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PEACE & SECURITY DEPARTMENT
CONFLICT MANAGEMENT DIVISION

REPORT of the MULTIDICIPLINARY TEAM of EXPERTS' MISSION
to SIERRA LEONE, 2 – 8 FEBRUARY 2009

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ACKNOWLEDGEMENT

In submitting the attached Report, the 20 member Multidisciplinary Team which we were indeed privileged to lead to Sierra Leone and Liberia from 2 to 22 February 2009 wishes to register from the outset, its deep appreciation for the trust our continental institution first placed in us in requesting us to proceed to these two war-affected countries with a view to assessing their needs and coming up with concrete measures whereby the AU could support their post-conflict reconstruction and development efforts.

That the task, however daunting and complex, could have been carried out unimpeded within the time period we were assigned, we surely owe it to the vision, the open-mindedness and the determination of the able leadership of the two countries whose concrete, albeit discreet, support never failed the Mission throughout its stay in the sub-region. We have been particularly sensitive to the honour they extended to the Team by receiving it in audience and sharing with it their own vision and wisdom, the pertinence of which could hardly be overemphasized. May they kindly accept once again, the heartfelt expression of our gratitude.

Our thanks also go to the members of the two cabinets and their collaborators at all levels who never spared their time and professional knowledge to provide the Team with all the information and documentation it required. The same goes for the members of the civil society organisations (CSOs), members of the opposition political parties and representatives of the international community, whose open and honest insights, based on their close observations of the local scene, proved of invaluable assistance to the Mission. We hereby wish to assure them that their views and advice would be faithfully reflected in the Mission's findings. Let them all be thanked again for their constructive contributions.

In closing, the Head of the Team further wishes to put on record his particular appreciation for the professional approach as well as the hard work displayed by the members of the team as a whole. Their staunch and solid commitment to the cause was central to the success of the Mission.

It is the Team's earnest hope that their efforts will be given the concrete and robust follow up that it deserves if the credibility and good reputation of our institution should be upheld in this sub-region. In this vein, the AU Commission may consider the possibility of setting up an *ad hoc* mechanism to ensure the monitoring and implementation of the recommendations made in collaboration with the Governments of Liberia and Sierra Leone, ECOWAS and the Mano River Union (MRU). The African Union Liaison Office in Liberia (AULOL) must also be strengthened, both in terms of its human resource capacity and logistics, to oversee the implementation of the AU's Post-Conflict Reconstruction and Development (PCRD) programmes in both countries.

I. INTRODUCTION

1. Sierra Leone is currently going through the ordeal of addressing the legacies of several years of a brutal civil war, which began in 1991 and ended in 2002. Like wars elsewhere, thousands of lives were lost and more than two million people were displaced either as refugees or as internally displaced persons. In addition, the war led to state and societal collapse; it impinged upon the country's economy and destroyed its infrastructure.

2. Therefore, the immediate post-conflict governments have inherited enormous security, political and socio-economic challenges that must be addressed in order to create the basis for secure environment for the pursuit of the difficult, complex and politically sensitive tasks of post-war reconstruction and peacebuilding.

3. So far, progress has been made towards the consolidation of its post-conflict reconstruction and peacebuilding efforts. As outlined throughout this report, the government and international partners are making strides towards improving the security environment through security sector reform and other activities; efforts are being made towards ensuring good governance and delivery of justice throughout the country; provision of basic social services; and economic renewal. Efforts in this direction are enshrined in the country's poverty reduction strategy, which provides a general policy framework for post-war reconstruction and peacebuilding.

4. Despite these laudable and commendable efforts, like other post-conflict societies, Sierra Leone is still plagued by enormous challenges. For example, most institutions are engulfed by problems such as weak capacity and inadequate human resources; the basic infrastructure is not adequate in most institutions; there is high unemployment particularly among the youth, which constitutes a sizable portion of the country's population; the economy has not fully picked up in order to remain steady but is rather registering downward economic growth rate from 7% in 2007 to a projected 6.5% in 2009. The agricultural sector is central to the economy with more than two-thirds of the population deriving their livelihood from it; and even though the country's Diaspora is making contribution towards socio-economic reconstruction, it continues heavily to rely on external actors for most of its post-war reconstruction and peacebuilding efforts.

5. While the role of external actors have been very significant in getting the country to where it is today, there are growing fears about sustainability after the assistance of the donors has phased out. Certainly, external actors will continue to play a role in the national recovery of Sierra Leone but there must be strategic interventions that could strengthen its capacity, a major challenge that limits local leadership in some areas. The African Union (AU) has a critical role to play in this direction.

6. In recognition of the difficulties and challenges facing the country and the need to ensure that it avoids a relapse into conflict, the AU despatched a multi-disciplinary team of experts to visit the Republic of Sierra Leone from 2 to 8 February 2009 in order to conduct an assessment of the post-conflict situation in the country. The team was also mandated to come up with concrete recommendations on the nature of assistance that the AU and its

Member States could provide to the country within the framework of the Post-Conflict Reconstruction and Development (PCRD). The AU expert team was drawn from African countries and organisations such as Nigeria, Ghana, ECOWAS, NEPAD, AfDB and the UNECA. They were ably supported by officers from various departments of the AU and the AU Liaison office in Liberia. The team was led by Ambassador Dr. Attalla Hamad Bashir, former Executive Secretary of IGAD, with Mr. Peters Albert-Alain, former Director of the UNHCR's Africa Bureau as deputy head of the team.

7. Against the backdrop of the above, Sierra Leone constitutes one of the test cases for the implementation of the AU's PCRD. The lessons learnt from this country's experience could be very useful for any future AU's intervention in other post-conflict situations in Africa.

METHODOLOGY

8. In line with the above, the team organised itself into clusters based upon the various issue areas specifically enumerated in the Mission's terms of reference namely the security sector, governance and the rule of law, the Judiciary, as well as the socio-economic sector. The socio-economic cluster covered issues such as the youth unemployment, health, education, and livestock production and agricultural extension services. Both the Gender and Civil Society were noted as cross cutting issues, which every cluster was specifically advised to pay attention to. Accordingly, conscious effort was made to ensure that the specific groups dealing with the gender issues were consulted in the country by a member of the team that was conversant with those issues.

9. The multi-disciplinary expert team used diverse methods in conducting this assessment. Discussions were held with people from diverse professional, social and political backgrounds. Those consulted during the assessment mission included the President of the Country, parliamentarians, members of cabinet, members of the Judiciary, heads of relevant National commissions such as the Anti-Corruption Commission (ACC), representatives of the donor community, and the Civil Society Movement of Sierra Leone (See *list of people consulted in Appendix ii*). The team also used the available reports and literature on the current situation in Sierra Leone. These included annual reports, the poverty reduction strategy paper, donor reports and others.

STRUCTURE OF THE REPORT

10. This report is divided into four parts including the introduction, Needs Assessment comprising the specific reports on (the Security Sector; Governance and Rule of Law; the Judiciary and Socio-economic Issues, and the specific reports on the Security Sector, Governance and Rule of Law, the Judiciary, Socio-Economic issues), General Conclusions and Annexes. Each of the specific reports contains an overview, key findings, observations and conclusions, followed by the team's recommendations broken down into short, medium term, and long-term for action by the AU and its Member States.

II. NEEDS ASSESSMENT

i. Security Sector

a. Overview

11. In post-conflict Sierra Leone, the issue of security and security sector reform has been an integral part of the overall post-war reconstruction and peacebuilding. It is to this effect that the United Nations Mission in Sierra Leone (UNAMSIL) was established by the UN Security Council as a peacekeeping force in order to support the peace process in the country.

12. Even though UNAMSIL withdrew in 2005, its presence created relative calm and security in the country. The security sector of the country has also benefited from support by the UK Department for International Development (DfID) in the areas of training, mentoring, management development as well as technical and policy advice.

13. However, the restoration of sustainable peace and stability will require meeting the broader human security needs of the people. As a country emerging from the war, Sierra Leone will need to address those issues that could easily lead to a possible relapse into conflict. This is why there is concern about accusation reportedly made in an open letter to the Government by soldiers in January 2009 about marginalization and 'tribalism' in the Sierra Leone Armed Forces (SLAF). (I am afraid this formulation may need to be rephrased for easier reading)

14. The other threats to the relative security in the country include the high number of unemployed youth and the poor social and economic conditions in the country.

15. This section of the report covers the Armed forces, the Police, immigration, customs, prisons service, and the Office of National Security (ONS, which constitute the core elements of the country's national security architecture.

b. Key Findings

16. Currently, the **armed forces** of Sierra Leone have a total strength of 10,500. However, there are efforts underway to bring that number down to 8,500 with the support of the International Military Advisory and Training Team (IMATT). Those to be affected by this measure included people that were wounded in combat; the mentally and chronically ill; and those who may have reached the retirement age of 55 years or have voluntarily retired.

17. Like other institutions in Sierra Leone, the armed forces are faced with financial and logistical challenges including inadequate supply of fuel and lubricants to operate their vehicles and other machines, and deplorable living conditions in the barracks including lack of safe drinking water and health facilities.

18. In the case of the **Police**, it has strength of 8,070 personnel. It is decentralised and has highly educated officers in the service. Out of the 12 Assistant Inspectors General that support the Inspector General of the Police

(IGP) only 2 are females. The effective work of the Police has led to the decrease of the crime rate. However, the Police are faced with a crying need for sophisticated scientific detective machines such as DNA and finger print machines; and logistical problem such as inadequate patrol vehicles, communication gadgets, and computers.

19. The Sierra Leonean **prisons service** remains one of the most marginalised and neglected elements of the security sector. It has 1,047 staff and suffers from a dire lack of infrastructure, logistics, medical facilities and others. The central prison at Pademba Road has poor health standards with inmates living in overcrowded conditions because of delays in trials caused by the inability of the Judiciary to render speedy or fast track trials as well as a steady increase in the number of new arrests for crimes.

20. A considerable number of the personnel of the service have never undergone any training but learned their skills on the job; it lacks funds adequately to care for the inmates. Moreover, there are no medical facilities on the premises; there are neither communication gadgets nor adequate vehicles for operational use.

21. The country's **immigration service** patrols 50 border posts throughout the country and has the strength of 150 personnel. Like other security services, the immigration service faces serious challenges and problems such as an acute shortage of manpower let alone the fact that more than 95% of the personnel have no formal immigration training. The number of patrol vehicles and motor bikes is inadequate; and there are no computers, no security scanning machines and no communication gadgets.

22. The **customs** are responsible for the domestic revenue management. The customs also have an inadequate number of patrol vehicles or boats. Furthermore, there are no security scanner to easily detect drugs and other related substances. This makes it difficult to address the challenges of transborder criminal activities such as drugs smuggling, which is on the increase in the sub-region. Although a Preventive Services and Special Duties (PSSD) unit has been created, this has not prevented the increase in smuggling.

23. The **Office of National Security (ONS)** serves as the overarching intelligence body in the country. However, the ONS suffers from a number of problems and challenges including the following: inadequate support to enhance its capacity to provide timely assessment of the security situation in the sub-region. This requires human and material resources. Like other agencies it does not have sufficient modern gadgets to enhance the efficiency and effectiveness of its work; no adequate funding, no vehicles in adequate number for its operations, no office equipment.

24. Finally, the UN office in Sierra Leone is working with the country's police and army in order to enhance **gender** mainstreaming in keeping with UN Resolution 1325. They are also working towards developing and strengthening policies and procedures relating to sexual harassment, discrimination and abuse in the work place.

c. Observations and Conclusions

25. Against the backdrop of the above, it is apparent that while the security situation in the country is relatively calm, the recent developments within the army leave much to be desired. In addition, there is concern about the current state of security in the Mano River Union, which has the potential of adversely impacting on the security of the individual member -countries.

26. The security sector is plagued by enormous logistical, infrastructural, human resource and financial problems that cut across all of its agencies. While there is potential for an effective parliamentary oversight of the security sector, the body's own weaknesses make it difficult to perform its task.

27. Efforts should be made to address the problems besetting the security sector, if Sierra Leone should continue to enjoy the relative calm that prevails in the country. The AU and other external actors can play a significant role in this direction by providing support towards strengthening the capacity of these institutions. Security is too important to be left unattended after conflict in countries like Sierra Leone.

d. Recommendations

28. In the light of the above, the following recommendations are made for action by the AU, its Member States and other interested actors for action.

Short Term

- The AU and its Member States should support the manpower development of the security sector of Sierra Leone. This can be achieved through the provision of funds and the offer of training in other Member States.
- The AU and its Member States should assist with logistical and infrastructural support including boots, uniforms and vehicles for operational activities; office equipment; and communication gadgets. The AU and its Member States should also assist in the provision of patrol boats for the customs in order to enhance their efficiency in combating drugs and arms smuggling;

Medium Term

- In the medium term, there is a need for support in the following areas: provision of forensic laboratories for the Police; and provision of scanners for the immigration service.

Long Term

- In the long term, AU could advocate on behalf of Sierra Leone for the renovation and construction of infrastructure that will facilitate the work of the various agencies of the security sector.

ii. GOVERNANCE

a. Overview

29. The successive governments of Sierra Leone have made efforts aimed at ensuring democratic governance but the country continues to face serious challenges in this area. For example, an Anti-Corruption Act was adopted in 2000 and subsequently, an Anti-Corruption Commission has been established but the issue of corruption remains a major challenge and a threat to the stability and socio-economic progress of the country; and it undermines state legitimacy. It is worth indicating that the country is also party to various International Conventions such as the UN Convention Against Corruption (UNCAC, 2003), and the African Union Convention On Preventing and Combating Corruption (Maputo, 2003).

30. In addition, a Law Reform Commission and Human Rights Commission have been established in order to respectively address the issue of outdated legislation and human rights violations. Further, a Local Government Acts has been enacted in order to promote decentralisation. While all of these are encouraging signs that there is political will and commitment on the part of the government and international partners to promote democratic governance, much remains to be done in order to strengthen the governance systems of the country.

31. This section of the report therefore covers six crucial and inter-related areas of governance including the following: local governance, corruption, parliament, human rights, elections, and good governance.

b. Key Findings

32. During the assessment exercise, the team observed that in the area of **local governance**, there are a number of concerns and efforts are made to ensure democratic participation on the broader scale. These include but are not limited to the following: a) an increasing number of civil society organisations are participating in the peacebuilding processes including advocacy on gender issues; b) it has become difficult to retain people in the local councils because of low remuneration packages; c) a Local Government Act was adopted in 2004, which continues to co-exist with various local council laws that contradict the former; and d) financial constraints.

33. The issue of **corruption** remains a major headache for the country and its people. Donors are reported not to disburse the total amount of the funds they may intend to spend in the country as a result of because of the prevailing corruption. Indeed Corruption continues to undermine the development of the private sector, which is generally known to act as the engine of growth. In the face of such realities, the Anti-Corruption Commission (ACC) is not fully capacitated to address this burning issue. On the whole the staff of the ACC lack professional training; th Commission is ill equipped to conduct investigations and subsequently prosecute those involved in corrupt activities. A relatively limited number of prosecutions were effected; again these prosecutions were regarded as insignificant.

34. One of the litmus tests of democratic governance is the capacity and independence of the **Parliament**. In Sierra Leone, the terms and conditions of

service of the Parliament are poor including low wages; inadequate staff (e.g. there are three clerks serving 32 parliamentary committees); inadequate equipment (two computers and one photocopier for the entire parliament); no Internet facilities; and no vehicles. As a result, the parliamentarians find it difficult to even visit their constituencies or carry out outreach missions. The other finding of the team was that about 80-90% of the parliamentarians are new and therefore their knowledge of parliamentary procedures needs to be strengthened. The same applies to their research and IT skills.

35. The observance of **human rights** also constitutes an important ingredient of democratic governance and rule of law. Since the end of the war, a Human Rights Commission of Sierra Leone (HRCSL) has been established by an Act of Parliament in 2004 in order to promote human rights in the country. However, like other institutions in the country, it faces challenges of human resource and financial capacity.

36. One of the successes of Sierra Leone has been its ability to conduct free and fair presidential, parliamentary and local government **elections** since the end of the conflict. Increasingly, a culture of multi-partyism is maturing in the country. In the last elections, the ruling party was defeated without problems such as post-elections violence, which have been the hallmark of some elections in the continent in recent times. Nevertheless, in order to make laudable strides in the future, the National Electoral Commission (NEC) will need to overcome some of its major constraints. Currently, the NEC does not have adequate offices and storage facilities at the national and regional levels; there are inadequate office equipment and furniture for the national and regional offices; The Commission is therefore highly donor dependent for its work. Indeed about 85% of its budget is funded by the donors.

37. Finally, civil society groups do play a role in assessing whether the successive governments are observing **good governance**. One of the leading groups involved in this exercise is the Campaign for Good Governance, which is noted for its role in reminding governments about their obligation to be transparent and accountable; and encouraging ordinary citizens to engage their leaders on governance issues.

c. Observations and Conclusions

38. Against the backdrop of the above, it is important to stress that in the various areas or issues discussed above; there are cross-cutting challenges and issues that must be confronted in order to strengthen democratic governance and rule of law. These include but are not limited to weak institutional capacities; financial constraints; poor infrastructure and human resource base and the need for training.

39. The conclusion can be made that both the government and its external partners should make every effort to ensure that institutions of governance are strengthened in order for them to play their respective roles at the national and local levels; more specifically, given their critical role in promoting transparency and accountability, the Parliament, the ACC, the NEC and the Human Rights Commission deserve particular attention. The participation of every sector of the society in governance issues is also critical to ensuring that the basic tenets of democratic governance are adhered to including

accountability, transparency and rule of law. Political commitment, transparency and concrete measures are important in the fight against corruption.

d. Recommendations

40. In the light of the above, the following recommendations are made for consideration by the AU and other interested actors for action.

Short Term

- Assist in building and strengthening the capacity of national and local governance institutions in order to ensure that they perform their duties effectively.
- The AU should recruit a consultant to draft the country's report as agreed under the terms and conditions on the Solemn Declaration on Gender Equality in Africa (SDGEA). It should also provide technical and financial support for the popularization of the Local Country Act, which advocates for gender parity in the local councils.
- Provide IT equipment and training of staff for all of the above institutions in order to cope with the existing challenges of democratic governance and rule of law.
- Advocate with the donors for the rebuilding or refurbishing of the damaged infrastructure belonging to local government bodies.

Medium/Long Term

- In the long term, advocate for the building of new infrastructure to address the lack of office space for most of the institutions of governance.
- Assist in establishing and equipping a library and documentation centre for the Parliament, HRCSL, ACC and other bodies.
- Encourage the Government to review the Local Government Act and repeal all laws that continue to contradict and complicate the implementation of the new 2004 Act. Through the review process, one would expect that the roles and responsibilities of chiefs and councillors will be clarified.

iii. THE JUDICIARY

a. Overview

41. Led by the Chief Justice, the Judiciary in Sierra Leone consists of the Supreme Court, the Court of Appeal, the High Court, the Magistrate Courts and the local courts. Justices of the Peace have been appointed to facilitate the work of the judiciary.

42. Since the end of the conflict about a decade ago, the successive governments have made laudable progress in improving access to affordable and equitable justice for people, particularly the poor, vulnerable and marginalised groups. Through support under the Peacebuilding Fund (PBF),

the Judiciary has disposed of 686 backlog cases by September 2008; it is restoring the rule of law, and decongesting the prisons. Nevertheless, as at 30 November 2008, there were 1140 inmates at the Central Prisons at Pademba Road as against its original capacity of 324.

43. In addition, in order to facilitate the delivery of justice throughout the country, a Justice Sector Reform Strategy has been formulated spearheaded by the Justice Sector Coordination Office (JSCO), which is located within the Ministry of Justice.

44. One of the litmus tests of a democratic society is the independence of the judiciary. From our findings, the Judiciary of Sierra Leone is relatively independent. This is manifested in the security of tenure of the members of the Judiciary, particularly judges. Judges are appointed with the advice and consent of the Parliament and they are not easily removed from office at the will of the President. Their tenure is enshrined in the Constitution of the country and they serve up to 65 years of age before retiring. This applies to the Supreme and High Courts and to the Appeal Court. Magistrates do serve up to 60 years of age but unlike the judges who are approved by the Parliament, they are appointed by the Chief Justice and not the President.

45. Nevertheless, one of the difficulties for the Judiciary is that it is subject to quarterly budgetary allocation from the Ministry of Finance in order to operate; the Judiciary is not 'self-accounting' and this has implications on its independence.

46. Like other institutions, the Judiciary is engulfed by enormous problems and challenges. These range from inadequate human resource to weak infrastructure, inadequate training opportunities and weak capacity, and poor financial base.

b. Key Findings

47. Inadequately trained manpower constitutes a major challenge for the Sierra Leonean Judiciary. For example, although each District should have a Resident Judge, the situation now is that there is a judge for every region. Thus, in some cases, there is one resident judge covering more than four to five districts. This has implications for the way in which people have access to the justice sector.

48. Currently, there are 18 Magistrates and 21 judges throughout the country. Two of the judges are from the Gambia. In terms of gender distribution, there are 7 females judges out of the 21 judges in the country. The current Chief Justice of the Supreme Court is a woman. There are only two women magistrates. In pre-war Sierra Leone, there were 26 prosecutors but today there are only 8 of them and 1 consultant.

49. Only two lawyers have expertise in drafting legislation and all of them are foreigners. The country has only one trained forensic expert. In an effort to address this shortage of trained human resource, under the PBF about 15 Legal Executives have been successfully trained.

50. Poor and inadequate infrastructure is a major problem for the Judiciary. For example, there are inadequate courts; irregular electricity supply; no security in the courts because of the absence of surveillance equipment and place to keep exhibits safe and secure. In addition, there are no facilities to do examination for rape cases and records are kept manually.

51. In response to the above, the Justice Sector Development Programme (JSDP), which is supported by DfID have undertaken a number of projects aimed at addressing these problems including the construction of new courts and renovation of others in the country.

52. In Sierra Leone, there is a Department of Law at Fourah Bay College, and a Law School that trains lawyers in the country. Both are highly incapacitated in terms of manpower and infrastructure. For example, the law school, which trains lawyers before they can practice, does not have enough lecturers. There are no basic resources like internet service.

53. Efforts have been made to ensure that people in the sector acquire short-term specialised training. For example, the Police have received short-term training in sexual cases; most Magistrates have undergone training in computer literacy; judges have been provided with laptops; and those in Freetown have been connected to the internet to enable them communicate and undertake legal research. Those in the provinces have been provided with mobile internet modems.

54. In addition, about 7 people have received specialised training in the following areas of work: case management, judicial administration, project management, paper-based and electronic records management; and fraud prevention and prosecution.

55. In the past judges received little incentives in terms of salary packages and this encouraged corruption and other practices. Nevertheless, presently, the JSDP and Peacebuilding Fund have intervened temporarily to increase the wages of judges and magistrates.

c. conservations and Conclusion

56. The judiciary in Sierra Leone is beset with serious challenges that continue to hinder the speedy access to justice but some progress has been made that must be built upon. Some of the key areas include training for new lawyers and existing legal practitioners in the judicial system. Like other institutions in the country, the Judiciary suffers from weak institutional capacity, poor infrastructure, and lack of adequate remuneration for its staff. Although the lack of trained lawyers could be addressed through the Diaspora programme, the government will need to rethink its policy on the criteria for those trained outside to practise law in the country. Currently, those trained outside are required to re-train for a year at the Law School before they can practise in the country but this could be reduced to three months. There are no special courts dealing with land and commercial disputes.

57. In conclusion, the Judiciary holds a central place in the overall post-war reconstruction and peacebuilding processes. It has impact on state legitimacy and implications on the establishment of state authority throughout the

country. In order to effectively play this role, the judicial system in Sierra Leone requires support. The AU and its Member States can intervene strategically based upon the recommendations proposed below. The intervention of the AU is crucial because there is growing concern about sustainability after donor support ceases to exist.

d. Recommendations

58. In the light of the above, the following recommendations are made for consideration by the AU and other interested actors for action.

Short Term

- Support to the establishment of a Commercial Court as well as a court to deal specifically with land cases.
- Support the Training of Judges and Magistrates, and Customary Law Officers; and support training in drafting legislation either in AU Member States or elsewhere.
- Support training for security officers to properly address drug trafficking and gender-based violence.
- Provide logistical support to the Courts including computers, vehicles and other basic things for judges, magistrates and the Itinerary Courts in the provinces;
- Support to the Law School in order to: a) improve its library with IT facilities; and b) extend its training to traditional rulers in the areas of Customary Law, and the provision of continuing legal education for Judges and Magistrates.

Medium Term

- Encourage AU Member States to provide scholarships to Sierra Leonean students in legal studies.
- Encourage the government to improve the conditions of the prisons.

Long Term

- Advocate for the improvement of the infrastructure including refurbishment and construction of existing courts and new ones throughout the country in order to facilitate speedy access to justice by all.

III. SOCIO ECONOMIC DEVELOPMENT

General Overview

59. Sierra Leone is endowed with vast agricultural, mineral and fishery resources. The country is a major producer of diamonds and bauxite and holds one of the largest deposits of rutile in the world. Freetown, the capital city, is the host of the Fourah Bay College, once a renowned educational and research institution in West Africa.

60. The agricultural sector is central to the economy as two-thirds of Sierra Leoneans derive their livelihood from this sector, which accounts for almost half of the country's GDP. Production is mostly constructed on a traditional tenure system and most farmers are smallholders engaged in subsistence farming. In spite of the on-going efforts, illegal fishing is conceived as a plague to the fishery sub sector mainly because of the breakdown of the coastal surveillance system resulting from the war.

61. The manufacturing sector is centered on the processing of raw materials and light manufacturing for the domestic market. Low demand and power shortages constitute the major bottlenecks of the expansion of the sector.

62. Mining is Sierra Leone's second major sector, after agriculture, in terms of employment and income generation. As a significant source of public revenue in the forms of taxes on the mining companies, export duty, royalties and license fees, the minerals exports contribute around 80% of the total value of domestic exports, with diamonds alone contributing more than 60%.

63. Despite its extensive resource endowment, Sierra Leone has been consistently rated among the world's poorest nations. One of the explanatory variables is the protracted civil war and its toll on the country. In addition to human sufferings, the war has drained the country's resources, destroyed the infrastructure and social services, and deepened unemployment and poverty. However, it is now gratifying to note that fragile peace has returned, which provides an enabling environment for the country to engage in post conflict reconstruction and development.

64. It is in this context that Sierra Leone initiated and implemented an Interim Poverty Reduction Strategy in 2001 with a view to addressing the challenges of transition from war to peace. This was followed by the first Poverty Reduction Strategy (PRSP I) for the 2005-2007 period and the second PRSP covering the years 2008 – 2012, which emphasize post conflict reconstruction and development.

65. As a result of these efforts, Sierra Leone's post-war economic performance has been steady, with an average growth rate of 7.5% per year over the last 5 years. This growth is boosted mainly by remittances and investments from the Diaspora, investments in mining, and foreign assistance. However, after a much stronger post-war rebound, the growth rate has settled at around 7.5% since 2003, and is projected to continue a downward path from 7% in 2007 to 6.3% in 2008 and 6.5% in 2009. The key challenge for the government is now to maintain and sustain a steady growth.

66. An assessment of various areas of socio-economic development in Sierra Leone, namely Agriculture, Health Sector, Education Sector and Youth Employment provides the details on the assistance that the AU could render in support of the country's on-going post conflict reconstruction and development effort.

A. Agriculture

a. Overview

67. The agricultural output of the country is returning to pre-war levels following a decline in the 1990s. Paddy rice production, for instance, has more than tripled in 2007 reaching 640,000MT up from merely 198,000MT in 2000, as a result of an expansion of the cultivated lands. The same trend applies to other major crops, including cassava, sweet potato and groundnut.

68. Although the overall output of livestock is 7% below the pre-war level, the production of cattle, goat and sheep has increased by 28%, 20% and 22%, respectively, as a result of the government's effort in the sub sector.

69. The budgetary allocation for agriculture increased from 1.6% in 2008 to 7.7% in 2009. The Ministry of Agriculture has engaged development partners including the African development Bank, IFAD, the Islamic Bank, the World Bank and UNDP with a view to mobilising resources for the sector.

b. Key Findings

70. Overall, low capital investment, weak research capacity, ineffective extension services, poor rural and marketing infrastructure, insufficient attention paid to livestock production, inadequate access to credit and inputs, and limited access to international markets are identified as major obstacles for the development of the agriculture sector.

71. **Animal production** suffers from low attention from the government and the donors. Efforts have been made to rehabilitate some of the animal health facilities destroyed during the war including refurbishing the central veterinary laboratory. However, much is needed to make it fully operational. Hence, apart from one poultry project, there is currently no programme on livestock development in the country.

72. There is an acute shortage of veterinarians in the country as borne out by the fact that of the 112 technical staff operating in the country, only 6 are trained in this area. The animal disease reporting system and the vaccine bank for emergency interventions in case of any disease outbreaks are inadequate.

73. The national **agricultural extension service** system remains inadequate owing to limited human and logistical capacity, weak Research-Extension-Farmer linkages, limited accessibility to and availability of seeds, fertilizers, machinery and other inputs.

b. Observations and Conclusion

74. The agriculture sector of the economy is facing a shortage of human and financial resources. It requires capacity building and infrastructure in order to meet the agricultural needs of post-conflict Sierra Leone. There is potential for the country to improve its agricultural output in order to be viable and meet the food security needs of the people but this will require external support in the forms of finance, expertise, infrastructural development, and the provision of seeds, fertilizers and other basic requirements for effective agricultural production.

d. Recommendations

75. In the light of the above, the following recommendations are made for consideration by the AU and other interested actors for action.

Short term

- Provision of a vaccine stock for common animal diseases.
- Provision of basic veterinary drugs.
- Support to the establishment of a disease reporting system.
- Support the capacity building efforts and staffing of the Ministry of Agriculture through the AU's volunteer programme.
- AU and its Member States could provide logistical support such as motorbikes for five agricultural districts and a vehicle for national coordination.
- Complement the efforts of the government in seeds supplies by providing rice seeds to farmers.
- Advocacy with the Alliance for Green Revolution in Africa (AGRA) to engage the country in its fertilizer and smart subsidies programmes

Medium Term

- Support the country in mobilizing funds for programmes aimed at improving and sustaining livestock productivity.
- Develop a livestock market information system to link livestock owners or producers to the regional market. This could be undertaken by ECOWAS as part of their regional integration program.
- Sponsor degree-based training in veterinary medicine and livestock production in Ghana, Nigeria or Guinea through special scholarship schemes.
- The AU could advocate for more investment by the donor community in livestock production.
- Facilitate exchange visits to the neighbouring states and post conflict countries (Rwanda, Burundi or Uganda) for experience sharing and lessons learnt.

Long term

- Advocate for the creation of an agricultural bank in the country to facilitate easy access to finance by farmers.

B. Health sector

a. Overview

76. Like other sectors, the health system virtually collapsed during the war but it has begun to recover. In spite of this, the health indicators are among the worst in the world. With a maternal mortality ratio of 1,300 per 100,000, under-5 mortality rate of 262 per 1000 live births, and infant mortality rate of 159 per 1000 live births, the situation is worrisome. The causes of under-5 deaths include malnutrition (33%), pneumonia (26%), and diarrhea (20%, malaria (12%), and neonatal deaths due to infections and preterm. Interestingly, HIV/AIDS prevalence rate in the country is low (1.5%) and plays no significant role in under-5 deaths (1%).

77. There are both institutional and human capacity constraints in the system. For example, there are 78 Medical officers (General Doctors), 5 Surgeons, 8 Obstetricians & Gynaecologists, 30 Midwives, and 355 Nurses to service a total population of about 6 million people. The distribution of these workers is skewed in favour of Freetown where two-thirds of them reside. Many of them require retraining and more exposure for skills improvement and better performance. Though the development partners on the ground are active in capacity building, their efforts need to be boosted and sustained.

b. Key Findings

78. In the country, many of the facilities are poorly equipped with some lacking the minimum basic tools and materials for effective health care delivery. This is manifested by the absence of dialysis machine in the entire public health sector. The country has only one or two functional machines which are privately owned and therefore beyond the reach of the common Sierra Leonean.

79. The human and institutional capacities are inadequate for the delivery of effective and efficient services. Skills gap exist in both the clinical and service support areas of the public health sector because many highly qualified professionals have fled as a result of the war or for better employment conditions. Bringing them back, retaining the few left and recruiting new ones constitute a big challenge for the government.

80. In addition, the government's budgetary allocation to the health sector is inadequate; and the government neither effectively coordinates nor harmonizes donor interventions in the country.

c. Observations and Conclusion

81. In conclusion, in order to improve the health sector and make it efficient, effective and accessible to the ordinary people of Sierra Leone, there is the need to strengthen its financial, manpower, and infrastructure base. The health sector requires serious attention and should therefore be supported by the AU in the areas outlined above.

d. Recommendations

82. In the light of the above, the following recommendations are made for consideration by the AU and other interested actors for action.

Short Term

- Support the strengthening of the financial management system: The AU may assist by supporting the recruitment of an international expert for 2-3 years that will not only assist to manage the pool funds and other resources but also mentor nationals that will take charge afterwards.
- Advocate for the reconstruction and upgrading of facilities as well as provision of water supply for the facilities.

Medium/Long Term

- Advocate for the construction of staff quarters particularly in the rural areas to encourage health workers to take up jobs in the hinterland.
- Advocate for the establishment of standard, modern and well equipped medical diagnostic reference laboratory.
- Advocate for the establishment of a dialysis centre in Freetown to take care of the patients that require such services but cannot afford the cost of the private centre.
- Support the provision of the basic medical needs of pregnant women and mothers (insecticide treated mosquito nets, medicines, etc).

C. Education sector

a. Overview

83. While this sector was also affected by the decade of war, it has picked up through the intervention of the government with the assistance of donors and other development partners. A significant number of dilapidated or damaged schools (290 primary schools) have been rehabilitated and new ones built to meet the increasing infrastructural demand in the sector. Also primary school enrolment has increased by about 16.5% 2003/04 and 2006/07 academic sessions as a result of the intensive mobilization efforts, the reduction of the cost of primary education through the waiving of tuition and examination fees and the school feeding programme embarked upon by the government.

84. The government in 2007 launched the Education Sector Plan focusing on quality basic education and detailing the road map to meeting the MDGs. Though comprehensive and well formulated, implementation remains a major challenge to the government.

b. Key Findings

85. As that is the case in other sectors, there is a shortage of infrastructure for the educational system. There are insufficient classroom blocks, which have forced many of the schools to run the shift system whereby the primary and junior schools operate between 7.30 and 12.00 to allow for the junior secondary to resume at 12.30 pm. This makes for only 4 hours or less teaching time a day which is grossly inadequate. This problem is complicated by the dearth of qualified teachers and teaching materials and aids. This has resulted in a poor performance of the students. None of the schools seen had adequate recreational facilities.

86. It is estimated that 30% of children of primary school- going age are out of school. Some of the factors that are responsible for this are the hidden and indirect financial costs in spite of the free primary education policy. Cultural hindrances also explain why such a high number of pupils are out of school. This is especially true for the girl child. All of these could partly explain why the completion rate in the primary school is below 60%. Unless this trend is reversed in the nearest future, it could have adverse impact on the country's manpower development in the coming years.

87. The current teacher/student ratio of 1:52.6 at the primary level is not acceptable. Insufficient attention is paid to gender consideration in the education system. For example, there are no separate latrines for boys and girls, and only about 32% of teachers in the primary education are females.

Observations and Conclusion

88. As that is the case in the health sector, the educational system requires support in order to reverse the trends of low completion; address the challenges of over crowdedness, inadequate classrooms, and teachers; and meeting basic health standards. Without addressing these challenges, it will become difficult to improve the current literacy rate of 39%.

d. Recommendations

89. In the light of the above, the following recommendations are made for consideration by the AU and other interested actors for action.

Short Term

- Support for the recruitment of at least a consultant to be employed within the Ministry of Education on short and medium term basis to provide technical assistance particularly in the area of data collation (do we mean data collection or data collation?), analysis, reporting and feedback.
- Support to the review of the curricula and the incorporation of peace culture into it at all levels. The AU could negotiate with UNESCO to provide support in this area because it is currently doing a similar assignment for ADB.
- Support for the computerization of the ministry.
- Support the ongoing efforts aimed at gender mainstreaming in the sector.

Medium/Long Term

- The African Union and its Member States could assist with the rehabilitation and reconstruction of classrooms.
- Support the construction of teachers' quarters especially in the rural areas to encourage teachers to take up positions in rural schools.

D. Youth employment

a. Overview

90. Available data suggest that the youth constitutes 33.46% of the population of Sierra Leone: 40% of them are uneducated, 70% unemployed, more than 70% live under \$1 US dollar a day, while quite a number are ex-combatants. On the other hand, it is estimated that more than 50 % of urban youth as against 70 % of their rural counterparts are engaged in unpaid work. The youth have massively migrated from the rural areas to the cities as a result of the war, and this trend is yet to reverse. The collateral damages of youth unemployment include drug addiction, insecurity and prostitution.

91. It is against this background that the government considers youth unemployment as one of the three major risks facing the nation. The others are corruption and drug trafficking. The government is therefore committed to providing opportunities to the youth in order to integrate them into the society and provide them with relevant skills that will facilitate their access to the modern sector of the economy.

92. In the country's PRSP it is clearly indicated that the government would promote youth employment through the following means: (a) support to the Youth in Agriculture through the Youth Agricultural Farms Scheme, (b) support the Youth through viable Enterprises, (c) Set up labour Intensive Public Works Schemes, (d) Waste Management and Disposal Project, (e) Handy Corps Schemes and (f) Job Centres (employment service Centers). Another major strategic initiative is the "Establishment of a National Enterprise and Skills Development and Training Fund"

b. Key Findings

93. The majority of the existing youth employment and empowerment promotion programmes in the country run in parallel and they are not well coordinated. The youth employment schemes in the country include the Youth Employment Scheme, the Youth Enterprise Development Program, the Youth Employment Program run by the Secretariat of the Mano River Union, and the Youth Basket Fund established by the UNDP. The Public Work Programmes are managed by the National Commission for Social Action (NaCSA), which targets a limited number of beneficiaries. The same applies to the food for work programme. All of these are quick impact schemes which are not sustainable. Efforts are underway to set up a Youth National Council to coordinate all youth initiatives.

94. The training programmes conducted under the DDR programme had limited impact because of their short duration. These programmes did not adequately develop the entrepreneurial mindset and skills of the youth. This situation made it difficult for the beneficiaries to integrate into the labour market.

95. The infrastructure of the Ministry of Labour and Social Security; and the Ministry of Education, Youth and Sports were badly damaged during the war. Given the critical role that these two government Departments could play in dealing with the youth employment in the country the need to give due consideration to their human and financial requirements could hardly be overemphasized .

c. Observations and Conclusions

100. Against the backdrop of the above, it is clear that the youth constitute a large segment of the population but because of the protracted war years, they have not been able to access training and this makes it difficult for them to access the job market. There is no coordination among the various youth schemes and other youth related institutions, as well as they do not have adequate capacity and infrastructure to cope with the challenges of high youth unemployment.

101. To address youth unemployment in post-conflict countries like Sierra Leone requires a multi-sectoral approach because not one single institution can deal with this challenge. The role of the AU is crucial in this respect as one of the stakeholders.

d. Recommendations

102. In the light of the above, the following recommendations are made for consideration by the AU and other interested actors for action.

Short Term

- The AU and its Member States may consider the possibility of seconding an expert to the Ministries of Labour, and Youth and Sports to help them develop an employment policy.
- Support the establishment of a micro-credit scheme for youth self-employment.
- Support the establishment of a national enterprise and skills development training fund for the development of employment skills for the youth.

Medium/Long Term

- Provide the youth with such training as may be appropriate and relevant to the economic needs of the country (new phrasing). This will imply supporting technical education that will enable the youth to have access to the modern labour market. This could be in the area of agriculture, construction and other related areas that will benefit the overall post-conflict reconstruction efforts.

IV. GENERAL CONCLUSIONS AND RECOMMENDATIONS

103. The challenges facing Sierra Leone are not unique to the country; most countries emerging from a conflict situation face similar challenges. What could be unique is the depth of the challenges and capacity to address them. Like elsewhere, efforts are underway to address these challenges but more will need to be done in order for the people to begin to appreciate them. Overall, the mission has identified two major categories of challenges that need to be addressed: resource and capacity constraints.

104. The mobilisation of sufficient domestic and external financial resources has been identified as a critical factor for attaining sustainable growth and poverty reduction in Sierra Leone. On its part, the Sierra Leone government is committed to engaging in bold reforms aimed at improving domestic resource mobilisation through increased savings, higher tax revenue and reduction of

capital flight, and public expenditure, effective and efficient debt management, and enhanced procurement control. Nevertheless, as a country emerging from war, Sierra Leone will have to rely to a large extent on external support in the forms of sustained capital inflows, including remittances, official development assistance, debt relief, and improved market access, if the country is to live up to its post-conflict reconstruction and development expectations.

105. The capacity constraint constitutes another major challenge that limits the country's post reconstruction and development effort. Sierra Leone has lost its most valuable talents to exile and deprivation during the war. The current return of the Diaspora and their contribution to socio-economic reconstruction is very encouraging. It is estimated that citizens of the country living in different parts of the world remit over \$500 million annually. In recognition of the role of the Diaspora, the President hosts a Diaspora Day to which the country's nationals residing abroad are invited. In addition, a Diaspora Affairs Division was established in the Office of the President in 2007 to address this challenge. Hence, in order to provide an incentive for the highly trained ones to return home, the Parliament has passed an Act allowing Dual Citizenship.

106. Nonetheless, the nation continues to rely on donor intervention for the execution of development initiatives. This trend is expected to reverse as the nation rebuilds and retains its own human and institutional capacity.

Recommendations

107. The AU should assist in the resource mobilisation efforts of the government of Sierra Leone through the provision of seed money for special programmes. For example, during an AU Executive Council session, a special pledging event of Member States could be convened to support Sierra Leone's post conflict reconstruction and development effort; and the organisation could also carry out political advocacy for resource mobilisation with donors.

108. The AU should provide technical assistance in the forms of the deployment of relevant expertise from the Member States and the mobilisation of the AU volunteer programme, with a view to leveraging the government's capacity building efforts.

109. The AU should set up appropriate mechanisms to ensure the monitoring and implementation of the above recommendations in collaboration with the Government of Sierra Leone, ECOWAS and the MRU. In this light, the AU Liaison Office in Liberia should be strengthened to play a significant role in the implementation process.

IV. ANNEXES

Annex i

Country profile: Sierra Leone

Sierra Leone, in West Africa, emerged from a decade of civil war in 2002, with the help of Britain, the former colonial power, and a large United Nations peacekeeping mission.

More than 17,000 foreign troops disarmed tens of thousands of rebels and militia fighters. The country now faces the challenge of reconstruction.



Overview

- Overview

A lasting feature of the war, in which tens of thousands died, was the atrocities committed by the rebels, whose trademark was to hack off the hands or feet of their victims.

A UN-backed war crimes court has been set up to try those, from both sides, who bear the greatest responsibility for the brutalities.

The country is still considered a fragile state and faces the challenges of poverty, corruption and economic mismanagement.

The 70,000 former combatants who were disarmed and rehabilitated after the war have swollen the ranks of the many young people seeking employment.

AT-A-GLANCE



Sierra Leone is rich in diamonds. The trade in illicit gems, known as "blood diamonds" for their role in funding conflicts, perpetuated the civil war. The government has attempted to crack down on cross-border diamond trafficking.

Politics: Sierra Leone is recovering from a 10-year civil war which ended in 2002; war centred around a power struggle and had a regional dimension

Economics: Sierra Leone is bottom of UN's league for human development

Timeline

Sierra Leone has a special significance in the history of the transatlantic slave trade. It was the departure point for thousands of west African captives. The capital, Freetown, was founded as a home for repatriated former slaves in 1787.

Facts

- **Full name:** Republic of Sierra Leone
- **Population:** 6 million (UN, 2008)
- **Capital:** Freetown
- **Area:** 71,740 sq km (27,699 sq miles)
- **Major languages:** English, Krio (Creole language derived from English) and a range of African languages
- **Major religions:** Islam, Christianity
- **Life expectancy:** 41 years (men), 44 years (women) (UN)
- **Monetary unit:** Leone
- **Main exports:** Diamonds, rutile, cocoa, coffee, fish
- **GNI per capita:** US \$260 (World Bank, 2007)
- **Internet domain:** .sl
- **International dialling code:** +232

Leaders

President : Ernest Bai Koroma

Ernest Bai Koroma was sworn in as Sierra Leone's new president on 17 September 2007. He won 54.6% of the vote in a run-off with the incumbent vice-president Solomon Berewa.

Mr Koroma promised zero tolerance on corruption in his inaugural speech. He also said he'd fight against the mismanagement of state resources.

Addressing thousands of cheering supporters, Mr Koroma said: "We know how high your expectations are and that you have suffered for too long."

Mr Koroma's All People's Congress (APC) also won a majority in parliamentary elections held in August 2007.

He was born in northern Makeni in 1953, and is an insurance broker who says he wants to run Sierra Leone like a business concern.

His predecessor Ahmad Tejan Kabbah is credited with bringing in foreign help to rescue the country. Mr Kabbah stepped down in August 2007 after serving two terms in office.



President Koroma has pledged to fight corruption

Media

Media freedom in Sierra Leone has its limits; media rights monitors say high-level corruption is a taboo topic, with officials using libel laws to target errant journalists.

Challenges facing broadcasters include unreliable power supplies, poor funding and low advertising revenues.

There are dozens of radio stations, most of them privately owned. The UN Mission in Sierra Leone, Unmasil, operates radio services. They carry information about human rights and UN activities, as well as music and news.

BBC World Service can be heard on FM in Freetown (94.3), Bo (94.5) and Kenema (95.3). Voice of America and Radio France Internationale broadcast on FM in Freetown.

Dozens of newspapers are published in Freetown, despite low literacy levels. Most of them are privately-run and are often critical of the government.

The press

- Awoko
- Concord Times
- Standard Times
- Independent Observer
- For di People

Television

- Sierra Leone Broadcasting Service (SLBS) - terrestrial network with limited coverage
- ABC TV - private

Radio

- Sierra Leone Broadcasting Service (SLBS) - national broadcaster
- Radio Democracy 98.1 FM - Freetown station, once the voice of the exiled Kabbah government, regarded as pro-government
- Kiss FM - private station in Bo
- SKYY FM - private station in Freetown
- Radio Unamsil - UN radio network
- Capital Radio - private station in Freetown
- Believers Broadcasting Network - Freetown, Christian FM station
- Voice of the Handicapped - founded as an FM station for disabled citizens, but attracts a wider audience

News agency

- Sierra Leone News Agency

a. Annex ii**OFFICIALS MET**

Maj (RTD) A Paolo Conteh – Hon Minister of Defence;

Gen J Williams – Chief of Defence Staff;

Brig Gen RY Korroma – Deputy Chief of Defence Staff;

Mr BA Kaamara – Inspector General of Police;

Mr Moses A Showers – Director of Prisons;

Mr Allies Sesay – Commissioner General of National Revenue Authority;

Mr AA Marah – Comptroller of Operations in the Immigration Department;

Hon Ibrahim Sori – Member of Parliament on Defence;

Mr Kelli Conteh – The ONS Coordinator;

Mr Festus Minah – Chairman of the Civil Society Movement;

Hon. Vandi Chidi Minah, Deputy Minister of Foreign Affairs & International Cooperation;

Mr. Sahr Johnny, Director of Protocol, Ministry of Foreign Affairs & International Cooperation;

Mr Herbert M'cleod, Advisor, Office of the President

Foreign Affairs and International Cooperation;

Mr Alpha Conteh, Personal Assistant to the Minister, Ministry of Foreign Affairs and International Cooperation;

Mr. Abdul Tejan-Cole, Commissioner, Anti Corruption Commission;

Mr Abdul O.B. Tejan-Cole, Commissioner, Anti Corruption Commission;

Mrs Glenna Thompson, Director Intelligence Investigations & Prosecution, Anti Corruption Commission

Maurice D. Williams, Director Support Services, Anti Corruption Commission;

Mr. Morlai Buya-Kamara, Deputy Commissioner, Anti Corruption Commission;

Mr Julius Sandy, Director Public Sector Reform Unit, Office of the President;

Mr Llewellyn Olawale Williams, Senior Management Analyst, Public Sector Reform Unit, Office of the President;

Mr. Peter J. Kulagbanda, Principal Clerk of Committees, House of Parliament;

Mrs Florence K. Kebbie, Electoral Commissioner Southern Region, National Electoral Commission;

Mr. Mohamed N'fah-Alie Conteh, Director of Operations, National Electoral Commission;

Dr. Michel Sho-Sawyer, Director of Diaspora Affairs, Office of the President;

Ms Isata Kabia, Assistant Director Diaspora Affairs, Office of the President;

Mr Edward Sam, Vice Chairperson, Human Rights Commission;

Mrs Yasmin Jusu-Sheriff, Commissioner, Human Rights Commission;

Mr Joseph F. Stanley, Commissioner, Human Rights Commission;

Mr Moses Khanu, Commissioner, Human Rights Commission;

Ms Valnora Edwin, National Coordinator, Campaign for Good Governance;

Mr. J.M. Aliro Omara, Consultant, Human Rights Commission;

Mr. Al Hassan Joseph Kanu, Programme Manager, Decentralisation Secretariat;

Mr. Floyd Davies, Legal Expert, Decentralisation Secretariat;

Mr. Sheik A. Rogers, Monitoring Officer, Decentralisation Secretariat;

Mr Lahai .M. FARMAH, from the Chief of Justice Office;

Mrs Julia Sarkodie Mersah, Consultant Master and Registrar Judiciary of Sierra Leone;

Lois Anita Kawa, Deputy Master and Registrar Judiciary of Sierra Leone;

Mr Peter Viner QPM, Programme Manager Justice Sector Development Programme;

Ms Sarah-Ann A.A. Lewis, Coordinator of the Justice Sector Coordination Office;

Mr Punstan S. Vimcimt, Assistant Director Sierra Leone Law School Council of Legal Education;

Mr Mitchel Macarthy, Finance Officer of Sierra Leone Law School Council of Legal Education;

Mr Festus E.Minah, Chairman of the Civil Society Movement-Sierra Leone (CSMSL);

Ms Juliet Anderson, Chairman of Bambara Town Women Organisation;

Hannah Grace Gillen Sierra, Chairman of Leone Youth Empowerment Organisation;

Ms Bainka S Kamara, chairman of Petty Traders Association;

Leslie T Thomas, Chairman of National Association of Farmers-Sierra Leone;

Hajie Bah, Chairman of the Network Movement for Youth and Children;

H.E. Honorable Minkailu Mansaray, Minister of Employment and Social Security;

H.E Honorable Dr, A.O Jah, Deputy Minister of Education, Youth and Sport (Youth & Sport Division);

H.E. Amb. Abraham Boure, Secretary General of the Mano River Union (MRU);

Mrs Konah C. Koroma, Permanent Secretary, Ministry of Education, Youth and Sports (Youth & Sport Division);

Mr. Alfred T. Navo, Permanent Secretary, Ministry of Employment and Social Security;

Mr. Anthony A. Koroma, Director of Youth (takorama88@yahoo.co.uk; tel 232 76 602 780)

Mr. Bai.A Kabia, Director of Sports;

Mrs Julia Rohe, Youth Employment Officer;

Ahmed Mustapha, Deputy Secretary;

Mrs FatounYaya Kargbo, Acting Director and Children Affairs, Ministry of Social Welfare, Dender and Children Affairs;

Mr Ibrahim Kamara, Regional Gender Officer, Ministry of Social Welfare, Gender and Children Affairs; and

Ambasador Ibrahima Boure, Secretary General of Mano River Union;