Liberia. These rivers range in length from 160 km for the Great Scarcies to 430 km for the Sewa River; their catchment areas range from 2,530 km2 for the coastal streams and creeks, to 14,140 km^2 for the Sewa River. The total mean annual runoff from the river basins is of the order of 160 km^3, with monthly runoff following rainfall variability.

Most of the country is underlain by Precambrian crystalline rock formations, which have no primary porosity. Groundwater accumulation therefore occurs in fractures, joints, and fissures. The aquifers are consequently not continuous. Internally produced ground water is estimated at 50km3 annually and much of this (80%) overlaps between surface and ground water.[5]

Sierra Leone therefore is rich in water resources. Internally renewable water resources are over 29,000 km^3 per capita, which is six times the average for Africa. Water as a natural resource in Sierra Leone is estimated to be in the region of 160 Km^3 of total mean annual runoff from the nine river basins. Rain water also accounts for a significant proportion of water resources, and is often available in the rainy season between late May and late October, with peak periods from June to August. Annual rainfall range in Sierra Leone is from 5000mm to 1800mm. In the West African region, Sierra Leone ranks second after Liberia in volume of actual renewable water availability.

About 80% of the rural population obtains its water from surface sources, including many streams and ponds. Groundwater is used for a limited number of rural wells and recent installations for large cities. A number of provincial towns enjoy pipe-borne treated water.[6] Water from hydro-electric power generation, a “non-consumptive” water use, is the principle source of electricity provision and holds further development potential (see also Pillar 4). Water for energy, an urgent development need for Sierra Leonean citizens, thus plays a key role in water resource management. Water consumption for industry and mining is increasing; much of this too is “non-consumptive” but affects water quality. Finally water is used for irrigation (currently the largest “consumptive use”) and there is potential for substantial further irrigation development (see above Pillar 1).

3.2.5.1 Water Sector Challenges

Despite the vast groundwater and surface water resources, water in Sierra Leone is unevenly distributed in space and time. In the dry season for instance water can be inadequate to meet the country’s needs.

Without careful management, the resource, in particular water quality, could also be threatened by population growth, increased industrial activities, poorly managed urban development, increased damming and regulation, industrial type agriculture, environmental degradation causing soil erosion, drainage of wetlands and pollution of rivers. Another potential threat for water resources is the rapid increase in the number of mining companies whose activities, particularly processing of ores, will impact water uptake and use.

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[5] United Nations Economic Commission for Africa, “Water Supply and Sanitation Policy for Sierra Leone,” March 2007. FAO, Irrigation in Africa in figures – AQUASTAT Survey, 2005.

[6] United Nations Economic Commission for Africa, “Water Supply and Sanitation Policy for Sierra Leone,” March 2007.

The challenges for water resources management are therefore summarised as follows:-

- Lack of a central body that will ensure that resources are managed in an integrated manner to meet the demand for socio-economic development, as well as the demands of protecting the resources, and maintaining the productivity of the aquatic and terrestrial ecosystems for present and future generations.
- Lack of policies to respond to climate variability and change to ensure that there is a coping mechanism when water occurs in extremes (i.e. floods and droughts).
- Inadequate knowledge about the water resources both surface and groundwater.
- The laws and regulations for water resources management are scattered in different enactments and other legislation, leading to inertia and confusion.
- Lack of public awareness of the need to manage water resources.
- Lack of participation and capacity in the management of water resources at national, provincial, district and community levels, which take account of gender concerns.

3.2.5.2 Sector Objectives and Strategies

Government will therefore ensure that the Water Resources are efficiently and sustainably managed for the benefit of current and future generations, by undertaking the following:

1. Develop comprehensive plans for the integrated management and efficient use of water resources: the plans will emphasize sustainable water use and management, taking into account the requirements of agriculture, fisheries, drinking water, industries including mining and energy, demand for extraction of building materials from river beds, tourism, watershed management, water quality and ecosystems conservation.
2. Develop an institutional framework that addresses fundamental human needs, ecosystems, and conservation, and promotes local participation in management of water resources, taking into account the needs of women while recognizing, consistent with the Dublin Principles, that water is also an economic good.
3. Encourage capacity building efforts to make available the knowledge and the skills necessary to manage water resources at various levels.
4. Develop appropriate legal and regulatory frameworks.
5. Strengthen basic and professional training institutions in water management, or create them, where necessary.
6. Monitor and assess water resources availability (surface and groundwater), qualitatively and quantitatively

3.2.6 Sustainable and Effective Land Management

Land is arguably the basis for all natural resources. It faces competing demands from industry, forestry, agricultural production, mining, demographic changes and rapid urbanisation, environmental management, and water catchment areas. All of these demands are related to wealth and prosperity; they also can lead to increasing inequalities and conflict, due to limitations in access to land and land-related assets, plus their effects on livelihoods. Land use and land tenure are the twin factors that determine the optimal use of land. Hence the top priority for this subsector is the adoption of a comprehensive land use policy that is understood by all, and aimed at ensuring optimal gains for the overall development of the country.

Sierra Leone has fertile lands and varied topography, as well as 500 kms of coastline. Of the total land area, nearly two-thirds is estimated to be suitable for cultivation, including 1 million ha of highly fertile bottom-lands. Much of the potentially arable land is not cultivated. But maintaining areas under forest and woodland is also important for watershed protection, for energy production and to maintain rich biodiversity potential, which is important for the developing tourism industry. Two-thirds of the country is also estimated to contain sub-soil mineral assets.

3.2.6.1 Land Management Sector Challenges

- Limited integrated land use planning, which is key for sustainable land use management.
- Erosion from poor agricultural land management.
- Uncoordinated institutional arrangements for implementation of land use policies and planning.
- Woodland degradation.
- Poorly controlled extraction of sand, gravel, and other building materials from beaches and riverbeds for a range of construction and infrastructure development purposes.
- Unregulated and fragmented land market due to weak and inconsistent legal frameworks for land management.
- Land tenure regimes differ in various parts of the country.
- There has been overlapping allocation of land rights for different purposes (for example, for agricultural development and mineral exploitation).

3.2.6.2 Land Management Sector Objectives and Strategies

The overarching strategy for Land Management will aim to:

1. Improve and strengthen the existing land administration system and land laws.
2. Institute reforms in relation to regulation that govern the way in which land ownership rights and obligations are determined.
3. Ensure and promote participation of local communities and relevant stakeholders in planning, design and implementation processes, with special emphasis on gender equality.
4. Support programs for improved landscape management to sustain long-term land productivity.

This strategy will be implemented by undertaking the following activities:

- Developing a comprehensive land use policy, especially for agriculture.
- Developing and enacting an integrated legal framework that ensures that women have equal rights with men in terms of land ownership. The framework will also address land market issues; the land register must be modernised with a committed political support and extensive informed public debate.
- Developing a single National Land Register Institution for all parcels in the Country using modern IT register technologies and a GPS parcel number system.

- Revising urban planning laws and enacting a new legal framework for sustainable land use planning and development control, to be introduced with solid political support and special attention to law enforcement.
- Developing guidelines for planning and construction of new cities, as well as for improvement of existing structures and infrastructure for social improvement and economic growth.
- Developing an Integrated Web-Based GIS Management System and Spatial Database System for Spatial Urban Planning.
- Developing relevant capacity for sustainable land management; training farmers in sustainable land and water practices, working in close collaboration with other agencies, including those responsible for agriculture, forestry, water resources, mining and urban land use planning.

3.2.7 Sustainable Forestry Management

Sierra Leone currently has 48 forest reserves under the custody of government occupying approximately 285,000 hectares of total land cover. In addition, there are 300,000 hectares of mangrove forests and 30,000 hectares of constituted community forests. Fifteen protected areas are proposed, eight in the terrestrial ecosystem and seven in the wetlands. Sierra Leone is part of the Upper Guinea Rainforest, home of a diversity of plants and animals. In 2003, Sierra Leone developed a national biodiversity strategic action plan which described the status of biodiversity, and action plans for its sustainable management. According to the FAO 2010 Forest Resource Assessment, 38% of Sierra Leone's land area, or over 2.5 million hectares, comprises wooded landscapes.

Wood products from the forest have traditionally ranked as an income earner, while fuel wood, bush meat, medicinal plants and other non-timber products have continued to contribute significantly to the welfare of most Sierra Leoneans; charcoal production and trade is also a source of income, especially for rural people. Forests also provide important services such as serving as a carbon sink in climate mitigation; they are a source of water supply and recreational facilities. There is an intricate link between conservation and development; Sierra Leoneans have realized that to sustain the current development strides, there is a need to balance the two competing demands.

Although effective management of Sierra Leone's natural resources and the environment was identified as key to Peace and Development in the Agenda for Change, unregulated exploitation of these resources has resulted in deforestation, resource depletion, environmental degradation and biodiversity loss.

3.2.7.1 Sector Challenges

The challenges of forest management are summarised as follows:

- Poor governance
- Inadequate logistics and technical skills
- Weak law enforcement
- Lack of coordination among sector ministries
- Population pressure
- Minimal support for improved management of community-managed forests and woodlands, or for sustainable fuel-wood and charcoal production
- Insufficient consideration of the role of forests and woodlands in watershed protection
- The preference for alternative land uses such as mining and agriculture
- Illegal harvesting.

3.2.7.2 Objectives and Strategy for Effective Forest Management

The overall goals of the forestry sector are to sustain the management, utilization of forest resources and the preservation of the environment for biodiversity conservation, research and education. The overall strategy is to overhaul the policy, legal and institutional frameworks that will enable the introduction of reforms and innovations in forest management, geared towards sustainable forest management for Sierra Leone and the sub-region. It includes these activities:

- Review and formulate a new forestry and wildlife policies.
- Review and amend the Forestry Act of 1988 and the Wildlife Act of 1972, to accommodate emerging issues such as forest co-management, eco-tourism, biodiversity conservation and climate change.

- Restructure the forestry sector to enable it to address competing demands in the sector, recognizing that sustainable management can meet conservation, watershed regulation and economic development/job creation objectives.
- Design and implement a robust and comprehensive biodiversity and wetlands conservation management framework. Government will position itself through early capacity building to take full advantage of emerging opportunities in this sector, such as developing a “Reducing Emissions from Deforestation and Degradation” policy.
- Within the sub-regional context, priority areas of action are the harmonisation of legal and institutional frameworks for trans-boundary forest management, and the development of a convergence plan for sustainable forest management within ECOWAS.
- In the field, the urgent priority action will be to restore the integrity of the forest estates and protected areas.
- National assessment of the forests and woodland resource base will be undertaken. Government will prepare a plan for broader sustainable management of national forests and woodlands, in close cooperation with agencies responsible for agriculture, energy, water resources, lands, biodiversity and fisheries (for coastal forests).
- Place the problems of bushfire on the public agenda with the participation of agricultural and local community extension agents.
- Develop a benefit sharing mechanism that will increase benefits from forest revenue flowing to stakeholders.
- Promote private sector involvement, including small-holder involvement, in production and value-added activities, including agro-forestry and the long term sustainable utilisation of wood energy resources.
- Mainstream the contribution of forestry and wildlife to sustainable agricultural practices and food security, in cooperation with other agencies.
- Support sustainable fuel-wood and charcoal production while creating alternatives for domestic energy sources and synergies with other Agencies and the private sector on sustainable energy options

3.2.8 Oil and Gas Development and Management

Government's efforts towards promoting Oil and Gas development have resulted in intensified exploration. There have been three discoveries from the first three wells drilled, representing a 100% geological success. Notwithstanding the enormous technological and financial challenges associated with deep water exploration (water depths ranging from 2,500 meters to 3,500 meters), it is hoped that the recent oil discoveries will yield commercially viable production levels.

The Government has therefore enacted the Petroleum Policy (2010) and Petroleum Exploration and Production Act (2011) in anticipation of the dawn of a petroleum production boom. If the current geological success is sustained, petroleum could in the medium to long term become the key revenue source that would in no small measure contribute towards the accelerated transformation of Sierra Leone.

3.2.8.1 Petroleum Sector Challenges

However, the sector is faced with some key challenges:

- **Capacity deficit**: As a complex and dynamic industry, effective regulation requires that MDAs and CSOs involved in the industry must first of all endeavour to have a basic working knowledge of the industry. There is no way for instance one can determine whether oil leakage constitutes an environmental danger without knowledge about the measurement threshold in terms of parts per million. Similarly a revenue collector without knowledge of the work programme involved and general petroleum accounting practices will be at the mercy of the client. Third, efforts towards job creation facilitation can only be effective if the youths have the necessary skills or required education; otherwise a policy to give preference to locals will be circumvented.
- **Poor entrepreneurial spirit of local businesses**: Closely associated with the challenge of employability is that of weak response to business opportunities by indigenous businesses. These must look for niches in the new opportunity created by drilling activities, whether serving as recruitment agencies, maritime transportation and logistics, catering services, or other niche activities.
- **Poor MDA/CSO Coordination**: Whilst the Petroleum Directorate of the Office of the President is working ardently to coordinate efforts, the over-enthusiasm of some agencies and potential rivalry or role conflict is becoming a source of threat. Such competition amongst MDAs, CSOs and local authorities will only play out in the favour of petroleum companies. There is therefore the need for acknowledgement of limits of one's authority and responsibilities, and for inter-agency cooperation.
- **Disproportionate Expectations for 'Too Much Too Soon'**: The expectations from certain segments of the populace are disproportionately high. This has resulted in misconceptions, which the Petroleum Directorate is working to address through enhancement of its public relations outreach. It is also partnering with other MDAs and CSOs to develop better understanding of the workings of the oil and gas industry. Such engagements have included training support to various MDA stakeholders.

3.2.8.2 Sector Objectives and Strategies

The Government's overall objective in terms of Oil and Gas Management is to effectively manage Sierra Leone's petroleum resources for the provision of additional opportunity for the nation's emancipation from poverty, and ultimate transformation into a self-reliant, middle income state.

The specific objectives are based on the assumptions that oil and gas being discovered will be commercially viable, and Government is therefore committed to accomplishing the following:

- Ensuring the systematic extraction of Sierra Leone's petroleum resources, in a safe, economically sustainable, socially responsible and environmentally friendly manner, to meet the needs of current and future generations.
- Generation of additional fiscal revenues to guarantee economic sovereignty for the sustainable delivery of quality, pro-poor public goods and services. The petroleum sector represents an opportunity for fresh revenue streams through tax and non-tax revenues.
- Adoption of innovative approaches for a differentiated use of oil-related income. Against the background that oil resources are volatile, unpredictable, and ultimately exhaustible; an approach for averting the tendency towards the resource curse is by ring-fencing a specific proportion of oil revenues to specific projects, with inter-generational implications in particular. Specific quotas of oil revenues may be saved for posterity, whilst accrued interest is used for immediate consumption requirements. The Transformation Development Fund being contemplated represents an opportunity for this novelty, if its administration can be embedded with generally accepted goals and clearly defined rules, as well as with transparency mechanisms that will increase public confidence. It is therefore recommended that lessons be drawn from countries such as Norway and Kazakhstan, where Oil Funds have been used as a solution to the so called 'paradox of plenty'.
- Improving upstream petroleum sector governance.
- Cascading out the potential benefits: Petroleum is yet to be discovered in commercial quantities so as to merit production. In the meantime, however, actions must be taken to maximize the potential benefits if commercial quantities are confirmed, including measures for companies to fulfil local content requirements.
- Expanding the frontiers of exploration.
- Continued attraction and retention of credible investors with the requisite technical and financial capability.
- Continue to explore options for expanding the revenue sources.
- Continue to partner with IMF, MOFED and NRA to develop and implement a realistic petroleum revenue bill.
- Enhance collaboration with the Extractive Industries Transparency Initiative (EITI) Secretariat for EITI compliance.
- Enhance domestic public diplomacy and citizen engagement. Petroleum activities are still a novelty in Sierra Leone, and there is need to improve public understanding, which would help dispel the misconceptions as well as to get the population prepared to take advantage of the increasing opportunities being created.
- Encourage employment of citizens, on terms not substantially different from those of their foreign counterparts, and procurement of locally produced/provided goods and services.
- Skills transfer and skills development in favour of locals to enhance their continued suitability.
- Encouraging local entrepreneurs to optimise their participation in emerging oil-driven opportunities for economic diversification.
- Sustained partnership for the extension of the continental shelf beyond 200 nautical miles. The Petroleum Directorate has been involved in a seven-State initiative to extend the outer limits of the country's continental shelf zone beyond the traditional 200NM. The initial phase is acquisition of seismic and bathymetric data: data acquired are now being processed. This will form part of the submission to the Commission on the Convention on the Laws of the Seas.
- Acquisition of preliminary geological & geophysical data over shallow waters and onshore zones.
- Sustained international public diplomacy and other innovative marketing strategies.
- Working toward ensuring regulatory stability and predictability.
- Strengthening the regulatory framework for compliance monitoring and enforcement: Notwithstanding the recent promulgation of the Petroleum Policy and the Petroleum

Exploration and Production Act, accumulating experience has shown that some regulatory gaps still need to be filled to give effect to various legal provisions. Further, unintended outcomes of the Government's standardisation efforts may require a revisiting of certain provisions of the law. For instance, fixing of certain fiscal terms in the law-in an effort to reduce negotiable terms to the barest minimum indicates that these provisions may be unsustainable unless reviewed and aligned with the realities of variable economic sensitivities of different block areas.

- Building the requisite institutional capacity for a well-coordinated and result-oriented resource management: The increasing expansion of the scope of regulatory activities associated with the Oil and Gas sector implies that there is need for matching institutional set ups. The Government will continue to support the Petroleum Directorate's efforts to improve the enabling environment, spreading institutional capacity building efforts across agencies engaged in regulatory activities. This will include consolidating the functional autonomy of the Petroleum Directorate, and upgrading its technical, managerial and operational capabilities for independent evaluation of investor work plans, independent appraisal of finds, developing reserve calculations, and other technical functions; MOFED and NRA will be prepared for monitoring production activities, collecting revenues and enforcing tax regimes; EPA-SL will be able to provide dependable guidelines for impact assessment and environmental management plans, the Navy prepared for its responsibilities for emergency preparedness.

3.2.9 Transformation Development Fund

Public revenues from the non-renewable natural resources of Sierra Leone are an important source of income for the Government budget and in the future will provide an alternative to support from the donor community for self-sustained development. Earnings from natural resources hold great potential for long-term, sustainable economic development. The exploitation of Sierra Leone's raw materials involves converting existing assets into income: a sustainable approach to the management of commodity revenues must therefore also aim to take account of future generations.

However, revenues from natural resource deposits present the Government with two fundamental problems: firstly public revenues could be subject to severe fluctuation, and secondly the extraction and sale of raw materials constitutes a liquidation of our assets.

The future inflow of revenue from mining and oil extraction potentially will stretch the limits of Government's absorptive capacity as regards public-sector investment. Conversely, when revenues from commodities suddenly fall, there is the risk of being forced into debt, because existing medium to long term investment projects cannot easily be cancelled without further costs.

The establishment of a Transformation Development Fund therefore is an important, forward-looking step that will enable Government to exert better control over national revenues from the natural resources sector. Through this mechanism, specific receipts from natural resources would initially be placed in the Fund and earmarked for public investments for the transformation of the country. Payments from the Fund would be affected to only a very limited extent by the volatility of exchange rates, global market prices or output. This will make it possible to feed constant and predictable revenues into the national budget, and to direct revenues into high quality public investments. Transparent administration of the Fund, comprehensive reporting, and supervision by competent authorities, will promote transparency and accountability as fundamental democratic elements, and are essential factors for the Fund to be successful.

3.3: Pillar 3 – Accelerating Human Development

Developing human capital in the next five years is fundamental to improving living conditions, increasing national prosperity, and building international competitiveness in an equitable environment. Empowering people through human capital development will ensure equal opportunity for participation in the economy and society, regardless of gender, location or circumstance.

The goals of this Pillar are to develop human capital, to empower people through the provision of human services to reduce poverty, and to accelerate the achievement of the Millennium Development Goals (MDGs). The focus is on strategies that will accelerate human development in Sierra Leone, through population policy, improving quality of and access to education, providing extensive health services, controlling HIV/AIDS, providing safe water and improved sanitation, and mainstreaming gender parity.

Sierra Leone made significant strides in the last five years towards reducing poverty and achieving the MDGs. Strategies for Accelerating Human Development will address remaining challenges, targeting further poverty reduction efforts. Special attention will be given to vulnerable groups – children, women, the disabled, elderly, mentally-ill, and the poor – in the quest to improve their access to, and utilization of, services. Human development, in particular good health, has huge ramifications on labour productivity and prosperity. Sierra Leone's Human Development Indicators are summarised below, together with the 2018 targets.

Table 5: Sierra Leone's Performance on Selected Human Development Indicators

Headline Indicators	Baseline	Target By 2017
Population Growth Rate	1.8%@	1.3%
Infant Mortality Rate	89/1,000 live births&	45/1,000 live births
Under Five Mortality Rate	140/1,000 live births&	80/1,000 live births
Maternal Mortality Rate	857/100,000 live births*	550/100,000 live births
Total Fertility Rate	5.1 children per woman*	3.8 children per women
Adolescent Fertility Rate	122 live births per 1,000	90 live births per 1,000
HIV Prevalence Rate	1.5% of 15-49 year olds*	1.15% of 15-49 years
Prevalence of Mental Disorders	> 12%	9%
Access to Safe Drinking Water	57%&	80%
Access to Improved Sanitation	40%&	60%
Primary School Pass Rate	Girls 72.5%; Boys 75.9%**	Girls 80%; Boys 80%
JSS (BECE) Pass Rate	Girls 55%; Boys 62%^	Girls 70%; Boys 70%
SSS (WASSCE) Pass Rate	Girls 8% (16%); Boys 7% (14%)#	Girls 20% (30%); Boys 20% (30%)
Adult Literacy	Male 69.6% Female 43.5%	Male 75% Female 55%

: Demographic and Health Survey, 2008 **: NPSE 2012 @: Sierra Leone Census, 2004 &: Multiple Indicator Cluster Survey, 2010 #: Defined as 5 (4) credits and above – Authors Calculation based on 2012 WASSCE Results from WAEC ^: Defined as 4 and above passes including Language Arts and/or Mathematics - Author's Calculation based on 2012 BECE Results from WAEC

Health Data

Malaria, respiratory and diarrhoeal diseases together have accounted for 75 per cent of under-five mortality, while malnutrition caused 57 per cent of child deaths. These diseases are linked with unsafe drinking water, and poor sanitation, hygiene and nutrition. HIV/AIDS can cause loss of human capital, reduce labour productivity, and increase poverty. The challenge is to maintain or reduce the current relatively low prevalence rate of 1.5%.

Education

Appropriate education creates enabling conditions for economic growth and prosperity, with strong beneficial impacts on health, nutrition and socio-economic development. An educated labour force will meet employment demands in agriculture, mining, manufacturing, value addition, and the private and public sectors, and reduce dependence on foreign experts. In the next five years, Government will invest in and reform the educational system, especially basic education, to ensure quality learning and adequate human resource development.

Water and Sanitation

Safe, reliable, affordable and accessible drinking water and sanitation are essential to good health and development. Safe water reduces or eliminates water-borne diseases (such as diarrhoea, cholera). Poor sanitation exposes people to disease, lack of privacy and indignity. Poor water and sanitation together result in a large disease burden, and huge costs on individuals and the nation. Along with poor hygiene, they negatively affect school attendance and performance, and especially endanger women and girls. Toilet facilities and clean water are lacking in many schools, which is a setback to national development. Poor solid waste management and inadequate drainage contribute to continued prevalence of water-borne diseases and malaria, even when there is access to clean water and sanitation. Over the next five years, Government will develop infrastructure to use Sierra Leone's abundant water resources to provide access to safe water and improve sanitation facilities across the country. It will also invest in improved solid waste management and drainage.

3.3.1 Improving Access to and Quality of Education

Education plays a key role in the achievement of developmental goals and attainment of prosperity, with strong impacts on the health and well-being of individuals and communities. Sierra Leone must continue to invest and reform the educational system, especially basic education, in the next five years, as an essential means to achieving the right development trajectory towards middle income status. A better educated labour force will meet the employment demands resulting from industrial expansion (in agriculture, mining, industry and the private sector) whilst at the same time reducing dependence on foreign experts.

Institutions at the tertiary level need restructuring, so they can meet present and anticipated future demand for high quality graduates. A good supply of well-educated graduates will also attract investment, thus creating jobs; improving product processing and value-added, reducing imports; increasing exports; and boosting foreign earnings and reserves.

In Sierra Leone, education has a strong impact on social behaviours (MICS4, 2010). It has a strong positive effect on birth control, since educated women wait significantly longer before having children; they are also more likely to adopt attitudes beneficial to their health and that of their children. Improving enrolment and increasing students' years of effective schooling are necessary for economic competitiveness and growth, as are improved learning outcomes, in the form of increased knowledge and skills.

Since 2007, enrolments and completion rates have improved nationally, especially at post-primary level. However, many children who should be in school do not have access or are not enrolled, and this inequity increases as the education ladder is ascended. In addition many others access school much later than the official age of 6, increasing the likelihood of them dropping out before successfully completing their basic education. These problems remain even though Sierra Leone's recurrent spending on education is better than our neighbours, and better than the average for Sub-Saharan Africa, as the chart below shows.

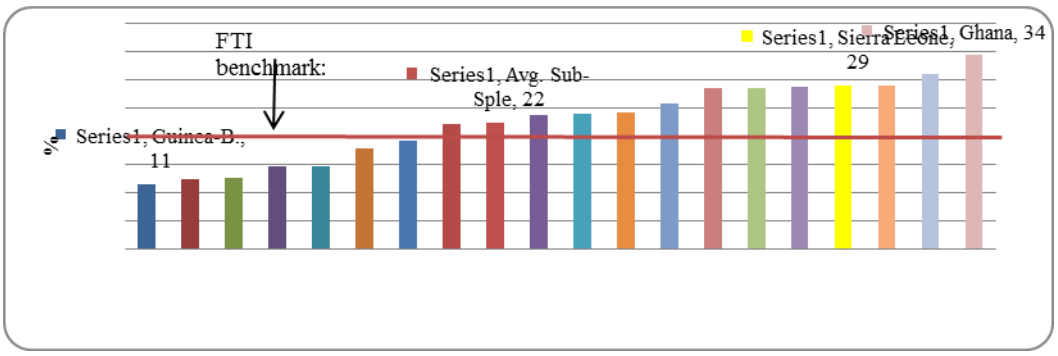


Figure 3: Share of Education Recurrent Spending in Total Government Recurrent Expenditures (Excl. Debt Services), Various African Low Income Countries, 2011 or latest available

Source: Pole de Dakar, UNESCO/BREDA

Table 6 shows key educational indicators – gross enrolment, intake, repetition, completion and transition rates, for all students and girls separately. The enrolment and intake ratios show total numbers enrolled as a proportion of the relevant age group; repetition shows the ratio of those who are repeating a year to the total enrolled, completion the ratio of those in the last year to those who entered at the beginning of the cycle, and transition the proportion of those in the final year of a cycle who move to the next level.

International Comparisons in the Annex show how Sierra Leone is doing relative to its neighbours and other Sub-Saharan Africa in terms of access, completion and school life expectancy.

Table 6: School Enrolment, Intake, Repetition, Completion and Transition Rates

Rates	Primary (Girls)	Junior Secondary (Girls)	Senior Secondary (Girls)
Gross Enrolment	122% (118%)	62% (55%)	32% (24%)
Gross Intake	121% (115%)	59% (53%)	26% (21%)
Repetition	16% (16%)	13% (14%)	13% (15%)
Gross Completion	76% (73%)	49% (41%)	26% (17%)
Transition Rate	77%	54%	

Source: School Census Report Volume 1 and Draft CSR

3.3.1.1 Education Sector Challenges

The education sector faces severe challenges to respond to the needs of society and the labour market, despite the gains made in recent years:

- A high number of out-of-school children of primary school age, and low access to the secondary level, especially by girls (the high primary gross intake and enrolment rates hide these out-of-school children, since they include under- and over-age children).
- 40% of children start grade one aged 7 or above.
- High repetition rates.
- Low completion rates especially for girls.
- Low quality education at all levels.
- Inadequate educational infrastructure to effectively and efficiently deliver education.
- Instructional hours low and not used efficiently.
- Mismatch between skills supply and labour-market demands (mining, agriculture, etc.).
- High illiteracy rate among youths and adults.
- Lack of governance and management capacity for education service delivery.

3.3.1.2 Objectives and Strategies to improve access to and quality of education

Improve education access, completion, and equity of opportunities

Government is focused on ensuring that by 2018 access to primary education will be 'fee free', and access to all levels of education will be greatly improved. Targeted programmes to encourage attendance by the most marginalised would have commenced alongside those designed to address access, particularly for children in the lowest wealth quintile, differently-able children, girls and young women. The achievement of MDG No. 2 is dependent on these provisions.

Make education more equitable and accessible

- Providing adequate educational infrastructure to effectively and efficiently deliver education. Efforts will focus on schooling provision for un-served and/or under-served communities, as well as making educational institutions accessible to all students.
- Addressing gender, geographical and socio-economic disparities in access, repetition, completion and transition as well as infrastructural needs, along with other 2010 Education White Paper recommendations not adequately addressed to date.
- Making school infrastructure more gender-sensitive by providing separate sanitation facilities for boys and girls.
- Re-activating a Gender Unit at the Ministry of Education, Science and Technology to take on necessary gender reforms.

- Establishing an equitable and transparent system for materials procurement, allocation and distribution, and fees and grants allocation and payment, especially for girls and vulnerable children.

Improving education completion rates, especially for girls

- Encourage access to and participation in early childhood development, so as to help children's cognitive development, making them more likely to benefit from and to complete school.
- Ensure children start school at age 6.
- Reduce repetition rates within primary school, making it more likely children complete primary education within the expected 6 years.
- Providing better teachers, adequate supply of teaching/learning materials, better curriculum, better assessment and early diagnosis of weaknesses in teaching/learning. Improvements will be realized in repetition, completion and transition at all levels. Graduates from the different levels of the system would be better equipped to survive and prosper in the 21st century.

Improving teaching/learning quality education at all levels

Evidence suggests that learning outcomes of children need to improve throughout the country. Therefore, Government will do the following:

- To improve the quality of teaching, the qualification, experience and competence of teachers, facilitators and lecturers will be improved, to ensure that the capacity of teaching staff in all educational institutions is commensurate with the subjects, levels, age and grades being taught.
- Motivating factors will be put in place in order to ensure that able individuals are attracted to the sector, including staff quarters, scaled 'remote area' allowances, 'subject' allowances, access to loans schemes, and scholarship priority. The incentives will address the gap between teachers' salaries in Sierra Leone and some counterparts in other Sub-Saharan African countries.
- Minimum standards for educational institutions are presently being formulated and will be put in place to ensure that all educational institutions (whether government, government-assisted, community or private) adhere to the same standards. Schools of excellence in specific areas/fields of learning would serve as models.

Making student learning more relevant

Government will:

- Establish a learning assessment framework.
- Reform the curriculum and examinations.
- Ensure gender sensitive curricula reforms including GBV concepts, life skills and reproductive health.
- Address teacher/lecturer quality including gender sensitive educational approaches.
- Prioritise Science, Math and Technology at all levels for both girls and boys.
- Reward teaching and learning of Science, Maths and Technology, for both boys and girls.
- Education programmes at all levels will be better aligned to the demands of the 21st Century and job market requirements.

Ensuring adequate school contact hours:

- Ensure that instructional time is adequate, properly and fully utilised, as outlined in the 2010 Education White Paper.
- Contact hours will be increased.
- Phase out the double shift system.
- Add a year to senior secondary schooling.

Improving education administration

- To ensure that the system is more effective, efficient and relevant to labour market needs, public-private partnerships will be promoted.
- The decentralisation of basic education will deepen, with the accompanying devolution of authority.

Labour market skills and TVET

The mismatch between the supply of tertiary educational skills and labour-market demands (for mining, agriculture and other priority areas) will be addressed. Clearly, the technical skills needed to meet the demands of the mining, agriculture; road building and physical infrastructure sectors are inadequate. Government will therefore revamp TVET and skills training through a new accreditation and competency framework, providing more relevant courses and programmes, new apprenticeship schemes, and greater public–private partnerships. At the same time, efforts will be made to attract women to train for technical jobs that are presently dominated by men. Alternative funding mechanisms for students in higher education, including loan schemes, would be explored, and grants targeted transparently to the most needy students.

TVET and skills training would be reformed through:

- A new institutional accreditation framework to ensure that Higher and Tertiary education institutions meet national and international standards, and are competitive and responsive to the needs of the country.
- A new national competency, assessment, examinations and qualifications framework.
- Establishing a national apprenticeship scheme, providing incentives to girls in particular to participate.

Adult literacy

Efforts to improve the literacy rate amongst adults will be intensified, through provision of adequate adult literacy and civic education programmes. Programmes will especially target women.

Strengthening education service delivery system

In the next five years, the Education Capacity Development Strategy (CDS) will be implemented. CDS covers strategies to strengthen nine areas: human resource management, teacher management, planning and coordination, decentralisation, financial capacity, communications and information-sharing, systems data and records management, monitoring and supervision of institutions, procurement and distribution of teaching and learning materials.

- CDS highlights the functioning of the Teaching Service Commission, which is critical to the improvement of teacher quality, teacher retention and the well-being of the teaching profession.
- Teacher training will be intensified and will become an integral part of the teacher appraisal system.
- A procurement and distribution system would be put in place for teaching/learning materials at all levels of education. The system will recognize the decentralised nature of basic education, and ensure that schools are fully functional right from the start of every school year.
- The under-funding of Early Childhood Care and Education, TVET and non-formal education will be addressed, with affordable programmes put in place.
- Planning and the Education Management Information System will be improved.
- A 30% minimum quota for women in decision-making and senior positions in the education system will be ensured.
- Comprehensive monitoring of all schools nationwide will be ensured, including by the recruitment of school inspectors.

- The teachers' code of conduct will be disseminated widely and implemented; it will be monitored and enforced. The relevant laws pertaining to the code of conduct will be reviewed.

3.3.1.3 Tertiary Education and Technical and Vocational Education and Training

The supply of graduates and post-graduates from our tertiary institutions (technical and vocational institutes, colleges, polytechnics and universities) is not meeting the growing demand for mid-level technical and professional personnel with the requisite skills, knowledge and attitudes needed to transform Sierra Leone's economy. Few of the needed professionals and highly skilled workers (machinists, technicians, electricians, crane operators, irrigation engineers etc.) are produced for the huge demand in the natural resources and large-scale commercial agriculture sectors. Consequently, emerging large companies import foreign labour for positions that could easily be filled by trained Sierra Leoneans. In addition, there is need for teachers, doctors, other medical personnel, and veterinary surgeons and technicians to meet both national needs and international commitments such as the MDGs.

In prioritising tertiary education, Government will focus on the following

- Making TVET Institutions more effective with a focus on redirecting manpower towards the growth sectors. Programmes will be restructured, courses revised, and new ones designed to provide technical tuition, knowledge and skills to supply vocations in mining, construction, agriculture, fisheries and hospitality.
- Government will also ensure that the curriculums at universities are revised to meet current demand.
- Public-private partnerships in education will be promoted. Employer co-funding and proactive research by universities in needs assessment and forecasting will be introduced to ensure an effective PPP strategy between Government and the private sector.

Government will improve tertiary access and quality of tertiary education outcomes by:

- Ensuring equitable access and completion by addressing disparities (gender, geographical socio-economic), with transparent systems for allocating student financial aid and grants to institutions;
- Encouraging reform of the curriculum and assessment; facilitating internship programs through PPP; providing research funding; and developing financing strategy to increase enrolment in critical areas.
- Improving quality by strengthening the Tertiary Education Commission to perform its statutory functions, including quality assurance; improving performance, data collection and dissemination, and providing requisite funding.

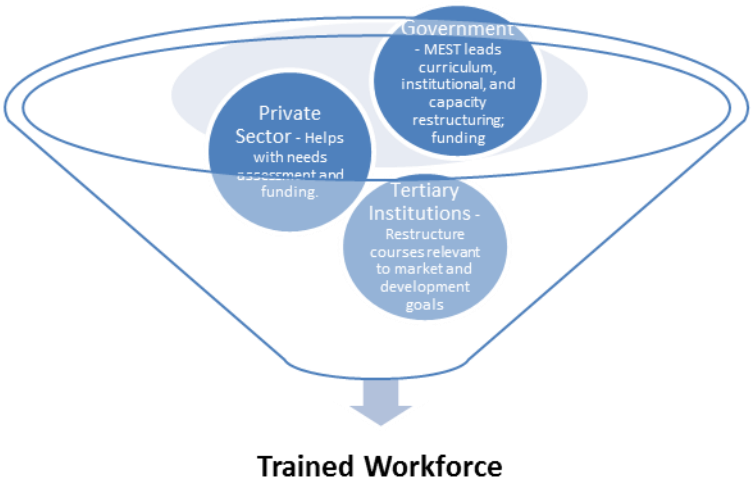


Figure 4: Public-Private Partnership – Government, Tertiary Institutions and Private Sector

3.3.2 Improving Access and Quality of Basic Health Services

Improving the health of the poor, particularly women and children, is an investment in economic and social growth and development, and a priority for reducing poverty. As Sierra Leone moves towards attaining middle income status by 2035, improving the health of the people is a key priority. Research has shown that substantially improved health outcomes of a population are a prerequisite for developing countries to break out of the cycle of poverty. Good health contributes to improved human capital, high labour productivity, enhanced domestic and foreign investment, and robust national savings. Over the next five years, Sierra Leone will strengthen existing health programmes and introduce new policies and services that will elevate service quality and accessibility.

Table 7: Human Development Indicators

Indicator	2008	2010	Comment [Figures for 2011 & 2012 are not available]
Infant Mortality [Per 1,000 Live Births]	89/1000*	128/1000** Live Births	*The method for calculating mortality in DHS is different from that used in the MICS. So the results from the two surveys are not comparable.*
Under-5 Mortality Rate [Per 1,000 Live Births]	140/1000*	217/1000**	*The method for calculating mortality in DHS is different from that used in the MICS. So the results from the two surveys are not comparable.*
Maternal Mortality	857/100,000*	N/A	Consequent to Free Health care and dramatic decline in child case fatality in hospitals.
Contraceptive Prevalence	7%*	12%****	Although there has been some improvement in the last 5 years, there is much more to be done to achieve MDG 5.
Stunting in children under 2		25.7%	Target 19.7%
HIV/AIDs Control & Treatment	VCCT Sites 398 PMTCT Sites 111 % on ART 28.0%	556 (2011) 131 (2011) 42.0% (2011)	The uptake of PMTCT services among pregnant women with HIV has increased from 40.4% in 2009 to 47.7% in 2011. The prevalence of HIV among ANC attendees has decreased from 4.4% in 2007 to 3.2% in 2010
Safe Water and Sanitation	N/A	57% (2010)** 40% (2010)	MICS 2010: 57% and 40% of the population have access to sources of improved drinking water & improved sanitation facilities. 10% of the population have both an improved source of water & sanitation facilities.

According to the Demographic and Health Surveys (DHS), the Maternal Mortality Ratio and Infant Mortality Rate of Sierra Leone in 2008 stood at 857/100,000 live births and 89/1000 respectively. The Child Mortality Rate was 140/1000 live births [DHS 2008] and one quarter of all under-five deaths occurred during the neonatal period. Even though no recent DHS has been conducted to assess progress in mortality, successive Multi-Indicator Cluster Surveys (MICS) conducted in 2005 and 2010 show that infant mortality has reduced from 170/1000 live births to 128/1,000 live births and child mortality reduced from 286/1000 live births to 217/1000 live birth, respectively. There has been significant reduction in maternal mortality ratio from 1800/100,000 live births in 2001(Joint WB, UNFPA, UNICEF and WHO Report) and 1,300/100,000 live births (MICS 2005) to 857/100,000 live births (DHS 2008). The causes of child mortality are primarily malaria, diarrhoea, acute respiratory infections, and malnutrition. Overall, malaria accounts for 50% of all under-five hospital consultations and 41% of all under-five deaths. A high adolescent fertility rate, 122 per 1000, and high early child bearing rate of 38%, together add to health risks for adolescents and their babies.

Although remarkable progress has been made in reducing morbidity and mortality, Sierra Leone has high infant- and under-5 mortality rates, and low life expectancy, compared to many countries in the sub-region.

3.3.2.1 Health Sector Challenges

The challenges in the health sector are summarised as follows:

- Ill-equipped and inadequate health infrastructure nationwide (hospitals, laboratories, diagnostic centres, stores and pharmacies).
- Inadequate financing to support and/ or complement out-of-pocket health expenditure.
- Unsafe drinking water and poor sanitation.
- Poor child caregiving and dietary practices.
- High burden of communicable diseases, especially malaria, ARI, diarrhoea, TB.
- Increasing trend of non-communicable diseases, including mental disorder.
- Shortage of skilled manpower; weak recruitment and retention strategy, maldistribution, poor condition of service, lack of social amenities, inadequate training.
- Weak health sector coordination and governance.
- Weak monitoring and supervision within the health system; from National to District, and from District to PHUs.
- Incomplete and untimely availability of data.
- Frequent stock-out of essential drugs and medical consumables.

3.3.2.2 Sector Objectives and Strategies

The medium to long term strategy for the health sector is to provide universal coverage of quality health care in established centres of excellence. In the short term, the focus is on the provision of free preventive health services at points of delivery; universal access to family planning; establishing a National Health Insurance scheme; providing specialist care in every provincial hospital; signing Citizens" Performance Charter"; training more medical personnel, particularly in maternal and child health; providing support for all aspects of reproductive health; and providing free health care for other vulnerable groups including disabled people. Government will therefore focus on the following:

Reducing high infant, under-five and maternal mortality

In addressing infant, under-five and maternal mortality, the Government will:

- Strengthen and expand the Free Health Care initiatives.
- Improve adolescence and young people's reproductive health and rights, including implementing laws and policies, and a youth friendly environment.
- Improve child health by scaling-up Integrated Management of Neonatal and Childhood Illnesses (IMNCI).
- Provide food and nutrition security services, focusing on women and children from conception to 2-years (see Nutrition services, below).
- Build capacity of health service providers and ensure provision of appropriate services for victims of GBV.
- Ensure enforcement and implementation of free medical examination and treatment, as per the Domestic Violence Act 2007 and Sexual Offences Act 2012.
- Provide therapeutic services for all cases of unsafe abortion; review and enact the abortion law.
- Ensure male support in female health care.
- Strengthen community outreach and participation to elicit positive behavioural change amongst men and women at all levels.

Providing nutrition services

The goals for food and nutrition security are to contribute to improved health and nutrition, social and economic well-being of all people with particular focus on women, children and other nutritionally vulnerable groups. Identified activities will include:

- Scaling-up nutrition by strengthening focus on women and children from conception to 2 years (first 1,000 days), institutionalizing the Scaled-Up Nutrition initiative increased to a national level, and implementing the Food and Nutrition Security Policy Implementation Plan.
- Improving identification and management of severe acute malnutrition and strengthening surveillance systems.
- Promoting improved infant and young child feeding practices, including breastfeeding and complementary feeding.
- Promoting micronutrient supplementation and food fortification.
- Improving nutrition of people living with HIV/AIDS/TB, and orphans and vulnerable children.
- Improving household food security and dietary diversity.
- Strengthening capacity to plan, implement and monitor food and nutrition security plans and programmes at all levels, and develop a comprehensive nutrition education and communication strategy.
- Strengthening emergency care, and emergency, epidemic and disaster response.

Strengthening mental health programmes

Sierra Leone is a post conflict country with a significant number of people suffering from mental disorders especially depression and post-traumatic stress. A mental health policy and plan is available, mapping out the strategic framework and direction needed to provide the required services. Activities to strengthen the Government's mental health programme will include:

- Integrating mental health services into primary, secondary, and tertiary levels of care.
- Strengthening mental health services aimed at vulnerable groups.
- Providing support for development and implementation of community mental health services.
- Providing support for development and implementation of advocacy campaigns for the promotion of mental health and prevention of related stigma and discrimination.
- Enhancing skills of health/mental health workers at all levels to deliver quality care.

Strengthening health services for the physically-challenged

Physical challenge has been recognised both as a cause and consequence of poverty. Poverty is unlikely to be eliminated unless the rights and needs of the physically challenged are taken into account. As physically challenged people are more vulnerable to ill-health, the following activities will be implemented to address the health needs of the physically challenged:

- Provide Free Health Care at the point of delivery for people with disability.
- Strengthen services aimed at providing rehabilitation equipment for people with disability.
- Make health facilities friendly for the physically challenged.

Accelerating provision of water & sanitation services

Water, Sanitation and Hygiene coverage in Sierra Leone is amongst the lowest in the world, leading to high morbidity and mortality rates among the public in general, and children, women and the elderly in particular. To improve water, sanitation and hygiene coverage, the activities described in Sections 3.3.4 and 3.3.5 will be implemented.

Preventing and controlling communicable and non-communicable diseases

Communicable diseases, mainly malaria, pneumonia and diarrhoea, continue to be the main killer of children and women, while non-communicable diseases, such as cardiovascular disorders, diabetes, cancers and chronic lung diseases, account for a significant proportion of our disease burden. Mounting a sustained and coordinated public health response to prevent and control both diseases is considered critical to improving overall health of all Sierra Leoneans. In this regard, the Government will undertake the following activities:

- Support national programmes to reduce NCDs and modifiable risk factors.
- Scale-up and sustain treatment, preventive and control measures for HIV/AIDS, TB, malaria and other communicable diseases.
- Strengthen sector epidemic preparedness and response.

Improvement of human resources for quality health care delivery

There is shortage of qualified human resources for health, both in terms of quantity and quality in all areas of service delivery. This situation needs to be addressed, to enable the sector to provide timely and quality health care in an efficient and effective way. Government will undertake the following in order to enhance the human resource capacity required for quality health delivery:

- Strengthen health training institutions to provide sufficient skilled health personnel.
- Enhance skills of health workers at all levels to deliver quality health care services through the establishment of a continued professional development scheme.
- Start local post-graduate training of health professionals.
- Improve efficiency, equity and effectiveness in staff utilisation.
- Strengthen the human resources management system.

Improvement of availability of drugs and medical technology supply

The uninterrupted, timely and accountable availability of quality drugs, including contraceptives and medical supplies, is central to health care delivery, and critical for free health care policy success. To this end, Government will do the following:

- Improve availability of Free Health Care Initiative drugs, cost recovery drugs & medical supplies; and monitor supplies at health facilities.
- Establish a National Pharmaceutical Procurement and Supply Unit.
- Provide an enabling environment for the manufacture of drugs and IV fluids.
- Set up an efficient, well managed procurement and supply chain management system.
- Strengthen rational drug use.

Strengthening health sector governance for quality health care delivery

Competent management is critical for successful delivery of health care at all levels. The strategic activities for effective stewardship will include:

- Support regulatory and professional bodies to carry out inspectorate functions.
- Review and update health sector policies and strategies.
- Strengthen monitoring and evaluation; engage service users in monitoring and promoting good governance.
- Improve accountability.
- Strengthen collaboration and coordination of stakeholders.

Strengthening health care financing

Availability of adequate funds is a key challenge to improving access and quality of health services. Government will develop an evidence-based comprehensive health financing strategy, with a road map for attaining the universal health service coverage vision. Strategic activities will include:

- Establish a National Health Insurance Scheme that accommodates fee waivers for vulnerable groups, such as single mothers and the disabled.
- Advocate for the attainment of the Abuja target of 15% of GDP allocation to health.
- Ensure Health Sector self-accounting.
- Undertake regular resource mapping.

Strengthening monitoring & supervision through health information management

An integrated health data management structure with central level repository is an ideal option for the health sector. Strategic activities will include:

- ⇨ Disseminate sex disaggregated data to all MDAs annually.
- ⇨ Develop information systems integrated into one Health Information System, covering sector-wide information needs including vital statistics.
- ⇨ Strengthen research capacity.
- ⇨ Conduct surveys.
- ⇨ Strengthen the generation and use of information for evidence-based problem solving.

Strengthening infrastructural development for service delivery

Infrastructure is a key component of quality health service delivery. The current health service delivery infrastructure will be reviewed to strengthen areas of weakness. Strategic activities will include:

- ⇨ Increase and equip the number of health facilities deemed to provide the full basic, comprehensive EmONC packages and IMNCI.
- ⇨ Improve storage of drugs, contraceptives, medical supplies, vaccines, and therapeutic feeding inputs.
- ⇨ Increase and equip health facilities to deliver tertiary services.
- ⇨ Improve transport services, including integrated ambulance referral systems.
- ⇨ Strengthen equipment maintenance systems.

3.3.3 Controlling HIV/AIDS Epidemic

The 2010 Modes of Transmission Study conducted in Sierra Leone characterized the HIV epidemic as mixed, generalized and heterogeneous, affecting different population sub-groups, and resulting in multiple and diverse transmission dynamics. The HIV epidemic affects all sectors of the economy. It is both a developmental and an epidemiological challenge that requires appropriate sectoral responses.

HIV prevalence in Sierra Leone increased from 0.9% in 2002 to 1.5% in 2005. It appears the epidemic peaked in 2005 with a national prevalence of 1.5% and remained the same in 2008 (DHS 2008). The survey estimated a national HIV prevalence of 1.5% among the general population aged 15–49 years. The prevalence rate for men was 1.2%, while that for women was 1.7%. Female prevalence peaked at 30-34 years (2.4%), while their male counterparts peaked at 45-49 years (2.1%). There were no consistent patterns of HIV prevalence by age among either women or men; rather the levels fluctuated by age group. Prevalence was found to be higher in urban areas (2.7%) than in the rural areas (1.2%). Compared with the previous population-based sero-prevalence survey of 2005, there was no change in the national prevalence rate and the same prevalence pattern was exhibited for the sexes and the settlement patterns.

However, HIV prevalence among pregnant women attending Antenatal Clinics (ANC) is 3.2% (NACP 2009) and is significantly higher than the national prevalence. HIV prevalence among pregnant women over the years shows a declining trend from 4.4% to 3.5% and 3.2% for 2007, 2008 and 2009 respectively.

The 2008 DHS and the 2009 ANC Survey show urban-rural regional variation in HIV prevalence. Other cohort studies conducted between 2007 and 2010 provided information on HIV prevalence among some key drivers of the epidemic. Among Miners, Men having Sex with Men (MSM), and Fishermen, the prevalence rates were estimated at 1.1%, 7.5% and 3.9% respectively.

HIV prevalence is higher amongst specific groups. Various studies have revealed high HIV prevalence amongst a number of key affected groups, including sex workers (8.5%), men who have sex with men (7.5%), prison inmates (9.7%), Police (5.8%), fisherfolk (3.8%) and Military (3.3%). Given the fact that Sierra Leone's HIV epidemic has been categorized as mixed, generalized and heterogeneous with multiple and diverse transmission dynamics implies that these population sub-groups could serve as a conduit for fuelling the epidemic.

Incidence modelling in the 2010 Modes of Transmission Study revealed that for all new HIV infections in adults (15-49 years), Commercial Sex Workers, their clients and partners of clients contributed 39.7% of new infections. The Study also revealed that people in discordant monogamous relationships contributed 15.6% of new infections, whereas people reporting multiple partnerships and their partners contributed 40%. Of these, multiple sex partnership groups, with the casual heterosexual sex group and their partners, contributed about 15%.

Fisherfolk contributed the second highest incidence of new infections (10.8%) followed by traders, transporters and mine workers with 7.6%, 3.5% and 3.2% respectively. MSMs and IDUs are slowly emerging in Sierra Leone society. They contributed 2.4% and 1.4% of the new infections respectively.

3.3.3.1 Sector Challenges

The prevalence of HIV/AIDS is relatively low in Sierra Leone, at 1.5% among adults aged 15-49, implying huge challenges to maintain it at that level or lower. This means that specific at-risk groups need to be targeted to prevent new infections and transmissions. The following are the challenges:

- High stigma directed at people living with HIV (PLHIV) at the workplace and in society.
- Inadequate intervention to prevent new infections.
- Inadequate prevention of new transmission among at-risk groups with relatively high prevalence rates: commercial sex workers, their clients and partners; people with multiple partners; people in discordant monogamous relationships; men having sex with men; institutional population (prisons, police, and military); fisherfolk; mine workers; and victims of gender-based violence.
- Insufficient inter-MDA collaboration to mainstream prevention.
- Weak institutional arrangements for planning, data collection, monitoring and information management.

Table 8: Risk Factors and Contextual Factors Driving the HIV Epidemic in Sierra Leone

Risk Factors for HIV Transmission	Contextual Factors of the HIV/AIDS Epidemic
• Commercial sex networks	• Human rights, stigma & discrimination
• Multiple partners	• Wealth and poverty
• Discordance and non-disclosure	• Low status of girls & women
• Low condom use	• Socio-cultural factors
• Alcohol and drug use	• Inequity and access to prevention
• Presence of STIs, especially HSV-2	• Care and treatment
• Transactional sex	
• Cross-generational sex	

There is stabilization of the epidemic at 1.5% with declining trends among pregnant women from 3.5% to 3.2%. HIV prevalence is higher among specific groups (FSW, MSM, IDUs). *Increased in coverage rate on ART prophylaxis for HIV positive women from 58% to 74% (SPECTRUM). Level of knowledge on HIV/AIDS issues increased among young people. *ART coverage increased from 33% to 42% among eligible adults and children (SPECTRUM). Increased survival rate among PLHIV (83%) There is increased condom use among sex workers, increased condom use among men and women aged 15-49 years etc. Increased uptake of VCCT and PMTCT services.

3.3.3.2 Sector Objectives and Strategies

The strategic objectives for the prevention and treatment of HIV/AIDS are summarised as follows:

Reducing stigma directed at PLHIVs

PLHIV suffer stigmatization both at the workplace and in society at large. Part of the stigma is the erroneous belief that pervades in society that HIV/AIDS can be transmitted by contact or contagion. To reduce the stigma, the following strategies will be applied:

- Undertaking intensive educational efforts in schools and the press to sensitize people and correct the misinformation.

- Emphasizing the right and ability of PLHIV to work and receive treatment. Workplace policies and anti-discrimination laws will reduce this problem.

Preventing new infections

Reducing new infections will be done through:

- Education to delay initiation of sexual activity by adolescents and young adults. Instead of increasing, the age of sexual debut by adolescents is decreasing.
- Focusing on vulnerable and least privileged women and girls, especially victims of gender-based violence, such as rape.
- Focusing on the elimination of mother to child transmission of HIV, and early infant diagnosis.
- Encouraging male involvement in HIV prevention, care and support activities, such as prevention of mother-to-child transmission, and care and support to infected partners.
- To address new transmission among at-risk groups with relatively high prevalence rates, supply and use of condoms (both male and female) will be encouraged among commercial sex workers, people with multiple partners, MSMs, institutionalised people (prisons, police, and military), fisherfolk, mine workers, and victims of gender-based violence.

Providing support to PLHIVs

Government will ensure:

- Improved prophylactic treatment for HIV positive women and their new born children, and safe delivery and maternal services.
- That adult PLHIV and child PLHIV who are eligible for ART receive it, with a special emphasis on paediatric care.
- That PLHIV and TB get the appropriate treatment for TB
- Policy, Advocacy and Human Rights and Legal environment for PLHIVs are in place

Improving institutional arrangements for planning, data collection, monitoring and information management.

- The collection, management and utilization of information strategic to the management of the national response to HIV/AIDS are necessary.
- Financial management and early reporting to funding partners need to be improved.
- Programme and survey data need to be collected for the most-at-risk populations, to ensure monitoring and evaluation of prevention and intervention efforts.
- The National Strategic Plan on HIV/AIDS (2012-2018) will be implemented. This plan is Sierra Leone's second multi-sectoral strategic plan on AIDS response. It describes HIV/AIDS threats to national economic and social development and how they will be addressed. The goals are "Towards Zero New HIV Infections, Zero Discrimination, and Zero AIDS Related Deaths in Sierra Leone by 2018". Six impact results are to be achieved:
  - Reduce incidence of HIV by 50%.
  - Reduce morbidity and mortality amongst PLHIV.
  - Ensure that people infected and affected have the same opportunities as the general population.
  - Widely apply laws and policies protecting the rights of PLHIV and orphans.
  - Coordinate structures at national and decentralised levels to effectively manage implementation.
  - Strengthen research, monitoring and evaluation systems at all levels.

3.3.4 Improving Access to Potable Water

Safe, reliable, affordable and accessible water supply is essential to good health. Poor water supply causes acute infectious diarrhoea, repeat or chronic diarrhoea, and non-diarrhoeal disease; it places a large disease burden on people and the National Health Service system. With one of the highest maternal and under-5 mortality rates in the world (217), diseases related to water and sanitation (such as malaria and respiratory and diarrhoeal diseases) account for more than 75% of the under-five mortality.

Given that Sierra Leone has abundant water resources, developing water infrastructure for energy, agriculture, and domestic use has immense growth implications, and will place potable drinking water at peoples' door steps. Proper and sustainable water resource management and judicious allocation between competing uses would contribute to economic and social development.

The National Water and Sanitation Policy has targets of 74% for improved drinking water supply and 66% for improved sanitation by 2015. Recent reforms have advanced steadily, to create an enabling framework for accelerated sanitation and water service delivery in line with good practice. Access to improved water supply has increased from 49% in 2008 to 57% in 2010, but access to sanitation has remained constant at 13% for non-shared facilities, and 40% for improved sanitation including shared and public facilities[7]. Based on recent trends, the national targets are achievable by 2018.

Delivering infrastructure is only one part of the WASH agenda. There is need to balance infrastructure (hardware) with institutional, regulatory and efficiency reforms (software) to ensure the sustainable delivery of WASH services. The following deliverables will complement the building of hardware facilities:

- Improved coordination and harmonisation of WASH delivery approaches by state, non-state and development partners.
- Enactment of new laws, and institutional and organisational arrangements to support water supply and management, and water-related sanitation.
- Development and operationalization of WASH sector investment plans at national and council levels.
- Improved water resource management at national, district and local levels.
- Increased capacity for monitoring and evaluation, including data collection systems, analysis and feedback, to improve sector wide information and decision-making.

Other cross-cutting issues that will be addressed include deepening civil society engagement; defining gender, youth and disability strategies; increasing the role of the private sector and improving sector knowledge and learning.

Population growth is putting increasing pressure on the natural and built environment. Rapid growth in unplanned urban areas is a serious concern, as it leads to the physical environment increasingly being degraded by heavy and variable rainfall. The likelihood of even heavier rainfall in the future will mean frequent flooding and damage to human habitation and physical infrastructure, including WASH infrastructure. Therefore the effect of climate change, and implementation of adaptation measures, will be central to sector efforts.

[7]Based on Joint Monitoring Programme 2008 and 2010 data which disaggregates improved shared and improved non-shared data

Current Trends

The 57% access to improved drinking water reported in MICS-2010 obscures the wide divide between urban (76%) and rural areas (48%). Similarly, of the 40% national access to adequate sanitation, urban access (58%) is much higher than rural access (32%). Nonetheless, access to improved water supply had increased by 16%, and sanitation by 90% between 2008 and 2010. This implies that nearly half a million (480,000) more people received access to improved water, and 1.14 million more people to adequate sanitation (MICS-2010; JMP 2008, 2010; and DHS 2008, 2010) (Appendix 1).

Table 9: National Coverage of Water and Sanitation (2012)

Region	Water (%)	Sanitation (%)
Western Area	90.7	77
Eastern Province	64.7	40
Southern Province	51.3	33
Northern Province	42.2	32
National	57 (2008 = 49)	40 (2008 = 13)
Urban	*76 (2008=47)*	*58 (2008 = 31)*
Rural	*48 (2008=32)*	*32 (2008 = 31)*

Source: NWASH Policy and MICS4

A number of projects in both rural and urban areas are under way to rehabilitate or build new water and sanitation systems. The Free Health Care Programme is addressing curative needs, mostly of the poor, whilst Community-Led Total Sanitation (CLTS) is promoting the preventive aspects. The Local Government Act 2004 devolved water supply functions to local councils in line with Government's decentralization policy. Capacity to manage water facilities remains low at district and local levels, but decentralization will ensure more access.

The National Water and Sanitation Policy was launched in January 2011. Institutional and regulatory reforms, capacity-building of structures, and development of strategies and guidelines are being addressed. A nationwide Waterpoint Mapping exercise has been completed, which provides a picture of all facilities available and their functionality. This tool will inform the focus of investments required in the sector. The reforms also place emphasis on strengthening the capacity of public utilities (principally Guma Valley Water Company and SALWACO), Local Councils, the private sector, NGOs and communities to play their roles effectively, to improve the delivery of WASH services.

3.3.4.1 Sector Challenges

At present Sierra Leone has:

- Limited access to pipe borne drinking water.
- Old and dilapidated distribution system.
- Small capacity of dams and reservoirs.
- Low access to safe drinking water in rural areas.
- Low institutional capacity at national and local levels.
- Weak monitoring and reporting mechanisms.
- Weak institutional and regulatory frameworks.

3.3.4.2 Sector Objectives and Strategies

The WASH goals and objectives remain as captured in the National Water and Sanitation Policy, and as guided by the Statement of Commitments in respect of water, sanitation and delivery, issued by the President to the Sanitation and Water for All Initiative, which Sierra Leone has signed.

Goals

The principal goals to be attained by 2018 are:

- Achieve National access targets of 74% for Water and 66% for Sanitation by 2018; improving access to integrated WASH services.
- Improve service delivery (moving towards cost delivery).
- Improve household storage and treatment of drinking water.
- Achieve the following institutional reforms:
  - Upgrade the Water Supply Division to Water Directorate;
  - Establish the National Water Resources Management Agency;
  - Establish Energy and Water Commission and make functional;
  - Scale-up and promote the Community Led Total Sanitation programme.
  - Reform GUMA and SALWACO; and
  - Capacitate District Councils.
- Achieve good stewardship of National Water Resources.
- Water Resources to be managed and allocated in a sustainable manner.

Strategies

Improve access to safe pipe-borne and safe drinking water.

The Government will focus on upgrading transmission and distribution networks nationwide. This will ensure that access to pipe borne water is significantly increased. To provide increased access to safe drinking water, particularly in rural areas, Government will rehabilitate all existing reservoirs and facilities, and restore water supply systems in district head-quarter towns. To increase overall access in Western Area, Government will construct a second Dam at Orugu.

Build capacity at national and local levels

Delivering a successful programme requires the ability to recruit and retain engineers and technicians, social scientists, and other well-motivated manpower, at local and national levels. Interventions currently underway to address capacity gaps need to be co-ordinated to avoid duplication and strengthen critical areas.

Improving monitoring and reporting mechanisms.

Improving monitoring and reporting is being addressed through activities to overcome capacity and logistical problems.

Improving institutional and regulatory frameworks

Institutional, regulatory, structural and efficiency reforms will include:

- Developing the legal, regulatory and institutional framework to support water management, drinking water supply, and water-related sanitation; and developing an information system.
- Increasing emphasis on the policy-orientation role of the implementing agency, and strengthening its manpower and logistics capacity.
- Establishing and operationalizing the regulatory institutions, that is the Energy and Water Regulatory Commission and the National Water Resources Management Agency.
- Restructuring the Guma Valley Water Company and SALWACO to ensure operational and financial sustainability. Smart metering and hydrological monitoring systems will be developed, and efficiency improved, to reduce reliance on the national budget.

- Supporting capacity development in Local Councils, to play an active role in WASH delivery in line with the Decentralisation Policy and Decentralisation Act.
- Building capability, accountability, and responsiveness through capacity building, developing a robust monitoring and evaluation framework, and institutionalising the creation, mobilisation, and sharing of information at all levels.
- Developing a costed Sector Investment and Action Plan.
- Improving coordination and harmonization of delivery approaches of state and non-state actors, and Development Partners.
- Strengthening infrastructure delivery (hardware) by completing the following remaining projects from the Agenda for Change:
  - Providing water supply and sanitation facilities to district headquarter towns: Bonthe and Koindu-New Sembehun;
  - Providing water supply and sanitation facilities to large provincial settlements: Blama, Segbewema, Mattru Jong, Waterloo, Njala, Mano, Tongo Field, Pendembu, Kychom, Kassire, Bunumbu and Masiaka;
  - Construction of a new dam: the existing Guma Valley dam cannot meet current water demand, and there is need for feasibility study on options for a new dam; and
  - Integrate rural water and sanitation programmes funded by development partners and domestic resources to bridge the access divide between urban and rural areas.

3.3.5 Environmental Sanitation and Hygiene

The current situation on sanitation implies greater concerns. Only 13% of the population has access to improved sanitation facilities. Urban dwellers are much more likely than rural households to have improved sanitation facilities (26% and 6%, respectively). The most common toilet facility is the open pit (31%), which is much more likely to be used in rural areas (37%) than in urban areas (16%). 30% of rural populations practice open defecation. Sanitation is far off-track from the MDG target of 66%. The budget allocation for the sector is less than 0.02% of GDP.

Table 10: Sanitation Indicators of Sierra Leone

Indicator	%
Use of improved sanitation facilities, total population	13%
Use of improved sanitation facilities , urban	26%
Use of improved sanitation facilities , rural	6%
Diarrhoea disease prevalence, 6-11 years	18.6%
Diarrhoea disease prevalence <6 years	7.8%

Source DHS 2008

Poor environmental quality directly accounts for between 25% to 33% of all preventable ill health in the world today, with diarrhoeal diseases and RTIs, such as pneumonia and parasitic malaria heading the list (Black et al 2011). Similarly in Sierra Leone, poor sanitation and hygiene and use of unsafe water causes ill health and contributes to about half of the preventable diseases. The leading diseases are malaria, diarrhoeal diseases (including cholera and typhoid), worm infestation, and RTIs. Poor disposal of human excreta and garbage also increases the spread of cholera and typhoid resulting in many deaths.

The environmental sanitation and hygiene sector has many problems to solve. Many Sierra Leoneans are still not aware of the benefits of good sanitation, due to poor perception brought about by cultural beliefs and practices. Lack of awareness also is caused by lack of information and technical knowledge, and inadequate and inappropriate technological solutions, especially for urban sanitation.

The sector has in the past been given low priority in the national development agenda, with the effect that resources allocated are inadequate to meet the needs of all. However, Government has recently made a commitment to accord sanitation high priority, at the Sanitation and Water for All high level meetings in Liberia and Washington DC. The Ministry of Health and Sanitation (MoHS) is establishing its leadership role in the sector **by strengthening the Environmental Health Division to a Directorate,** for effective and efficient oversight and management of the sanitation and hygiene promotion sector.

The goal of Government will be toprovide, with minimal impact on the environment, acceptable, affordable and sustainable sanitation services for urban and rural households, informal settlements and institutions, through inter-sectoral coordination, integrated development, and community based management, with a Sector-Wide Approach in financial resource allocation."

3.3.5.1 Sector Challenges

- Policy and Legislation: The Environmental Health and Sanitation Policy (2000) and Public Health Ordinance (1960) are outdated.
- Directorate: There has been no Directorate for environmental health and sanitation; also inadequate human and other resources.
- Rural Sanitation:

- Low levels of improved sanitation coverage in rural areas so that open defecation is widespread.
- Low sanitation coverage in schools and public institutions.

- Urban Sanitation: A lack of effective waste water and sewerage treatment and disposal systems.
- Lack of effective solid waste management in both urban and rural areas.
- Cross cutting issues:
  - Inadequate budget allocation to sanitation.
  - Inadequate revenue collection and tariff allocation for solid waste and sewerage.
  - Low awareness amongst the population of the need for sanitation improvements.
  - The sanitation market in urban and rural Sierra Leone remains undeveloped, so that infrastructure has been locally driven, with local materials and household or communal labour.
  - The private sector is not developed to drive the sanitation agenda.
  - Weak monitoring and supervision of sanitation services.

3.3.5.2 Sector Objectives and Strategies

Sector strategies will:

- Reduce environmental sanitation- and hygiene-related diseases through implementing the Libreville Declaration on Health and Environment in Africa.
- Encourage commercial management and private sector participation in provision of services related to solid waste, sanitation and sewerage.
- Improve revenue generation from sale of services for solid waste, waste water removal and sewerage.
- Support and provide sanitation and hygiene education that will improve people's health and quality of life through acceptable hygienic practices.
- Improve community involvement in sanitation projects for sustainable access and development, and improve the capacity of people in the community to make decisions.
- Strengthen the capacity of the environmental health and sanitation Directorate.
- Develop a sustainable approach for financing urban and rural sanitation, involving increased community participation.
- Review various legislations and policies impacting the sector, and ensure effective enforcement.
- Ensure a reasonable standard of Environmental Sanitation at all times in all areas of urban and rural life, including barracks, schools, market places, prisons, hospitals, hotels and other public places.

Policy and Legislation

- Develop policy and guidelines, strategic and investment plans for effective implementation of the Environmental Health and Sanitation Policy, Integrated Waste Management Policy, and the Public Health Ordinance.
- Strengthen enforcement of environmental sanitary laws, including establishment of sanitation courts.
- Identification and abatement of all statutory public health nuisances in household compounds, food and industrial installations, and other public institutions, through inspection and follow-up action.

Sector Capacity Enhancement

Establish an Environmental Sanitation Directorate and formulate roles and responsibilities for the following units of the Directorate:

- Integrated Waste Management Unit
- Rural Sanitation Hygiene and Water Unit
- Urban Sanitation Hygiene and Water Unit
- Food hygiene and safety Unit
- Housing and vector control Unit
- Port Health Unit
- Occupational Health, Noise control and safety Unit
- Private Sector Development, Research, Development,
- Monitoring and Evaluation Unit

These units will implement environmental sanitation and hygiene activities in addition to supportive supervision, research and development to provide evidence that informs effective and efficient decision making to improve service delivery.

Strengthen the Human and Resources capacity of the Directorate

- Rural Sanitation:
  - Expand and support the successes of Community Led Total Sanitation (CLTS), whilst planning beyond CLTS
  - Institutionalize school sanitation and hygiene in primary and junior secondary schools.
- Urban Sanitation:
  - Deliver comprehensive waste management, particularly for solid waste.
  - Improve urban and peri-urban excreta disposal and treatment systems.
- Cross-cutting issues:
  - Mainstream gender, youth and disability concerns in implementation of environmental sanitation and hygiene.
  - Increase and continue to devolve financing for sanitation.
  - Country wide promotion of Sanitation Marketing.
  - Mass “Hand washing with soap” campaign, through the Public-Private Partnership for Hand Washing with Soap; promote environmental cleanliness, food and drinking water safety and personal hygiene.
- Strengthen coordination and harmonization of activities in support of environmental sanitation and hygiene.
- Strengthening community empowerment and active participation to promote environmental sanitation.
- Actively promote the development of an effective local private sector to provide high quality services.
- Create an environment for the commercialization of services associated to urban water supply, sewerage and sanitation services, by encouraging local private sector entities to effectively participate in service provision.

3.3.6 Population Management

Sierra Leone's population doubled from around 2.5 million in 1970 to 5 million in 2004. It is estimated to have reached 6.4 million by 2012, and projected to grow moderately to 6.5 million by 2018 (see Figure). The growth rate peaked at 2.3% per year in 1985, but had declined to 1.8% in 2004.

Population growth has strong linkages with sustainable social and economic development. Rapid population growth and increased densities can cause environmental setbacks, including deforestation due to expansion of agriculture and other livelihood activities. Population pressure results in vulnerability especially of poor people to storms, floods, fires, epidemics, and other natural disasters. Economic growth in any economy could therefore be thwarted by high population growth, which increases the quantity of labour without necessarily improving its quality. On the other hand, proper population planning and management, with reduced densities, improves access to quality basic services and amenities; enhances economic parameters such as investment, consumption, savings, and productivity; and reduces environmental damage, favouring good health, proper nutrition, adequate education, good quality labour, and better productivity: all key contributors to poverty reduction and development.

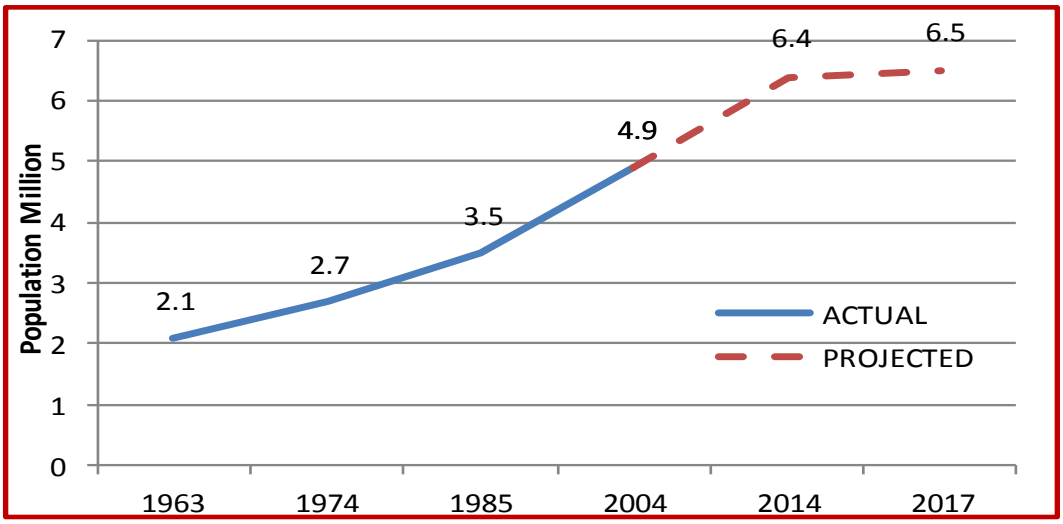
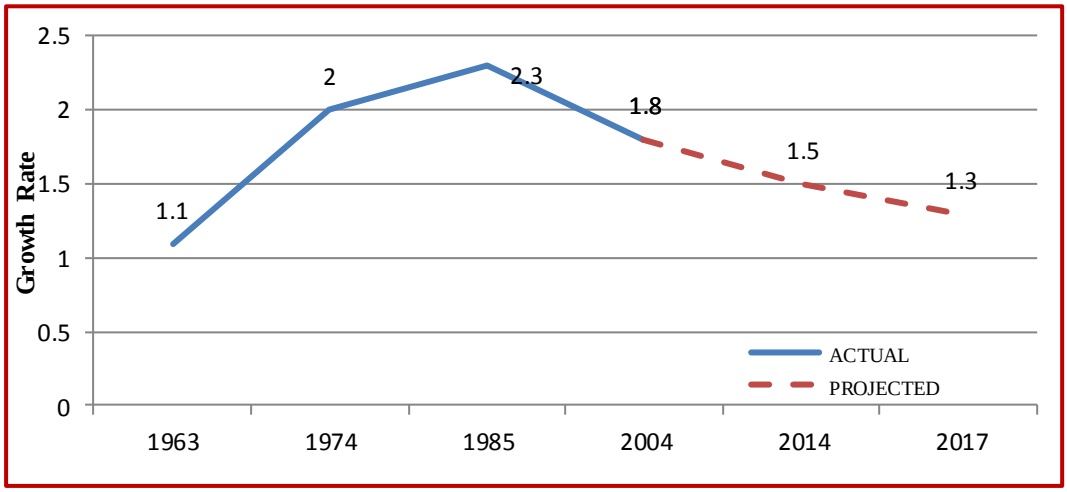


Figure 5: Population Growth (1963 – 2018)

Source: Statistics Sierra Leone. Population and Housing Censuses, 1963, 1974, 1985, 2004, and 2014-17 (projected). Freetown.



Population Growth Rate by Inter-Censal Period (1963-2017) Projected.

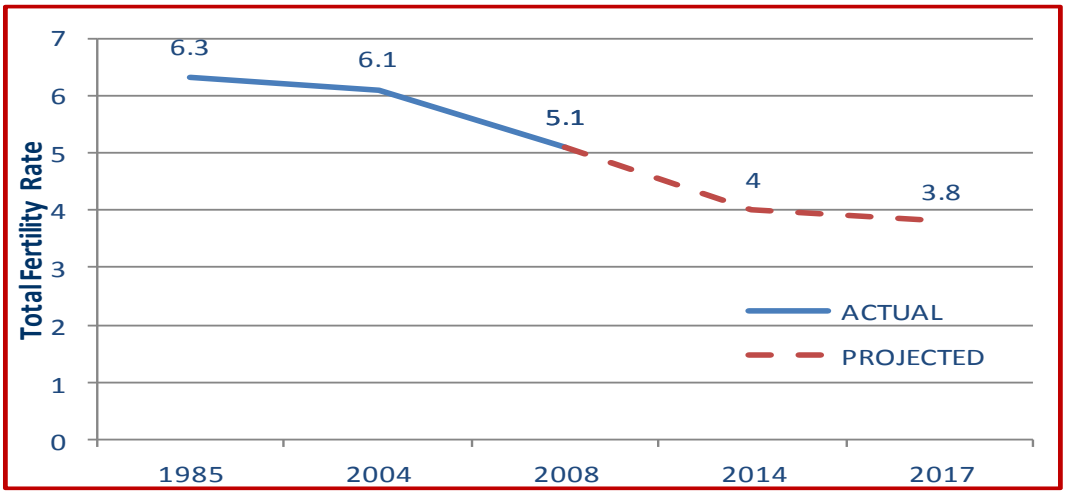


Figure 6: Trend in Total Fertility Rate since 1985-Projected to 2017

Source: Statistics Sierra Leone. Population and Housing Censuses, 1963, 1974, 1985, 2004, and 2014-17 (projected). Freetown.

Fertility

Fertility levels in Sierra Leone are comparable with other African nations (see Table 11): lower than Liberia (5.9), Guinea Bissau (5.8), and Rwanda (5.4), but higher than Cote D'Ivoire (4.9), Ghana (4.0) and Botswana (3.2). Sierra Leone's aspiration to middle income status will depend in part on increased investments in health and family planning, education, women's empowerment and youth programmes. With more investments in the Agenda for Prosperity, the declining targets for the fertility rate will be 4.2 in 2011 and 3.8 in 2017.

Demographic characteristics

The gender split is 94 males to 100 females. The population is youthful (15-39 accounting for 40%) with high growth potentials (see below). Only 4.4% are aged 65 years and over. The working age population (ages 15-64) constitute 54%. There are more males aged 10-14, but more females aged 15-39 years.

Table 11: Comparison of Total Fertility Rate and Life Expectancy with other African Countries.

Country	Total Fertility Rate	Life Expectancy		
		Total	Male	Female
Sierra Leone	5.1	47	46	49
Liberia	5.9	56	54	57
Guinea Bissau	5.8	46	45	48
Cote D'Ivoire	4.9	52	51	54
Ghana	4.0	60	58	61
Rwanda	5.4	51	50	53
Botswana	3.2	55	55	55

Source: World Population Data Sheet-Population Reference Bureau 2010.

Table 12: Population by Gender and Age Structure.

Age	Number of Persons		percentage Distribution	
	Male	Female	Male	Female
0-4	378,022	381,860	7.6	7.7
5-9	369,868	375,145	7.4	7.5
10-14	294,078	277,406	5.9	5.6
15-19	264,242	277,307	5.3	5.6
20-24	190,608	227,401	3.8	4.6
25-29	182,752	225,806	3.7	4.5
30-34	140,969	173,995	2.8	3.5
35-39	139,366	162,958	2.8	3.3
40-44	105,624	109,548	2.1	2.2
45-49	95,105	83,461	1.9	1.7
50-54	64,907	64,686	1.3	1.3
55-59	44,462	41,150	0.9	0.8
60-64	39,460	49,039	0.8	1.0
65+	105,017	112,629	2.1	2.3

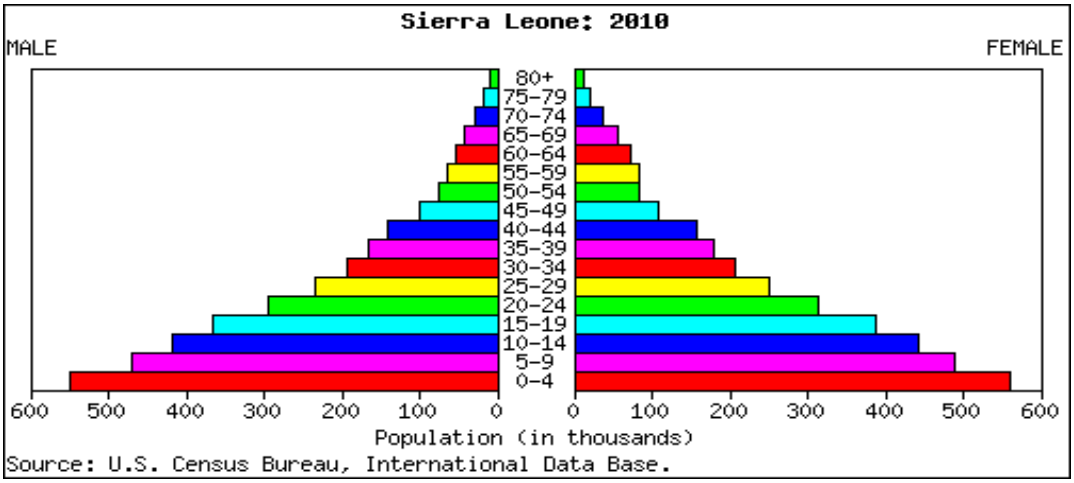


Chart:: Sierra Leone Population Pyramid

Mortality

Like fertility, mortality is declining, implying longer life expectancy. The Crude Death Rate of 25.0 in 1985 declined to 20.1 in 2004, while life expectancy rose from 38.7 in 1985 to 47.0 years in 2010 (Population Reference Bureau 2010), varying from 46 years for males to 49 years for females. The goal is to improve welfare and increase life expectancy to the projected target of 49.8 years by 2014 and 51.4 years by 2018.

With a youthful population, increasingly more young people will enter reproductive ages potentially increasing fecundity and laying the foundation for population growth even with declining fertility. The changing age structure has social and economic implications at individual, household, community and societal levels. It also has important implications to national development. The challenge is to distribute limited resources to ensure that the needs and rights of both young and old are adequately met, especially education and health for young people, and social, medical and financial support for the elderly.

Migration

Immigration is low at 2.3% (2012). As economic productivity improves, especially in the mining industry, immigrants particularly from West African neighbouring countries could increase total immigration to about 3 per cent by 2018. Internal migration is more dominant, characterized by rural-urban migration resulting from perceived differences in job opportunities.

As illustrated in Table 13 below, between 1963 and 2004 the percentage of urban population increased, from 19% to 36.7% respectively (2004 Census).. With more investments in agriculture and mining which are rural based and would serve as pull factors, it is projected that by 2014 urbanization would decline to 34% and 32% in 2018.

Table 13: Urban Growth as Share of Total Population Growth 1963-2018 (Projected)

Year	Total Population	Urban Population	% Urban
1963	2,183,55	412,254	19.0
1974	2,735,159	752,126	27.5
1985	3,515,812	1,133,773	32.2
2004	4,976,871	1,825,246	36.7
2014	6,416,480	2,181,603	34.0
2018	6,584,650	2,107,088	32.0

Source: Census 2004-Projected 2014-18

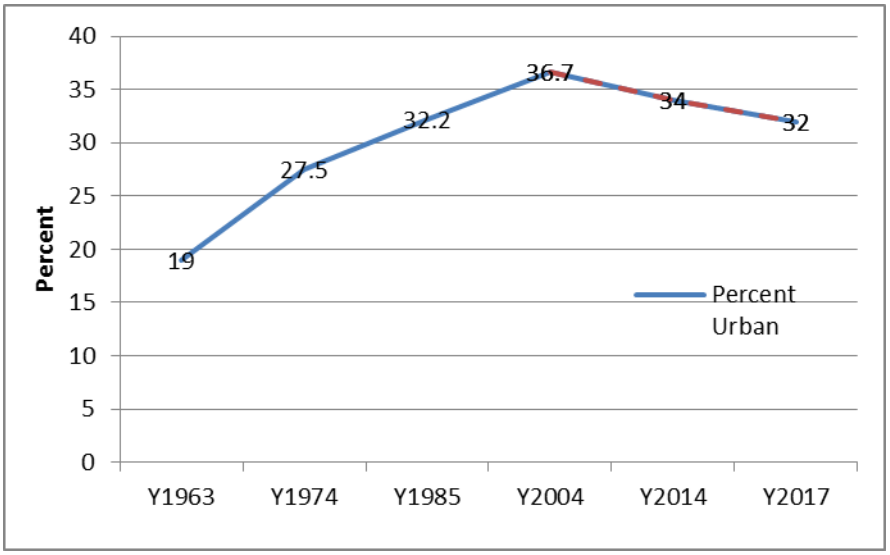


Figure 7: : Trend in% Urban Growth 1963-2018 (Projected)

Source: 2004 PHC (2014-2018 Projected)

In 2004 settlements with over 20,000 people were classified as urban; by 2012, the threshold was 50,000 people or more. The goal of population-related programmes and projects in the Agenda for Prosperity is to reverse the migration trend, with increased investments in mining and agriculture, to effect a decline in the growth of urban centres between 2014 and 2018. New rural settlements will be expected to emerge as a result of thriving agricultural and mining production. Town planning and zoning laws will have to be integrated to ensure that physical and other amenities are improved and expanded in emerging rural settlements. The improvement of rural economies and living standards through the provision of basic services and physical and social infrastructure is crucial to reversing the rural exodus.

3.3.6.1 Population Sector Challenges

- High fertility rate and low life expectancy.
- Rural-urban drift.
- High youthful population.
- Weak institutional arrangement for population management.

3.3.6.2 Objectives and Strategies for effective Population Management

- Reducing the high fertility rate and improving life expectancy.
- Reducing the high rural-urban drift.
- Training and gainful employment for the high youthful population.
- Strengthening institutional arrangements for population management.

The following activities will be implemented:

- Strengthening and operationalizing the National Population Commission (NPC); reactivating and revitalizing NPC will provide Government with a coordinating secretariat for implementation of population policy and activities including the revised National Population Policy document. NPC will also provide reliable population data for designing and formulating sound programmes that could positively impact well-being. Finally, in collaboration with Statistics Sierra Leone, NPC will monitor the conduct of national censuses and surveys.

- Establishing an Integrated Management Information System. This system will ensure the proper collection and warehousing of data, and accelerate easy and rapid access to micro and macro data. Access to data will help the public to hold government accountable, and contribute to transparency in programme and financial management and governance in general. It will track progress in the nation's development achievements, compared to targets such as the AfC and MDGs.
- Organizing and conducting the National Population and Housing Census in 2014: the national Population and Housing Census, conducted every 10 years, will next be done in 2014, just a year into the Agenda for Prosperity. It will provide an opportunity to calibrate baseline data used in formulating programmes in the Agenda for Prosperity. It will help Government's efforts to track, analyse and monitor population trends in order to create and manage sound policies to address current and future population needs.
- Conducting Inter-Censal Surveys such as the next DHS and the fifth MICS. The DHS and MICS5 will provide evidence-based data for resource planning and allocation both locally and nationally, as well as for programming and advocacy.
- Promote family planning practices in collaboration with other key stakeholders.
- Promote rural development through a multi-sectoral approach.

Image courtesy of Studio Pietrangeli

3.4 Pillar 4 - International Competiveness

3.4.1 Status of Competitiveness

Sierra Leone seeks to attain middle income status by 2035. This implies that it should continue to seek to attract significant foreign direct investment, especially in the growth sectors, in the medium to long term. This in turn presupposes that the country becomes internationally competitive.

A competitive economy is critical for raising a country's standard of living, creating jobs, and sustainably reducing levels of poverty. While macro-economic conditions matter, Sierra Leone's future economic growth will be determined at the micro-economic level: it will be a function of the success of its companies and industry clusters, enabled by a supportive business environment. Achieving competitiveness and economic growth will require a partnership between the public and private sectors characterized by dialogue and cooperation. A key element also is adequate supply of energy, good transport and ITC infrastructure to ensure that goods and services can efficiently be produced and transported to market centres. This in itself will require effective management and allocation of resources, and greater private sector participation in the economy, which will raise productivity and employment in all productive sectors.

Global ranking

Sierra Leone's ranking on the 2012 Global Competitiveness Report, at 133 out of 134 countries surveyed, indicates that the country is relatively uncompetitive. However, during the implementation of the AfC, Government implemented several reforms, policies, programmes and projects aimed at improving the competitiveness of the economy. These include removing administrative barriers to investment and strengthening the legal and regulatory environment for private sector development, aimed at reducing the cost of doing business. This culminated in significant improvement in the country's ranking in the World Bank's Doing Business Report. Sierra Leone moved 8 positions up from 148 to 140 out of 185 countries surveyed between 2008 and 2012. Sierra Leone was also ranked among the top ten global reformers; it is regarded as the easiest place for doing business in the Mano River Union.

Institutional and Access to Finance

The Sierra Leone Investment and Export Promotion Agency (SLIEPA) has been established and made operational. SLIEPA has been very effective in facilitating inward investments in various sectors, as well as promoting exports. Government also adopted a package of investment incentives in 2009, aimed at attracting investment into key sectors of the economy.

Access to finance has improved in recent years, with the increase in the number of commercial banks operating in the country. Rural financial intermediation has improved, following the establishment of community banks and Financial Services Associations (FSAs). Credit to the private sector has increased from less than 4% of GDP in 2009 to 8.5% in 2011. This is however below the sub-Saharan average of 14% of GDP.

Infrastructure

Efforts have been scaled up in recent years to improve the state of the country's infrastructure. Several roads linking the district headquarter towns and neighbouring countries have been completed (Gberi Junction-Pamelap, Masiaka-Bo, Masiaka-Makeni). Town and city roads are being rehabilitated. Several thousand kilometres of feeder roads have been reconstructed and rehabilitated, linking agricultural producing centres to markets.

The supply of electricity increased following the completion of Bumbuna Hydroelectric Dam and the acquisition of thermal plants, with support from development partners including BADEA and the Japanese Government. Electricity grid generation increased by 3.1% to 175.7 GWh in 2011 from

170.5 GWh in 2010. Industrial consumption of electricity increased to 30.6 GWh from 24.9 GWh in the previous year, an increase of about 23.1%.

Investment

As a result of these efforts, Sierra Leone has witnessed a steady increase in investment inflows into agriculture, mining, agri-business, telecommunications, banking and transport. Total Foreign Direct Investment increased from $56.3 million in 2009 to $840 million in 2010. However, private sector investment, estimated at only 10% of GDP, is relatively low. It is also concentrated on a few sectors, such as mining, with limited direct impact on growth and employment creation (ADB 2011).

It is estimated that over 60% of the private sector is informal, while the formal sector is dominated by small and medium enterprises with very little graduation to large firms. Women make a lot of effort in seeking to promote small and medium enterprises, but are constrained by limited access to credit as well as to price and demand/supply information in other markets. Women traders often rely on their colleagues for socio-economic support and market information.

3.4.1.1 Constraints to Competitiveness

Despite the progress made so far, significant challenges remain, which impede Sierra Leone's competitiveness both within the sub-region as well as internationally. Despite the significant improvements in its overall ranking for ease of doing business at 140 out of 185 in 2012, Sierra Leone still ranks below other African countries. For example, Rwanda, Ghana, and Nigeria ranks 45, 63 and 133 respectively out of the 185 countries assessed. Sierra Leone's performance is uneven, lagging behind in key indicators e.g. dealing with construction permits (167), registering property (169), and getting electricity (174), (World Bank 2012).

Table 14: Sierra Leone's performance on selected Doing Business Indicators

Indicator	Sierra Leone's ranking /183	Regional Best country/rank
Starting a business	72	Rwanda (8)
Dealing with construction permits	167	Kenya(35)
Getting electricity	174	Mauritius(44)
Getting Credit	126	South Africa (1)

Source World Bank: Doing Business in Sierra Leone. Reform opportunities May 2012

Furthermore Sierra Leone needs to address the information gap in doing business. Many potential entrepreneurs do not know how to register a business. In domestic trade and trade across borders, women in particular have played and continue to play a significant role in promoting business, despite limited information available to them on doing business.

Weak infrastructure

Inadequate infrastructure leads to high transaction costs and long delays for businesses. Sierra Leone's network of trunk and feeder roads has deteriorated over the years; there are inadequate all-weather roads throughout the country, making access to key producing centres a big challenge. Focus will therefore be given to road maintenance and safety, as well as to design standards which are climate resilient and do not cause erosion.

Reliable energy access remains a challenge, partly due to low thermal generating capacity as well as outdated and dilapidated transmission and distribution systems. This is worsened with seasonal variations related to hydro-electric power, which is a key source of electricity.

There is great potential for efficiency gains through improved transmission and distribution systems and for increased generation by diversifying the energy mix. The limited electricity supply has also constrained the expansion of ICT infrastructure, which is relatively weak.

The existing water supply systems have exhausted their carrying capacity and many are in disrepair, with dilapidated distribution systems. Water supply to the industrial areas is inadequate and erratic. Most of the industries have to rely on alternative sources of water supply, thereby contributing to high production costs.

Access to Sierra Leone by air is still a significant challenge as the only international airport still lacks basic travel control equipment, while the runway needs expansion as well as overlaying. This has contributed to the high cost of airfares to and from Sierra Leone.

Trade Facilitation Infrastructure is also weak: The establishment of the common border post between Sierra Leone and the Republic of Guinea is a step in the right direction, but border procedures generally remain outdated and inefficient. The process of clearing goods from the ports is still lengthy and cumbersome. Finally, poor Standards and Quality assurance infrastructure is an impediment to accessing vital markets, both in the sub-region and overseas.

Scarcity of skilled labour

Especially with low adult literacy, estimated at only 41%, there is a scarcity of skilled labour in many areas of specialization needed by the private sector (see Pillar 3). This serves as a disincentive to private investment. Literacy compares poorly with other well-performing African economies, for example, Ghana with adult literacy at 67% and Rwanda at 70% (Human Development Report 2011). Women with qualifications in highly skilled disciplines such as engineering, medicine, economics and business management are few. Very few women have vocational training in fields such as masonry, carpentry, plumbing, motor mechanics and electrical engineering.

Weak access to finance

Credit from commercial banks to the private sector remains very low, at below 8.5% of GDP in 2011. Most of the banking assets comprise investment in Government securities. A large section of the population does not have access to financial services .This is exacerbated by high lending interest rates, of over 24% compared to 16% in Liberia, which represents a high cost of doing business. The majority of loans are short term, with three to six months maturity periods. Credit to the agricultural sector (which contributes more than 40% of GDP) remains low at only 6% of total bank credit to the private sector. Even so, this credit mainly goes to commerce and trading activities.

Absence of a trade strategy and medium-term trade action plan

While Sierra Leone has clearly defined trade policies, it still has no clear strategy to define its trading direction and establish trade links with international partners. Such a strategy would enable it to make use of its comparative and competitive advantage to its fullest.

Sierra Leone lacks a clearly defined medium-term programme on trade. For Sierra Leone to become a mid-level income country by 2035, it is but prudent that it prioritize its trade potentials and sectors, with clearly defined work plans and programmes costed for support in the medium term. This would guide its trade and development agenda as it focuses on the larger picture.

3.4.2 Strategies to Improve Competitiveness

The overall sector objective is to create an export based economy with value-added products in areas of agriculture, mining, fisheries and manufacturing, where Sierra Leone has a competitive advantage. This entails increasing productivity and profitability at firm level, by reducing the cost of doing business and creating an environment where private investment is viable. The competitiveness of Sierra Leone's private sector will be determined by factors such as the cost of production relative to other countries, firm productivity, and the quality of goods and services produced. The fundamentals needed to boost competitiveness will be addressed through promoting and implementing policies aimed at improving the business environment, promoting SME development, improving access to finance for private sector, improving standards for exports, strengthening institutional capacity for policy reform, regional integration and trade facilitation and strengthening the requisite sustainable infrastructure in roads, energy, ICT and Transport.

3.4.2.1 Improving the Business Environment.

Government will continue to implement policies that provide a conducive business environment for the private sector by enhancing institutional and regulatory reforms. The areas identified in the World Bank's Doing Business Report to reduce the cost of doing business will be used as a guide. Accordingly, the following reforms will be implemented:

- Government will continue to streamline procedures for starting a business, by rationalizing municipal license fees; enabling online registration of companies; and decentralizing the work of the Office of the Administrator and Registrar General (OARG) by creating one-stop-shop in all District headquarter towns. Business procedures applicable either within the country and/ or across borders, will be effectively disseminated through all available channels, including networks of female business associations.
- For paying taxes, Government will adopt a small tax-payer regime; it will simplify tax return forms to reduce time needed to complete them and implement an electronic filing and payment systems.
- Government will strengthen the Fast-track commercial courts to expeditiously handle commercial disputes, and promote use of alternative dispute resolution to enforce contracts.
- Government will ensure the timely issuance of Construction Permits.
- It will streamline export procedures at the port and border posts.

3.4.2.2 Developing Small and Medium Enterprises

Since the formal private sector is dominated by small and medium enterprises, the focus of interventions will be to address key challenges for SME growth as identified in various policy and strategy documents such as the Private Sector Development Strategy. Some of the interventions will include:

- Improve legal, regulatory and fiscal environment for SMEs. This will involve first drafting an SME strategy which will guide SME interventions, and then developing laws or policies to support SMEs.
- Improve access to finance through establishment of an SME Fund, and financial sector reforms.
- Training and skills development: Create training programs and vocational schools aimed at delivering basic skills in business management, including book-keeping, preparation of bankable projects, and many others.

- Construct and rehabilitate Growth Centres, as well as providing managerial and entrepreneurial skills for growth centre operators.
- Promote and strengthen cooperatives and the Cooperatives Department, through policy and regulatory reform.

As SME development is closely linked to the economic diversification activities identified in Pillar 1, the SME support program will take into account the specific needs of targeted sectors, including agri-business and fisheries value chain development, tourism and manufacturing.

3.4.2.3 Improve Access to Finance for the Private Sector

To achieve this objective, the Bank of Sierra Leone in collaboration with key stakeholders will fully implement the Financial Sector Development Plan (FSDP) developed in 2008. The FSDP will provide a framework for creating a sound, diversified, responsive and well-functioning financial system that would provide appropriate support to productive activities contributing to economic growth and poverty alleviation. The objectives of the medium- term reform agenda in the financial sector are four-fold:

- To increase the scope for private sector firms to access capital at reasonable cost.
- To reduce risks associated with lending to the private sector.
- To promote financial savings and restore public confidence in the financial sector.
- To provide the incentives for diversification of financial products to cater for small and medium-sized enterprises.

The implementation of the financial sector strategy will strengthen financial institutions to provide affordable financing to the private sector with a specific focus on SMEs. It will involve supporting financial institutions such as commercial banks to provide a broad range of credit lines, while minimizing their risks: for instance through a centralized credit reference data scheme. New regulatory frameworks will also be developed to introduce additional financial services, such as leasing. The strategy will include training private sector staff in responsible financial practices that will enable access to available finance.

Government will also establish an Export Development Fund, which will be used to support firms engaged in export-related activities. Government will also explore the possibility of reviving the export credit guarantee scheme

3.4.2.4 Improve Standards for Exports

Emphasis will also be put on developing product standards by strengthening the Sierra Leone Standards Bureau and establishing a well-equipped Laboratory for testing of goods. Government will also develop and implement a National Food Quality Policy and Bill.

Interventions will also be made towards strengthening institutions that support export development such as SLIEPA, the National Standards Bureau, Commodities Monitoring and Marketing Unit, the Cooperatives Department and the Sierra Leone Produce marketing Company, SLPMC.

3.4.2.5 Strengthen the Institutional Capacity for Policy Reform

Government will seek to improve the capacity of its institutions, so they can develop and implement policies and activities which support private sector development. It will also facilitate implementation of several existing policy documents, which lack implementation plans and financing.

Specific Strategies will include:

- Strengthening the institutional capacity of MTI and related institutions by fully operationalizing the private sector development strategy, and to improve trade data collection, collation and analysis.
- Strengthening investment and export promotion institutions, including SLIEPA, the Commodity Market Monitoring Unit, the Cooperatives Department, and the Sierra Leone Produce Marketing Company.
- Developing a quality trade strategy and a costed Medium-Term Programme, with a clearly defined work plan, and programmes for development partnership support.
- Developing implementation plans and a financing strategy for policies for the National Trade Policy, Industrial Policy and the National Export Strategy.

3.4.2.6 Regional Integration and Trade Facilitation

Sierra Leone will participate in regional integration programmes in order to improve its competitiveness in intra-regional trade with ECOWAS and MRU member countries, as well as trade with countries outside the sub-region. Interventions will focus on participating in the development of regional trade infrastructure, such as the Dakar-Lagos road corridor, Sierra Leone – Liberia corridor, common border posts, and market infrastructures. Sierra Leone will effectively participate in the West African Power Pool; it will take advantage of regional integration programmes in other sectors, including the Mano River Union on mining governance, and the West African Fisheries Project. These programs are important elements in international competitiveness for both Sierra Leone and neighbouring countries, and contribute to green growth through improved resource governance. Sierra Leone will also participate in regional trade integration programmes such as the ECOWAS Trade Liberalisation Scheme and the Common External Tariff.

3.4.2.7 Pre-Conditions for Programmes to Improve External Competitiveness

In order to realize the above objectives and successfully implement the proposed programmes, projects and policies to improve external competitiveness, the following pre-conditions would be addressed.

Inter institutional coordination

Since national competitiveness is a combination of several factors across different sectors of the economy, intra-government coordination among MDAs on the one hand, and between the development partners on the other hand, will be critical. Such coordination is important to facilitate proper planning and prioritization during implementation, and to minimize duplication of activities.

Public private partnership financing

Predictable and sustainable financing will be needed to facilitate implementation of the objectives. Since public sector financing is limited, the Government will prioritize activities, while seeking other funding opportunities, in particular through public private partnerships.

Macro-economic environment

Macro-economic policies that are favourable to businesses will be pursued to support a competitive private sector.

Stable political environment, political will, and strong institutions

A stable political environment will encourage private sector investment and attract foreign direct investment. In addition, without the necessary political will on the part of the various ministers or political heads at the helm of the implementing institutions, important policies and strategies will not be implemented. It will be important to get ownership from all political levels for these strategies to be implemented. The capacity of the different relevant institutions to drive interventions will impact on Sierra Leone's competitiveness.

Gender mainstreaming

A gender responsive approach will be adopted in the implementation of all activities to build international competitiveness. Women play a vital role in the private sector, but face more challenges as a result of a number of factors, such as that they may have lower education levels, or limited ownership of property, as a result of patriarchal systems in rural areas. Women-operated businesses are largely in the informal sector; they therefore need tailor-made programmes to encourage formalization and growth of their businesses.

Mainstreaming green growth

Clear, transparent environmental regulations for new investments, in industry, agriculture, mining, oil and gas, infrastructure and energy, will attract responsible investors. This will provide a framework for Sierra Leone to develop economically in a way that provides a safe, healthy, attractive environment, both for its citizens and for additional investors, thereby generating a "virtuous cycle" of good quality growth. Reducing losses and increasing efficiency are core elements of green growth. For example, well-designed roads with axle load and road safety provisions will reduce travel time and wear and tear on vehicles (efficiency gains), reduce risk of road accidents (welfare gains), and do not cause soil erosion or watershed degradation (ensure resilience). Sierra Leone's rich natural capital assets (e.g. in water, land, coastlines and biodiversity) also provide opportunities for "green" investments, in such areas as eco-tourism, renewable energy and eco-systems conservation; because of the partly global public goods that they generate, such opportunities could attract dedicated grant financing, bringing down investment costs and making them more competitive.

3.4.2.8 Strengthen Sustainable Infrastructure

Access to safe, affordable and sustainable transport, energy and ICT is critical toward economic competitiveness. Hence Government will pay particular attention to strengthening infrastructure needed to facilitate trade both within and outside the country, including roads, land, air and sea transportation, as well as improving energy supply. Activities in the different infrastructure sectors are described in the remaining parts of this Pillar 4.

3.4.3 Improving Electricity Supply

As noted earlier, there has been a significant improvement in electricity supply over the last few years. However, the demand for energy far exceeds supply and the sector is faced with the following challenges:

- Dilapidated transmission and distribution system resulting in high line losses, estimated at about 40% of units generated.

- Generation capacity is insufficient. Only about 10% of the population has access to electricity from the national power grid.

- High Seasonal variability in hydroelectric power production

- National Power Authority is not financially and operationally sustainable.

- There is currently no energy regulatory body in place.

- The Governance structure of the entire energy sectors needs to be overhauled and reformed

3.4.3.1 Electricity Sector Objectives and Strategies

The overall objective in the energy sector is to increase installed capacity from the current 90MW to 1000 MW by 2018. This target is based on the projected demand for energy by mining companies, estimated at 650MW, while residential consumers, SMEs and commercial entities are projected to require 350MW. The provision of 1000MW will require significant new investments in generation, transmission and efficient distribution. Government is therefore committed to doing the following:

- Rebuild the National Transmission and Distribution network, involving reinforcing the Bumbuna line to evacuate more power to Freetown.

- Execute the West African Power Pool, negotiating a power purchase agreement with Côte D'Ivoire, and identifying power purchase opportunities from Mano River Union countries.

- Unbundle and restructure the energy sector, by:
  - Effectively implementing the National Electricity Act (2011), which calls for the establishment of an Electricity Generation and Transmission Company, an Electricity Distribution and Supply Authority and an Energy Asset Unit.
  - Undertaking a cost based national electricity tariff study, with a view to meeting both commercial and social objectives required for development. The tariff will reflect the costs of the existing sources of energy generation- thermal, hydro and solar.
  - Strengthening the capacity of the Ministry of Energy and Power, including reviewing the conditions of service for employees.

- Increase generation of electricity by installing an additional 600MW of thermal base load capacity, starting to integrate the mining companies into the power sector through joint ventures or other business models. In addition, this will ensure that all District Headquarter towns have electricity.

- The Barefoot College Solar Strategy will be rolled out to all districts, so that remote areas likely to be off the national grid will have access to affordable and sustainable energy. We will also explore small scale biomass for rural electrification.

- Explore new energy potential for the longer term. This will involve construction of Bumbuna II, and several other potentially economically viable hydro sites, estimated eventually to generate a total of 750MW. In addition, Government will investigate opportunities to use off-grid solar power services, and promote the creation of markets for solar technologies through the private sector (such as solar photovoltaic, solar water heating, solar lanterns, solar refrigerators, solar cooking and solar water pumps). The potential for modern, sustainable and efficient forms of bioenergy will be investigated, including improved and sustainable wood energy production, improved charcoal processing, and improved cooking stoves. The potential use of biofuels such as biodiesel from palm oil or ethanol for domestic consumption will be explored.

3.4.4 Improving the Road Network.

Of Sierra Leone's estimated 11,300km of roads, 8,200km are primary, secondary and feeder roads. The paved road network of 906km represents 8% of the total network; about 20% of the core primary and secondary roads are paved.

Roads between urban and rural areas, particularly the agricultural productive regions, remain largely unpaved and of poor quality. The poor condition of the road network is a big hindrance to agricultural production and marketing: only 21% of the rural population resides within two kilometres of an all-weather road.

Connection to neighbouring countries via road is also a challenge, making Sierra Leone's participation in regional trade difficult and very costly. This is particularly so during the wet season, when travel time from Sierra Leone to neighbouring countries increases three fold.

3.4.4.1 Road Sector Challenges

- Largely unpaved trunk and feeder roads.
- Limited access to productive areas and markets.
- Irregular maintenance of the existing road network.
- Limited connectivity to neighbouring countries.

3.4.4.2 Sector Objectives and Strategies

Government will focus on improving the road network, by reconstruction, rehabilitation and maintenance of existing roads, and expand the system where feasible. All on-going road projects in the Agenda for Change will be completed; roads will be constructed to lead to neighbouring countries, and to link all major district headquarter towns; feeder roads leading to agricultural and mining productive areas will be constructed.

Specifically, Government will implement the following road network projects:

- Reconstruction of Kailahun–Koindu–Guinea Border Road
- Construction of Kabala–Guinea Border Road
- Construction of Sefadu–Guinea Border Road
- Reconstruction of Bandajuma–Pujehun Road
- Reconstruction of Kenema–Joru–Zimmi Road
- Reconstruction of Taiama–Njala University Road
- Reconstruction of Rokupr Spur
- Rehabilitation of Mange–Mambolo Road
- Reconstruction of Makeni–Kamakwie Road
- Rehabilitation of Blama Loop
- Rehabilitation of Mile 91–Yonibana Loop
- Reconstruction of Bo–Yele–Matotoka Road
- Reconstruction of Mile 91–Robol Junction Road
- Reconstruction of Bo–Mattru Road
- Reconstruction of Njala–Sembehun Junction Road
- Widening of road network from Wellington to Mamama (site for construction of new airport)
- Construction of flyovers within Freetown in strategic areas, such as East End Police Lumley round about, and other suitable areas
- Undertake feasibility studies of a coastal road from Cline Town to Murray Town.
- Explore and commence reconstruction of national rail network

3.4.5 Improving Air and Sea Transportation

In 2012, it is estimated that fewer than 3,000 aircraft arrived at Lungi airport, and roughly 500 sea vessels arrived at the Freetown ports. Thus the current demand is modest; however, the projected growth of the economy will translate into increased trips to Sierra Leone. If the transport infrastructure remains the same, transport demand will far exceed supply capacity within a very few years.

3.4.5.1 Transportation Sector Challenges

Air and sea transportation are constrained by inadequate infrastructure at Lungi International Airport and at the Queen Elizabeth Ports. This has resulted in a high cost of travel and shipments to and from Sierra Leone.

3.4.5.2 Sector Objectives and Strategies

The overarching objective of the transport sector is to improve international connectivity and reduce the cost of traveling and freight to Sierra Leone. The Government will implement the following to achieve this:

- Construct another terminal building at Lungi Airport.
- Construct a second airport at Mile 38 (feasibility studies have been done).
- Upgrade sea port infrastructure, including through the installation of cranes and expansion of berthing facilities to accommodate more vessels.
- Relocate the port; divide port functionality with the introduction of an inland barge operation.
- Construct a second port in the south (Sulima).
- Construct jetties and terminal buildings at Government Wharf, Kissy Terminal and Targrin Ferry Terminal.
- Rehabilitate four jetties in the Northern (Kassiri and Kychom) and Southern (Mattru Jong and Gbangbatoke) Regions.
- Construct three new jetties with ancillary facilities in Gbondapi, Sulima and Tomabum.

Government will ensure, for all infrastructure and energy development programs, coordination with relevant agencies, such as the Ministries of Water Resource, Agriculture, Mining and Minerals, and the EPA. Building sound environmental and social management into infrastructure development will increase long-run sustainability and cost-effectiveness of these investments and ensure that they make a real difference to Sierra Leone's competitiveness. The infrastructure projects listed above form the major arteries and path of the national ring-road network to boost national trade, investment, security and peace.

3.4.6 Improving Information and Communication Technology (ICT)

The significance of ICT in poverty reduction is enormous, particularly in post conflict countries like Sierra Leone. The country is now connected to the global ICT network, through the existence of four mobile telephone companies, several internet service providers, and quite recently the landing of an ACE fibre optic cable. This has created potential for expansion in every sector from agriculture, mining, services, fisheries and tourism. However, for Sierra Leone to be fully integrated into the global village, the current challenges would be addressed.

3.4.6.1 ICT Sector Challenges

The sector is constrained by inadequate ICT infrastructure, which has resulted in slow and high cost of internet connectivity, as well as a high cost of mobile telephone services.

3.4.6.2 Sector objectives and Strategies

The objective of the sector is to ensure that Sierra Leone is fully integrated into the global village, with affordable rates for mobile phone usage and internet connectivity. In this regard, the Government will implement the following:

- Test, commission and commercialize the ACE submarine fibre optic infrastructure and services.
- Design, develop and deploy ECOWAN fibre optics links of 660 km from Freetown to Liberia border and Freetown to Guinea border.
- Design, develop and deploy WiMax access networks for ECOWAS institutions and MDAs.
- Execute and connect a school programme (which is the One-Laptop-Per-Child project supported by ITU) in the country.
- Create an ICT Centre of Excellence for ICT professionals that will include training facilities.
- Create and upgrade Local Area Networks (LAN), as well as WAN (VPN), for MDAs.
- Create multi-purpose telecentres in parts of the country through the Universal Access Development Fund.
- Establish Sierra Leone Internet Exchange Point and emergency communications.
- Deploy a data centre that will serve as backup for data, applications and services for the public and private sectors.
- Develop and deploy online applications and services for sectors such as commerce, procurement, customs, immigration, and monetary transaction.
- Design, develop and deploy a ring fibre-optic national terrestrial network that will link major cities and towns as well as neighbouring countries. Deploy a ring fibre-optic Metropolitan Area Network; refurbish and modernize SIERRATEL landline telecommunications exchanges.
- Migrate from analog to digital TV/Radio network.
- Establish an ICT Village.
- Explore the possibility of Electromagnetic Spectrum Trading.

3.5 Pillar 5 - Labour and Employment

Employment, and employment quality (described as “decent work”), is crucial for poverty reduction and achieving pro-poor growth. The link between economic growth, employment and poverty reduction is thus a process in which output growth induces an increase in productive and remunerative employment, which, in turn leads to an increase in incomes of the poor and a reduction in poverty. Increasing employment rates in Sierra Leone will lead to increased national income (output), which will lead to improved well-being of the people, and reduce poverty.

Overview of the Labour and Employment situation in Sierra Leone
Given the expansion in economic activities, there is an urgent need to improve labour conditions, administration and employment. This will contribute to increased revenue, which will create fiscal space for social spending, thus addressing poverty. Improvement must also depend on institutions, policies, laws and practices that positively affect the functioning of labour markets. A well-functioning institutional environment can support the virtuous circle and, in the process, facilitate pro-poor growth.

Informal employment remains important, persistent and is even rising. Thus the quality of work of poor people holding an informal job has to be improved, through vocational training and education, micro- and small-enterprise development and access to credit. Moreover, new strategies are needed to extend social security to informal workers, and to improve their working conditions. Formal job creation has to be accelerated, exceeding labour force growth.

3.5.1 Sector Challenges

One of the major challenges Sierra Leone faces is the high level of poverty and unemployment, especially among the youth, women, and vulnerable groups (like youth with disabilities). Youth issues remain crucial for maintaining peace and promoting pro-poor growth. Post-conflict recovery and peace-building have re-established the conditions for resumed economic growth and social development. However, the robust economic growth performance after the war has not been translated into a corresponding increase in productive and adequate remunerative employment opportunities. This challenge is underpinned by a number of systemic constraints.

There is a lack of up-to-date labour market data, while throughout society there is an inadequate understanding of markets, product quality, investments and technical knowledge. Employment information and communication are not effective, due to a dearth of employment centres. Obsolete labour laws, and the not-yet-implemented National Employment Policy, have further compounded the problem. There is also a dissonance between the skills in demand in the changing labour market, and those produced by existing educational and training institutions. Adult literacy remains low throughout the country.

The government recognises the role of the private sector in employment generation, and is working to create a favourable business climate to stimulate investment. However, the private sector is still very weak and ineffective in playing its increasing role in absorbing young men and women into long-term gainful and decent employment. The government is making efforts at rehabilitating infrastructure and transportation, but wider coverage is needed to reach a level that can support or facilitate production in the different sectors that have employment creation potential for the many unemployed and underemployed. More needs to be done to improve the banking and financial sectors to meet the needs of economic actors in the formal and informal private sectors.

3.5.2 Labour Market Sector Objectives and Strategies

The overall goal of the government's labour and employment strategy is to encourage provision of productive and adequately remunerative employment opportunities, while improving working conditions (decent work) for all who are available and willing to work, including vulnerable groups.

The specific objectives are summarised as follows:

- Provide an enabling macroeconomic and sectoral policy environment for employment-generating investment.
- Provide access to financial services to the under-banked, economically active youth. This will involve:
  - Capacity building of MFIs, in particular those dealing with start-up enterprises and the youth, deepening the youth enterprise resource base.
  - Review of financial sector reforms and legislation, MFI policy and non-bank financial institutions, such as cooperative banks, village banks and village savings and loan associations.
  - Design and implement new targeted credit schemes, organized and managed on a sustainable basis.
  - Strengthen savings culture, through savings and loan associations for the youth; creating village banks.
- Promote the development of the private sector in the formal economy to become a major source of new productive employment and income-earning opportunities.
- Improve skills development through expanding needs-oriented TVET, including training in entrepreneurial skills, especially among young men and women, to enhance employability and increase labour productivity in both the formal and informal sectors. Key activities to achieve this will include:
  - Develop labour-market-ready skills, and entrepreneurial-minded women and men, especially youth, with the capacity to successfully scale up business opportunities, both in the informal and formal sectors.
  - Develop a comprehensive package of innovative market-oriented entrepreneurship programmes, focusing on capacity building and training in priority areas for the youth, including young women, youth with low literacy levels, and those living with disability.
  - Build technology development support networks (establishing cooperation in building, exchanging and disseminating knowledge on processes, methods, tools, equipment and machinery, management and organisation for competitiveness-building); forge linkages between key institutions involved in technology development and innovation for enterprise development.
  - Scale up programmes for strengthening TVET, and the quality of non-formal education and basic vocational training (focusing on illiterate youth, in particular young women), and for developing skills with strong market linkages.
  - Develop new curricula which integrate work experience, practical training and apprenticeship training (both in formal and informal sectors).
  - Scale up the existing National Youth Programme to create jobs for young people across the country.
  - Establish training relating to "green investments", such as renewable energy, eco-tourism, sustainable land and water management, to help implement the green growth strategy embedded in this AfP.
- Promote the use of labour-intensive technologies in public works programmes and local economic development to create employment and sustainable livelihoods for vulnerable groups in both urban and rural sectors of the economy. This will be done through:
  - Establishing a sustainable mechanism to involve young women and men in all public works and infrastructure projects, including those supported by international development partners.

- Improving on planning and design of public works programmes to enable youth to be engaged in public works at different levels of sophistication (taking into account different individual capacities).
- Constructing physical infrastructure, including feeder roads, and rehabilitate roads, drains and paths with a high level of participation of youth

⇨ Improve and strengthen the legal and institutional framework for labour administration including labour market monitoring and employment policy implementation. This involves:

- Developing innovative and productive mechanisms to ensure that benefits of employment interventions accrue equitably to women and men.
- Strengthening capacity of NAYCOM and decentralised youth structures.
- Establishing a Youth Enterprise Fund, focusing on deepening employment opportunities in priority sectors and locations, scaling up youth enterprises and innovative opportunities with high potential for employment creation.
- Reviewing key sectoral policies, laws and regulations, identifying obstacles to youth employment.
- Developing a Micro, Small and Medium Enterprises (MSME) Policy to scale up benefits of enterprise development and fostering innovation especially in the informal sector.

⇨ Strengthen the productivity and employment creation potential of the agricultural sector through youth involvement in prioritised agro-based value chains. This will involve:

- Developing pilot projects designed to show-case youth success stories and role models in the agricultural sector, focusing on information dissemination and exchange of information.
- Exposing the youth to dynamic agro-based networks and cluster models, improving access to technology in production and agro-processing; improve methods of accessing agri-business advisory services and training.
- Establishing agricultural cooperatives for the youth, encouraging young women and men, including disadvantaged groups such as persons living with disability to use improved technology in value chain development.
- Re-designing agricultural training at all levels, from certificate to university level, making training more relevant to the needs of smallholder and medium sized farms.

⇨ Establish a National Volunteer Service Corps as a mechanism for enhancing employment opportunities for inexperienced youth. This will include:

- Developing a National Volunteer Service Action Plan, involving Civil Society Organisations and public-private partnerships.
- Developing a legal and regulatory framework on volunteerism and the use of volunteers in implementing development programmes at grass-root levels.
- Developing an effective national coordination and implementation framework for national volunteerism programmes and projects.

CASHIER

3.6 Pillar 6 – Strengthen Social Protection Systems

Sierra Leone is faced with a major development challenge as economic growth over the years has not translated into substantial reduction in poverty, inequality and vulnerability to risks. Poverty, inequality and vulnerability are widespread and multidimensional. The proportion of people living below the poverty line remained at 54.3% in 2011. Households in Sierra Leone spend about 63 per cent of their incomes on food: hence the high prices of food and household necessities contribute to poverty and malnutrition. In 2010, about 45 per cent of households in the country were food insecure, due to poverty, low productivity and poor access to markets. Inequity in opportunities for earning income and accessing basic services has a severe impact on livelihoods of particular categories of people based on gender, age, geographic location, educational level and income level.

The economy is projected to grow by more than 10 per cent on average annually during 2013-2018. However, for the 54.3 per cent of the population who are poor, this double-digit economic growth would mean less, unless policies are put in place to ensure inclusive growth and prosperity.

Social protection, which comprises policies and programmes to help individuals improve resilience against the impact of loss of income, and ensure equity through equal opportunities to services, is therefore of utmost relevance to Sierra Leone. The three main instruments of social protection are: 1) welfare instruments which provide relief and sometimes recovery from deprivation; 2) risk-insurance instruments which seek to avert deprivation by establishing robust and accessible recovery mechanisms; and 3) resilience-building instruments aiming to enhance incomes and capabilities, build assets and promote resistance. Social protection sets a minimum standard of social and economic security that protects citizens against vulnerability and deprivation and creates equal opportunity for all to access services and have decent livelihoods. Social protection can therefore contribute to poverty reduction and the achievement of prosperity by:

- **Ensuring more people contribute to national economic growth**. With social protection interventions, more people can mitigate risks and build the capacity to earn incomes. This contributes to national output and ensures inclusive growth and equity.
- **Human capital development**. Social and child protection helps households at risk of missing education, health and governance services to utilise these services. It contributes to building a strong human capital base, and so sustained economic growth and poverty reduction.
- **Breaking the intergenerational cycle of poverty**. Social protection is an effective mechanism to address childhood poverty and break the intergenerational cycle of poverty within families. Social protection packages (such as cash transfers in the form of child benefit, pensions, food aid, and waivers from fees for health care and education) increase resilience, reduce vulnerability, and enable households to care for children and contribute to economic activities.
- **Reducing Inequities**. Despite recent progress, there are still inequities in accessing basic services, especially inequities facing women and girls, people with disability, children without parental care and other poor people. Families living in rural and remote communities are less likely to be able to access social services, because of limited availability of services in these areas and the associated cost of travelling to reach far-away services. Social protection interventions will help bridge the gap between marginalized poor people and the rest of society. Social protection will enhance the quality of life, increase stability and ensure equity to enable all people to live meaningful, productive and dignified lives.
- **Build resilience**: social protection programs will better equip people to cope with risks and shocks, including price shocks and climate-related shocks, through risk mitigation instruments and inclusive economic development.
- **Improve living standards**. Social protection programmes will enhance peoples' quality of life by developing human potential, increasing stability, advancing social justice and promoting economic dynamism[2]

3.6.1 Social Protection Situation

Sierra Leone's social protection service is deeply fragmented and inadequate in terms of coverage and targeting. Only certain policies have been extensive, such as free health care and education for the most vulnerable, but implementation is uneven. While there has been notable progress in access to basic services, achieving the Millennium Development Goals by 2015 remains a key challenge.

Whereas access to some public services, such as primary education and maternal and child health, has improved, significant sections of the society still experience difficulties in utilising these services due to inequities. To make service delivery more effective Government will work to reduce these inequities, through expansion of services coupled with social protection measures for the poorest and marginalised people. The specifics of vulnerability and associated risks, as well the type and scope of existing social protection programmes are shown in Table 22.

Malnutrition
Serious chronic and acute malnutrition among children remain pervasive. Malnourished children grow inadequately and perform poorly in education. Malnutrition deprives the country of its much needed human capital and increases the social and economic burden on the nation.

Barriers to education
Girls in Sierra Leone face barriers to education, including high rates of early marriage, teenage pregnancy, extra fees and sexual exploitation. Girls living in rural areas face a particularly elevated risk of child marriage. There is gender disparity in secondary education.

A significant number of children are out of school for reasons ascribed to poverty, inadequate facilities, school environments that are not ideal for learning, including (sexual) abuse, and inadequate parental care. Orphaned children and those not living with their biological parents are at a greater risk of missing out on education.

Teenage pregnancy and early marriage
The high rates of teenage pregnancy and early marriage have had a severe negative effect on the health, education and life opportunities of girls. The proportion of women age 20-24 years who have had a live birth before age 18 is 38 per cent. The persistent problem of early marriage violates child rights and the law; it contributes to the high rate of teenage pregnancy and its associated health and socio-economic problems (16 per cent of girls aged 15-19 were married before age 15 in 2010).

Abuse of children
About 82 per cent of children experience some form of violent discipline[8]. Abuse and exploitation of children contributes to some children running away from home, living and working on the streets and therefore being unable to access basic services. This contributes to children not receiving adequate care and some children living and working on the streets. Children without parental care, and those living and working on the streets, are at higher risk of engagement in child labour inappropriate for their ages, and do not have proper access to school, health care or child protection services.

Research has shown that child abuse, violence, neglect and exploitation are rooted in the social norms upheld by communities, and economic challenges that families face. About 22 per cent of children are not living with biological parents and 13 per cent have at least one parent deceased. Children not living with their parents are more at risk for abuse, violence, neglect and exploitation.

[8]Statistics Sierra Leone (2011).Multiple Indicator Cluster Survey (MICS) 2010. Statistics Sierra Leone, Freetown.

Age inequity

Older people experience high poverty, and households headed by the elderly face problems such as lack of income. The country's youth population, 34% of the total, is characterized by widespread unemployment, harming those who suffer from it and posing a threat to the country's stability.

Disability

There are significant numbers of adults and children with physical and mental disabilities in Sierra Leone. People with these special needs face inadequate specialised medical care, lack of support for skills development and lack of opportunity for economic participation. Children with disabilities have little educational support, as there are no government schools to cater for their special needs. The few non-state schools that receive government grants are expensive and cannot meet the educational demands of children with disability[9].

Family protection services

Government family protection services, such as chiefdom social workers and the Sierra Leone Police Family Support Unit (FSU), are ineffective due to limited reach, weak technical and human capacity, and logistical constraints. Many of the current approaches, laws and guidelines influencing child protection work in Sierra Leone have limited impact in meeting needs. Formalised service provision does not fit the trusted traditional structures and practices, and a parallel system is much in evidence. The current system has tended to focus on providing services to specific categories of children, rather than considering the more holistic needs of families and children. It has often not been able to address the complexity of vulnerability. Rural areas especially lack access to appropriate support and services. The system has lacked coordination and leadership. Due to reliance on the donor community, the Government has not been able to establish its own long term agenda.

Budgetary allocations

Annual budgetary allocation to Social Protection is estimated at less than 1 per cent GDP, which is relatively low. When this picture is juxtaposed with the poverty profile of Sierra Leone, the need for greater focus on social protection becomes apparent.

International comparison

The absence of comprehensive empirical data on Social Protection in Sierra Leone (as in many countries) poses significant difficulties in international comparisons or benchmarking. The available data suggest that Sierra Leone spends 0.5% of its GDP on social insurance (pensions) and 3.5% of GDP on social assistance. Social assistance expenditures comprise all of the assistance programs, but exclude fuel subsidies. The data suggest that total spending on social assistance and insurance in Sierra Leone was 4.0% of GDP, which is higher than Mozambique though lower than South Africa and the 4.5% on average for Africa countries. Expenditure on the social sectors as a whole was 8.2% of GDP, lower than Mozambique or South Africa (Table 23).

[9]Ministry of Education, Science and Technology (2011).*Annual Education Sector Review 2010.* MEST, Freetown.

3.6.2 Sector Challenges

- Fragmented and uncoordinated mandates for the delivery of social protection services.
- Limited budget allocations, and constrained government participation in and ownership of social protection programmes; weak social service programmes.
- Limited human resource capacity for implementing social protection interventions.
- High levels of school dropout; large numbers of street children.
- High chronic disease levels, malnutrition especially among the poorest.
- Low participation in social insurance programmes leading to high income vulnerability.
- Large portion of employment is informal, with workers without retirement security.
- Lack of social assistance for the physically vulnerable.
- High level of unemployment in vulnerable households.
- High levels of food insecurity which lead to hunger, poor nutrition and health status and poor school attendance.
- Social marginalization of the physically challenged.
- High gender disparity in poverty needs and benefits from social protection interventions.
- Housing policies for direct government provision of housing were unable to meet housing need, had a limited impact and were unsustainable. Consequently the shelter situation deteriorated even further particularly for the poor and most vulnerable groups.

3.6.3 Sector Objectives and Strategies

The Government of Sierra Leone is committed to uplifting the livelihoods of the most vulnerable, poorest and marginalized groups. Its commitments include the Sierra Leone Constitution Article 8, and international agreements and charters adopted or ratified, such as the 2008 African Union Social Protection Framework, and the MDGs.

As a manifestation of its commitment, the Government adopted the National Social Protection Policy in 2011. The main policy goals are to strengthen the social protection delivery system, and to ensure the most poor and vulnerable are afforded an equal opportunity to access basic services and mitigate risks. The policy identifies the chronically poor, the economically at risk and the socially vulnerable as the major categories of people – males and females of all ages – in dire need of social protection.

The Policy emphasizes the importance of extended families and active participation of communities in providing community-based care and support. Government will develop its strategy to implement the policy, prepare legislation; and design institutional, coordination and financial arrangements to implement it.

Social protection issues will be addressed in a holistic manner. Efforts will be pursued to support sustainable interventions, that will address issues related to prevention, protection, transformation, and participation of all citizens with special attention to women, children, the aged, poorest and people with disability

Table 15: The specifics of vulnerability and associated risks in accordance to age group

Age Group Years	Risks Associated with Specific Ages	Baseline Indicators	Social Protection Programmes Provided or Needed
0 – 4	Mortality among under-5 children	Mortality before 1st birthday: 128/1000 live births; Under 5 mortality rate: 217/1000 live births (MICS 2010)	Need Social Cash transfer
	Malnutrition	Chronic (stunting) 44.4% acute (wasting) 8.5% of children < 5 years (MICS 20110)	Folic acid, multiple micro nutrient, Vitamin A supplements Balanced protein energy supplementation during pregnancy Promotion of breastfeeding followed by appropriate complementary feeding Management of acute malnutrition Social Cash transfer where appropriate
	Low early childhood Development access	86% of children three to five years old not in early childhood education (MICS 2010)	Need Social Cash transfer
5 – 17	Low Primary School attendance (6-11 years)	26% of children 6 - 11 years not in School (MICS 2010)	School Fees Subsidy Textbooks, Teaching & Learning materials Examination Fees NPSE School feeding DSDP-Education transfer
	Low Secondary School attendance (12-17 years)	Children 12-17 years not in Secondary School attendance 63% Attendance ratio for girls 33% and boys 40% (MICS 2010)	Textbooks and equipment Grants in Aid to Government Boarding Schools Grants in Aid-Scholarships Social Cash transfer
	Low Secondary student exam pass rates	99% candidates failed WASSCE in 2010 Proxy Completion Rates (PCR) at JSS Level: 55% (Girls 48%, Boys 62%) At SSS Level: 24% (Girls 18%, Boys 31%) (Education Review 2010)	Girl Child JSS Tuition Exam fees BECE & WASSCE Social Cash transfer
	Orphans (one or both parents dead) Children (0-17 years)	12.8% of 0-17 years old with both parents dead not attending school (MICS 2005)	Need Social Cash Transfer Interim Care Facilities
	Children without parental care	22% of 0-17 years old children (MICS 2010)	Need Social Cash transfer Palliative Care
	Children with disability	23.4% of 2-9 years old children (MICS 2005)	Social Cash transfer
	Exploited, trafficked and street children	49,700 children work and live on the streets and 2,700 live permanently on the streets (Street Child of Sierra Leone 2010)	Street & trafficked and other categories of abused children need Social Cash transfer
	Teenage Pregnancy	47% had child or pregnant by age 18 (DHS 2008	Need conditional Social Cash transfer
5-17	Child marriage	8% Girls 15-19 yr married before 15 yrs of age. 43.7% of Girls 20-24 yrs married before 18 yrs (MICS 2010)	Need conditional social cash transfer Transformative Action
15-35	High unemployment & underemployment	400,000-800,000 youth not working/studying (World Bank Assessment)	Cash & food for work Need skills development Need productive asset
18-59	Lack of access to financial, extension, support services and markets for farmers and small businesses Food insecurity	28.6 3% interest on 1 year T-bill (overdraft rates of 21-29% as at December 2011) (BSL) 70% of farming households have no access to credit and 83% no extension visits (World Bank Assessment)	Cash for work Food for work Need micro finance (livelihood program) Farm inputs supply & Human capital development under the Smallholder Commercialisation Programme
60›	High maternal mortality	Maternal mortality rate 857/100,000 live births (DHS 2008)	Free Health Care Need social cash transfer
Other risks across ages	Victims of war and refugees	9,000 refugees (World Bank Assessment)	War Reparation of Refugees (NACSA/UNPBF/UNTF) (NACSA/UNHCR)
	Sexual & gender-based violence	4,000 victims (World Bank Assessment)	Social cash transfer Family case work Grants to welfare institutions
	HIV prevalence (15-49 yrs)	1.5% of 15-49 yr olds (49,000 people (DHS 2008, UNAIDS)	Feeding assistance and drugs for PLHIV
	Inadequate incomes and services for disabled	18% disability incidence (18 yrs>)(World Bank Assessment)	Program for Disabled persons Need Social Cash transfer
	Disaster risk & emergencies		Pre-placement of emergency stocks and response to epidemics (e.g. cholera, measles)

Table 16: Public Sector Spending on Social Sectors (% of GDP)

Country/GDP	Social Insurance	Social Assistance	Total Social Protection	Education	Health	Total Social Sectors	Year
Sierra Leone (2.24Bn)	0.5	3.5	4.0	2.3	1.9	8.2	2011
South Africa (408.24Bn)	1.4	3.4	4.8	6.5	3.8	15.1	2011/12
Namibia (12.3Bn)	-	2.8	-	9.0	3.6	-	2011/12
Rwanda (6.38Bn)	-	0.8	-	5.1	3.5	-	2011/12
Kenya (33.62Bn)	-	1.2	-	6.7	4.8	-	2010
Mozambique (9.58Bn)	2.0	1.7	3.7	5.7	2.3	11.7	2010
Botswana (7.885Bn)	-	1.8	-	7.8	10.0	-	2009

Source: Sierra Leone – Jose Marques: Sierra Leone Social Protection Assessment – June 2012 Note figures in parenthesis mean country GDP in US$ billion Source: World Bank-2009-2012

The specific objectives of the proposed social protection system in Sierra Leone are to:

Clarify and Implement Institutional Roles and Responsibilities

- Develop and implement a child and family welfare policy that will help strengthen the child protection system. The child protection policy will address needs of all children, including protection from violence, sexual abuse, child injustice, hazardous labour, & child trafficking.
- Establish an agency to implement the Social Protection Policy and Action Plan, with robust institutions to deliver the programmes in an integrated fashion, with clear institutional mandates, ensuring collaboration in planning and implementation.
- Ensure political will and support at the highest political and administrative levels for good coordination of social protection.
- Build a robust, coherent and transparent institutional and legal framework to coordinate Social Protection services.
- Build unified systems for delivering Social Protection, including collecting and analysing sex-disaggregated data for key vulnerable groups.
- Increase the budget allocation for social protection activities.
- Establish a Commission for the physically challenged.
- Implement the Gender Laws 2007 and the Sexual Offences Act 2012.

Increase access to essential social services for the most vulnerable households and groups

- Build capacity of MDA staff engaged in delivery of social protection, including strengthening support services like the FSU.
- Strengthen Social Welfare systems and formulate policies for alternative care for vulnerable children, for the aged in dire need, and for other vulnerable groups, without gender discrimination.

- Provide social welfare services that build upon existing traditional and formal systems, with case management and support referral systems for vulnerable families.
- Roll out a robust child placement programme through a strengthened Alternative Care Unit.
- Provide case management and support for vulnerable families.

Define and provide basic social protection packages for disadvantaged children, women, girls, the aged, homeless and the disabled

- Provide cash and in-kind transfer packages as appropriate in education, health, nutrition and shelter for disadvantaged children, women, girls, the aged, homeless and the disabled.
- Formulate and implement a National Nutrition Policy.
- Institute early childhood education.

Improve livelihoods of poor and vulnerable households through income and employment generation

- Scale up the labour-intensive public works programme to include creation of productive assets.
- Provide cash and in-kind transfers for poor and vulnerable households and communities during periods of emergency and early recovery.

Extend social insurance interventions to the informal sector and the physically challenged

- Extend social insurance interventions through campaigns and enforcement of regulations.
- Develop and implement a plan of action to incorporate the informal economy into social insurance schemes, based on international best practices.
- Extend social assistance interventions to the physically and mentally challenged, the aged, orphans, abused women and amputees.

Strengthen Community Resilience

- Build resilience to natural disasters and weather and climate-related events through support to improved weather services, early warning systems and enhanced land use planning.
- Build resilience to external shocks, including price shocks, through economic growth and diversification, as well as short term targeted programs.
- Support policies that combine robust natural resources management systems with effective social safety nets.
- Together with public health and infrastructure development specialists, build resilience to epidemic diseases.

Provide Affordable Housing

- Government's goal is to achieve maximum addition to the housing stock so every Sierra Leonean has access to safe, sanitary and decent housing, through home ownership, rental, or temporary social assistance.
- Government will therefore explore the possibilities of providing housing for public sector workers, college graduates, unemployed and vulnerable groups. The programme will be implemented through public-private partnerships, where Government provides land and guarantees to developers.

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Sales & Reservations

3.7 Pillar 7 - Governance and Public Sector Reform

Good Governance, access to justice, peace and security, and effective capacity in the public sector, are all pre-requisites for sustainable growth, job creation and poverty reduction. The strategic objective of the Pillar is to continue to promote good governance and build the capacity of all public sector and governance institutions and functionaries, to deliver quality and timely public services.

Government recognises that to achieve economic and social development, strengthening good governance plays a key role, particularly in mobilizing human and capital resources efficiently and effectively. It has been putting modalities in place to establish stable and reliable governance structures. In the next five years, Government will continue to promote initiatives to strengthen governance structures and to address bottlenecks in implementing good governance.

Areas of emphasis will include: (a) Capacity building of state and non-state institutions/actors; (b) Intra- and Inter-MDA coordination and partnership; (c) Delivery of quality, timely services in an accountable and transparent manner; (d) Improved Justice, Safety and Security Sector delivery systems; (e) Political governance including decentralisation and local government transformation.

3.7.1 Capacity Building of State and Non-State Institutions.

This section discusses capacity-building for Parliament; the roles of the Anti-Corruption Commission, the Audit Services Commission, the Internal Audit in capacity-building, improving efficiency, and improving transparency in the public service; and Public Financial Management.

3.7.1.1 Parliament

The role of Parliament is critical to the effective implementation of the Agenda for Prosperity as Parliament has the mandate to provide requisite oversight to programmes and projects implemented within the AfP. To this end integrating Parliament into effective civic monitoring is a key goal. This however will require the following:

- Parliamentary involvement in policy formulation discussions, and validation of identified priorities, particularly within the various regions.
- Ensure that Parliamentarians have the requisite capacity to better engage in legislative and outreach discussions.

To achieve this, Government will support programmes that lead to:

- Training of Parliamentarians.
- Strengthening the capacity of Parliamentary sub committees.
- Establishment of a well-equipped resource centre for Parliamentarians.

3.7.1.2 Anti-Corruption Commission

The Anti-Corruption Commission (ACC) was established to provide a framework for implementation of the National Anti-Corruption Strategy (NACS). NACS laid the foundation for the Nation to collectively deal with graft. The basic goal of the strategy is improved delivery of services in terms of quality, quantity and process.

- The Commission now has powers to independently investigate and prosecute its cases without recourse to the offices of the Attorney General and Minister of Justice.
- The new Act provided for the increase of corruption offenses from nine to twenty-nine, introduced integrity in public life, as well as giving the Commission prosecutorial powers.

- The impact of the new Act saw a dramatic increase in the number of cases prosecuted and successful convictions from 2008 to 2012
- ACC made remarkable success in monetary recoveries. A total of over Le10 billion was recovered and paid back to the Consolidated Fund between 2008 and 2012.
- ACC has established offices in Bo, Kenema and Makeni.
- The Commission organized a series of conferences of school principals, head teachers and councils in Freetown and the District headquarters, with the view to improve on their roles as education officials, and to enhance their knowledge in the fight against corruption
- It has produced over five thousand promotional and educational materials, with educational messages to change the behaviour and opinion of the general public towards corruption.

Key Challenges for Anti-Corruption

- Need to mobilize sustained public support for the ideals and philosophy of the anti-corruption campaign.
- Weak collaboration and political will from the MDA's in implementing the systems review recommendations. Sustained political will and support from all levels of the governance structure will be essential.
- The location and environment of the Commission's H/Q pose a potential threat to the professional execution of its work.

Strategic Objectives for Anti-Corruption

To address the above challenges, Government in collaboration with all stakeholders will:

- Strengthen the accountability regimen within the overall governance structure.
- Deepen the recovery of Government resources.
- Broaden the focus on the revenue generation sectors, such as NRA, mining and fisheries.
- Address wastages in government especially in local council operations.
- Invest in staff welfare and management in order to attract and retain more professionals, especially in the arrears of Investigations and prosecutions.
- Further decentralise through recruitment and expansion of ACC offices to Kono.
- Take advantage of sector-specific transparency initiatives, for example EITI in mineral, oil and gas, the TDF, the proposals for development of transparent land markets and land use planning guidelines, and the requirements for public disclosure and consultation for environmental impact assessments, to implement improved accountability and transparency across sectors.

3.7.2 Public Financial Management (PFM)

Government has consistently broadened and strengthened Public Financial Management Reforms in Sierra Leone since the end of the war in 2002, having implemented most of the recommended reforms made in the Country Financial Accountability Assessment of 2002. Two PEFA Assessments (2007 and 2010) have been conducted to review financial management practices and processes at the central government and local council levels. These assessments show that Sierra Leone's PFM systems are improving, and are at par with other IDA member countries.

Government has set out its objectives for moving Sierra Leone toward a stable middle-income future based on sound macroeconomic fundamentals, relying substantially on its own revenue, providing jobs for its people, and a model in responsible and efficient natural resource exploitation. Improving the management of our public finances is an essential foundation for achieving these goals. We have already initiated a long-term PFM Reform Strategy and begun the process of modernising the PFM system. The first phase of that strategy, which aimed to strengthen forecasting and control and ensure that the Government's policies were realistic and was properly presented in the budget, is now ending and a new phase will be put in place over the period 2014-17.

Much remains to be done to achieve the PFM objectives in full, but the structure and instruments for doing so are in place and the efforts to build capacity are now bearing fruit. We now face significant new PFM opportunities and challenges, particularly those arising from expected streams of revenue from natural resource assets. In the 2014-17 phase of the strategy, we will continue to target improvements in PFM quality, to improve aggregate fiscal discipline, the strategic allocation of resources, and the efficiency of public service delivery. In formulating the new phase of the strategy, we have assessed weaknesses identified by the Public Expenditure and Financial Accountability Assessment of 2010, as well as recent observations by internal and external reviews, and the Audit Service of Sierra Leone. The necessity of addressing these weaknesses and establishing a tightly controlled fiscal environment is made more urgent by the need to manage the substantial streams of revenue expected by 2015. Revenue mobilization and rigorous planning and control of investment spending are needed to achieve the transformation aimed for under the AfP. These crucial aims are will be pursued under the following five themes, described in detail below and in Annexes:

- Budget Planning, Comprehensiveness, and Credibility
- Financial Control and Accountability, Service Delivery and Oversight
- Revenue Mobilization
- Strengthening Local Governance Financial Management through Local Councils for Effective Decentralization
- Program Governance and Management

Budget Planning Comprehensiveness, and Credibility

Primary aims are to establish a credible and stable budget process, particularly to establish a transformational public investment programme (PIP), and to link investment to recurrent operations and maintenance spending through the MTEF process.

Financial Control and Accountability, Service Delivery and Oversight

For the next phase of the strategy, the most critical objective is to complete the roll-out of IFMIS to major spending MDAs, and bring all CG public accounts (including sub-vented accounts and DP project accounts) on to IFMIS. This will require substantial investment in the ICT infrastructure for the IFMIS. It will be a crucial step toward establishing a TSA, as discussed below. Equally importantly, it will be the basis for a comprehensive budget covering the whole of central government, and eventually national government. The capacity of non-state actors will be enhance to monitor and provide oversight in the implementation of AfP.

Revenue Mobilization

Two objectives will be stressed under this theme:

- Consistent with likely developments in resource-related industries, major efforts are being made to establish more effective tax and control regimes for extractive industries through the Extractive Industries Revenue Act and the Oil Exploration Act.
- Challenges identified in revenue collection, reporting and reconciliation will be addressed by improved systems and interfaces, which aims at improving the system for recording and reconciling payment and receipts. A new MOU with the banks has already been established.

Strengthening Local Governance Financial Management through Local Councils for Effective Decentralization

The next phase will emphasise a transfer of authority to the Councils, combined with effective use of systems to meet both community and national goals of service delivery. These aims will be reflected in the revised legislative framework. A critical objective will be the consolidation of implementation of the Petra Accounting Package in all local councils, including the real time processing of transactions by selected councils. Petra-based reports by councils could be consolidated at the national level by the LGFD. Improved sectoral reporting from the Council level should in turn allow redesign of the process of allocating grants and give greater authority to councils over a smaller number of grants.

Programme Governance and Management

As part of its commitment to this theme, the Government will establish a strong PFM Strategy governance structure to ensure that overall government fiscal policy is controlled within the strategic parameters needed to ensure transformation and sustainable PFM practices.

3.7.2.1 Audit Service Sierra Leone

Audit Service Sierra Leone (ASSL) continues to make a significant contribution to strengthened Governance and Accountability by its audit work across MDA's, and reports to parliament. Using an audit planning system and risk-based audit approach, ASSL has increased Financial & Compliance audit coverage from 65% to 81% over the past few years. ASSL has audited the national public accounts, all nineteen local councils, and the financial statements of public corporations, and conducted a compliance audit of ministries and departments, following its mandate, within the statutory deadlines.

Key Challenges for Audit Service

The following factors impact on ASSL's performance in terms of financial, compliance and performance audits:

- ASSL does not have adequate accommodation to house all it staff within a single location in Freetown. This makes internal management, communication and supervision of audit work more difficult and time consuming.
- ASSL has had difficulties in fulfilling its audit mandate because a number of entities do not produce or submit financial statements on time for audit. ASSL encounters problems in obtaining requested information (records and documents) from auditees in a timely manner.
- ASSL work is hampered by difficulties in attracting and retaining experienced and qualified audit staff.
- Some auditees fail to implement audit recommendations for improvement. This means that the same issues are reported each year.

Strategy to improve Audit

Strategies to address the above challenges are based on institutional strengthening, professional building, leadership and people, and achieving greater impact.

- Institutional strengthening: Government will ensure that adequate funds are made available to ASSL to facilitate the day-to-day running of the office; it will complete construction of new offices; improve dialogue with Parliament to enact relevant legislation; and implement a tracking system for audit recommendations.
- Building audit capacity: ASSL's capacity will be developed so it can expand audit coverage to 90% by 2015. In addition to financial, compliance and performance audit work, ASSL will conduct a complete check on MDA's by reviewing generally the performance management contracts signed by Ministers and senior public officers on

behalf of the various MDAs. If resources or donor assistance are available, ASSL will be involved in additional audit areas such as IT, forensic and environmental audits.

- Leadership and people: The focus is to attract and retain staff in line with the staff retention policy already developed. A performance management system will be instituted.
- Greater impact: To increase ASSL's positive impact, Government will assist it to focus on improving its working relationship and cooperation with the Public Accounts Committee of Parliament, and with senior Government officers.
- ASSL will work closely with institutions to ensure that donor funds are not misused.
- It will work with non-state actors, civil societies and the media on dissemination of ASSL reports, and to spread awareness of its roles and responsibilities.
- It will conduct annual surveys to gain public perception of the relevance and quality of ASSL reports.

3.7.2.2 Internal Audit

Internal Audit provides independent and objective assessment and consulting services to add value and to improve Government operations. Its role is to ensure that Government's operations are conducted according to the highest standards, by providing an independent objective assurance function and by advising on best practices. The Internal Audit Department has enhanced its capacity by recruiting over 50 qualified internal auditors, created 39 new internal audit units, trained all internal auditors on central and local government auditing processes, and established audit committees in 14 MDAs and 3 councils. In addition, the Department has facilitated the recovery of Government resources and reduction in ghost workers on the payroll.

Despite this progress, Internal Audit faces challenges, to which Government will seek to respond:

- Absence of an audit manual for Local Councils; the manual for central Government is not user-friendly.
- Standard operating procedures for internal auditors are lacking in both central government and local councils.
- The Internal Audit function in MDAs is often inadequate, and Audit Committees ineffective.
- Limited funds for training and office space.
- Little cooperation from Vote Controllers and Chief Administrators, due to the absence of a legal framework.
- Staff numbers for internal audit in some MDAs, especially key spending ones, and also at head office, are very small.

3.7.2.3 National Public Procurement

The establishment of the National Public Procurement Authority (NPPA) has improved the regulation and harmonization of the public procurement processes in the public service. Procurement officers have been assigned to MDAs and local councils, and procurement officers trained; Joint Country Procurement Assessment Reviews have been conducted with the World Bank, and annual assessment of public procurement entities has been made.

Challenges to public procurement

- Funding constraint: the lack of funding is affecting NPPA's ability to effectively carry out its mandate, as well as to find suitable accommodation for the office.
- Interference in procurement process: There is still interference in processes and procedures from various, varied sources.
- Resistance to the reform process: there is still resistance to the reform process.
- Coordination: Cooperation and collaboration with other oversight institutions is low.
- Interference: There is a tendency for other government functionaries to micro-manage the activities of NPPA.

Strategic Priorities

- Government will support the strengthening of NPPA through ensuring harmonisation of acts and regulations relating to national procurement.
- Procurement units in MDAs and Local Councils will be strengthened, and professional procurement cadres will be mainstreamed in the public service as a whole.
- Government will intensify and expand the monitoring of procurement processes and procedures, to enhance maximum value-for-money.
- NPPA will work very closely in synergy with other oversight institutions
- NPPA will take a lead in the Agenda for Prosperity by ensuring value for money in all procurement.

The following activities will be undertaken to achieve these priorities:

- Review the legal frame for procurement to ensure that there is harmony with all procurement related acts, manuals and bidding documents. Strengthen the capacity of procurement units in MDAs and Local Councils and mainstream procurement cadre professionals in the entire public service. Ensure provision, expansion, retention and capacity strengthening of qualified and experienced procurement cadre staff in MDAs and Local Councils. This means that all public institutions are provided with qualified, competent and retained procurement staff.
- Strengthen procurement systems to support government programmes while drawing a line between the process for public-private partnership engagement and regular public procurement monitoring. This will ultimately lead to a strong procurement system with high levels of compliance and performance on contracts.
- Improve on procurement planning in all MDAs and LCs. This leads to all procuring entities carrying out effective and efficient procurement planning.
- Intensify and expand the monitoring of procurement processes and procedures to enhance maximum value-for-money. This will ensure that all procuring entities are fully monitored with high compliance and performance.
- Enhance capacity of Local Councils for more effective resource utilization under the devolution regime. The expertise and required logistics in the local councils will be improved.
- Create synergies with similar relevant bodies in order to strengthen the NPPA's efficiency and effectiveness in its regulatory functions. Memorandums for Collaboration with other oversight institutions will be created in the process.
- Efficient, effective and user-friendly data management and reporting systems will be created. In the process, a database and reporting system will be established at NPPA.
- Create an effective and efficient e-Procurement framework and make it operational.
- Develop an information security and business continuity framework. This will ensure that information security and business continuity frameworks are established.
- Create seamless and efficient ICT operations.
- Train NPPA staff to make the institution a centre of excellence. Make NPPA staff very highly professional in the execution of their functions.

- Train the Cabinet, Parliament and Councils on procurement management. This will create procurement awareness at higher political levels.
- Continued collaboration with non-state actors, through signing collaboration memorandums with many more non-state actors.
- Create a professional procurement structure in Sierra Leone, which would regulate the work of all procurement professionals.
- Increase guidance to Government on procurement issues to achieve value for money in the expense of public funds.

3.7.3 Public Service Reform for delivery of quality and timely services in an accountable and transparent manner

The public sector in Sierra Leone has a wide definition and coverage. It encompasses the civil service, judicial service, local government service, security sector, Parliamentary service, other governance institutions, semi-autonomous agencies that receive partial funding from the government, and the growing body of public non-state institutions. The public sector is, therefore not only the means by which Government develops policies and programmes to address the needs of the country, but also more importantly, the vessel through which these policies are translated into tangible outputs for the people.

Through the Multi-Year Pay Reform Strategy, salary increases to some public servants including health workers and teachers have been effected; performance management systems in the public sector deepened to include permanent secretaries, professional heads and some senior directors in key MDAs; a merit-based recruitment system was introduced; and a selection procedures manual developed for staffing vacant key middle civil servant positions. In addition, staff records were rationalised; the public sector payroll cleaned up; and there has notably been improvement in the coordination of key structures.

To ensure that there is transparency and accountability in all matters related to the civil service, the Civil Service Code was enacted, and Management Functional Reviews were finalised for all MDAs. To build capacity of the public sector, the Civil Service Training College has been re-opened, and there are plans to set up a Public Service Academy.

3.7.3.1 Public Service Challenges

Despite the progress observed, challenges still remain:

- There is a missing middle in the public service (grades 6-10).
- Very low female participation at all levels.
- Lack of focus on results.
- Lack of ownership of the reform process by MDAs.
- Uncompetitive remuneration and lack of measurable targets.
- Performance management systems need to be extended to all MDAs.
- Weak institutional structures and systems in the Public Service.
- Poor policy harmonization and coherence.
- Poor coordination of partner interventions.
- Lack of clarity in institutional responsibilities and division of labour.

3.7.3.2 Public Service Objectives and Strategies

Government will address the above challenges through the following initiatives:

- **Recruitment and right-sizing**. This will focus on creating a capable public service of the right size, with an appropriate skills mix and job composition to deliver its core functions. It will involve:
  - Recruiting the right type of personnel to fill all priority vacancies, based on open, competitive and merit based procedures within three months when the position becomes vacant.
  - Integrating the "Local Technical Assistants" into the mainstream Public Service
- **Pay Reform**. The focus on Pay Reform will be to attract and retain skills in the Public Service and motivate all public servants to perform their jobs to an acceptable standard. The following activities will be undertaken:
  - Implement the Multi-Year pay reform to ensure that Civil servants are paid equitably and competitively.
  - Ensure that authority to change personnel records and payroll is vested in and restricted to the Human Resources Management Office, and an audit trail is maintained.
  - Establish a direct link between the human resource database and the payroll.
- **Institutional strengthening**. This will focus on ensuring that Public Sector institutions have the correct structures, systems and processes to deliver quality services. To achieve this:
  - Conduct Management and Functional Reviews to determine capacity needs/gaps and ensure that they are filled.
  - Improve management structures, funding, tools, training, etc. across public institutions.
  - Improve inter/intra departmental coordination and collaboration to maximize productivity.
  - Construct and operationalize the Public Service Academy.
- **Performance management**. The focus in on improving performance and productivity of ministries and individual public servants, to increase citizens' trust and confidence in government and strengthen the accountability of ministries to the executive and citizens. Key activities will include:
  - Conduct annual staff performance appraisals to ensure performance is of an acceptable quality.
  - Conduct annual performance reports of public service managers on performance contracts to ensure performance is of an acceptable quality.
  - Carry out joint evaluation of Ministries' performance by Government and non-state actors.

3.7.3.3 Statistical Data Systems

Good data are crucial for a strong public service sector. The need for better statistical data to build effective policy responses to the complex development problems facing the world, as well as to monitor development progress, has become even more acute. The international attention placed on the MDGs has, inevitably, resulted in increased awareness of the need for effective statistical systems to generate the data needed to monitor the indicators. To date there has been more progress on developing social data systems than systems for economic production or geographical data; similarly, agricultural production, hydro-meteorological and land use data, for example, are not adequate.

Data systems policy goal and strategies

The overall policy goal is for Statistics Sierra Leone (SSL) to coordinate, collect, compile, analyse and disseminate high quality and objective official statistics. Data will be used to assist informed decision-making, and discussion within the government, business and the media, as well as the wider national and international community. Official statistics will be relevant, have integrity and be easily accessible to all.

Objectives for reform of data systems

- Policy development and implementation to ensure strong institutions and well-coordinated statistical activities, with adequate administrative and infrastructural arrangements for effective and efficient delivery of statistical products and services.
- Capacity development to create adequate human resources for statistical product and service delivery.
- Building a robust data-gathering, processing and data-banking system.
- Providing information for planning, administering, monitoring and evaluating economic, social, environmental, and demographic progress under the Agenda for Prosperity.

Data systems upgrading activities

- Build a robust, coherent and transparent institutional, infrastructural and legal framework for the coordination of decentralized statistical activities.
  - Review the Statistics Act, 2002 to incorporate the 10 Fundamental Principles of Official Statistics of the United Nations.
  - Review the National Strategy for Development of Statistics.
  - Construct a new SSL Head Quarters and 13 SSL Districts Offices to support the decentralization process with credible statistics for informed decision-making.
  - Employ, deploy and capacitate statisticians to all MDAs.
- Build unified and coordinated systems for delivering statistical products and services;
  - Strengthen and capacitate existing statistical system with relevant and adequate staff training and equipment for effective service delivery
  - Provide material and financial capacity building programmes including M&E and data management and dissemination facilities for national statistical system
- Provide credible macroeconomic and socio-demographic data for monitoring socio-economic trends. Conduct detailed surveys such as:
  - Sierra Leone Integrated household Survey (SLIHS), 2016,
  - Core Welfare Indicator Questionnaire, 2013, 2015;
  - Quarterly Time Use Surveys;
  - Monthly market-based and quarterly specialized surveys for CPI;
  - Quarterly and annual establishment-based surveys for national accounts, producer price index and business confidence index compilation;

3.7.5 Improved Justice, Safety and Security Sector delivery systems

3.7.5.1 The Judiciary and the Justice Sector

Judicial reform and restructuring is key to promoting justice, the rule of law and good governance; it is critical for peace and prosperity. The goal of the judiciary and justice sector is to ensure that there is safety for people, security of property, and access to justice through an efficient impartial and accountable legal system.

Sierra Leone's desire to promote "inclusive green growth, scale up human development whilst ensuring prudent management of mineral revenues" will not be achieved if there is not equivalent emphasis placed on enhancing access to justice and promoting the Rule of Law. Judicial and Justice Sector reform and restructuring is therefore essential to attainment of a middle income status.

Recommendations emanating from the Truth and Reconciliation Commission (TRC), and more recently from the Sierra Leone Conference on Development and Transformation, called for improved access to justice and the introduction of robust mechanisms for the application of the rule of law.

An essential ingredient for these two recommendations is an effective, efficient, and credible Judiciary and Justice Sector.

Despite the importance of the sector, budgetary allocations are usually inadequate, contributing to a severe shortage of staff at all levels of the sector. At present, there are only 21 Judges and 20 magistrates countrywide. The Ministry has a core team of only 23 professionals to service the whole country. This shortage of staff is the cause of delays in responding to requests for legal advice and opinions, and is partially responsible for delays in prosecution of offences (although police prosecutors have undergone numerous training programmes, both in general prosecutorial skills and in specialized areas).

Poor terms and conditions of service make it difficult to attract quality staff; those for the Judiciary are inadequate to attract much needed judges and magistrates, and for the Law Officers Department (LOD) to attract additional lawyers. While Government recently approved and implemented improved conditions of service of judges and magistrates, they have only partially been realized for judges, and not at all for magistrates or support staff.

Six Magistrate Courts were built across the country during the AfC period, and other court buildings and judicial residences were rehabilitated, including the Office of the State Counsel, LOD building in Makeni, and modernisation of the OARG building.

To improve the Judiciary's Human Resource base, a National Judicial and Legal Training Institute has been established to provide continuing legal education for judicial and other staff within the justice sector. To address the huge backlog of cases, a legal aid programme was piloted; the Legal Aid Act of 2012 has been passed, which will improve citizens' access to justice, and reduce constant adjournments. The Sexual Offences Act 2012 was also passed to ensure that adequate care and attention is paid to the investigation and prosecution of all sexual offences. New legislation has been drafted for the Sierra Leone Prisons Service, which will transform the prisons to correctional centres, whilst the Police Council has given approval for the Police Act to be reviewed. The commercial justice system has been reformed, with establishment of a Fast Track Commercial Court under the Judiciary. The court is fully automated and has new rules with mandatory Alternative Dispute Resolution at fast tracking commercial and admiralty cases. Case management, records management and archiving, and court recordings, are all electronic and automated. With the enactment of the General Law (Business Start Up) (Amendment) Act 2007, which eases the process of establishing a business in Sierra Leone and enabled the OARG to become a one stop shop; Sierra Leone has moved up the ranking from 166th out of 175 economies in 2008 in terms of ease of contract enforcement to 141st out of 183 economies in the 2011 World Bank's Cost of Doing Business Report.

Data, information and record-keeping

There are still difficulties in accessing comprehensive and systematic statistics and other information at the institutional level, impeding case-tracking due to archaic and ineffective systems. A key challenge is the capacity to collate and effectively analyse relevant and reliable data upon which to draw when developing performance indicators and targets.

Across the Justice Sector, paper files are still largely maintained and stored manually, and many files have been lost misplaced or destroyed. There are difficulties in searching for documents and tracking the progress of matters being handled by the Judiciary, the LOD, the OARG, the Police and Prisons and other justice MDA's.

Strategies for reform in the Justice Sector

Reforming the Justice Sector Reform Strategy is based on making justice accessible locally; ensuring that justice is expedited, and that rights and accountability are respected.

In making justice more accessible, Government will provide support to:

- Improve the work of the Itinerant Courts, ensuring that the scheme is extended to other Districts.
- Strengthen the Local Courts in terms of personnel, infrastructure, responsiveness and accountability.
- Implement the provisions of the Legal Aid Act 2012, especially setting up and equipping the Legal Aid Board.
- Strengthen community engagement and involvement in policing (Local Needs Policing).
- Support the districts to host resident magistrates.

In expediting justice, Government will provide support to:

- Simplify procedures in the High Court to enhance efficiency in the administration of the courts and reduce the case backlog.
- Extend training across the board on the new Criminal Procedure Act to all key justice sector stakeholders, especially judges, magistrates, police personnel and prison officers.
- Staff training and further equipping of the Fast Track Commercial Court.
- Install automated systems in the justice sector MDA's, especially the Judiciary, the Law Officers Department, the Law Reform Commission and the Office of the Administrator and Registrar-General.
- Establish a Land Adjudication Tribunal.
- Develop a legal framework for Alternative Dispute Resolution.
- Provide for the diversion of minor infractions by children in conflict with the law from a formal court setting.
- Review various laws to expedite justice delivery.
- Work with paralegals and other legal aid service providers accredited by the Legal Aid board to reduce the remand population in the prisons and increase the throughput of cases through the system.

In respecting Rights and Accountability, Government will provide support to:

- Raise awareness of all justice sector stakeholders to provisions in the Child Rights Act, the Disability Act, the three gender acts, the Sexual Offences Act, and other legal instruments that ensure the rights of marginalized groups.
- Develop guidelines to divert children away from the formal criminal justice sector.
- Develop rehabilitation services and appropriate holding facilities for juveniles.
- Develop rehabilitation services for prison inmates.
- Develop and strengthen justice sector institutional oversight and complaints mechanisms.

In Monitoring and Evaluation, Government will ensure:

- Design of an M&E system, conduct of baseline surveys, regular reporting on indicators, mid-term review, and final impact survey and evaluation.
- Conduct Users/Perception surveys of Justice Sector MDA's.
- Setting up of Research and Information/M&E Units in the Justice Sector MDA's.
- Ensure legal status of the JSCO is established.

Across the Sector, Government will provide support to

- Improve records and data management across the sector including in the Police and the Prisons Service.
- Train justice sector staff, including police and prisons officers, on the revised Criminal Procedure Act and other newly enacted legislation.
- Develop and implement the Comprehensive Child Justice Strategy developed to ensure that the roles of all justice and security MDA's are clearly defined.

For the above objectives to be achieved, the Government will increase its funding to the sector, permitting and ensuring an increase in the numerical strength of the professional staff within these institutions.

3.7.5.2 Office of National Security (ONS)

Since the creation of the ONS, all security institutions have been coordinated, as reflected in the effective coordination of the security sector during the conduct of the 2012 Presidential and Parliamentary Elections. ONS authored the Military Aid to Civil Power document, which now serves as a standard operating procedure for police requests for military support in the handling of serious public order issues. In addition, public awareness of security-related issues has increased; a conflict resolution mechanism has been established, thereby enhancing monitoring and oversight of MDAs. Border security has also improved.

The ONS plays a prominent role in carrying out the activities of the Trans-National Organised Crime Unit, charged with the task of fighting organised crime. The Unit has developed the National Threat Assessment and the National Intelligence Requirement, which significantly contributed to the successful conduct of 2012 elections.

Challenges facing the Security Sector

Notwithstanding the tremendous achievements the ONS, major challenges still remain:

- Inadequate logistical support limited the effective collection and coordination of intelligence and security.
- Poor conditions of service resulting in high staff attrition rate.
- Uncertainty of continued donor support to complement the Government budgetary allocation
- Inadequate personnel strength in enhancing Central Intelligence and Security Unit (CISU) operations.
- Compromise by other agencies when operations are conducted continues to create a feeling of insecurity in CISU's personnel
- The lack of regular and effective human resource capacity building for ONS/CISU personnel
- Infrequent meeting of the National Security Council (NSC) thus forestalling the timely implementation of strategic security policy directives.
- Unimpressive compliance with NSC directives by some MDAs.
- Ineffective parliamentary oversight of ONS/CISU.

Strategic Priorities for the Security Sector

The Government will:

- Strengthen the capacity of ONS/CISU personnel through provision of support for local and overseas specialist training/exchange programmes
- Implement ONS/CISU Terms and Conditions of Service to ensure staff retention and quality service delivery.
- Ensure effective implementation of protective security measures in MDAs.
- Develop and validate a National Security Policy and Strategy to guide and enhance collaboration within the security sector.
- Strengthen security of land and sea border territories to reduce border threats.
- Ensure deployment of CISU personnel in the sub-region to increase intelligence collection capability.
- Strengthen capacity of the ONS to effectively coordinate and ensure a strong civilian-led security coordination architecture.
- Transform the Disaster Management Department of the ONS into a statutory agency, in order to ensure effective coordination and management of disasters.
- Provide regional quarters and office accommodation facilities for ONS/CISU personnel in the regional headquarter towns of Bo, Kenema and Makeni.

- Broaden and strengthen CISU provincial expansion through deployment of CISU personnel in six strategic locations countrywide.
- Conduct bi-annual National Security Exercises to enhance coordination and test response capability of security sector institutions and related MDAs.

3.7.5.3 The Sierra Leone Police

The Sierra Leone Police is primarily responsible for the preservation of the internal security of the country, maintenance of law and order, protection of life and property, detection and prevention of crime, and protecting the rights of everyone. Oversight responsibility of the police is provided by the Ministry of Internal Affairs, the Police Council, and the Parliament Committee on Internal Affairs.

Since 1998, the SLP has transformed and reorganised its rank structure, placing strong emphasis on:

- Local Needs Policing and establishment of Local Policing Partnership Boards (LPPB) force-wide.
- Creating new departments including the CDIID, Corporate Services Department, Family Support Unit, the Legal and Justice Support Unit, Media and Public Relations, and Human Rights Unit.
- Developing the culture of strategic planning and adopting modern policing practices.

Consequently, SLP now participates in peace-keeping operations in Darfur, Somalia, Haiti and United Nations Headquarters in New York. Police stations and posts have been constructed nationwide, including at Kingtom, Kenema, Bo, Bonthe, and Kabala.

The Transnational Organized Crime Unit and the Interpol Unit are developing gradually. Ongoing proactive anti-robbery patrols and intelligence-led targeted raids are reducing crimes and fear of crime. A Gender Unit at the Corporate Services Department has been established to integrate a gender perspective in the SLP.

Challenges facing the Policing Sector

In spite of its outstanding successes, SLP continues to contend with challenges, including but not limited to:

- Inadequate and late budgetary allocation.
- Inadequate logistics capacity.
- More room for human resource capacity.
- Need to improve conditions of service and personnel welfare.
- Lack of trained specialists such as pathologists, forensic experts and cyber-crime investigators.
- Communications systems need further improvement to cover the whole country.
- More specialized training for OSD personnel in crowd management skills.
- The existence of at least 56 unmanned border crossing points poses both security and economic challenges.
- Ineffective adherence to administrative and management decision making.
- Need to transform the Police Training School to a Police Academy.
- Gender inequality.

Strategic Priorities for the Policing Sector

Government will support the SLP by building on the gains made, emphasising the need to strengthen local needs policing and supporting intelligence-led policing. The strategic objectives are to develop capacity in:

- Internal management.
- Intelligence-led policing and scientific support to tackle criminal and gender-based violence.
- Investigations.
- Local policing and access to justice.

- Human Resources and logistics.
- Personnel welfare and conditions of service.

3.7.5.4 The Republic of Sierra Leone Armed Forces (RSLAF)

Although most of the perceived threats to security in Sierra Leone are fundamentally internal, the need to maintain a professional, robust, well-equipped and resourced military is critical not only for sustainability of peace, security and development in Sierra Leone, but also to enhance its effective participation in peace keeping operations in other parts of the world.

Since the end of the war, the RSLAF have undergone rapid and progressive transformations. These culminated in trained Air-wing personnel, creation of a quick reaction force, establishment of training and medical facilities, participation in Peacekeeping Operations, collaboration with SLP in maintaining internal security, gender mainstreaming within the Ministry of Defence and RSLAF; and deployment of defence attachés to New York and Liberia and liaison officers to Guinea and Kenya.

Challenges facing the RSLAF

Despite this impressive progress, RSLAF is still faced with the following challenges:

- Non-availability of air assets to capacitate its Air wing.
- Need for armed personnel carriers to ensure easy mobility of troops and logistics.
- Inadequate dwelling accommodation for RSLAF personnel.
- Logistics support for peace keeping operations.
- Inadequate medical facilities for personnel and medical administration.
- Need to approve and implement revised terms and conditions of service.
- Lack of training for serving personnel for civilian livelihoods.
- Lack of patrol vessels and platforms required to patrol the EEZ.

Strategic Priorities for the RSLAF

RSLAF's Strategic Priorities include:

- Provision of air assets and retraining of pilots.
- Provision of more soft-skinned vehicles for troops and logistics.
- Improve the Peace Mission Training Centre and secure equipment for peace support operations.
- Establish a Maritime Training Facility.
- Secure a ship for EEZ capability.
- Accommodation for troops.
- Approve and implement revised terms and conditions of service.
- Acquire ICT equipment.
- Improve medical facilities.
- Retrain military personnel for civilian livelihoods.
- Establish a Senior Staff Training Centre.

3.7.5.5 Sierra Leone Prisons Service

The Sierra Leone Prisons Service is an integral component of the justice system. It ensures that society is protected from criminals and that inmates are kept in secure and humane conditions, while encouraging and assisting in their rehabilitation and re-integration into society.

The Prisons Service has recently been boosted by the establishment of a Prison Officers Welfare Fund, which facilitates improvement in the working environment of prison officers. There have also been outreach activities to improve public perceptions of the prisons system. Training has been conducted for all cadres of prisons service, to improve on their capacity to deliver efficient services.

Training took cognisance of gender parity; fifteen female officers underwent training on penal administration and operations, while twenty officers participated in a training workshop on Gender and Equal Opportunities.

- Sierra Leone prison officers participated in peacekeeping and support operations in Darfur, South Sudan and Liberia.
- An NGO-assisted prison primary school has been established at New England.
- The Eastern Regional HQ building in Kenema is now functioning after years of non-operation.
- Agricultural prison farms have been established in Kenema and Mafanta.
- Training of inmates in basic literacy and life-skill training skills is on-going; a library has been built and equipped at the Freetown Central Prison for staff and inmates. Consequently, there has been drastic curtailment in prisoners' deaths, escapes and prison incidents.

Challenges facing the Prisons Service

Despite progress, major challenges still remain:

- Absence of a national prison administrative building.
- Poor conditions and terms of service.
- Poor budgetary allocation.
- Delay in the payment to diet contractors.
- The delay in enacting the Correctional Services Bill.
- Overcrowding in most prison institutions.
- Poor water and sanitation facilities in most prison institutions especially the Freetown Central.
- The present location of Sierra Leone's only maximum prison at Pademba Road.
- Delay in the adjudication of remand and trial cases in the courts, coupled with the delay by the State Prosecution Service to prepare prompt indictment for prisoners whose cases have been committed from Magistrate courts to higher courts.
- Lack of a proper prisoner re-integration process, including lack of a half-way home and start-up kits for discharged inmates.
- Lack of tools, equipment and machinery to engage prisoners in developing skills.

Strategic Priorities for the Prisons Service

Government will support the Prisons Service by:

- Enactment of the Sierra Leone Correctional and Inmates Welfare Bills.
- Improvement in systems and procedures, in public perception of the Prisons Service, and in conditions of service for officers.
- Providing skills training to inmates to prepare them for job opportunities after discharge.
- Recruiting more personnel to meet international prison officer/prisoner ratio standards; recruiting nutritionist and medical personnel to attend to inmates; establishment of sick-bays in all prison institutions.
- Construction of new prisons and staff quarters at Kamakwie, Tongo Field, Gbangbatoke, Port Loko, Bonthe, Pujehun and York; renovation and improvement of prisons at Kabala, Kono, Kenema and Port Loko, and Freetown Central Prison.
- Acquisition of land for construction of a new maximum prison
- Completion of Prison Headquarters Administrative buildings.

3.7.5.6 National Fire Force

The National Fire Force (NFF) has over the years confronted huge challenges in providing services to the public. In order to improve delivery of fire services, a Fire Service Training School has been established, while services have been decentralised, building a second fire station in Freetown and a new fire station in Kenema. One hundred new personnel have been recruited and trained. Two multi-purpose fire engines have been procured to aid rapid response to fire.

Challenges facing the Fire Service

Of the security sector institutions, the NFF is the most under-resourced, under-funded, and the most desperately in need of capacity building and logistical support. Its service delivery capability is affected by the following challenges:

- Inadequate fire stations and engines to service the ever-growing population of cities.
- Inaccessibility to some communities due to the unregulated and uncontrolled expansion of the city.
- Severe traffic congestion impedes response to fire outbreak, often leading to disastrous consequences.
- Lack of and damage to hydrants in many parts of the city create severe difficulties for fire-fighting operations.
- Lack of essential communications equipment, utility vehicles, and fire-fighting equipment.

Strategic Priorities for the Fire Service

The Government will support NFF to enhance its capacity through training, improvement of terms and conditions of service, and provision of adequate logistics, fire appliances and equipment. Specifically, Government will support:

- Construction of Fire Stations in other parts of the city and the remaining District Headquarter Towns.
- Providing fire engines and equipment for these stations, with well-developed communication systems.
- Recruiting and training fire fighters to man the stations newly established and to beef up the existing ones.
- Providing access for communities through facilitating decongestion of traffic and rehabilitating access roads to key communities.
- Establishing a medical unit and providing accommodation for Fire Force personnel.
- Providing rescue equipment so that the Force can effectively render rescue services following accidents.
- Providing more hydrants to Freetown and provincial headquarter towns; constructing static water tanks in certain parts of the city and the provinces.
- Enacting the Fire Safety Bill.
- Fully developing the Fire Training School, and capacitating NFF training facilities to improve its human resource capacity, including for disaster risks management.

3.7.6 Political and Local Governance

3.7.6.1 Strengthen Local Governance

Effective decentralisation of local governance is a prerequisite for delivering the Agenda for Prosperity. The local governance reforms that were started in 2004 will be deepened, broadened, and thereby strengthened, to achieve result-oriented decentralisation. To facilitate participation, development and growth at local levels, local government institutions will be revamped and capacitated. Local government institutions will be empowered to take on more responsibilities, with disbursement of resources linked to the achievement of measurable targets.

The Government has invested in building the capacity of Local Councils, through providing office buildings, basic logistics and extensive training; a stable, transparent inter-governmental fiscal transfer system has been developed and is being implemented: central government fiscal disbursement to local government quadrupled within the last five years. The annual formula-based grants distribution system that is being used for transfers to local councils promotes transparency, as it allows all key stakeholders participation. The Second Generation Grant Scheme, which has been developed, links finance to function, through a system of client-based expenditure norms and affordable service delivery standards; the Scheme increases the fiscal autonomy of Local Councils. A fiscal decentralisation strategy has been developed that clearly maps out the way forward for executing Government fiscal decentralisation for the medium to long term.

The MTEF Budget Manual for Local Councils is now operational and Local Councils' MTEF Budgets are prepared in line with the 27-digit Charts of Account. Controls have been instituted in how to prioritise Local Council expenditures, as resources (own source and transfers) flow into councils; these controls include indications of the quantum of own source funds that should be committed to service delivery.

Responsibilities for most basic social services have been transferred to the Councils, including primary and secondary health (including procuring drugs for Peripheral Health Units and District Hospitals); primary and junior-secondary education (including paying school fee subsidies, distributing text books and teaching and learning materials); agriculture extension services; rural water supply; and solid waste management.

- Local Councils' capacities to improve local (own-source) revenue generation are being piloted in some councils, including development of property cadastral and business licence registers.
- A National Borrowing Policy has been developed and a borrowing law enacted that clearly articulates how, when, how much, and from which sources local councils can borrow.

Challenges facing Local Government

Despite considerable successes, the decentralisation process is confronted with constraints that require immediate attention to ensure that the gains already made are not eroded, and to enable Local Councils to provide effective service delivery and local prosperity. Human resource and institutional challenges need to be overcome, so that local councils can embark on meaningful economic development, generate resources, functionally restructure themselves, manage effectively, and deliver services to their communities. The challenges are summarised as follows:

- The slow pace of the devolution process is hindering effective decentralisation. MDAs have held on to control of service delivery, despite legal requirements and policy.
- Conflicts between some key sector legislation and the Local Government Act 2004 add to delays and impediments in implementing devolution. Progress in reviewing legislation has been limited; it needs to be addressed urgently.
- Unclear lines of management and accountability of devolved staff impede Local Councils in performing functions that have already been devolved to them.

- Impediments to gender equity in local leadership, administration, participation, and to planning and implementation of development programmes, hinder inclusive development. Addressing barriers to women's effective participation is essential.
- Decentralisation is yet to be properly anchored at the grassroots levels. Ward Committees, the lowest unit of the decentralised structure, are yet to function properly and deliver their mandates.
- Poor performance in local own-source revenue mobilisation relative to revenue potentials leaves Local Councils heavily dependent on central government for financing administrative and development programmes. This is a risk to autonomy and sustainability.
- Conflict between Local Councils and Chiefdom Councils regarding revenue sharing has contributed to a lacklustre Local Council revenue performance.
- The Development Budget is yet to be devolved, which tends to undermine the financing of the LGDG programme. Transfers to Local Councils for implementing devolved functions are limited to government non-salary, non-interest recurrent expenses, of which part is used to undertake sectoral development programmes, thereby undermining recurrent service delivery programmes such as health or education.
- Coordination of engagement and support for decentralisation is hindered by the desire of different agencies (donors, national institutions, NGO/CSO) to develop and implement programmes in an uncoordinated manner. This leads to inefficiencies, gaps and duplication in service provision.

Strategic Priorities for Local Government

To address the above challenges, Government will deepen the decentralisation process by building on the achievements to date and addressing existing challenges. This will be done through: (a) fiscal and financial decentralisation; (b) effective management and implementation of decentralisation policy; (c) citizen participation, transparency and accountability; (d) efficiency and effectiveness of local governments in local economic development, poverty reduction and service delivery; and (e) monitoring, evaluation and management information systems.

The activities that will be implemented to deepen the devolution process include:-

- Creating a new council in Freetown. Reviewing all existing local council boundary limitations. Reviewing existing institutional and legal frameworks to accommodate additional councils.
- Devolving all additional functions as per the Act.
- Developing legislation and policy frameworks to accommodate the following:
  - Economic mapping and economic development planning.
  - Coordination of economic stakeholders.
  - Empowering communities to undertake local economic development including credit, micro-finance schemes and formation of cooperatives.
  - Private sector development, including small and medium enterprise (SME) development, reviewing tax regimes, licensing, land transactions and public-private partnerships.
- Improving coordination among all local governance structures including ward committees. Promoting increased participation, transparency and accountability in all local council related activities.
- Strengthening the human resource management capacity of Local Councils and promoting the attraction and retention of qualified staff for Local Councils.
- Strengthening fiscal decentralisation through implementing the system of client-based expenditure norms and affordable service delivery standards under the second generation grants system; enhancing local councils own source revenue mobilization; reviewing revenue assignments and ensuring timely disbursement of funds; developing Local Council borrowing policy and strategy. Agreements with investors will recognise local governments' rights to collect taxes and dues due to them.
  - Enacting legislation on local government finance and property taxation that clearly establishes procedures for revenue collection and sharing between Local Councils and chiefdoms, and the administration of property rates.

- Strengthening Chiefdom and traditional administrations through the enactment of a new legal framework on chiefdom governance In addition; a Chiefdom Finance Bill will be enacted, providing for a viable and transparent chiefdom finance system aligned with the Local Council finance system.
- Improving the local dispute resolution mechanism, taking social content into consideration reflecting the important role paramount chiefs and other traditional leaders play in the process.

3.7.6.2 Human Rights (civil, political and economic rights)

The Human Rights Commission (HRCSL) has a mandate to promote and protect human rights in Sierra Leone. It does this through investigation of complaints of human rights violation; public education on human rights; advising and supporting government in preparing reports under instrumental human rights treaties; monitoring and documenting violation of human rights; monitoring draft legislation and policies to ensure human rights compliance; and publishing an annual report of the State of Human Rights in Sierra Leone. In order to consolidate the democratic process and ensure good governance, the enjoyment of human rights by all in Sierra Leone must be assured.

Sierra Leone's Human Rights Commission has gained an "A" status accreditation by the International Coordinating Committee of National Human Rights Institutions of the United Nations Human Rights Council, based on its compliance with the Paris Principles governing the establishment and activities of National Human Rights Institutions. The Commission has established regional offices in all district headquarter towns, to bring its services closer to the communities.

HRCSL has regularly published its annual reports on the state of human rights in Sierra Leone. It has successfully held public hearings as part of its quasi-judicial role, on a complaint received from 235 ex-service men, and an inquiry into Incidents of Human Rights Violations.

Challenges to Human Rights

Despite progress challenges persist:

- Inadequate funding for human rights activities.
- Human and financial capacity of HRCSL, and other human rights bodies, needs building to operate efficiently, including recruiting key personnel, adequate office space, and logistics.
- Need to decentralise the work of the Commission.

The Commission will focus on the following for the next five years:-

- Building its institutional capacity.
- Providing support to Government to fulfil its International Treaty obligations to UPR, African Peer Review Mechanism (APRM), and African Charter and other Treaty Bodies.
- Strengthening its regional outreach.
- Strengthening its quasi-judicial functions.
- Developing the human rights culture through education; promoting the right to equality and non-discrimination.
- Strengthening its monitoring and research functions.

Strategies and Priorities for Ensuring Human Rights

Government will provide support to HRCSL to achieve the following:

- Capacity building: the Commission will work with its partners to improve the capacity of commissioners and staff, through professional development and training programmes on leadership, quasi-judicial functions and monitoring and research.

- Extend regional outreach: HRCSL will increase collaboration and networking between its regional offices and district human rights committees, through increased institutional support, conduct of joint monitoring and public education activities.
- Strengthen monitoring and evaluation: to strengthen HRCSL's quasi-judicial and monitoring and research functions, it will increase the number of staff in these programme areas, providing training and the necessary operational logistics to improve productivity.
- Promote human rights education: improvement of human rights culture through public education will be undertaken by training public officials, and production of training manuals on human rights. HRCSL will undertake regular radio programmes country-wide, to increase awareness and respect for human rights by public officials and also the wider community.
- Implement the recommendation of the Truth and Reconciliation Commission (TRC): HRCSL will work with the Government and other partners to ensure the full implementation of the TRC, APRM and UPR recommendations. The Commission would engage in sustained advocacy and lobbying and constant monitoring of the implementation of the recommendations.

3.7.6.3 National Commission for Democracy (NCD)

The NCD is mandated to facilitate the creation of an enlightened, peaceful, democratic and just society, in which citizens are empowered to enjoy their civic and human rights, and to discharge their responsibilities with an attitude conducive to national unity and development. NCD therefore seeks to create the conditions for citizens to be properly educated on the constitution, democratic good governance, national unity, and democratic principles.

The following achievements were made within the period:

- The Commission lobbied the government and other development partners, and succeeded in gaining some recognition and approval from them.
- The Commission has initiated and gone through a restructuring, following which 14 more qualified staff have been employed country-wide; the budget allocation from Government has been increased to a very appreciable level, to allow not only an increase in the remuneration for staff, but also provision of needed space and resources for NCD's operations.
- The Commission was also able to attract funding from ENCISS to implement a National Sensitization Project on the 2012 Elections, including observation of the November 17 polls.
- It also received funds from UNDP through UNIPSIL to implement its flagship project for 2012, the National Unity and Cohesion Programme.
- The Commission is now fully constituted, has highly qualified and motivated staff to deliver on its mandate; it has set up a web-site, and improved office conditions and equipment.
- It is networking well with other governing institutions and this nexus is already bearing fruit.

Challenges for Promotion of Democracy

- Accomplishing the task of becoming completely decentralized so that its presence can be felt at every district, chiefdom, section and ward all over the country.
- Acquisition of appropriate logistics.

Strategies for Promotion of Democracy

Government will support the NCD to:

- Work with the appropriate line ministries and stakeholders to complete implementation of the recommendations made by the Public Sector Reform Unit after its management and functional review of the Commission.
- Provide institutional strengthening.
- Champion the re-introduction of civic education to schools and to the young; disseminate messages of peace and national unity.

3.8 Pillar 8 – Gender Equality and Women's Empowerment

Until quite recently, Sierra Leone was a highly patriarchal society. Institutionalized gender inequalities are exacerbated by discriminatory customs, particularly with relation to marriage, property rights and sexual offences. Women and girls experience high levels of illiteracy, and limited options for employment, which prevent them from fully participating in the community as citizens with equal rights. They have limited access to education, justice, health care, and political decision making. However, Government has recognised that gender equality and women's empowerment contribute significantly to national development and cohesion. Government is committed to ensure that gender analysis is embedded within all national development programmes. It hopes to improve Sierra Leone's Gender Inequality Index (0.643 in 2012), and consequently its Human Development Index (0.359 in 2012).

Sierra Leonean women constitute approximately 52% of the population. They continue to suffer from extreme inequalities in terms of literacy rates, per capita GDP, access to land, and legal protection. Women account for approximately 55% of agricultural production, and are primarily responsible for family wellbeing, including for example preparation of food, and paying school fees. Increased poverty among women in Sierra Leone results from a combination of factors, which include: limited skills and knowledge; unfriendly market structures that concentrate women in lower paying and time-consuming work and restrict their access to capital and credit; traditional family structures perpetuating gender inequality through patriarchal norms of property ownership and inheritance; discrimination in the public domain; weak and unequal trade and economic patterns, as well as negative traditional practices. For example, females aged 15-24 are more involved in non-economic activities in the home than males: 61% of females do the cooking compared with only 13% of males in the same age bracket (SLIHS, 2011).

Table 17: Working population and the economically active labour force

Population: 5,865,881 (SLIHS, 2011)
- Male: 2,862,826
- Female: 3,003,054

Working Age Population (15-64): 3,341,525
- Male: 1,562,920
- Female: 1,778,604

Economically Active (Labour Force): 2,240,844
- Male: 1,065,273
- Female: 1,175,571

Employment (proportions of male and female population employed
- Female: 40.1%
- Male 33.5%

Source: Sierra Leone, Preliminary Labour force Survey, 2012

Employment

In Sierra Leone, men's earned income share in economic activity is far greater than for women, even though there are more women in both the working-age population and the economically active labour force.

In the formal sector, female employment has made significant strides overall, more than doubling the proportion of female employees from 5.7% in 2007 to 13.3% in 2012. However, while Public Administration is the major employer overall, employing over 75% of total employees, as a sector it still has one of the lowest female employment ratios in the country, with female employment averaging between 3.6% of total employees (2007) and 8.7% (2012). The Health, Trade, Communications, Hotel & Restaurants, Insurance and Manufacturing sectors have achieved more

than the minimum 30% female employment target, by consistently employing more women. It must be noted, however, that the data do not show categories of employment.

Rural women constitute the highest proportion of the informal sector workforce. Agriculture is the main employment activity nationally (55% of total employment). Of that 55%, rural women account for 31 percentage points, compared to men 24 percentage points. However, skilled agricultural workers receive the lowest monthly earnings compared with other skilled occupations.

These figures demonstrate some major challenges for gender equality and women's empowerment. They show the current realities that, despite consensus on women's contribution in the economy and as providers of social services in the household sector, most of their work remains unpaid, unrecognized and undervalued. Gender inequality lowers their productive capabilities relative to men. Because gender inequality acts as a powerful constraint to growth, removing gender-based barriers will make a substantial contribution to Sierra Leone's wealth creation and growth potential.

Government Commitments

Government is committed to addressing Gender Equality and Women's Empowerment. It has committed Sierra Leone to the following policy and legal framework:

- ***The Convention on the Elimination of All Forms of Discrimination against Women (CEDAW)***, which provides the grounds for gender equality by ensuring women's equal access to public and political participation, education, economic and health.
- ***The Beijing Declaration and Platform for Action***, which focuses on equality, development and peace from a gender standpoint. It demonstrates the critical relationship between the advancement of women and progress for society as a whole.
- ***The Millennium Development Goals (Goal3)***, which underscored that gender equality and women's empowerment, are fundamental drivers for development, economic growth and poverty reduction.
- ***The National Action Plan for the Full Implementation of UN Security Council Resolutions 1325 (UNSCR) and 1820 (UNSCR) on Women, Peace and Security***, which was adopted in 2000 and recognizes the vital role that women can play in post-conflict reconstruction and peacebuilding, and stresses the importance of their full participation.
- ***Ministry of Social Welfare, Gender and Children's Affairs gender policies*** which focus on the implementation of the 'National Gender Strategic Plan' 2010 – 2013.
- ***Government legislation to address gender equality***. The Government has undertaken legislative reforms in the following critical areas as required by CEDAW:
  - Domestic Violence Act 2007
  - Devolution of Estates Act 2007
  - Registration of Customary Marriage and Divorce Act 2007
  - Child Rights Act 2007
  - Chieftaincy Act 2009
  - Sexual Offenses Act 2012

Table 18: National Workers by Sex (SSL: 2007-2012)

Number	Industry	2007		2008		2009		2010		2011		2012	
		Total (number)	Female (%)	Total (number)	Female (%)	Total (number)	Female (%)	Total (number)	Female (%)	Total (number)	Female (%)	Total (number)	Female (%)
1	Banking	2501	12.2	3393	20.2	3820	19.7	4223	22.9	4187	22.5	4116	21.3
2	Communications	626	39.9	688	39.2	913	42.1	924	42.1	1036	39.9	1070	40.3
3	Construction	2092	4.1	2113	4.2	2567	3.3	2184	4.1	2356	3.9	1944	2.4
4	Electricity	490	7.8	626	8.6	778	8.6	704	8.7	679	8.7	776	8.6
5	Fishing	396	4.8	381	4.7	397	4.8	404	4.2	420	6.7	351	4.8
6	Hotel &Restaurant	519	39.5	313	33.2	321	34.6	433	37.6	472	37.3	577	36.7
7	Health	258	44.1	317	44.9	409	41.9	2242	45.8			2992	46.2
8	Insurance	1026	20.8	1626	24.7	1959	26.3	3113	35.0	3728	34.7	4439	36.1
9	Manufacturing	1136	21.7	1314	26.2	1619	33.6	2120	32.3	2355	32.5	2765	34.9
10	Mining	888	9.6	825	5.5	989	10.9	1394	15.3	5824	25.7	8661	21.4
11	Public Administration	62387	3.6	76148	5.4	75424	6.9	78244	7.6	80870	8.4	93742	8.7
12	Trade	790	41.4	838	41.3	859	40.3	1074	41.1	1319	44.2	1585	45.9
13	Transport	1083	10.9	1126	12.4	1101	10.6	1375	12.9	1339	11.9	1281	18.7
14	Water	501	8.4	488	7.8	481	7.9	478	7.5	469	7.7	470	7.7
	Total	**74693**	**5.7**	**90196**	**7.5**	**91636**	**9.2**	**98912**	**11.4**	**107988**	**13.1**	**124770**	**13.3**

Source: Sierra Leone, Preliminary Labour force Survey, 2012

Impediments to Gender Equality

However, despite all of these commitments, and knowledge that gender equality is a key driver to economic growth, translating them into developmental policy and practice has been difficult. Implementation is needed at a faster pace, designed to bring about fundamental redistribution of power for women and men.

Governance and leadership

Women's representation and participation in decision-making levels in public and private sectors is below 30% in many areas. Women's participation in decision-making processes can allow them to voice their concerns and take a powerful stand against the feminization of poverty. Although progress has been made in appointive positions, women are still largely under-represented in governance.

Political commitment gained momentum through public pronouncements from His Excellency the President during 2011 International Women's Day, giving unwavering support for enactment of the Gender Equality Bill, which will accord women a minimum quota of 30% representation at all levels of decision making. Development of the Bill is in progress to be enacted into law during the current parliament.

Table 19: Situation of women in decision making levels

Category	Total	Women	% of total	Men	% of total
Members of Parliament	124	15	12.1	109	87.9
Cabinet confirmed appointments Minister & Deputies	56	9	14..0	47	86.0
Councilors	456	87	19.1	369	80.9
Mayor	6	1	16.7	5	83.7
Chairpersons	13	1	7.7	12	92.3
Paramount Chiefs	149	13	8.7	136	91.3
Paramount Chief MPs (included in total MPs)	12	-		12	100.0
Republic of Sierra Leone Armed Forces					
Chief of Defence Staff	1			1	100.0
Brigadier- General	5	1	20.0	4	80.0
Inspector-General of Police	1			1	100.0
Assistant Inspector General	16	1	6.3	15	93.7
Immigration	19	2	10.5	17	89.5
Office of National Security- Director	13	2	15.4	11	84.6
Prisons - Director	5	1	20.0	4	80.0
Fire Force - Director	1			1	100.0
Civil Service by Ministry & grade (11 –upwards)	366	38	11%	328	89%
Source: Civil Service Records, 2013					

Despite the seemingly strong enabling policy framework, implementation of gender acts and policies remains weak. Discriminatory laws, such as Section 27 (4)(d) from the national constitution which discriminates against women are entrenched clauses. Subsections (1) and (2) of Section 27 expressly prohibit discrimination either by way of laws (i.e. subsection (1)) or administrative practice or action (i.e. subsection (2) in Sierra Leone based on factors including sex.

Knowledge about the twin policies and Gender Acts which have been passed is limited and their application is not widespread. Despite the presence of the three gender acts there has been no significant transformation in the manner which women and girls live their lives. Most people do not know that the laws target the interpersonal behaviours and attitudes that violate women's rights particularly at the household levels with regard to domestic violence, inheritance and succession.

Coordination is critical in addressing gender equality. The MSWGCA is the institution mandated by the Government to coordinate gender mainstreaming and initiatives for women's empowerment. However, recommendations have been made at the conference on development and transformation for the establishment of a commission for the advancement of women and girls as one of the ways to strengthen coordination and oversight on gender equality.

The power of education for women and girls

Developmental consensus on the cost-benefit analysis of educating women and girls is one of the strongest globally. Women and girls education is linked to saving lives and transforming communities. According to the Commonwealth Secretariat (2012), if all girls in Africa attained secondary education, 1.8 million lives would be saved annually, and girls' earning capacity would increase by 10-20% with every extra year of education. Currently, the global economy faces a deficit of $92 billion annually, due to gender inequality in education. Recent statistics indicates that girls constitute 53% of the 67 million children out of school. Women's literacy has significant impact on economic growth, but priority by governments globally and development partners are very low.

According to the school census report (2010/11), 48% of all school-going children are girls. However, the number and percentage of girls enrolled in schools decreases as the educational level increases: 51% Pre-school; 49% Primary; 45% Junior Secondary and 38% Senior Secondary. Also the gender parity index shows a similar trend: 104% at Pre-school; 94% at Primary; 80% at Junior Secondary and 59% at Secondary. There is a huge disparity in enrolment between Primary and Senior Secondary school for girls. Girls face serious barriers in access to education, including child marriage, teenage pregnancy, child initiation rites, poverty, sexual exploitation and harassment. Gross Enrolment Rates show a sharp decline between Junior Secondary (55%) and Senior Secondary (24%). There is also 150% in 2010/11 change in secondary enrolment for girls compared to 136% for boys since 2004/05 (36% -girls) and (9%-boys). Completion rates for girls in Senior Secondary are 17% compared to 35% for boys. Net attendance ratio for girls in secondary school was 33% compared to 40% for boys in 2010; teenage pregnancy accounted for approximately 47% of girls dropping out of school before reaching 18 years of age (2008 data).

Violence against women and girls (VAWG)

The TRC found that women and girls were subjected to systemic abuse during the conflict, such as torture, rape, sexual abuse, sexual slavery, trafficking, enslavement, abductions, amputations, forced pregnancy, forced labour, and detention. The TRC noted that due to discrimination, women suffer from low socio-economic status. This affects women's personal security, inhibits their access to and participation in public decision-making bodies, and is a barrier to viable economic activities.

CEDAW, "the bill of women's rights", has been only partially absorbed by society. There is slow implementation of CEDAW and the gender justice laws, resulting in under-reporting of violence. VAWG, particularly sexual violence, remains a major challenge. One in six women report being raped or sexually assaulted in their lifetimes. Nearly 70% are attacked by someone they know. Research has shown that most women do not report their rapes to police, so the actual number of women raped may be much higher.

The formal justice institutions, such as the FSU based in the Sierra Leone Police, display weak capacity to provide redress, and are inaccessible to the majority of women and girls, leading to impunity for sexual violence related crimes. Community level mechanisms, such as traditional dispute resolution mechanisms, have the potential to bridge the gap in justice service provision, but require more awareness on rights of women and girls. Furthermore, there has been little engagement of men and boys as agents of change. VAWG Cases are either resolved or under review by the police; few are charged to Court, and very few of those are successfully prosecuted.

Female Genital Cutting (FGC) continues to be widely practiced in many districts. There is no explicit law on FGC. However, there is an on-going sensitization and awareness-raising engagements with the traditional leaders and initiators, to discourage harmful traditional practices especially FGC.

Some Chiefdoms have locally legislated against FGC, and Memorandum of Understanding have been signed between the Paramount Chiefs and the Initiators named (Sowei's) in some chiefdoms.

Efforts have been made by the Government and partners to eliminate the phenomenon of violence against women and girls, through enactment of laws, adoption of policies and institutional coordination. However, huge gaps remain in their implementation. Awareness of rights and avenues for accessing them remains low.

Table 20: Cases of violence and response

Number of cases reported	2,922
Domestic Violence	56%
sexual abuse	34%
Investigated	46.9%
resolved/withdrawn	8.4%
prosecuted	19.9%

Source: 2009, police data

National action plan against violence against women

Sierra Leone became one the first countries to develop a National Action Plan to implement UNSCRs 1325 and 1820. The Sierra Leone National Action Plan affirms that effective steps to prevent and respond to acts of sexual violence can significantly contribute to the maintenance of peace and security. It focuses on core areas of reducing violence against women and girls:

- Prevention of conflict including violence against women and children.
- Protection, empowerment of victims and vulnerable persons especially women and girls.
- Prosecute, punish perpetrators effectively and safeguard women and girls' human rights to protection during and post-conflict, as well as rehabilitate victims and survivors of sexual gender based violence.

There is however a gap in terms of resource allocation and commitment to the implementation of the Action Plan.

Economic Empowerment of Women and Girls

Building women's human capital regardless of current educational status yields economic returns nationally. This is being shown by the Barefoot Women Solar Engineers Initiative, which was established in 2010 with the aim of supporting Government's rural electrification project, and is a best practice for empowering illiterate women in rural communities. The Government's Solar Training College is managed by 12 illiterate community women who benefitted from a six-month solar training programme in Telonia, India. These women came together to form the Barefoot Women Solar Engineer Association of Sierra Leone; they manage the affairs of the college and serve as its tutors. The college's overall aim is to provide rural electrification based on solar energy throughout Sierra Leone.

The college also aims to train 15,000 rural unemployed and unemployable men, women and youth in income-generation, micro-enterprise activities, in order to create and sustain the demand for their products in rural communities.

Most of the people who are categorized as poor in Sierra Leone, the greater percentage of whom are women, fall outside the scope of the formal banking sector. The majority of these poor who reside in

the rural areas are hardly serviced by the commercial banks, not only because of the strict banking rules in credit delivery but also the limited outreach.

A micro-finance demand survey, undertaken in 2008, revealed that 90% of households were not served by any formal, semi-formal or informal lending institutions or groups.10

Focusing on access to financial services has the potential for enhancing women's economic, social and political empowerment, transforming power relations between women and men. Giving women access to working capital and training helps mobilize their productive capacity to alleviate poverty and maximize economic output. In Sierra Leone women have shown potential to be bankable. They are taking more advantage of access to microfinance services than men. There is still however a large percentage of women excluded from financial services provision, especially in the rural areas: men tend to have more access than women in commercial bank "big" borrowing. A study by UNCDF found a reduction in the percentage of women accessing loans that could support larger businesses.[11]

Women make up 80% of the clients in the microfinance industry, mostly aged between 18 and 60 years. Microfinance institutions (MFIs) offer both individual and group loans. The number of clients covered by the nine MFIs in August 2012 was estimated at 78,000, approximately 75% of whom were women. The demand for microfinance services in Sierra Leone is estimated at 160,000 potential clients. Four of the ten commercial banks have downscaled to provide financial services to low income persons. There are nine MFIs and NGOs implementing best practice microfinance procedures. Many of the women that chose not to access the services did so because they felt costs were prohibitive: interest rates too high, or cash collateral exorbitant. The women engaged in business, whether or not they had access to alternate sources of financial services, were using Rotating Saving and Credit associations, "osusu", as a means of augmenting their income. For many women, 'osusu' activities, with terms unique to the various groups served, was their only means of access to financial services. The village savings and loan association methodology is tried and tested, and has been implemented successfully in remote and deprived target groups: it allows women's groups to engage in savings and loan activities utilizing their own resources. There exist about 1,000 cooperatives in Sierra Leone.[12]

[10] Sierra Leone Microfinance Demand Survey Bizclim, 2008

[11] R. Deshpande, D. Burjorjee, Increasing Access and Benefits for Women: Practices and innovations among microfinance institutions—Survey Results," United Nations Capital Development Fund (UNCDF). 2001

[12] This paragraph is summarized from a UN Women study, 2012 on Womens access to finance.

Table 21: Breakdown of Coverage of Microfinance clients by Gender and District

District	MFI Clients		Total
	Female	Male	
Western Area	16,414	3,475	29,999
Bo	7,065	1,766	8,831
Bonthe	311	104	415
Moyamba	2,262	570	2,823
Pujehun	947	237	1,184
Kenema	3,650	644	4,294
Kono	2,671	1,145	3,816
Kailahun	1,542	385	1,927
Bombali	7,320	737	8;057
Koinadugu	1,360	240	1,600
Tonkolili	2,780	738	3,158
Portloko	4,582	1,147	5,729

Compiled by statistics presented by MFIs in July 2012

International Comparisons

It has been argued that countries should also focus on social institutions that influence gender dynamics to provide further insight into reducing gender inequality nationally. According to Social Institutions and Gender Index Report (SIGI 2012), countries should not only limit measuring outcomes in terms of educational attainment and labour market participation, but should also investigate the social institutions that promote discriminatory practices against women and girls. The report further stated that countries which display higher levels of discrimination against women perform poorly on diverse developmental indicators like the Human Development and Gender Inequality Indexes (GII). Focus on discriminatory social institutions will not only empower women and girls, but also contribute significantly to poverty reduction and economic growth. In Sierra Leone traditional beliefs about women's roles are embedded not only in our social institutions, but also in the Constitution, which principally accounts for the country's lower status on development indices of SIGI, Human Development and, GII. Illustrations below support the notion that progress on these indices will be one of the fastest ways of attaining middle income status, as shown in the case of Ghana.

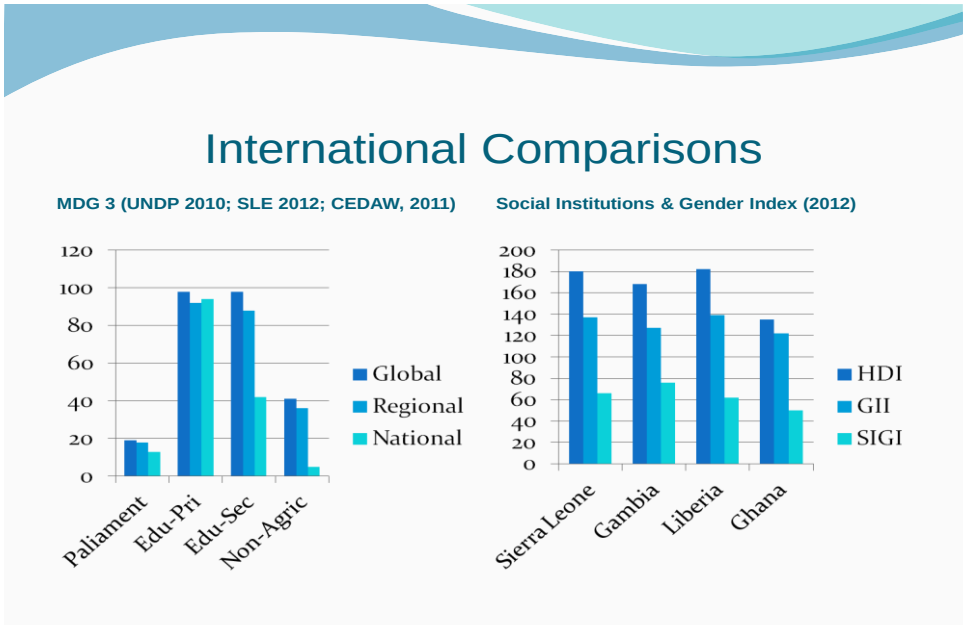

Figure 8: MDG 3; Human Development Index, Gender Inequality Index and Social Institutions & Gender Index)

3.8.1 Gender Sector Challenges

In Sierra Leone important progress has been made in expanding opportunities for women and girls. However, significant challenges remain for political and economic decision-making and to make a real transformation of women's lives through economic empowerment. Women's political and economic empowerment are critical to fostering international peace and security, growing vibrant market economies, and supporting open and accountable governance. No country can realize its potential if half of its population cannot reach their highest potential.

Impediments include:

- Limited financial support to fully implement the policies, plans and legislation.
- Institutional and technical capacity of MSWGCA still remains a challenge, due to limited staff.
- Weak implementation and enforcement of the laws, policies and plans developed and enacted.
- Weak coordination in implementing gender programmes.
- Domestication of International and Regional Instruments, such as CEDAW and the AU Protocol, is still incomplete.
- Legislation and establishment of an independent Women's Commission is needed.
- Absence of gender responsive budgeting at national and local levels.
- Entrenched patriarchy, cultural beliefs and practices remain a hindrance to advancement of women and girls.
- Promoting women's and girls' sexual and reproductive health and rights is fundamental to empowerment, as the issues of teenage pregnancy, access to education, fistula, economic autonomy, political participation, decision-making power and development of the country are all interlinked to one another.
- Limited gender expertise in both national and international communities.

- Lack of a monitoring and evaluation framework, of gender-disaggregated data and of indicators of gender impact on development.
- Perception of gender as welfare and not a development issue, and the sole responsibility of MSWGA.

There are numerous initiatives designed to focus on gender equality and women's empowerment being carried out at all levels in Sierra Leone, but due to their uncoordinated approach, it is impossible for Government to monitor and evaluate progress. A recently completed mid-term evaluation of the National Gender Strategic Plan (2010-13) concluded that the "expectation for the plan to provide a clear framework for coordinating national gender responsive programs was not realized." In the absence of sex-disaggregated data and gender-sensitive indicators, it is impossible to measure national progress on developmental goals, resulting in inadequate reporting on international commitments.

The MSWGCA, currently the main institution responsible for gender issues, is under resourced. Unlike other social sectors like health and education, whose share of the national budget ranged between 4.1% to 9.6% and 11% to 19.4 respectively in 2005-2010, the MSWGCA's annual budgetary allocation has been 0.2% to 0.7% of the national budget, and 1.1% and 2.7% of the social sector allocation. In addition, the low absorption rate of resources by the Ministry is a factor that undermined the implementation of its plans. This is attributed to approval processes that took longer than anticipated and the internal processes of allocating resources within the Ministry. Furthermore, there is a weak link between strategic planning by MDAs and budgeting for gender equality.

3.8.2 Gender Sector Objectives and Strategies

The development and transformation of Sierra Leone require accelerated progress to close gender disparities. This requires political commitment from the highest levels, as a national priority, to mainstream gender in legal reforms, property rights, business support for female entrepreneurship, and equitable access to economic resources. The country's equitable and sustainable development requires gender responsive economic financial policies and budgets.

The new era of transition to development coupled with peaceful elections has created opportunities to advance women's rights and equity. The establishment of the Human Rights Commission has set the stage for access to equity. Women are benefitting to some extent in accessing their rights. Civil Society has also picked up momentum due to a conducive environment that allows it to provide complementary support with the Government to a collective response to women's rights and equity.

The Government is committed to supporting gender equality and women's empowerment. Its strategy is a two-tiered approach: as a separate priority Gender Pillar, and mainstreaming gender across all Pillars of the AfP. The Gender Pillar includes strategic priorities for the next five years in the key thematic areas of governance and leadership, reducing violence against women, education of women and girls and economic empowerment of women and girls.

Overall Objectives and Strategies

The overall goal is "Empowering women and girls through education, participation in decision-making, and access to equal justice and economic opportunities by 2018.The programme will focus on four thematic areas with the following objectives:

- To increase women's participation and representation in decision-making in public, private, and traditional institutions.
- To reduce socio-economic barriers in education, and provide support for formal and non-formal institutions.
- To strengthen prevention and response mechanisms to violence against women and girls.

- To improve and make conducive the business environment for women, through greater access to finance and capacity development

Increased women's participation in decision making in public, private, and traditional institutions.

The key interventions are:

- Committing to gender equality through enactment of Gender Equality Bill.
- Adoption and implementation of national gender policy and national gender strategic action plans, including a national referral protocol.
- Implementation of the national strategy for reducing teenage pregnancy.
- Strengthening capacities for women's real representation and participation in security and private sectors, including economic governance.
- Implement community level as well as national level women's leadership programmes to encourage women's participation in politics and governance at all levels.
- Establishment of National Women's Commission as part of strengthening the national gender machinery.
- Strengthen the Gender Directorate of the MSWGCA with resources and capacity and clarify its role in the gender machinery.
- Strengthening of coordination across the MDAs, creating linkages with NGOs to address women's rights; Formalise gender as a cross-cutting issue in all MDAs, and appoint senior cadre as gender focal points;
- Establishing a monitoring and evaluation system for tracking gender equality, and promoting sex-disaggregated data collection.
- Committing to increase the budget for gender machinery and MDAs to address gender equality, taking into account commitments by development partners and the private sector.
- Strengthening women's participation in the institution of chieftaincy: Conduct a gender-sensitive review of the 2009 Chieftaincy Act, to expunge discrimination based on lineage and gender, and traditional practices that bar women from becoming chiefs.
- Mandate women's engagement and involvement in constitutional reform process. Amend discriminatory provisions in the constitution.

Strengthen prevention and response mechanisms to violence against women and girls.

The key interventions are:

- To increase prevention and response mechanisms to ensure violence against women and girls is reduced by at least 5% and response increased by at least 10%.
- Implement gender justice laws and strengthen access to legal protection for women and girls, in partnership with non-governmental organizations and development partners.
- Enhance knowledge and skills of the judiciary and the security forces to respond to VAWG.
- Programmes will be initiated to ensure that community-level prevention and response agents, particularly men, boys, school heads, and traditional/cultural and religious leaders, have a better understanding of and attitudes towards VAWG and its implications, and respond adequately to VAWG.
- Roll out the National Action Plan on GBV and strengthen GBV referral protocol linkages.
- Enactment of law against underage initiation rites of passage for girls; reduce underage initiation rites of passage of children as commitment to Universal Periodic Review.
- Strengthen accountability for gender equality through monitoring and reporting on international and national instruments, with CSO engagement.

Improve conducive business environment for women, through greater access to finance and capacity development

The key interventions are:

- Promote women's economic empowerment through establishment of women's empowerment fund, expanded business training programmes, strengthening other sources of finance, and support for regional and national business associations.
- Access to new and renewable energy for women to increase the number of women adopting clean cooking fuel and household energy; support existing initiatives such as the Bare Foot Women Solar Energy College. A plant will be established for production and training on energy-saving stoves.
- Policies, regulations and practices will be reviewed and adopted to address gender barriers to business development and growth for women entrepreneurs.
- Development of financial literacy training modules for training women entrepreneurs, including training for various sources of finance (Women's Fund, micro-credit, cooperatives).
- Promote social corporate responsibility through public-private partnership to enhance women's access to finance and capacity building.
- Promote learning and best practices though regional integration for women-led businesses.

Reduce socio economic barriers in education and provide support for formal and non-formal institutions

The key interventions are:

- Extension of free tuition for girls from Primary through Junior Secondary School for the next five years.
- Reduce barriers for girls to complete secondary school, and improve access to higher education and lifelong learning.
- Establish a leadership academy; promote transformative leadership for young women through mentorship.
- Establish an affirmative action policy in the education sector, to facilitate female entry to non-traditional sectors, including scientific and technological professions and vocations.
- Establish special provisions for pregnant girls to continue education.
- Expand career and guidance counselling; ensure safe spaces in schools for discussing sensitive issues and confidence-building.
- Strengthen gender institutions in education, including coordination between education and national gender machinery
- Review the strategy for access to higher education for mature students with the intention of getting more women into senior positions.

Part 4: Implementation, Monitoring and Evaluation

The implementation of the Agenda for Prosperity is the responsibility of all Sierra Leoneans. Implementation will be done by all organs of Government; Central Government, legislature, judiciary, Local Councils, Civil Society Organisations,, media and the Private Sector. Government, through line Ministries, National Commissions and other agencies that have statutory mandates for formulating policies and programmes, will lead the implementation process. Each MDA will ensure that their respective sectoral policies and thematic areas are implemented based on agreed guidelines.

At the local level and in line with the devolution process, local Government agencies_ councils, chiefdom and wards will lead the implementation of programmes and projects within their respective functions and localities. The civil society and non-governmental organisations will provide effective partnership.

A key lesson learnt in the implementation of the Agenda for Change was the weak coordination amongst MDAs. Therefore, going forward, the role of the Sector/Thematic Coordinating Committees and Presidential Task Forces will be legitimised. At, the technical level, the Ministry of Finance and Economic Development will continue to play a central coordinating role relative to programme formulation, implementation, monitoring and evaluation and resource mobilisation. The Office of the President will also continue play a pivotal role in these aspects. The Ministry of Foreign Affairs and International Cooperation will be transformed to focus on economic diplomacy with a view to strengthen bilateral and multilateral relations for trade, investment and finance. MOFED will therefore lead the coordination of all dialogue between Government and development partners, in collaboration with line ministries.

4.1 Monitoring and Evaluation Framework

The Agenda for Prosperity will benefit from focussed, comprehensive monitoring and evaluation, both in its implementation and its outcomes. As Sierra Leone is working on internalising the New Deal on Engagement in Fragile States, the implementation, monitoring and evaluation of the Agenda for Prosperity will adhere to the principles of the New Deal. Several levels of monitoring will be established as follows:

1. ***Activity Level***: Activities will be monitored by the project implementers that are the units responsible for carrying out a project's day-to-day activities, for example, construction of a road, drafting a new bill, or procuring relevant inputs. The final results and outputs of the activities will be measured against given targets.

   A Reporting Mechanism will be established so that strict monitoring of each activity can be undertaken monthly, quarterly and yearly. Projects and activities will all be reported to a centralised unit that will keep track of the overall progress on milestones and outputs.

2. ***Outcome level***: Monitoring whether activities implemented have their desired outcome and intended impact is a more complex exercise, as it has to do with impact and attribution. To do this effectively proper and reliable baseline data would be made available, so that impact or outcomes can be properly accessed. Also, outcomes are achieved based on a combination of activities and not necessarily a single activity. Thus, monitoring outcomes and objectives requires a data and information collection system, and the analytical capacity to use that data for policy purposes.

The monitoring of results at outcome and objective level will only be possible after the results from activities have been produced, ex-post. A mid-term evaluation of the achieved results will be scheduled ahead of time. The overall monitoring of outcomes and objectives can only be undertaken through a functioning country-wide data collection system. Given the current weak status of statistical data in Sierra Leone, this will have to rely on the pro-active participation of all institutions involved in data production.

3. ***Policy Level***: The Government in collaboration with Development Partners will develop a Mutual Accountability Framework in line with the New Deal principles of developing a National Compact. Monitoring and progress tracking for the Framework will be based on a Reporting Mechanism, through which each institution can report on all activities implemented and current progress. The M&E Frameworks for AfP will therefore be aligned to strengthen the monitoring capacity and streamline workloads.

The Agenda for Prosperity targets are outlined in the Results Framework and are directly aligned to the strategic priorities and actions identified within each Pillar.

4.1.1 The Results Framework

The Results Framework will be the primary Performance Management Tool, by which progress against targets is tracked throughout the implementation of the AfP. Targets will be defined at the Policy Level, Intermediate Level, and the level of the Final Outcomes that contribute to achievement of the strategic objectives. The linkages between actions, results and final objectives is fundamental, as it identifies and evaluates the necessary inputs and underlying assumptions for policy-making to be effective. Proper definition of monitoring indicators is crucial, as they provide the only effective management tool capable of tracking whether policy implementation is "on track" or “off target" to achieve the strategic objective. The results framework will provide annual information to assess progress towards objectives in each sector.

The **Policy Implementation Matrix** summarises the Results Matrices for all sectors. Goals, objectives and outcomes are reported with their indicators, together with annual Implementation Progress columns. Each Results Matrix has an Implementation Progress column, tracking progress against milestones. The Matrix is a tool to keep track of the progress of programme and project implementation, by monitoring activities and their outputs, although it will summarise progress for each outcome. Intermediate outcomes would be determined where appropriate to measure whether an outcome has been reached before the end of the programme. A mid-term evaluation of progress, including ad-hoc surveys or participatory assessments of the outcome and objective indicators, will suggest whether targets for outcomes or objectives should be downgraded or reconsidered.

4.1.2 Public Expenditure Tracking Surveys

PETS have been a very useful mechanism in tracking information on the distribution and utilisation of public resources. The MOFED uses PETS to track the flow of public resources from budgetary allocations to the end users. The PETS also try to assess the sectoral impact of Government expenditures. As the regular conduct of PETS has led to improvements in transparency and accountability of public expenditure, Government will continue to use PETS as one of the tools in the overall M&E framework for the Agenda for Prosperity.

4.1.3 Performance Management Contracts

Performance Management Contracts are annual agreements signed between H.E. the President and Ministers, specifying results to be achieved by each Ministry. The performance management contracts will be fully integrated into the Results Framework and the Mutual Accountability Framework to ensure that MDA actions towards desired outcomes of each policy are effectively monitored. The reports of the Performance Management Contracts will be published in order to improved transparency.

4.2 Key Agencies for Monitoring and Evaluation

Agenda for Prosperity monitoring will be based on the following principles:

- Clarity in roles and responsibilities of all the Monitoring and Evaluation Agencies.
- Clear identification and consensus on indicators, targets and baseline data.
- Building capacity of the institutions that are responsible for monitoring progress.
- Free and easy access to all relevant data by all key Monitoring and Evaluation agencies.
- Managing for development results as underscored in the New Deal.

4.2.1 National Technical Committee

The National Technical Committee, established to coordinate the development of the Agenda for Prosperity, will continue to coordinate Monitoring and Evaluation of AfP implementation. It is comprised of MOFED, SPU, BSL, SSL, USL and CSOs. It will meet quarterly to discuss issues emanating from the report of the Pillar working groups. Other MDAs and Development Partners will be co-opted on a need basis.

4.2.2 Pillar Working Groups

Each Pillar has a Working Group (PWG) comprising all MDAs within that Pillar, and development partners that provide support to that Pillar's programmes. Each working group is chaired by a Pillar Lead, who is a member of the National Technical Committee. Pillar Leads will ensure that PWGs meet bi-monthly, and that reports are submitted to the National Technical Committee for the quarterly meetings. CSOs and NGOs will be co-opted in these PWGs as appropriate.

4.2.3 Strategy and Policy Unit in the Office of the President

The SPU will represent the Office of the President on the PWGs and the National Technical Committee on the Pillar working groups and National Technical Committee. This will ensure that the President is fully briefed about progress of AfP implementation. The SPU will also ensure that the Performance Management Contracts of the Cabinet Ministers are directly aligned to the AfP Results Framework.

4.2.4 Statistics Sierra Leone

SSL will lead the process of providing and analysing reliable data for monitoring and evaluation of the AfP. SSL will conduct the following surveys to ensure that data for establishing baselines and tracking progress is readily available:

- Sierra Leone Integrated Household Survey: 2016
- Core Welfare Indicator Questionnaire: 2013, 2015

SSL will also facilitate development of routine data systems in MDAs and District Councils. This will form the basis of monitoring at sector and district levels.

4.2.5 Ministry of Finance and Economic Development

Management of AfP implementation, monitoring and evaluation will be in MOFED. Through the Monitoring and Evaluation Unit, MOFED will:

- Support capacity development of MDAs to gather relevant data to feed into analysis of the Results Framework.
- Prepare quarterly reports on progress of AfP implementation.
- In collaboration with the Ministry of Information and other stakeholders, disseminate progress reports on AfP.
- Provide technical and secretariat support to the National Technical Committee.

This framework will support the successful implementation of Government programmes, aimed at not only to reduce poverty but also to promote sustainable economic growth. The Office of the President, the Ministry of Finance and Economic Development, and the National Technical Secretariat, will be leading organs for monitoring and evaluating the Agenda for Prosperity.

4.3 Risks Associated with Implementation of the Agenda for Prosperity

As with any strategy, there are risks associated with the implementation of the Agenda for Prosperity, and these would need to be managed in order to achieve success. Major risks are discussed below.

4.3.1 Collapse of Commodity Prices

The successful implementation of AfP depends to a large extent on high projected revenue inflows from Sierra Leone's mineral and agricultural commodities. A collapse in prices of these commodities in the international market would lead to a drop in projected revenues, and thus pose a serious threat to AfP implementation. The Transformation Development Fund is one of the measures planned to reduce this risk, as are the activities aimed at diversification of the economy.

4.3.2 External Shocks

Sierra Leone remains a net importer of oil and petroleum products until production of oil and gas commences. Therefore any rise in the prices of these products will have a pass on effect on local food and fuel prices. Government subsidies may be needed to cushion the effects on local consumer prices, which would reduce the funding available for implementing programmes and projects in the Agenda for Prosperity. The petroleum reserve fund will be reactivated in order to temper the effects of such shocks.

4.3.3 Political instability in the Sub-Region

A stable political environment is a prerequisite for implementing AfP. However the political stability of Sierra Leone is not only dependent on local conditions but also on the political environment in neighbouring countries. Political instability in neighbouring countries could spill over into Sierra Leone, and also render the entire sub-region risky for foreign investment. The Government will participate actively in the programmes of the MRU aimed at building peace and stability in the sub-region.

4.3.4 Weak Capacity of the Public Sector to Deliver

Improved performance in the public sector is both an objective of, and a prerequisite for achieving AfP goals. For this reason, Public Sector Reforms have been identified as a key component of the Agenda. Any delays or bottlenecks in implementing the public sector reform programme will undermine overall AfP implementation.

4.3.5 Youth Unemployment

Protracted high unemployment and under-employment levels, particularly among young people, will pose a serious threat to social and political stability. To address this, Employment and Job Creation is one of the main goals of the AfP. Already there are high expectations that much needed jobs are about to be created. Failure to manage such expectations and generate jobs could pose serious threats to the entire programme. The major programme on youth employment is expected to lead the efforts to support unemployed and under-employed youths.

4.3.6 Dutch Disease

Increased exploitation of Sierra Leone's natural resources may produce the effects of the Dutch disease, such as changes in production patterns and structures due to the large inflow of revenues from those sectors, as other sectors and industries become uncompetitive and in decline. In addition this would endanger the economic diversification objective of the AfP, thus making the economy over-dependent on natural resources exploitation. This is perhaps the highest risk to successful achievement of the long term goals of the Agenda. Its pervasive influence over the entire programme will call for continuous monitoring, in order to design and take corrective monetary and fiscal measures as they arise.

4.3.7 Climate Change

Climate change variations could affect agricultural production. Mitigating measures will need to be carefully designed and introduced.

4.3.8 Overall Measures to Combat Risk

All the risks identified have to be managed in order to minimise their potentially negative effects on the AfP. Within six months after the approval of the AfP, the MoFED will set up task forces on each of the risks listed above, with an aim to generate solutions on all fronts, as was done during the Conference on Transformation and Development.

Part 5: Resource Envelope and Mobilisation Strategy

5.1 Resource Envelop

The resource envelop of the AfP consist of revenue mobilised by the Government, development partners and private sector participation. The tables below provides total funding requirement for the implementation of the programmes and projects identified in the AfP. They include cost of completing all on-going projects and programmes in the Agenda for Change.

Baseline Scenario

As in the case for the AfC, the cost is presented with a baseline and an optimistic scenario. The baseline scenario reflects the non-iron ore growth, which is estimated at 6%. The summary is presented in table 29 below.

Table 22 - MTEF ESTIMATES (in Millions US$)

AfP Estimates in million US $															
Pillar/Sub Sectors	Non Salary, Non-Interest recurrent			Development Estimates						Total					
				Domestic			Foreign								
	2013	2014	2015	2013	2014	2015	2013	2014	2015	2013	2014	2015	Domestic	Foreign	Grand Total
Pillar 1: Economic Diversification	10.6	11.7	13.4	2.5	3.0	3.6	33.0	39.1	42.8	46.1	53.8	59.9	44.8	114.9	159.8
Pillar 2: Managing Natural Resources	2.3	2.5	2.9	0.9	1.2	1.4	5.1	4.3	4.7	8.3	8.0	9.1	11.2	14.1	25.4
Pillar 3: Promoting Human Development	54.0	74.3	85.4	3.9	4.8	18.9	43.3	58.5	66.0	101.1	137.6	170.3	241.2	167.8	409.0
Pillar 4: International Competitiveness	10.4	10.6	10.9	65.0	80.5	85.4	69.3	71.4	78.2	144.8	162.5	174.5	262.8	219.0	481.8
Pillar 5: Labour and Employment	1.7	1.9	2.1	0.4	0.5	0.6	0.8	0.7	0.8	2.8	3.1	3.4	7.1	2.2	9.3
Pillar 6: Social Protection	1.2	1.4	1.5	0.5	0.6	0.7	4.5	3.3	1.7	6.2	5.3	3.9	5.9	9.5	15.4
Pillar 7: Governance, Public Sector and statistics Reform	59.2	61.2	66.6	12.1	14.8	16.9	28.3	23.5	25.8	99.6	99.6	109.3	230.8	77.6	308.4
Pillar 8: Gender equality and women's empowerment	0.8	1.0	1.1	0.0	0.0	0.0	0.0	0.0	0.0	0.8	1.0	1.1	2.9	0.0	2.9
Total	140.1	164.6	183.9	85.3	105.3	127.6	184.3	200.9	220.0	409.7	470.8	531.5	806.8	605.2	1,412.0

Optimistic Scenario

This scenario is in line with the MEFP agreed with the IMF. Therefore, Government will focus on creating fiscal space to support investment in infrastructure and human development as well as reducing inflation to single digits, facilitating access to financial services and creating an environment conducive to private sector development and job creation. In the short to medium term, government will focus on structural reforms to bolster revenue mobilisation, strengthen public financial management, maintain prudent borrowing policies and deepen financial intermediation.

The initial estimates for implementing all projects and programme within this scenario is $5.7 billion with committed resources from Government, Development Partners and Private Sector estimated at $3.7 billion creating a funding gap of $2.0 billion.

The key challenge for Government is to ensure that commitments by partners and private are realised in a timely and transparent manner and that funds are accessed through the Millennium Challenge Corporation for the implementation of large scale infrastructure projects.

Table 23: Agenda for Prosperity Estimates on the Optimistic Scenario

Pillars	2013	2014	2015	2016	2017	TOTAL	Partner Commitments (In Millions US$)	GoSL Allocations (In Millions US$)	Funding Gap (In Millions US$)
1. Economic Diversification	66.40	307.39	481.07	448.02	442.29	1,745.17	1,299.86	57.65	387.66
2. Managing Natural Resources	11.98	24.46	16.24	7.98	6.80	67.47	10.25	3.02	54.20
3. Promoting Human Development	204	346	379	398	412	1,739.91	1,004.84	31.97	703.11
4. International Competitiveness	285.91	381.79	390.08	300.06	195.86	1,553.70	734.22	256.2	563.28
5. Labour and Employment	10.46	10.46	10.46	10.46	10.46	52.28	23.87	1.53	26.88
6. Social Protection	7.50	19.20	17.65	17.50	17.50	79.35	0.00	3.60	75.75
7. Governance, Public Sector and Statistics Reform	53.94	76.75	169.98	139.10	137.67	577.44	132.60	114.45	330.39
8. Gender equality and women's empowerment	0.48	2.10	3.96	1.35	3.58	11.47	0.00	0.00	11.47
Total	633.2	1,148.95	1,450.74	1,305.01	1,208.73	5,747.44	3,205.64	464.82	2,076.99

5.2 Resource mobilisation Strategies

To achieve the envisaged sustainable growth and transformation underscored in the Agenda for Prosperity, adequate financing needs to be available for implementation of projects and programmes identified for the period 2013-18

Government will explore the following traditional and non-traditional sources of predictable funding.

5.2.1 Intensify Domestic Revenue Mobilisation

Government will intensify domestic revenue mobilisation.. This will entail improving the efficiency of tax and non-tax collection, and enforcing compliance. The NRA will continue to implement its modernisation plan and improve on field audits, collection of tax arrears and curbing smuggling activities. The implementation of GST will be strengthened, and investment incentives streamlined and better applied.

5.2.2 Broaden and deepen Development Partner support

Government will continue to work with traditional partners in provision of Direct Budget Support, Project Funding, and Programme Support. To ensure an increase in the resources available to Government from International Financial Institutions, Government will continue to work on improving on the Sierra Leone Country Policy and Institutional Assessment (CPIA). Currently, Sierra Leone's CPIA score is 3.3. The Government will work with all key stakeholders to increase it to at least 3.5, so that funding from the African Development Bank and the World Bank will increase exponentially.

5.2.3 Access Funding through the Millennium Challenge Corporation

The Millennium Challenge Corporation (MCC) is an innovative approach to foreign assistance that n development and poverty reduction. The MCC offers a new commitment to fighting poverty through economic growth by partnering with developing countries that take the steps to govern well, including fighting corruption, maintaining sound economic policies, and investing in education and health.

5.2.4 Prioritise Public-Private Partnerships (PPP)

Government will try to maximize the benefits of private sector participation in the funding and implementation of key projects, particularly in the Power, Water, Roads, Ports, Airports and Telecommunication sectors. PPP will also be explored to ensure that environmental issues are taken on board in the implementation of all projects. Government will ensure that the national environment is conducive to private sector participation through reviewing relevant legislation.

5.2.5 Explore Carbon Trading

Government will explore carbon trading potential as suggested in the Agenda for Change but was not fully followed through. Efforts will be intensified to explore its potential benefits this time, in order to further ensure sustainability of programmes, as well as reversing environmental degradation.

5.2.6 Explore issuance of Diaspora Bonds

Studies have indicated that diaspora bonds have an enormous potential to promote growth and development in Africa. Diaspora bonds are issued by the country to its diaspora to tap into their assets in the destination country, as an alternative to borrowing from other sources. Diaspora bonds are typically used to finance large scale infrastructure development projects in the private sector, and are generally used by a country to implement its development strategy. Moreover, proceeds of diaspora bonds could be earmarked to projects with appeal to the diaspora, such as infrastructure projects, housing and social amenities.

5.2.7 Intensify and broaden Corporate Social Responsibility

Corporate social responsibility will provide much needed fiscal space for Government to pursue certain programmes. Government will therefore legitimise a corporate social responsibility framework in order to ensure that companies meet their respective responsibilities as required by law.

5.2.8 Access to international Capital Markets

One of the key challenges to implementing the AfP is sourcing financing from non-traditional partners. In this regard Government will explore accessing funds from international capital markets. As a first step, Government is working with partners to conduct credit sovereign ratings to provide relevant assessment of Sierra Leone's ability to honour its external obligations as when they fall due.

ANNEXES

ANNEX 1 – Agenda for Prosperity ESTIMATES (In Millions US$)

Pillar/Sub Sectors	2013	2014	2015	2016	2017	TOTAL	Partner Commitments	GoSL Allocations	Funding Gap
Pillar 1: Economic Diversification	66.40	307.39	481.07	448.02	442.29	1,745.17	1,299.86	57.65	387.66
Macro-Economic Management: MoFED, Including Capitalisation of BSL	27.93	47.59	68.52	4.36	4.36	152.76	118.98	33.78	0.00
Agriculture	33.80	250.80	396.80	431.80	430.80	1,544.00	1,156.15	18.36	369.49
Fisheries	2.2	5.6	11.1	8.5	4.9	32.15	24.73	0.47	6.95
Tourism	1.3	1.5	2.1	1.2	1.1	7.32	-	1.47	5.84
Manufacturing Industry	1.2	1.9	2.5	2.2	1.2	8.94	-	3.56	5.38
Pillar 2: Managing Natural Resources	11.98	24.46	16.24	7.98	6.80	67.47	10.25	3.02	54.20
Minerals	3.81	3.42	3.86	0.00	0.00	11.09	10.25	0.84	0.00
Environment	1.22	1.41	1.29	1.33	1.35	6.61	-	0.79	5.82
Water	0.03	0.20	0.40	0.40	0.20	1.23	-	0.14	1.09
Lands	1.42	17.42	8.20	4.65	4.15	35.84	-	0.25	35.59
Forestry	5.50	2.00	2.50	1.60	1.10	12.70	-	1.00	11.70
Pillar 3: Promoting Human Development	204	346	379	398	412	1,739.91	1,004.84	31.97	703.11
Population Management	6.10	6.60	3.89	0.13	0.15	16.86	0.00	0.00	16.86
Education	158.44	175.52	190.32	200.26	212.95	937.50	872.50	2.40	62.60
Health	30.61	140.06	149.45	160.14	166.12	646.39	97.68	16.90	531.81
HIV/AIDS	3.50	3.91	3.96	3.80	3.85	19.03	0.00	0.87	18.16
Water and Sanitation	5.15	20.30	31.33	34.06	29.30	120.13	34.66	11.80	73.67
Pillar 4: International Competitiveness	285.91	381.79	390.08	300.06	195.86	1,553.70	734.22	256.2	563.28
Improving Electricity Supply	87.80	87.80	87.80	87.80	87.80	439.00	13.13	55.60	370.27
Improving the Road Network(Road Infrastructure)	108.06	108.06	108.06	108.06	108.06	540.32	173.27	174.60	192.45
Airport (New Airport and City)	64.50	154.20	158.40	104.20	0.00	481.30	481.00	0.30	0.00

Pillar/Sub Sectors	2013	2014	2015	2016	2017	TOTAL	Partner Commitments	GoSL Allocations	Funding Gap
Airport and Sea Transfer	2.32	2.69	2.44	0.00	0.00	7.45	6.95	0.50	0.00
Buildings	8.02	8.50	10.32	0.00	0.00	26.84	4.40	22.40	
Telecommunications	15.21	20.54	23.06	0.00	0.00	58.81	55.47	3.30	0.04
Pillar 5: Labour and Employment	10.46	10.46	10.46	10.46	10.46	52.28	23.87	1.53	26.88
Entrepreneur skills and development	0.74	0.74	0.74	0.74	0.74	3.68	-	0.43	3.25
Provide access to finance	0.46	0.46	0.46	0.46	0.46	2.30	-	0.40	1.90
Provide employment opportunities	7.94	7.94	7.94	7.94	7.94	39.70	23.87	0.50	15.33
Strengthen the legal and Institutional framework for labour administration	1.32	1.32	1.32	1.32	1.32	6.60	-	0.20	6.40
Pillar 6: Social Protection	7.50	19.20	17.65	17.50	17.50	79.35		3.60	75.75
Build a robust institutional and legal framework	1.47	0.41	0.41	0.41	0.41	3.10	0.46	1.60	1.04
Provide alternative care for the vulnerable	1.49	0.72	0.72	0.72	0.72	4.37	-	1.00	3.37
Provide basic social protection package (SPP)	4.55	18.08	16.52	16.37	16.37	71.88	8.150	1.00	62.73
Pillar 7: Governance, Public Sector and statistics Reform	53.94	76.75	169.98	139.10	137.67	577.44	132.60	114.45	330.39
Public Sector Reform			89.80	94.30	94.30	278.40	31.00	-	
Statistics Sierra Leone	8.52	9.66	18.51	20.08	21.06	77.83	-	-	
Public Financial Management		12.16	6.20	5.51	6.13	30.00	30.00	0.00	0.00
Anti-Corruption Reform	7.95	8.46	7.82	8.49	7.56	40.28	32.80	7.48	0.00
Other Governance institutions (Justice & Judiciary, Security, etc.)	36.53	45.78	46.93	10.24	8.24	147.72	38.00	106.52	3.20
Consolidation of the democratic process (NPPRC, NCD & HRC)	0.94	0.69	0.72	0.48	0.38	3.21	0.80	0.45	1.96
Pillar 8: Gender equality and women's empowerment	0.48	2.10	3.96	1.35	3.58	11.47	0	0	11.47
To increase women's participation	0.13	0.54	0.48	0.43	0.40	1.98	-	-	1.98
Education of Women and Girls	-	0.05	2.50	0.22	2.55	5.31	-	-	5.31
Reduce Violence Against Women and Girls	0.19	0.30	0.25	0.21	0.20	1.15	-	-	1.15
Economic Empowerment of Women and Girls	0.16	1.22	0.72	0.50	0.42	3.03	-	-	3.03
Total	633.2	1,148.95	1,450.74	1,305.01	1,208.73	5,747.44	3,205.64	464.82	2,076.99

ANNEX 2 - MTEF ESTIMATES (In Millions US$)

Pillar/Sub Sectors	Non Salary, Non-Interest recurrent			Development Estimates						Total					
				Domestic			Foreign								
	2013	2014	2015	2013	2014	2015	2013	2014	2015	2013	2014	2015	Domestic	Foreign	Grand Total
Pillar 1: Economic Diversification	**10.6**	**11.7**	**13.4**	**2.5**	**3.0**	**3.6**	**33.0**	**39.1**	**42.8**	**46.1**	**53.8**	**59.9**	**44.8**	**114.9**	**159.8**
Agriculture	9.0	10.0	11.4	1.6	2.0	2.4	31.0	36.9	40.3	41.7	48.8	54.1	36.4	108.2	144.6
Fisheries	0.2	0.2	0.2	0.2	0.3	0.4	2.0	2.3	2.5	2.4	2.7	3.1	1.5	6.7	8.2
Tourism	0.4	0.5	0.5	0.2	0.2	0.3	0.0	0.0	0.0	0.6	0.7	0.8	2.1	0.0	2.1
Manufacturing Industry	1.0	1.1	1.3	0.4	0.5	0.6	0.0	0.0	0.0	1.4	1.6	1.9	4.8	0.0	4.8
Pillar 2: Managing Natural Resources	**2.3**	**2.5**	**2.9**	**0.9**	**1.2**	**1.4**	**5.1**	**4.3**	**4.7**	**8.3**	**8.0**	**9.1**	**11.2**	**14.1**	**25.4**
Minerals	0.6	0.7	0.8	0.2	0.3	0.4	2.8	2.4	2.7	3.7	3.4	3.8	2.9	7.9	10.9
Environment	0.2	0.2	0.2	0.1	0.1	0.1	0.9	0.8	0.9	1.1	1.0	1.2	0.8	2.6	3.4
Water Resources	1.0	1.1	1.2	0.1	0.1	0.1	0.6	0.5	0.6	1.7	1.7	1.9	3.6	1.8	5.3
Lands	0.4	0.5	0.5	0.3	0.4	0.5	0.0	0.0	0.0	0.7	0.9	1.0	2.6	0.0	2.6
Forestry	0.1	0.2	0.2	0.2	0.3	0.3	0.0	0.0	0.0	0.4	0.4	0.5	1.3	0.0	1.3
Oil and Gas	0.0	0.0	0.0	0.0	0.0	0.0	0.7	0.6	0.6	0.7	0.6	0.6	0.0	1.9	1.9
Pillar 3: Promoting Human Development	**54.0**	**74.3**	**85.4**	**3.9**	**4.8**	**18.9**	**43.3**	**58.5**	**66.0**	**101.1**	**137.6**	**170.3**	**241.2**	**167.8**	**409.0**
Population Management	0.1	0.1	0.1	0.0	0.0	0.0	7.7	10.0	12.9	7.7	10.1	13.0	0.2	30.6	30.8

Pillar/Sub Sectors	Non Salary, Non-Interest recurrent			Development Estimates						Total					
				Domestic			Foreign								
	2013	2014	2015	2013	2014	2015	2013	2014	2015	2013	2014	2015	Domestic	Foreign	Grand Total
Education	36.0	50.9	59.8	0.3	0.3	0.4	5.9	5.6	6.1	42.2	56.8	66.3	147.6	17.7	165.3
Health	16.9	22.1	24.2	0.4	0.5	9.3	19.0	27.6	30.2	36.2	50.1	63.7	73.3	76.7	150.0
HIV/AIDS	0.2	0.3	0.3	0.5	0.6	5.1	0.8	4.0	4.3	1.5	4.9	9.8	7.1	9.1	16.2
Water and Sanitation	0.8	0.9	1.0	2.8	3.4	4.2	10.0	11.3	12.4	13.5	15.7	17.6	13.1	33.7	46.8
Pillar 4: International Competitiveness	10.4	10.6	10.9	65.0	80.5	85.4	69.3	71.4	78.2	144.8	162.5	174.5	262.8	219.0	481.8
Improve the Business Environment	0.1	0.1	0.2	0.1	0.1	0.1	0.9	0.8	0.0	1.1	1.0	0.3	0.7	1.7	2.4
Develop Small and Medium Enterprises	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.9	0.0	0.0	0.9	0.0	0.9	0.9
Improving Electricity Supply	0.7	0.7	0.9	14.4	17.8	21.6	4.4	0.7	0.8	19.5	19.2	23.2	56.0	5.9	61.9
Improving the Road Network (Road Infrastructure)	9.3	9.3	9.5	48.7	60.3	61.0	49.7	50.9	55.7	107.7	120.5	126.2	198.1	156.3	354.4
Airport	0.1	0.1	0.2	0.9	1.1	1.4	0.0	0.0	0.0	1.0	1.3	1.5	3.8	0.0	3.8
Sea Port	0.2	0.2	0.2	0.1	0.1	0.1	0.3	0.4	0.5	0.6	0.7	0.8	0.9	1.2	2.1
Jetties	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Telecommunications	0.0	0.0	0.0	0.9	1.1	1.3	14.0	18.6	20.4	14.9	19.7	21.7	3.3	53.0	56.3
Pillar 5: Labour and Employment	1.7	1.9	2.1	0.4	0.5	0.6	0.8	0.7	0.8	2.8	3.1	3.4	7.1	2.2	9.3
Improve employability of men, women and youths	1.2	1.4	1.6	0.1	0.2	0.2	0.8	0.7	0.8	2.2	2.3	2.5	4.8	2.2	7.0

Pillar/Sub Sectors	Non Salary, Non-Interest recurrent			Development Estimates						Total					
				Domestic			Foreign								
	2013	2014	2015	2013	2014	2015	2013	2014	2015	2013	2014	2015	Domestic	Foreign	Grand Total
Provide access to financial services to the credit-constrained economically active youth	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Strengthen the productivity and sustainable employment-creation potential of the agricultural sector	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Strengthen the legal and Institutional framework for labour administration, employment and policy implementation	0.4	0.5	0.6	0.2	0.3	0.3	0.0	0.0	0.0	0.7	0.8	0.9	2.3	0.0	2.3
Pillar 6: Social Protection	1.2	1.4	1.5	0.5	0.6	0.7	4.5	3.3	1.7	6.2	5.3	3.9	5.9	9.5	15.4
Build a robust, coherent and transparent institutional and legal framework	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Policies addressing alternative care for the vulnerable	0.0	0.0	0.0	0.1	0.1	0.2	0.0	0.0	0.0	0.1	0.1	0.2	0.4	0.0	0.4
Provide basic social protection package (SPP) in education, health and shelter for disadvantaged children, women, girls, the aged, the vagrants and the disabled	1.2	1.4	1.5	0.4	0.5	0.6	4.5	3.3	1.7	6.0	5.2	3.7	5.5	9.5	14.9
Pillar 7: Governance, Public Sector and statistics Reform	59.2	61.2	66.6	12.1	14.8	16.9	28.3	23.5	25.8	99.6	99.6	109.3	230.8	77.6	308.4
Governance, Public Sector and statistics Reform	1.5	1.7	2.0	1.5	1.9	2.3	11.8	10.1	11.1	14.9	13.8	15.4	11.0	33.0	44.0

Pillar/Sub Sectors	Non Salary, Non-Interest recurrent			Development Estimates						Total					
				Domestic			Foreign								
	2013	2014	2015	2013	2014	2015	2013	2014	2015	2013	2014	2015	Domestic	Foreign	Grand Total
Public Financial Management	16.0	16.0	19.7	2.4	2.9	3.6	4.2	3.6	3.9	22.6	22.5	27.2	60.5	11.7	72.2
Anti-Corruption Reform	0.6	0.7	0.8	0.6	0.7	0.9	0.0	0.0	0.0	1.2	1.4	1.7	4.3	0.0	4.3
Local Governance Institutions	1.3	1.4	1.6	5.2	6.3	6.5	8.8	6.8	7.4	15.2	14.5	15.5	22.3	23.0	45.3
Justice, the Judiciary Sector and Security	35.1	35.7	36.3	2.5	3.0	3.7	3.5	3.0	3.3	41.1	41.8	43.3	116.3	9.9	126.2
Consolidation of the democratic process	4.6	5.6	6.3	0.0	0.0	0.0	0.0	0.0	0.0	4.6	5.6	6.3	16.5	0.0	16.5
Pillar 8: Gender equality and women's empowerment	0.8	1.0	1.1	0.0	0.0	0.0	0.0	0.0	0.0	0.8	1.0	1.1	2.9	0.0	2.9
To increase women's participation and representation in decision making in public sector, security sector and private sector	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Education of Women and Girls	0.5	0.7	0.7	0.0	0.0	0.0	0.0	0.0	0.0	0.5	0.7	0.7	1.9	0.0	1.9
Reduce Violence Against Women and Girls	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Economic Empowerment of Women and Girls	0.3	0.4	0.4	0.0	0.0	0.0	0.0	0.0	0.0	0.3	0.4	0.4	1.0	0.0	1.0
Total	**140.1**	**164.6**	**183.9**	**85.3**	**105.3**	**127.6**	**184.3**	**200.9**	**220.0**	**409.7**	**470.8**	**531.5**	**806.8**	**605.2**	**1,412.0**

ANNEX 2 - RESULTS FRAMEWORK

PILLAR 1: Economic Diversification to Promote Inclusive Growth				
KEY CONSTRAINTS	**STRATEGIC OBJECTIVES**	**KEY OUTCOME INDICATORS**	**STRATEGIC OUTPUTS**	**PRIORITY ACTIVITIES**
AGRICULTURE **OVERALL GOAL: A sustainable, diversified, and commercial agricultural sector which primarily ensures food security and increased jobs for Sierra Leonean men and women, and in addition begins to maximise opportunities for value addition and export of 'cash' crops**				
Food insecurity due to insufficient production of rice and cash crops, low agricultural inputs, poor access to markets Limited agricultural infrastructure, especially rural roads Insufficient food reserves to cope with price spikes and production shocks	To increase the productivity and production of rice, cassava, and livestock.	Annual production of rice, cassava, and livestock Average yield of rice and cassava production Percentage of population that experiences food insecurity at any point during the year Percentage of consumed food which is sold commercially	Access to inputs (chemicals, seeds, tools) increased for 82,500 Farm Households (at least 40% women farm households)	Provide extension services to 82,500 farm households (at least 30 % headed by women)
			650 ABC fully operational	Complete the construction and equipping of 362 existing and 288 new ABCs
			15,000 hectares of inland valley swamps rehabilitated or developed, and 105,000 hectares of irrigated rice nucleus farms developed	Rehabilitate and develop inland valley swamps and develop irrigated rice nucleus farms through the out-grower schemes
			82,500 farm households (at least 30% women headed households) trained and 2,750 Farmer-Based Organisations (FBOs) operational	Roll out training schemes for 82,500 farm households (at least 30 % women headed households) on improved farming techniques and support 2,750 FBOs: 1,000 existing 1,750 new
			Strengthened competitive private market for agricultural goods developed	Roll out the 'agro-dealers' support programme to 100 agro-dealers
			Improved livestock inputs and practices	Establish 13District Livestock Clinics, provide training for 26 middle level personnel and 130 Community Animal Health Workers (at least 30% women), and provide support to cross-breeding and feed mill initiatives through ABCs
			6,000 km of feeder roads constructed or rehabilitated	Construct 4,818 km of new feeder roads, and rehabilitate 1,182 km of existing feeder roads
			Strategic grain reserve operational	Operationalise a strategic grain reserve
Limited value addition due to inadequate processing facilities, and limited access to finance, and a an infant stage of private	To promote and increase private sector-driven value addition activities on	Percentage of value addition activities on agricultural goods to agricultural GDP and total GDP	Agro-processing facilities provided in all ABCs and a growth pole	Provide agro-processing facilities at 331new ABCs and in a growth pole
			SEZ Policy formulated, implemented, and enforced,	Formulating an SEZ Policy and support its implementation and enforcement

PILLAR 1: Economic Diversification to Promote Inclusive Growth				
KEY CONSTRAINTS	**STRATEGIC OBJECTIVES**	**KEY OUTCOME INDICATORS**	**STRATEGIC OUTPUTS**	**PRIORITY ACTIVITIES**
sector development	agricultural goods	Number of firms selling agricultural goods with significant value-addition	Access to finance scheme roll out to 82,500 households	Support the provision of affordable finance through outreach schemes
Insufficient capacity to produce and export 'cash crops'	To increase the production and export of cash crops	Annual production of cashew, cocoa, coffee, palm oil, rubber, and sugarcane Annual export of cashew, cocoa, coffee, palm oil, rubber, and sugarcane Private investment in 'cash' crop production	13 cooperatives (including women members wherever possible) of smallholder 'cash' crop farmers established and operational	Support the establishment and operationalisation of 13smallholder 'cash' crop farmer cooperatives
			850,000 hectares of plantation land rehabilitated for 'cash' crop production	Rehabilitate and plant 850,000 hectares of plantation land for 'cash' crop production
			SLIEPA, Standards Bureau and MAFFS capacitated to attract potential investors in 'cash' crop production and monitor quality of cash crop exports	Provide support to SLIEPA, Standards Bureau and MAFFS to attract foreign investment in 'cash' crop production and to monitor export quality.
Weak institutional capacity and inadequate financing, and coordination	To improve the efficiency, performance and coordination of institutions in the agricultural sector (public and private sectors) to better support farmers' activities	Number of farmers benefitting from increased access to finance Implemented action plan(s) of key institutions (involving public and private sectors) Number of relevant and accurate agricultural data indicators published annually Operational and strengthened private sector organizations which promote inclusive agricultural development	Agricultural Financial institutions capacitated to lend to farmers	Support Agricultural financial institutions to increase lending to farmers (at least 30% women)
			MAFFS better capacitated to coordinate investment and community impact Periodic independent evaluations of institutional capacity (public and private sectors) to address agricultural challenges	Complete and enforce the mandatory Sustainable Agribusiness and Bioenergy Guidelines. Provide support to the Agribusiness and Bioenergy Working Group and the Agribusiness Task Force in order to better manage private investments.
			MAFFS better capacitated to provide data, research, and analysis on critical issues, as well as interacting regularly with the private sector to discuss sector challenges Periodic evidenced-based reports prepared by MAFFS on critical agricultural strategy issues and periodic dialogues with private sector	Embark upon initiatives to improve the quality of agricultural data, research, and analysis, as well as interacting regularly with the private sector, including smallholder sector, to discuss/address sector challenges

PILLAR 1: Economic Diversification to Promote Inclusive Growth				
KEY CONSTRAINTS	**STRATEGIC OBJECTIVES**	**KEY OUTCOME INDICATORS**	**STRATEGIC OUTPUTS**	**PRIORITY ACTIVITIES**
FISHERIES **OVERALL GOAL: A sustainable fisheries sector which primarily ensures food security and increased jobs for Sierra Leonean men and women, and in addition begins to maximise opportunities for value addition and export to strategic and competitive markets**				
Limited supply of fish for the domestic market due to limited fishing equipment, under-skilled fisherfolk, and insufficient attention to inland fisheries and aquaculture	To increase the supply of fish for the domestic market by at least 15% annually, particularly from semi-industrial, artisanal, inland, and aquaculture fisheries activities	Supply of fish to the domestic market Annual catch from semi-industrial, artisanal, inland, and aquaculture fisheries activities, respectively	At least four fish landing sites fully operational	Support the operationalisation of at least 4 strategic landing sites in fishing communities
			Equipments for artisanal and inland fisherfolk upgraded knowledge on sustainable practices and increased production increased	Provide financial support, fishing equipment and training to artisanal and inland fisherfolk.
			Fish ponds (aquaculture) fully operational in all Districts.	Establish and operationalise fish ponds in all Districts
			Fisheries Training Institute operational	Support the completion and operationalisation of the Fisheries Training Institute
Weak harbour infrastructure, inadequate phytosanitary standards, illegal, unreported and unregulated (IUU) fishing, and under-investment	To increase value of fish exports by 15% annually, focusing on strategic high-value markets such as the EU	Amount and value of fish exported annually (including processed fish products) Number of export locations for fisheries products Amount of fish caught by IUU Amount of Fisheries PPP investment	Modern fishing harbour complex operational	Construct and operationalise a modern fishing harbour complex
			Fish testing laboratory and regulating sector-wide standards fully operational	Fast-track the operationalisation of a fishing testing laboratory to regulate phytosanitary standards
			Strengthened surveillance and monitoring system in place	Support the procurement of surveillance vessels and relevant training
			A national fleet of fishing vessels operational	Support the establishment of a 'National Fleet' of fishing vessels within a PPP framework
			SLIEPA and MFMR capacitated to attract and manage potential investors in fisheries sector	Provide support to SLIEPA and MFMR to attract sustainable and responsible foreign investment
Little value addition on fisheries products	To promote and increase value addition activities on fisheries products	Contribution of fisheries products on agricultural GDP and national GDP Number of firms selling fisheries products	Fish processing facilities established with PPP and operational in a growth poles	Support the establishment of fish processing facilities in fishing areas and at least within a growth pole

PILLAR 1: Economic Diversification to Promote Inclusive Growth				
KEY CONSTRAINTS	**STRATEGIC OBJECTIVES**	**KEY OUTCOME INDICATORS**	**STRATEGIC OUTPUTS**	**PRIORITY ACTIVITIES**
Weak regulation of the sector could threaten its long-term sustainability and future	To promote and enforce sector-wide enhanced sustainable fishing practices and regulations	Size of the fish stock	Wealth-based fisheries management system established	Support the establishment of wealth-based fisheries management systems
			Fisheries conservation and stock assessments carried out.	Support fisheries conservation activities and regular fish stock assessments
			Regional fisheries management initiatives strengthened.	Continue to support regional initiatives through the West Africa Regional Fisheries Program
			Independent evaluation of the fisheries sector and sustainability data published	Evaluation of the sustainability of the fisheries sector
MANUFACTURING **OVERALL GOAL: A commercially viable manufacturing sector which adds value to a range of locally-produced primary products, and provides jobs for Sierra Leonean men and women**				
Low levels of manufacturing output due to weak infrastructure ,limited investment, and weak regional integration	To remove the infrastructural, investment, and integration constraints.	Manufacturing contribution towards GDP Amount of private investment in the sector Number of operational firms commercially selling manufactured goods	Adequate infrastructure and energy provided to support manufacturing activities in key areas and within a growth pole	Support the provision of adequate infrastructure and reliable energy supply for manufacturing activities nationwide and within a growth pole
			Special Economic Zones (SEZ) fully operational	Support the operationalisation the existing SEZ, and establish 1 additional SEZ
			MTI capacitated to attract and manage investments in manufacturing	Support the capacity building of MTI to attarcat investments in manufacturing
			Regional integration programmes implemented (achieving key outputs)	Continue to support regional integration activities in Trade Liberalisation and the Common External Tariff
An under-skilled and gender-imbalanced manufacturing sector workforce	To develop a skilled and gender-balanced manufacturing sector workforce	Number of people female active in manufacturing sector	Gender based manufacturing skills training centre operational	Support the establishment of skills training schemes, in manufacturing and managerial skills
			Increased participation of women in manufacturing	Support the encouragement of higher involvement of women in manufacturing
Weak coordination and local content implementation	To improve coordination, and local content implementation	Percentage of Sierra Leoneans employed by international firms in senior and key positions Percentage of local inputs	Improved collaboration between manufacturers, and Government agencies	Support the establishment of cooperation mechanisms between Government and manufacturers
			Local Content Policy implemented	Support and enforce the implementation of Local Content Policy

PILLAR 1: Economic Diversification to Promote Inclusive Growth				
KEY CONSTRAINTS	**STRATEGIC OBJECTIVES**	**KEY OUTCOME INDICATORS**	**STRATEGIC OUTPUTS**	**PRIORITY ACTIVITIES**
TOURISM **OVERALL GOAL: An eco-friendly tourism sector which can compete with other West African tourist hubs in terms of value-for-money, and ensures increased jobs for Sierra Leonean men and women**				
Limited number of tourists	To make Sierra Leone an attractive tourist destination.	Number of tourists arriving in Sierra Leone Average cost of travelling to Sierra Leone	Adequate infrastructure to support tourism in place	Support the provision of adequate Roads, Energy, water and ICT services to facilitate tourism
			National Marketing Strategy and promotional drive developed and implemented	Support the development and implementation of a National Marketing Strategy and launch of a promotional drive to promote tourism.
			Average cost of travelling to Sierra Leone reduced	Collaborate with private sector to reduce cost of travelling to Sierra Leone
Weak institutional and legislative frameworks	To improve and strengthen the institutional and legislative framework for tourism activities	Independent evaluation of legislative and institutional strength across the sector	Key legislations reviewed and updated.	Review and amend the Development of Tourism Act 1990, the 1982 Tourism Development Master Plan and formulate an Ecotourism Policy and Action Plan
Sustainability of key tourist sites	To promote eco-tourism	Number of ecotourism visitors	10 ecotourism sites developed	**Support the i**dentification and development of 10 ecotourism sites
			Ecotourism sites preservation policy formulated and implemented	Support the development of policy to preserve ecotourism sites
Low quality service in the Tourist industry	To improve the tourism experience for people once in-country	Number of employees trained on hospitality	Hospitality Training facilities fully operational, providing training for up to 3,000 people	Build, equip, and operationalise a Hospitality Training Centre
			Quality local goods produced and marketed.	Support NTB to facilitate the production and marketing of quality articrafts
			Airport transfer and safety improved	Support the improvement of airport transfer and safety projects.

PILLAR 2:MANAGING NATURAL RESOURCES				
KEY CONSTRAINTS	**STRATEGIC OBJECTIVES**	**KEY OUTCOME INDICATORS**	**STRATEGIC OUTPUTS**	**PRIORITY ACTIVITIES**
MINERALS **OVERALL GOAL: To enhance the increasing contribution of output from a transparent, accountable and good-investment promoting mining sector to GDP growth, while ensuring that Sierra Leone's mineral wealth contributes to national economic and social development in a sustainable manner.**				
Weak Capacity to formulate, implement and Monitor extractive industry laws and regulations.	To modernise and update legal and policy instruments for effective, efficient and transparent mineral resource management	Number of (registered) mining companies operating in SL Complete geophysical and geochemical inventory of mineral resources No of mineral rights auctions Value added to mining sector	More attractive mining sector, ensuring fair playing field, and equitable distribution of gains between the Government of Sierra Leone and the mining companies consistent with the African Mining Vision. Transition to auctioning of mineral rights Increased value added for mining output	Review and amend the Core Minerals Policy, update the Mines and Minerals Act Design incentives to add value to mineral products and facilitate trading opportunities for mined products.
	To enhance Corporate Social Responsibility (CSR) to align with community welfare	Number of mining-related health diseases Number of mining companies with explicit CSR strategies and periodic progress reports	Reduced negative impact of mining operations on local communities	Implement Community Development Agreements to ensure communities benefit from mining company operations
	To improve employment pool in mining sector	Employed in mining sector, by qualification and gender (number)	Improved and more qualified and gender-balanced human resource base employed in mining sector	Commission studies to develop capacity from a gender-equitable approach Bring private companies and the university to provide internships to meet the job demands of the sector
	To favour involvement of artisanal and small-scale mining	Number of ASSMCs	Increased presence of Artisanal and Small-Scale Mining Companies (ASSMCs) in the sector	Promote forms of cooperatives Monitor and register artisanal mining activities, and encourage processing to improve local content

PILLAR 2:MANAGING NATURAL RESOURCES				
KEY CONSTRAINTS	**STRATEGIC OBJECTIVES**	**KEY OUTCOME INDICATORS**	**STRATEGIC OUTPUTS**	**PRIORITY ACTIVITIES**
Environment **OVERALL GOAL: To ensure the equitable, efficient and effective use and distribution of water resources for the country's sustainable development**				
Natural resource dependent growth carries a risk of significant environmental degradation. Past exploitation has created land degradation and habitat fragmentation, threatening biodiversity	Strengthen Institutions and Governance to design and implement strategies to protect and manage the environment	Number of environmental inspections and audits carried out Percentage of Environmental Impact Assessment (EIAs) Reviewed Number of district councils supervised and monitored for environmental compliance EPA Strategic Plan developed Computerized planning and reporting model, M&E for EPA established Number of Environmental Desks in key MDAs	EPA 2008 Act and as amended in 2010 enforced Environmental management mainstreamed into district council development programmes Strategic Plan developed M&E Database developed EPA Desks designated in Key MDAs	Enforce EPA 2008 Act Mainstream environmental management in district council programmes Improve inter-agency coordination, streamlining environment and natural resources management structures and strengthening coordination mechanisms
	Develop policy and instruments to correct for market failures, to align public and private incentives with environmental conservation and	National air quality, water quality, noise and heavy metal standards EIA guidelines and regulations for Oil and Gas, Agriculture, Forestry and Metal industry	National environmental standards for air, water, noise and for heavy metals Sector specific EIA guidelines and regulations for Oil and Gas, Agriculture, Forestry and Extractive industry developed and implemented Reviewed and updated National Environment Policy Document	Develop national regulatory frameworks (standards and regulations) to contain pollution and other environmentally harmful activities Encourage legislation to reward ecosystem services, and reform tax systems to provide incentives for environmental protection

PILLAR 2:MANAGING NATURAL RESOURCES				
KEY CONSTRAINTS	**STRATEGIC OBJECTIVES**	**KEY OUTCOME INDICATORS**	**STRATEGIC OUTPUTS**	**PRIORITY ACTIVITIES**
	human health	National Environment Policy Document Chemical Management Register National Climate Change Secretariat Strategic Environmental Assessment (SEA) Policy and Act Number of Ecosystem Services Payment Schemes National Forest Certification Scheme within the Forest Stewardship Council	National Pests and Chemicals Management System established Climate change mainstreamed in national development strategies policies and programmes Strategic Environmental Assessment Policy and Act Developed Ecosystem Services Payment Schemes Exporting of timber and timber products under a certified scheme	Promote trade instruments to support the legal, sustainable harvesting of natural resource products such as timber
	Improve the current level of environmental awareness of policy makers and the general public	Number of IEC materials/batches produced for environmental education Organize the World Environment Day (WED) celebration Number of school Environment Education Programs carried out National State of Environment Report	Quarterly IEC materials produced for print, electronic media and demonstrative purposes WED organized and celebrated in Provincial Headquarter towns (in partnership with EU, UNEP& UNDP) Environmental Education School competitions organized National State of the Environment Report produced	Train civil servants and political decision-makers in environmental management Train the judiciary and law enforcement actors to understand environmental issues and enforce compliance Develop public awareness campaigns, financial support of civil society organizations, and integrate environmental and natural resources management issues in school curricula

PILLAR 2:MANAGING NATURAL RESOURCES				
KEY CONSTRAINTS	**STRATEGIC OBJECTIVES**	**KEY OUTCOME INDICATORS**	**STRATEGIC OUTPUTS**	**PRIORITY ACTIVITIES**
	To further strengthen Sierra Leone`s participation in transnational environmental and natural resources initiatives in the ECOWAS and Mano River Union sub region	Number of sub regional environmental programmes implemented Reports of the implementation of regional projects	Increased participation in sub regional environmental programmes GCLME project, Across the River Project, Gola Forest and Fouta D`jallon regional initiatives implemented	Use the regional frameworks, Mano River Union, ECOWAS and the AU, to develop cooperation and collaboration
WATER RESOURCES **OVERALL GOAL: To ensure the equitable, efficient and effective use and distribution of water resources for the country sustainable development**				
Unclear regulations and lack of central coordination to ensure integrated management; inadequate knowledge about the water resources both surface and groundwater	To ensure an efficient and effective use of water resources	Unit Cost of water supplied by type of usage Number and types of water suppliers, by location and district Number of water sources in the country, by location	Efficient delivery of water for domestic and commercial water-use with appropriate cost recovery and commercial rates for all water consumers Upgraded regime for application of water use Improved mapping of existing water resources	Develop a plan for the integrated management and efficient use of water resources, including capacity building to manage water resources at various levels Monitor and assess water resource availability (surface and groundwater)
MARINE RESOURCES, FORESTS AND LAND **OVERALL GOAL: To ensure enhanced and sustainable use of natural resources - marine resources, forests and land - for an equitable and sustainable development**				
Lack systems to understand the stock available, ascertain the sustainable rate of exploitation, and conduct effective monitoring	To ensure the sustainable management of marine resources	Number of artisanal fishing activities Coverage of inventory of marine resources (percentage, expert assessment)	Improved conditions for sustainable industrial and artisanal fishing activities Improved control of the country's marine resources	Establish and manage Marine Protected Areas, creating Community Management Associations Improve systems of monitoring control and surveillance for combating illegal, unregulated and unreported fishing

PILLAR 2:MANAGING NATURAL RESOURCES				
KEY CONSTRAINTS	**STRATEGIC OBJECTIVES**	**KEY OUTCOME INDICATORS**	**STRATEGIC OUTPUTS**	**PRIORITY ACTIVITIES**
Weak law enforcement Excessive population pressure on limited natural resources Preference for alternative land uses such as mining and agriculture	To ensure the enhanced sustainable management of national forests	A national Forest management plan prepared National forest cover increase Prevalence of wildfire decrease	National forest resource assessment carried out and plan prepared for sustainable management National reforestation carried out in all districts National sensitization and community workshop on wildfire management carried out	Conduct national assessment of the forests and woodland resource base Develop national reforestation plan Deploy agricultural and local community extension agents to raise awareness about the problems of bushfires
Uncoordinated institutional arrangements for implementation of land use policies and planning Unregulated and fragmented land market due to weak legal frameworks	To ensure the enhanced and sustainable management and exploitation of land	Hectares of land unregistered in Cadastre	Strengthened existing land policy and legal framework and improved land administration system	Develop a comprehensive land policy Develop a single National Land Register Institution for all parcels in the Country using modern IT register technologies and a GPS parcel number system
OIL, GAS **OVERALL GOAL: To ensure increased and sustainable revenues for the State from the exploitation of oil and gas to support the country's transformation into a self-reliant middle income economy**				
MDAs lack a basic working knowledge of the industry, are poorly coordinated and have disproportionate expectations	To ensure the increased and sustainable exploitation of oil and gas	Total output value from oil and gas Public revenues from non-renewable natural resources disbursed through the TDF	Improved management of Petroleum resources TDF and fiscal rule developed and revenues disbursed	Strengthen the regulatory framework for compliance monitoring and enforcement and build the requisite institutional capacity Establish a Transformation Development Fund

PILLAR 3: ACCELERATING HUMAN DEVELOPMENT				
KEY CONSTRAINTS	**STRATEGIC OBJECTIVES**	**KEY OUTCOME INDICATORS**	**STRATEGIC OUTPUTS**	**PRIORITY ACTIVITIES**
POPULATION MANAGEMENT **OVERALL GOAL: Reduce fertility and mortality, improve life expectancy so as to slow down population growth rates PILLAR 3: ACCELERATING HUMAN DEVELOPMENT**				
Population management not prioritised	Prioritised population management	Increased awareness and prioritization of population dynamics at all levels of development planning and programming	Strengthened capacity for the formulation and implementation of rights-based policies that integrate evidence on population dynamics and their linkages to sustainable development.	Advocate for better understanding and appreciation of the linkages between population and development Developing capacity (tools, guidelines, manuals) for integrating population variables into policies, plans and programmes
Weak institutional arrangement Existing social barriers coupled with poor educational campaigns to promote the small family norm and address barriers of access and use of family planning to check population growth.	Contribute to the accelerated reduction in maternal and child mortality and morbidity through scaling up demand for increased utilization of family planning and other related services for women, men and youths.	Accessible, affordable and comprehensive family planning and other reproductive health services to all people who need them.	Elimination of social barriers and increased uptake of family planning services among men and women of reproductive age	Encouraging male involvement in in Reproductive health Promoting community utilization of safe motherhood and child survival services.
Large Rural Urban Migration Limited capacity to use population data in the designing of sound policies and programmes	Increased availability of quality data disaggregated by sex	Increased use of data by MDA's for sectoral national and sub-national development planning and monitoring	Strengthened national capacity for using data and evidence to monitor and evaluate national policies and programmes	Technical support to the development of innovative data collection exercises Development of national sectoral indicators and their dissemination for mapping inequalities at national and sub-national levels.
EDUCATION **OVERALL GOAL: To reduce education-related inequalities towards universal education and provide high-quality learning opportunities at all educational levels for all women and men**				
Inequitable distribution of educational opportunities	Improved access, completion and equity of opportunities for	% change in intake rates	students entering school at the appropriate age increased	Support the registration of birth and sending children to school

PILLAR 3: ACCELERATING HUMAN DEVELOPMENT				
KEY CONSTRAINTS	**STRATEGIC OBJECTIVES**	**KEY OUTCOME INDICATORS**	**STRATEGIC OUTPUTS**	**PRIORITY ACTIVITIES**
by income group and gender	education	% change in enrolment rates/ratios (including % change in students with disability)	students enrolment and completion in remote areas increased Number of out of school children reduced	Support programs for out-of school and late adult starters
		% Change in Proxy Completion Rates (PCR)	Number and percentage of girls completing schooling at the post primary level increased	
		% change in Parity Indices	Post primary gender parity index values increased.	
Unsatisfactory quality of teaching and learning	Improved teaching/ learning quality and relevance	Change in (WAEC) Pass Rates	Number and percentage of pupils passing public examinations increased	Support programmes to Increase pupil teacher contact hours, and review and revise curriculum in use at all levels. Support pre-service and in-service training of teachers and environment more teacher friendly and, reform student examinations and assessments
Curriculum and mode of assessment is limited in terms of relevance, scope and general content	Reform the curriculum and examinations	Change in Learning Assessment Scores	Increased numbers meeting the minimum learning criteria stipulated by national and international education bodies	Support gender sensitive curricula and establish public-private partnerships to help expand and improve skills training and TVET Support the establishment of a national apprenticeship scheme, with incentives to girls.
		% change in schools with pupil: text book ratio of 1:1 in the core subjects at basic education level	Core textbooks procured and delivered annually increased	
		change in % gaining employment on completion of school level education	School levers gaining employment within a year of graduation increased	
Low capacity Service Delivery System	Strengthened Education Service Delivery System,	Change in % of schools inspected	Inspections of schools per term increased	Enact and enforce legislations and policies, and fill in critical vacancies Support the establishment of a
		% Change in time taken for receipt of school grants, subsidy and subvention	Grants and subvention disbursed in timely manner	

PILLAR 3: ACCELERATING HUMAN DEVELOPMENT				
KEY CONSTRAINTS	**STRATEGIC OBJECTIVES**	**KEY OUTCOME INDICATORS**	**STRATEGIC OUTPUTS**	**PRIORITY ACTIVITIES**
		% of budget allocation utilized as originally estimated	Amounts allocated are fully disbursed	Teaching Service Commission to train and motivate heads of institutions for better administration and management Ensure timely disbursement and receipt of grants and subsidies.
HEALTH **OVERALL GOAL: To reduce health-related inequalities and improve the health of the people, especially mothers and children**				
High infant, under-five and maternal mortality.	Reduce infant, under-five and maternal mortality	Maternal Mortality Rate (MMR) Total Fertility Rate (TFR) Infant Mortality Rate (IMR) Under Five Mortality Rate (U5MR)	Free health care initiative expanded and strengthened.	Support innovative financing of health care service delivery and scale up hygiene and sanitation activities Implement the national strategy on early childbearing and teenage pregnancy Support family planning and increase the number of health facilities providing EmONC packages and IMNCI;
Inadequate health infrastructure, medical equipment and poor maintenance culture	Strengthening infrastructural development for service delivery	% of population residing within 5km of a health facility	Basic and comprehensive EmONC packages and IMNCI provided for all Health Facilities;	Construct more health facilities to provide EmONC packages and IMNCI. Strengthen equipment maintenance systems.
		Number of health facilities upgraded to BEmONC and CEmONC status	Storage of drugs, contraceptives, medical supply, vaccines, and therapeutic feeding inputs improved.	Support the increase storage capacity for drugs and medical consumables
		No. of ambulance referral	Ambulance referral and other transport systems improved.	
Inadequate supply of drugs and health technology due to early stages of the Free	Improvement of availability of drugs and medical technology supply	% of health facilities reporting uninterrupted supply of tracer drugs	The availability of Free Health Care Initiative drugs, cost recovery drugs & medical supplies improved	Support the establishment of a National Pharmaceutical Procurement and Supply Unit and

PILLAR 3: ACCELERATING HUMAN DEVELOPMENT				
KEY CONSTRAINTS	**STRATEGIC OBJECTIVES**	**KEY OUTCOME INDICATORS**	**STRATEGIC OUTPUTS**	**PRIORITY ACTIVITIES**
Healthcare,				rationalize drug use Provide the enabling environment for the manufacturing of drugs / IV fluids
Inadequate medical professionals and specialists	Improvement of Human Resource for quality health care delivery	Doctor/population and Nurse/population ratios	Strengthened health training institutions to provide sufficient skilled health personnel.	Start local post-graduate training of health professionals.
		Number of students graduating from health training institutions		
			Improved efficiency, equity and effectiveness in staff utilisation	Strengthen the human resources management system.
HIV-AIDS **OVERALL GOAL: To half incidence of HIV**				
High stigma directed at people living with HIV (PLHIV) at the workplace and in society.	Reducing stigma directed at PLHIVs	Improved tolerance in communities for PLHIVs	Educational programs to sensitize on HIV/AIDS intensified.	Launch education programs in schools to sensitise young people about HIV
		Workplace policies and anti-discrimination laws establish.	Emphasizing the right and ability of PLHIVs to work and receive treatment embedded in laws and policies.	Workplace policies and anti-discrimination law in place

PILLAR 3: ACCELERATING HUMAN DEVELOPMENT				
KEY CONSTRAINTS	**STRATEGIC OBJECTIVES**	**KEY OUTCOME INDICATORS**	**STRATEGIC OUTPUTS**	**PRIORITY ACTIVITIES**
Inadequate intervention to prevent new infections.	Preventing new infections	Number of male and females reporting the use of condoms Number of Facilities with post-exposure prophylaxis (PEP) Number of Trained Health Care Workers Providing PEP services according to national and international standards Number of Health facilities with post-exposure prophylaxis (PEP) available Number of health care workers trained in the provision of PEP services according to national and international standards	Promotion of delay in sexual activities intensified. Care and support activities such as prevention of mother-to-child transmission and care and support to infected partner intensified.	Support the education to delay initiation of sexual activity by adolescents and young adults. Support the prevention, care and support activities, such as prevention of mother-to-child transmission, and care and support to infected partners.
	Providing support to PLHIVs	Improved prophylactic treatment for HIV positive women, their new born and safe delivery and maternal services Ensure that adults PLHIVs and Children PLHIVs eligible for ART receive it PLHIVs and TB gets the appropriate treatment for TB Policy, Advocacy and Human Rights and Legal environment for PLHIVs are in place Percentage of adults and children with advanced HIV infection receiving antiretroviral therapy Number of Health facilities offering ART Services	Coverage of pregnant women who received HIV counselling and testing for PMTCT expanded Coverage of HIV-positive pregnant women who received anti-retroviral to reduce risk of mother-to-child-transmission expanded Training of health care workers to provide PMTCT intensified. Provision of antiretroviral therapy increased Increased Health facilities offering ART according to national guidelines Health care workers trained to provide ART	

PILLAR 3: ACCELERATING HUMAN DEVELOPMENT				
KEY CONSTRAINTS	**STRATEGIC OBJECTIVES**	**KEY OUTCOME INDICATORS**	**STRATEGIC OUTPUTS**	**PRIORITY ACTIVITIES**
		Number of Health Care Workers trained to provide ART services according to National and International standards	according to national and international standards increased	
Institutional inadequacies (Staffing & Training) including weak co-ordination, M&E and weak community water users management structures and performance	Improving institutional arrangement for planning, data collection, and monitoring information management.	National Strategic Plan on HIV/AIDS (2012-2017) is implemented	Strong coordination and implementation framework of HIV/AIDS at all levels established Effective and functional human and logistical Systems to address HIV issues in place A national HIV/AIDS M&E system is established, strengthened and expanded	Implement the National Strategic Plan on HIV/AIDs
WATER AND SANITATION **OVERALL GOAL: To improve overall access to water supply**				
Out-dated laws that are inconsistent with the sector policy	Improved water sector capacity with regards to Policy, legal and regulatory	Harmonized Sector Policy and Regulatory Instruments	Functional Electricity and Water Regulatory Commission Revised Water Utility Acts (GVWC&SALWACO) approved and operationalized National Water Resources Management Bill enacted and operationalized Revised Environmental health and Sanitation policy and the 1960 Public Health Ordinance	Cabinet approval, Parliamentary, ratification and Presidential assent of the bills
Weak institutional capacity	To enhance the institutional capacity to manage the sector.	Improved Institutional capacity to deliver water and sanitation services including water resources management	The Ministry of Water Resources reformed with appropriately trained personnel.	Support the recruitment and training of personnel for the Ministry of Water Resources
		Sector Co-ordination and Monitoring strengthened	Functional SPCT Annual sector performance reports and Govt& DP Joint reviews	Setting up of Sector MIS Co-ordination of sector interventions

PILLAR 3: ACCELERATING HUMAN DEVELOPMENT				
KEY CONSTRAINTS	**STRATEGIC OBJECTIVES**	**KEY OUTCOME INDICATORS**	**STRATEGIC OUTPUTS**	**PRIORITY ACTIVITIES**
Limited access to pipe borne water	Improve access to water supply with focus on low income households, especially in rural areas.	% Coverage for water supply in a sustainable and equitable	Access to Urban and Rural water supply improved. IWRM Implementation plan and strategy developed and implemented. WSS Master Plan and Strategy formulated and implemented.	Support the improvement of water services in Freetown and environs Completion of the rehabilitation of Bo, Kenema and Makeni Water Supply and Sanitation systems Development of a National Rural Water Supply programme. Support the improvement of Urban water supply services in Small towns, District Headquarter towns Preparation of an IWRM plan and WS&S Plan and Strategy

PILLAR 4: International Competitiveness				
KEY CONSTRAINTS	**STRATEGIC OBJECTIVES**	**KEY OUTCOME INDICATORS**	**STRATEGIC OUTPUTS**	**PRIORITY ACTIVITIES**
OVERALL GOAL: Increase Sierra Leone's international competitiveness				
Business regulatory systems needs to be streamlined.	Create a conducive business environment through institutional and regulatory reforms	Ranking in the World Bank Doing Business index Rating in the corruption perception index	Procedures for starting a business and tax payments streamlined One-stop-shops created in all district headquarter towns Enforcement of commercial contracts strengthened Timely issuance of construction permits Custom procedures and import-export port-clearing improved	Support the rationalization of municipal license fees and enable online registration of companies. Decentralize the Office of the Administrator and Registrar General Adopt a small-payer regime and strengthen the fast-track commercial courts
Scarcity of skilled labour force	Develop small and medium enterprises	Number of SMEs supplying to Foreign Companies Volume of trade of agricultural products, by area and district Number of SME owners trained	SME strategy developed, approved and implemented Improved access to markets for agricultural products and value addition Increased number of newly-formed viable cooperatives Improved transfer of knowledge and technology to local firms	Improve legal, regulatory and fiscal environment for SMEs Establish an SME Fund Create training programs and vocational schools for SME development Construct and rehabilitate growth centres and promote cooperatives.
Limited access to finance;	Increase the scope for private sector firms to access capital at affordable rates Reduce risks associated with lending to the private sector Promote financial savings and restore public confidence in the financial sector	Number of credit lines and loans available to the private sector from the commercial banking sector Number of SMEs accessing financing through SME fund	Increased and easier access to finance for SMEs Export Development Fund established and operational	Implement the Financial Sector Development Plan Support the establishment an Export Development Fund Promote export credit guaranteed scheme

PILLAR 4: International Competitiveness				
KEY CONSTRAINTS	**STRATEGIC OBJECTIVES**	**KEY OUTCOME INDICATORS**	**STRATEGIC OUTPUTS**	**PRIORITY ACTIVITIES**
Poor standards and quality assurance	Improve standards for exports	Number of accreditations by the SL Standards Bureau Number of businesses and enterprises exporting goods and services	Improved product quality for the internal and external markets Laboratory established for testing goods National Food Quality Bill implemented	Strengthen the Standards Bureau and establish a well-equipped Laboratory for testing of goods Develop and implement a National Food Quality Policy and Bill
Border procedures remain outdated and inefficient	Promote regional integration and trade facilitation	Volume of exports to ECOWAS and MRU	Increased revenue generation on duties collected at borders Increased volume of exports to ECOWAS and MRU countries	Construct shared border posts with neighbours Participate in the ECOWAS Trade Liberalisation Scheme and the Common External Tariff
Weak Infrastructure in Roads, Energy and Transport.	Improve the road network, by reconstruction, rehabilitation and maintenance of existing roads, and expand the system where feasible	Kms of roads enhanced to all weather condition	Construction of all on going roads project completed. Roads network expanded and maintained to reach neighbouring countries	Support the completion of on- going road projects and the construction of new roads projects
	Enhanced access to reliable and cost effective energy supply	MW of installed capacity Unit cost of electricity distribution MW of base load	Reliable electricity supply available in all district headquarter towns Energy sector unbundled and restructured with a regional power purchased agreement in place 600MW additional capacity installed	Rebuild the National Transmission and Distribution network and execute the West African Power Pool Undertake tariff study and expand Barefoot programme Explore new renewable energy potential for the longer term
	Improve international connectivity and reduce the cost of travelling and freight to Sierra Leone	No. of international travellers Volume of trade through port Volume of transport on strategic trade routes	New terminal constructed at Lungi Airport constructed and airport city design completed for a second airport Berthing facilities expanded and a second port constructed at Sulima Jetties and terminal buildings constructed nationwide	Construct another terminal building at Lungi Airport and second airport at Mamama Upgrade sea port infrastructure and construct second port at Sulima Construction and rehabilitations of jetties and terminal buildings.

PILLAR 5: LABOUR AND EMPLOYMENT STRATEGY				
KEY CONSTRAINTS	**STRATEGIC OBJECTIVES**	**KEY OUTCOME INDICATORS**	**STRATEGIC OUTPUTS**	**PRIORITY ACTIVITIES**
OVERALL GOAL: To encourage provision of productive and adequately remunerative employment opportunities, while improving working conditions for all who are available and willing to work, including vulnerable groups.				
Poor access to finance and high cost of credit especially among vulnerable groups	Provide access to financial services to the under-banked, economically active youth.	No. of bank credit and loans available to young people	MFIs to support Youth enterprise capacitated. New target schemes, village banks and loan association established. Youth savings culture strengthened	Build capacity of MFIs to support youth start-up enterprises Support the implementation of new targeted credit schemes and create village banks, and loan associations
Dissonance between the skills in demand in the changing labour market, and those produced by existing educational and training institutions	Improve skills development through expanding needs-oriented TVET especially among young men and women, to enhance employability and increase labour productivity	Number of enterprises owned by women and men, youths Number of women and men trained in TVET institutions in the country Number of women and men employed by SMEs	Women and men trained in basic business skills for the job market, vocational and technical skills increased. Increased qualified and technically skilled labour force An integrated curricula for skills development and training development and implemented Women and men trained in renewable energy, eco-tourism, sustainable land and water management	Develop market-oriented entrepreneurship programmes, focusing on training in priority areas for the youth Build technology development support networks and link institutions involved in technology development and innovation for enterprise development Scale up programmes for strengthening TVET for developing skills with strong market linkages Develop new curricula to integrate work experience, practical training and apprenticeship training Scale up the existing National Youth Programme Establish training relating to “green investments”
High level of poverty and unemployment, especially among the youth and vulnerable groups	Provide an enabling macroeconomic and sectoral policy environment for employment-generating investment	Number of young women and men employed Number of new jobs created	Increased employment and employment opportunities created.	support the creation of job opportunities in various sectors Establish a Youth Enterprise Fund

PILLAR 5: LABOUR AND EMPLOYMENT STRATEGY				
KEY CONSTRAINTS	**STRATEGIC OBJECTIVES**	**KEY OUTCOME INDICATORS**	**STRATEGIC OUTPUTS**	**PRIORITY ACTIVITIES**
		Percentage of jobs created for women		
Lack of up to date labour market data and absolute labour laws	Establish a comprehensive data base on employment statistics Improve and strengthen the legal and institutional framework for labour administration including labour market monitoring and employment policy implementation	Labour survey conducted	Ministry of Labour and Employment capacitated.	Develop mechanisms to ensure that benefits of employment interventions accrue equitably to women and men Review key sectoral policies, laws and regulations to identify obstacles to youth employment
	Strengthen the productivity and employment creation potential of the agricultural sector through youth involvement in prioritised agro-based value chains	Vulnerable youths trained and engaged in agriculture (number or rate) People working in agri-business activities (number or rate) People employed in agricultural cooperatives (number or rate)	Increased number of youth employed in the agricultural sector Increased number of youth engaged in technologically advanced agricultural production, agro-processing, and agri-business Increased number of agricultural cooperatives for the youth using improved technology More relevant training designed for the needs of smallholder and medium sized farms	Develop pilot projects designed to show-case youth success stories and role models in the agricultural sector Expose the youth to dynamic agro-based networks and cluster models, improving access to technology and methods of accessing agri-business advisory services and training. Establish agricultural cooperatives for the youth
Private sector is ineffective in absorbing young men and women into long-term gainful and decent employment	Establish a National Volunteer Service Corps as a mechanism for enhancing employment opportunities for inexperienced youth.	Number of volunteers engaged in development programmes	National Action Plan developed and implemented Increased number of volunteers involved in delivering development programmes Volunteer programmes and projects developed and implemented	Develop a National Volunteer Service Action Plan and a legal and regulatory framework on volunteerism

PILLAR 6: SOCIAL PROTECTION				
KEY CONSTRAINTS	**STRATEGIC OBJECTIVES**	**KEY OUTCOME INDICATORS**	**STRATEGIC OUTPUTS**	**PRIORITY ACTIVITIES**
OVERALL GOAL: To strengthen the coverage and cost-effectiveness of the social protection delivery system to ensure the most poor and vulnerable in Sierra Leone are afforded an equal opportunity to access basic services and mitigate risks				
Fragmented and uncoordinated mandates High gender disparity in poverty	Clarify and implement institutional roles and responsibilities	Number of people meeting minimum standard of social and economic security Number of laws and policies revised to account for gender, health, sexual and reproductive rights (GHSRR)	Child protection systems strengthened Social Protection Policy and Action Plan developed and implemented. Physically challenged Commission established GHSRR main-streamed in social protection laws and policies	Develop and implement a child and family welfare policy Establish an agency to implement the Social Protection Policy and Action Plan Establish a Commission for the physically challenged
Limited human resource capacity Children expose to abuses, violence, neglect and exploitation	Increased access to essential social services for the most vulnerable households and groups	Percentage of vulnerable people using facilities and care-givers Percentage of children without parental care	Family Support Unit (FSU) strengthened. Effective Alternative Care Unit established Case management and referral systems developed and implemented Child placement programme developed and implemented	Build capacity of staff engaged in delivery of social protection Formulate and implement policies for alternative care for vulnerable children, the aged in dire need, and other vulnerable groups Provide social welfare services with case management and support referral systems for vulnerable families
Inadequate facilities for the vulnerable and people with disability.	Define and provide basic social protection packages for disadvantaged children, women, girls, the aged, homeless and the disabled	Percentage of beneficiaries given subsidies for using health facilities Percentage of children using the subsidy card to attend school Percentage of children in public JSS receiving scholarships	Cash and in-kind transfer packages developed National Nutrition Policy developed and implemented Early childhood education instituted Increased number of vulnerable people and people in need covered Increased number of children from poorest households attending school on time Chronically sick covered and provided care	Provide cash and in-kind transfer packages as appropriate in education, health, nutrition and shelter for disadvantaged children, women, girls, the aged, homeless and the disabled Formulate and implement a National Nutrition Policy Institute early childhood education Subsidized basic healthcare package (BHP) provided to all in need Provide assistance to sick and elderly people with Palliative Care support programme

PILLAR 6: SOCIAL PROTECTION				
KEY CONSTRAINTS	**STRATEGIC OBJECTIVES**	**KEY OUTCOME INDICATORS**	**STRATEGIC OUTPUTS**	**PRIORITY ACTIVITIES**
High level of unemployment in vulnerable households	Improve livelihoods of poor and vulnerable households through income and employment generation	Increase in number of direct beneficiaries Female participation in labour intensive work	Labour intensive public works that include productive assets employ an increasing number of beneficiaries	Scale up the labour-intensive public works programme and cash and in-kind transfers for poor and vulnerable households.
Large portion of employment is informal, with workers without social security	Extend social insurance interventions to the informal sector and the physically challenged	Number of social insurance scheme beneficiaries	Social insurance scheme beneficiaries increased to include informal traders and informal sector actors	Extend social insurance interventions to incorporate the informal and social assistance interventions to the physically and mentally challenged, the aged, orphans, abused women and amputees
Weak early forecasting and early warning systems, exacerbated by poor urban planning	Strengthen community resilience	Higher agricultural production by vulnerable households	Resilience to natural disasters, weather and climate-related events enhanced In-kind transfers of agricultural inputs provided to food insecure communities	Improve weather services, early warning systems and enhance land use planning Pre-place emergency stocks Increase food production and reduction in food vulnerability among communities in areas covered by programme
Housing policies unable to meet housing need. Shelter situation deteriorated, particularly for the poor and most vulnerable.	Provide affordable housing	Number of people housed in new affordable housing stock Percentage of homeless beneficiaries provided with shelters	Access improved to safe and sanitary housing, through home ownership, rental, or temporary social assistance Increased number of homeless people provided with shelters	Explore options of providing housing for public sector workers, college graduates, unemployed and vulnerable groups

PILLAR 7: GOVERNANCE AND PUBLIC SECTOR REFORMS				
KEY CONSTRAINTS	**STRATEGIC OBJECTIVES**	**KEY OUTCOME INDICATORS**	**STRATEGIC OUTPUTS**	**PRIORITY ACTIVITIES**
PUBLIC SECTOR REFORM **OVERALL GOAL :An accountable end efficient public service, perceived as citizen-friendly, providing enhanced public services to all of the SL population**				
Missing middle in the public service grades 6-10; lack of focus on and ownership of results; uncompetitive remuneration and lack of measurable targets	To ensure a Public Service that is capable, gender-balanced, diverse, not over-sized, qualified, transparent and accountable, able to deliver its core functions in efficient manner assigned by government, which citizens trust and have confidence	Improved competitiveness and equity in Civil Service pay levels. Increased levels of qualified middle and senior level staff in the Public Service Improved performance and productivity of Ministries and individual public servants.	Civil Service grading structure based on relative job functionalities CSSC approval of Recruitment procedures developed by PSC in collaboration with HRMO. SC PSR Approval of Performance Appraisal and Performance Contract guidelines developed by HRMO and SPU. Completed performance contracts for each of the MDAs	Implement the pay and performance project Recruit the right type of personnel to fill all priority vacancies Conduct annual staff performance appraisals to ensure performance is of an acceptable quality Carry out joint evaluation of Ministries' performance by Government and non-state actors
Current supply of statistical data to GoSL is inadequate	To ensure that the country has a strong statistical system, responsive to decision-maker requirements, with well-coordinated statistical activities, up-to-date methodologies, reliable and timely data collection and elaboration techniques, processing and dissemination, and adequate administrative and infrastructural arrangements for effective and efficient delivery of statistical products and services	Latest date of review of laws and documents and comparability with international standards (expert assessment) Number of technical staff employed in SSL Number of indicators of AfP provided by SSL on a regular basis	Policy aimed at ensuring a strong statistical system, with a reliable National Statistical Office and a functioning National Statistical System among all institutions involved, in place and effective Human and technical capacity for the whole statistical system provided for a more effective statistical product and service delivery Effective data gathering, processing and data-banking system to provide information for planning, administering, monitoring and evaluating the economic, social, and demographic progress for the Agenda for Prosperity	Strengthen and capacitate existing statistical system with relevant and adequate staff training and equipment for effective service delivery Provide material and financial capacity building programmes including M&E and data management and dissemination facilities for national statistical system

PILLAR 7: GOVERNANCE AND PUBLIC SECTOR REFORMS				
KEY CONSTRAINTS	**STRATEGIC OBJECTIVES**	**KEY OUTCOME INDICATORS**	**STRATEGIC OUTPUTS**	**PRIORITY ACTIVITIES**
PUBLIC FINANCIAL MANAGEMENT **OVERALL GOAL: A more efficient and effective State management of public financial expenditures**				
Substantial new revenue streams from natural resources Increase the need for a tightly controlled fiscal environment	To ensure a more efficient, effective and sustainable macro-fiscal coordination and budget management	Macro-fiscal Coordination and Budgeting Management Reinforcing the Control System for Improved Service Delivery Sustainable and Capable Central finance Functions Enhanced financial Management in Local Councils	Improved macroeconomic, monetary and fiscal policy coordination and effective budget management Reinforced Revenue and Expenditure Control System for Improved Service Delivery Sustainable and effective Finance Functions at Central level Financial Management implemented in Local Councils Effective Project Coordination and Administration at Government level	Establish a credible and stable budget process, and a transformational public investment programme Complete the roll-out of IFMIS to major spending MDAs Implementation of the Petra Accounting Package in all local councils Establish a strong PFM strategy governance structure
Anti-Corruption Reform **OVERALL GOAL : A Public Service rid of corruption**				
Weak collaboration and political will from the MDA's in implementing the systems review recommendations Challenge to mobilize sustained public support for the ideals and philosophy of the anti-corruption campaign	Support the implementation of government's direct policy of strengthening the accountability regimen within the overall governance structure, including enhanced coordination arrangements mechanisms (involving both public, CSOs, and private sectors).	Corruption perception index No. of corruption cases brought to closure (including convictions) Revenues recollected and recovered by Government (amount) Number of ACC staff position filled and functional	An Increased level of public accountability, propriety and integrity as a result of our public education and outreach initiatives Recovery of Government resources consolidated Improved professionalism of the staff at Anti-Corruption Commission (ACC) with more professionals attracted and retained, especially in the areas of Investigations and prosecutions Updating and approval of the national anticorruption strategy and operational plan	Conduct public education and outreach activities Deepen the recovery of Government resources Invest in staff welfare and management Update the national anti-corruption strategy and plan Carry out PETS for key sectors

PILLAR 7: GOVERNANCE AND PUBLIC SECTOR REFORMS				
KEY CONSTRAINTS	**STRATEGIC OBJECTIVES**	**KEY OUTCOME INDICATORS**	**STRATEGIC OUTPUTS**	**PRIORITY ACTIVITIES**
			Public Expenditure Tracking Surveys for key sectors (especially roads, energy, health, education) carried out and completed	
AUDIT SERVICE REFORM, INTERNAL AUDIT AND NATIONAL PROCUREMENT AUTHORITY **OVERALL GOAL :Functioning, transparent and effective National Audit Service, State Internal Audit System and National Public Procurement Authority**				
Auditees fail to implement audit recommendations for improvement and do not deliver requested information in a timely manner Difficulties in attracting and retaining experienced and qualified audit staff Resistance to the procurement reform process	To achieve a strengthened and professionally qualified role of Auditing Services for better governance, included enhanced transparency and accountability of the use of public funds	Number of streamlined ASSL functions (expert assessment) Number of technical staff employed in ASSL Number of cases dealt by ASSL Perceived impact by audit functions by citizens (public perception survey)	Institutional functions of ASSL strengthened Professional capacity of ASSL increased Audit coverage expanded to 90% in 2015 Impact of Auditing Services felt by civil society	Complete construction of new offices; improve dialogue with Parliament to enact relevant legislation Attract and retain staff in line with the staff retention policy already developed Improve auditing capacity of ASSL
INTERNAL AUDIT DEPARTMENT **OVERALL GOAL: Providing independent and objective assessment and consulting services to add value and improve Government operations**				
Standard operating procedures are lacking in both central government and local councils The Internal Audit function in MDAs is often inadequate, and Audit Committees ineffective	Establishment and strengthening of independent and objective Internal Audit system and ensure strict adherence to control procedures introduced through statutes and instructions to safeguard public funds, assets and records of Government	Enactment and implementation of Internal Audit Act to strengthen the internal audit function to meet International Standards. Establishment of internal audit agency to coordinate the activities of internal audit in government so as to strengthen its independence.	Internal Audit Act A semi autonomous agency established, strengthened and functional Revised/updated internal audit manual completed, approved and launched The number of audit recommendations implemented by management.	Enact the Internal Audit Act Establish a semi-autonomous agency Revise the internal audit manual

PILLAR 7: GOVERNANCE AND PUBLIC SECTOR REFORMS				
KEY CONSTRAINTS	**STRATEGIC OBJECTIVES**	**KEY OUTCOME INDICATORS**	**STRATEGIC OUTPUTS**	**PRIORITY ACTIVITIES**
Absence of an audit manual for Local Councils; the manual for central Government is not user-friendly		Revision of internal audit manual to make it more user friendly and also to include local councils Effective monitoring of audit recommendations by audit committees.		
LOCAL GOVERNANCE INSTITUTIONS **OVERALL GOAL: A devolved administrative and governance system with efficient and effective local governments providing enhanced public services**				
Slow pace of the devolution process is hindering effective decentralisation which is yet to be anchored at the grassroots Unclear lines of management and accountability of devolved staff impede Local Councils in performing functions Poor performance in local own-source revenue mobilisation relative to revenue potentials leaves councils dependent on central government The Development Budget is yet to be devolved undermining the financing of the LGDG programme	An enhanced devolution policy organised around five areas: (i) fiscal and financial decentralisation; (ii) effective management and implementation of decentralisation policy; (iii) citizen participation, transparency and accountability; (iv) efficiency and effectiveness of local governments in local economic development, poverty reduction and service delivery; and (v) monitoring, evaluation and management information system	Perceived improvement of local governance in Freetown and other major urban areas (public perception survey) Perceived improvement of local councils subdivisions and devolution of functions (perception survey among local council officials) Perceived improvement of local councils governance (perception survey among citizens) Perceived improvement of local councils use of resources (perception survey among citizens) Diversity in representation (by gender, region and social groups) in local governance institutions Public spending at local level over total public spending	Improved governance of Greater Freetown area Periodic public perception index carried out (in Freetown and major urban areas) Representation of CSOs in the composition of the Local Councils Local council subdivision of the country improved Local councils empowered to create conducive environments to maximise local economic development Improved use of resources by coordinating organisations delivering public services at local level. Local Councils strengthened to coordinate service delivery and development in their localities.	Create a new council in Freetown Carry out the public perception index Improve local council subdivision of the country with more effective devolution of functions Enact legislation on local government finance and property taxation that establishes procedures for revenue collection and sharing between Local Councils and chiefdoms Strengthen fiscal decentralisation Strengthen Chiefdom and traditional administrations through the enactment of a new legal framework on chiefdom governance

PILLAR 7: GOVERNANCE AND PUBLIC SECTOR REFORMS				
KEY CONSTRAINTS	**STRATEGIC OBJECTIVES**	**KEY OUTCOME INDICATORS**	**STRATEGIC OUTPUTS**	**PRIORITY ACTIVITIES**
		Public perception survey on role of Chiefdoms Public perception survey on role of Paramount Chiefs	The decentralisation process shall secure the inclusiveness of all sectors of the community at all levels of local governance Effective fiscal decentralisation to local councils Enhanced institutional role recognised for Chiefdoms Enhanced role recognised to Paramount Chiefs	
JUSTICE AND THE JUDICIARY SECTOR, INCLUDING: JUDICIARY; POLICE; ARMED FORCES; PRISONS; OFFICE FOR NATIONAL SECURITY **OVERALL GOAL**: **To live in a safer, more secure and stable country with transparent, accountable, reliable and fair security and justice system**				
Only 21 Judges and 20 magistrates countrywide causes delays in the prosecution of cases Poor terms and conditions make it hard to attract quality staff Out-dated and ineffective systems impede case tracking; paper filing system has led to the loss of data.	To provide for a safer, more secure and stable country with a transparent, accountable, reliable and fair security and justice system	Number of cases heard by the Fast Track Commercial Court per month Length of case backlog at the High Court	Support provided to Local Courts and mediation efforts by Paramount Chiefs and other traditional rulers Support provided to Police Investigators and Prosecutors, support to the Director of Public Prosecutions Office Data management and monitoring and evaluation improved Itinerant Courts scheme is extended to all other Districts Legal Aid board equipped and set up Case backlog at the High Court reduced Judges, Magistrates, Police personnel and Prison officers trained on the Criminal	Improve capacity of and effective oversight for informal justice Improved Investigations and Prosecution Improved data management and monitoring and evaluation across both the justice and security sectors Improve the scope and efficiency of the work plans of the Itinerant Courts and ensuring that the scheme is extended to other Districts Implement the provisions of the Legal Aid Act 2012, Simplify procedures in the High Court to enhance efficiency in the administration of the courts and reduce the case backlog

PILLAR 7: GOVERNANCE AND PUBLIC SECTOR REFORMS				
KEY CONSTRAINTS	**STRATEGIC OBJECTIVES**	**KEY OUTCOME INDICATORS**	**STRATEGIC OUTPUTS**	**PRIORITY ACTIVITIES**
			Procedure Act Fast Track Commercial Court equipped and staff trained Awareness raised about the rights of marginalised group Guidelines developed to divert children away from the formal criminal justice sector Rehabilitation services and holding facilities developed for juveniles Rehabilitation services developed for prison inmates	Extend training across the board on the new Criminal Procedure Act to all key justice sector stakeholders Train and further equipping of the Fast Track Commercial Court Raise awareness of all justice sector stakeholders to provisions in the Child Rights Act, the Disability Act, the three gender acts, the Sexual Offences Act and other legal instruments that ensure the rights of marginalized groups Develop guidelines to divert children away from the formal criminal justice sector Develop rehabilitation services and appropriate holding facilities for juveniles Develop rehabilitation services for prison inmates
SECURITY SECTOR - POLICE; ARMED FORCES; PRISONS; OFFICE FOR NATIONAL SECURITY				
OFFICE FOR NATIONAL SECURITY				
Lack of regular and effective human resource capacity building for ONS/ CISU personnel Inadequate logistical support limiting the effective collection and coordination of intelligence and security		Percentage of ONS/CISU personnel provided with training	Capacity of the ONS/CISU strengthened Protective security measures in MDAs implemented National Security Policy and Strategy developed and validated Security of land and sea borders strengthened Intelligence collection capability increased	Strengthen the capacity of ONS/CISU personnel through provision of support for local and overseas specialist training/exchange programmes Efficient and effective implementation of protective security measures in MDAs Develop and validate a National Security Policy and Strategy to guide and enhance collaboration within the security sector

PILLAR 7: GOVERNANCE AND PUBLIC SECTOR REFORMS				
KEY CONSTRAINTS	**STRATEGIC OBJECTIVES**	**KEY OUTCOME INDICATORS**	**STRATEGIC OUTPUTS**	**PRIORITY ACTIVITIES**
Inadequate personnel strength in enhancing Central Intelligence and Security Unit (CISU) operations			Strong civilian-led security coordination architecture Effective coordination and management of disasters	Strengthen security of land and sea border territories to reduce border threats Ensure deployment of CISU personnel in the sub-region to increase intelligence collection capability Strengthen capacity of the ONS to effectively coordinate and ensure a strong civilian-led security coordination architecture Transform the Disaster Management Department (DMD) of the ONS into a statutory agency in order to ensure effective coordination and management of disasters
The Sierra Leone Police				
Lack of trained specialists such as pathologists, forensic experts and cyber-crime investigators Need to improve conditions of service and personnel welfare	Strengthen local needs policing and support intelligence-led policing	Community perception of local needs policing	Intelligence-led policing/scientific support to criminal and gender based violence investigations developed Strengthened community engagement and involvement in policing (Local Needs Policing) Improved human resource and logistics capacity Personnel welfare and conditions of service improved	Develop intelligence-led policing/scientific support to criminal and gender based violence investigations Expand local policing and access to justice Improve human resource and logistics capacity Improve conditions of service
The Republic of Sierra Leone Armed Forces (RSLAF)				
Non-availability of air assets to capacitate its Air wing Need for armed personnel carriers to ensure easy	Maintain the sustainability of peace, security and development in Sierra Leone Enhance RSLAF's effective participation in peace keeping operations in other parts of the world	Number of military personnel trained for civilian livelihoods Number of ships impounded for illegal fishing activity Number of pilots trained	Air assets procured and pilots retrained Soft skinned vehicles procured	Provision of Air Assets and retraining of pilots. Provision of more soft-skinned vehicles for troops and logistics. Improve on the Peace Mission Training Centre and secure equipment for Peace Support

PILLAR 7: GOVERNANCE AND PUBLIC SECTOR REFORMS				
KEY CONSTRAINTS	**STRATEGIC OBJECTIVES**	**KEY OUTCOME INDICATORS**	**STRATEGIC OUTPUTS**	**PRIORITY ACTIVITIES**
mobility of troops and logistics Inadequate dwelling accommodation for RSLAF personnel Poor logistics support for peace keeping operations Inadequate medical facilities for personnel and medical administration Lack of training for serving personnel for civilian livelihoods Lack of patrol vessels and platforms required to patrol the EEZ			Peace Mission Training Centre improved Maritime Training Facility established Ship secured for IEZ/EEZ ICT equipment acquired Military personnel retrained for civilian livelihoods Medical facility improved Senior Staff Training Centre established	Operations (PSO). Establish Maritime Training Facility. Secure a ship for IEZ/EEZ capability. Acquire ICT equipment Retrain military personnel for civilian livelihoods Improve medical facility Establish Senior Staff Training Centre
Sierra Leone Prisons Service				
Overcrowding in prison institutions and poor water and sanitation facilities especially the Freetown Central Lack of a proper prisoner re-integration process, including lack of a half-way home and start-up kits for discharged inmates Lack of tools, equipment and machinery to engage prisoners in developing skills	Protect society from criminals and keep inmates in secure and humane conditions Facilitate the rehabilitation of in-mates and their re-integration into society	Prison officer/prisoner ratio Percentage of discharged inmates provided with skills training	Enactment of the Sierra Leone Correctional and Inmates welfare Bills Inmates prepared for job opportunities on discharge International prison officer/prisoner ratio standard met Sick bays established in all prison institutions 200 acre of land acquired for a new maximum security prison	Enact the Sierra Leone Correctional and Inmates welfare Bills Provide skills training to inmates that prepare them for job opportunities after discharge Recruitment of personnel to meet the international prison officer/prisoner ratio standard as well as recruiting nutritionist and medical personnel to attend to inmates and establishment of sickbays Acquisition land for the construction of a new maximum prison and construction of 2 bore holes at Freetown Central Prison; increase the height of the perimeter fence

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KEY CONSTRAINTS	**STRATEGIC OBJECTIVES**	**KEY OUTCOME INDICATORS**	**STRATEGIC OUTPUTS**	**PRIORITY ACTIVITIES**
National Fire Force				
Inadequate fire stations and engines to meet growing urban demand Inaccessibility of some communities due to the poor town planning Severe traffic congestion impedes response to fire outbreaks Lack of and damage to hydrants in many parts of the city create severe difficulties for fire-fighting operations	Enhance the capacity of the National Fire Force through training, improvement of terms and conditions of service, and provision of adequate logistics, fire appliances and equipment	Number of fire stations Number of fire engines Urban coverage of fire hydrants and static water tanks	Fire stations constructed in Freetown and all District Headquarter towns Fire engines and equipment provided for all fire stations Access for fire fighting teams provided to communities Hydrants and static water tanks provided in Freetown and all district headquarter towns Fire Safety Bill implemented Fire Training School developed	Construction of Fire Stations in other parts of the city and the remaining District Headquarter Towns. Provide fire engines and equipment (including rescue equipment) for these stations, with well developed communication system. Provide access to communities through facilitating decongestion of human and vehicular traffic and rehabilitating access roads to key communities Provide more hydrants to cover the city and the provincial headquarter towns and construct static water tanks in certain parts of the city and the provinces. Enact the Fire Safety Bill. To fully develop the Training School and capacitate training facilities within the National Fire Force to improve its human resource capacity.
CONSOLIDATION OF THE DEMOCRATIC PROCESS				
HUMAN RIGHTS **OVERALL GOAL :To increase the degree of confidence in the electoral institutions and whether citizens feel they can have a say in key decisions that affect their vital interests**				
HRCSL lacks human and financial capacity	To increase confidence by citizens in the political system's ability to deliver inclusivity and effective representation	Percentage of TRC, APRM and UPR recommendations implemented	TRC, APRM and UPR recommendations fully implemented Number of staff working on monitoring and evaluation increased and training on operational logistics provided Public officials trained and training	Support Government fulfil its international treaty body obligations to UPR, APRM and African Charter and other Treaty Bodies Strengthen the quasi-judicial functions of the Commission Strengthen monitoring and research functions of the Commission

PILLAR 7: GOVERNANCE AND PUBLIC SECTOR REFORMS				
KEY CONSTRAINTS	**STRATEGIC OBJECTIVES**	**KEY OUTCOME INDICATORS**	**STRATEGIC OUTPUTS**	**PRIORITY ACTIVITIES**
			manuals developed. Regular radio programmes aired	Improved human rights culture Promote the right to equality and non-discrimination
NATIONAL COMMISSION FOR DEMOCRACY				
Challenge of decentralisation so that the commission can operate at every district, chiefdom, section and ward	Facilitate the creation of an enlightened, peaceful, democratic and just society in which citizens are empowered to enjoy their civic and human rights, and discharge their responsibilities with an attitude conducive to National Unity and development	Percentage of schools teaching civic education	PSRU's recommendations in the functional review implemented Civic education re-introduced into schools	Provide institutional strengthening Champion the re-introduction of civic education to schools and to the young, as well as disseminate messages of peace and national unity

PILLAR 8:GENDER EQUALITY AND WOMEN'S EMPOWERMENT				
KEY CONSTRAINTS	**STRATEGIC OBJECTIVES**	**KEY OUTCOME INDICATORS**	**STRATEGIC OUTPUTS**	**PRIORITY ACTIVITIES**
OVERALL GOAL :To empower women and girls through enhanced and more accessible education, participation and representation in decision making, access to equal justice and economic opportunities				
Entrenched patriarchy, cultural beliefs and practices remain a hindrance to advancement of women and girls Institutional and technical capacity of MSWGCA still remains a challenge due to limited staff and their adequate training and experience Absence of gender responsive budgeting at national and local levels Lack of gender disaggregated data Lack of adequate M & E Framework	To increase women's participation and representation in decision making and leadership in the public sector, including security and local councils, and private sector	Number of women appointments in management level positions meeting the AAP threshold of 30% representation in public sector and the Security and Private Sectors, and local councils. Public perception survey on gender issues among civil servants Gender mainstreamed in performance contracts Number of women in Chieftaincy Number of gender-sensitive policies, action plans, laws and regulations approved	Increased number of women appointments in management level positions meeting the AAP threshold of 30% representation in public sector and the Security and Private Sectors, and local councils. Enhanced public awareness around women's leadership. Enhanced knowledge and practice of gender mainstreaming. Performance Contracts for senior staff gender-mainstreamed Greater participation by women in constitutional and referendum process and judicial review Increase women's participation in the institution of Chieftaincy. National gender machineries strengthened for coordination, implementation and monitoring and evaluation of laws, policies and commitments on gender equality Strengthened MSWGCA on gender issues, with stronger links with CSOs, an M&E and reporting mechanism established Analytical capacities and tools developed to incorporate gender equality in national budgeting process.	Enactment of the minimum 30% quota for women to include the establishment of the National Women's Commission Development of National Gender policy to include mainstreaming and advancement of women. Strengthening the Coordination and capacity for Gender Mainstreaming and policy implementation by the National Gender Machinery Development of a comprehensive National Gender Policy

PILLAR 8:GENDER EQUALITY AND WOMEN'S EMPOWERMENT				
KEY CONSTRAINTS	**STRATEGIC OBJECTIVES**	**KEY OUTCOME INDICATORS**	**STRATEGIC OUTPUTS**	**PRIORITY ACTIVITIES**
OVERALL GOAL : To empower women and girls through education, participation in decision making, access to equal justice and economic opportunities by 2017				
Full domestication of International and Regional Instruments such as CEDAW, AU Protocol Weak Implementation and enforcement of the laws, policies and plans developed and enacted	To strengthen prevention and response mechanisms to violence against women and girls (VAWG)	Number of reported cases of domestic violence, rape, sexual assault Percentage decrease in backlog of VAWG cases reported to police/ Family support Units and courts. Proportion of prosecuted VAWG cases that resulted in a conviction	Prevention and Response mechanisms to VAWG are strengthened, including enhanced knowledge and skills of the judicial and the security officials to respond to VAWG Implementation and Reporting requirements on international and regional instruments (CRC, SCR1325, CEDAW& AU protocols) supported	
		Number of laws and action plans implemented	Laws, policies and strategies to prevent and respond to VAWG strengthened and implemented Reduce under-age initiation/rites of passage for girls	Enactment of law against underage initiation rites of passage for girls
OVERALL GOAL : To empower women and girls through education, participation and representation in decision making, access to equal justice and economic opportunities				
	To improve conducive business environment for women through greater access to finance and capacity development	Percentage of available credit, financial and technical support services going to women/men from government and non-government sources (e.g. % of TDF, women's fund) Number of female led business in the energy sector Number of CSR-based partnerships targeting women's access to finance and capacity development	Access to finance for women expanded Policies, regulations, practices reviewed and adopted to address gender barriers to business development and growth for women entrepreneurs Young and aspiring women entrepreneurs and their networks build capacities to engage in business development Women's participation in energy sector and access to clean new and renewable energy promoted Corporate Social Responsibility based partnerships or initiatives targeting women's access to finance and capacity development are encouraged Regional integration for women-led businesses enhanced	Establishment of Women's Empowerment Fund specifically for Education, Promoting female entrepreneurship and political participation

PILLAR 8:GENDER EQUALITY AND WOMEN'S EMPOWERMENT				
KEY CONSTRAINTS	**STRATEGIC OBJECTIVES**	**KEY OUTCOME INDICATORS**	**STRATEGIC OUTPUTS**	**PRIORITY ACTIVITIES**
	To reduce socio economic barriers in education and provide support for formal and non-formal institutions	Number of girls completing primary and secondary schools Ratio of female to male enrolled in secondary and tertiary education Teenage mothers (% of women ages 15-19) who have had children or are currently pregnant) Public perception survey on gender and education issues	Barriers for girls in completing primary and secondary school reduced Access to higher education and lifelong learning improved for women Decreased teenage pregnancy rate Gender-sensitive institutional mechanisms strengthened	Establishment of Free tuition from Primary to through Senior Secondary School for girls Coordination and implementation of the multi-sectoral strategy to reduce Teenage Pregnancy