



Report of the Sierra Leone Conference on Development & Transformation

Charting the Next 50 Years Forward

The task of the Sierra Leone Conference on Development and Transformation is to rethink our development path over the last 50 years with a view to charting a new trajectory that would take the country to middle income status by 2035, boasting indicators that confirm its stability as a state, and a level of welfare for its citizenry worthy of its status. The Conference is a continuous process to engender positive change in our society so that hope and optimism replace despair and distrust; and all Sierra Leoneans in the richness of our cultural differences will embrace one single objective: transformation to peace, happiness, and prosperity in our motherland.

VOLUME I



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VOLUME I

1. ABBREVIATIONS

AGI	–	Africa Governance Initiative
CSO	–	Civil Society Organizations
GST	–	Goods and Service Tax
NEPAD	–	New Partnership for Africa’s Development
NGO	–	Non-governmental Organization
PPP	–	Public-Private-Partnership
REDD +	–	Reduced Emissions from Deforestation and Forest Degradation
SLCDT Transformation	–	Sierra Leone Conference on Development and Transformation
SMEs	–	Small-and-Medium Enterprises
SPU	–	Strategic Policy Unit
TDF	–	Transformation Development Fund

2. Executive Summary

Background

In the past decade, Sierra Leone has enjoyed peace and steady progress after the previous 10-year conflict, preceded by an earlier decade of decline in all socio-economic indicators. The high demand for the country's natural resources has raised enormous hopes of the possibility of rapid progress and transformation. Despite the apparent improvements in growth rates and certain indicators, the living conditions of the vast majority of the population continue to be dire with high rates of unemployment, illiteracy, high inflation and increasing inequality. Women and vulnerable groups continue to bear the yoke of the poverty burden.

After fifty years of independence there is a general consensus that Sierra Leone could have done much better in transforming itself from a state of underdevelopment and poverty to a country boasting of much higher standards of living than currently enjoyed by its citizens. Against, this background, the President called on all Sierra Leoneans to join in and rethink the country's development strategies with a view to transforming the country to middle income status in 25 years and even a donor nation in fifty.

Methodology

A secretariat was appointed headed by a Coordinator, with the task of preparing for a national conference on development and transformation. The task was to set specific targets for middle income status, outline in broad terms the chart to follow, identify the

imminent dangers that accompany massive natural resource exploitation and mobilize support from all Sierra Leoneans for the exercise.

The secretariat commissioned Papers on some of the key transformative subjects consistent with the peculiarities of the country, organized widespread consultation throughout the country both to garner ideas on specific local problems and their potential solutions, as well as to press on the message of change from the habits of the past in participating in decisions regarding the destiny of the nation. In this regard 200 focus group meetings were held around the country, combined with extensive use of the radio for call ins and television broadcasts. A number of public lectures were also held and broadcast nationwide, including presentations by foreign experts experienced in dramatic success stories of transformation. In addition an international technical workshop was organized that brought together world-class specialists in various subjects to recommend possible courses of action and policies to adopt. Throughout the exercise the Secretariat received guidance and direction by a Steering Committee composed of a cross section of the society and from all districts in the country. The President chaired the meetings of the Committee.

Key Conclusions and Recommendations

The conference concluded with the adoption of the Declaration attached. The key recommendations are:

- A comprehensive review and change in the education system, as well as increase literacy rates and enhance adult education urgently.
- A moratorium on new large scale mining licenses for 12– 18 months. During this period the restructuring of the Ministry and its operations should be

accelerated including producing a more detailed geological survey to facilitate auctions of mineral rights

- Enhance economic management through revisions to budget and revenue management policies.
- Change planning cycles to seven years to permit greater flexibility in launching major development projects.
- Set up a Transformation and Development Fund from mineral revenues for investments in education, infrastructure, health, and for reducing inequalities.
- Launch a national debate on land use and land tenure urgently.
- Create a women's commission, and impose a minimum quota for women, youth and people living with disabilities in all elective and selective public positions.
- Re design the civil service to respond better to the needs of a developmental state

An Implementation Road map has since been prepared to facilitate monitoring and implementation of the recommendations.

3. INTRODUCTION

The path to 2035, and prosperity

The task of the Sierra Leone Conference on Development and Transformation is to rethink our development path over the last 50 years with a view to charting a new trajectory that would take the country to middle income status by 2035, boasting indicators that confirm its stability as a state, and a level of welfare for its citizenry worthy of its status. At this period in the country's history, there are global forces and internal efforts aligned fortuitously for this to be possible; yet at the same time careful analyses and studies reveal overt and disguised threats that unless controlled could derail the process and send the country to the now, well-known path of anarchy and destruction.

There are two sets of opportunities that justify the hope for a brighter future. The first is the very high demand for natural resources that show signs of, at least short-term price stability. These are basic metals, agriculture for food and bio-fuel production, plus the untapped wealth in tourism and the potential for petroleum products. The second are the signs of the development and reinforcement of democratic practices, the setting up of some of the institutions that are essential for a developmental state, and a determination of the country's leadership to change the course of its history.

However after fifty years of pursuing a certain direction in life, the call for change by a few is hardly audible by the majority, who are understandably deafened by the cries over the deplorable nature of the route. The high demand for our natural resources is not new. As happened in the past, it is accompanied by the familiar associated flurry of fake promises to turn the country into paradise and blinding all and sundry to the disaster beckoning in the horizon. The institutions, practices, policies, and programmes that the country embraced in the past have shown proof of their shortcomings and weaknesses in the decline of the country's fortunes that led to conflict.

The country is therefore now faced with the twin challenges of changing the development and transformation strategies of the past, and confronting the imminent threats of the natural resource boom.

President Ernest Bai Koroma's call for a rethink of the country's development strategy, and for the articulation of a clear goal for 25 to 50 years, that is set by the entire population, combined with a resolute determination by the citizens to hold leaders accountable for pursuing that goal, has produced the Conference on Development and Transformation.

This Conference is not meant to be a one-off event, but rather a process of continued dialogue and action among the citizenry and with its leaders, that should result in the change to our development trajectory.

This report catalogues the activities of the first phase of the Conference. It captures the hopes and aspirations of the citizenry and outlines a roadmap for the changes envisaged to transform and accelerate the improvements in the society after fifty years of disappointments.

Chapter 4 describes the proceedings of the Conference meeting (January 30 to February 1). This chapter presents a description of the evolution of the Conference from the development of the Concept Note (enclosed) to the extensive consultations and analysis of the transformative issues for the country. It also contains the report of the secretariat that formed the basis for the final adoption by the conference of the key recommendations for change, and the reactions from the Groups set to review the report at the meeting.

Chapter 5 is the Declaration adopted at the end of the meeting listing the Principles and framework for the transformation.

Chapter 6 reproduces the Statements presented to the Conference by Special Groups.

The rest of the document consists of Annexes to the report. Annex I is key to the eventual success of the exercise. It is a schedule of implementation that if followed should keep the country on course for the targets set. It is the Road Map for destination 2035.

Annex II is the financial statement and the rest of the annexes provide details for various sections of chapter 4 – proceedings of the Conference.

Finally, a lot of ideas and suggestions were generated by the Conference and its many parts leading up to the meeting on January 31st, 2012 through February 1st, 2012 these have all been archived at the website for the Conference:

www.sierraleonetransformation.org

4. PROCEEDINGS OF THE CONFERENCE JANUARY 30- FEBRUARY 1, 2012

The Sierra Leone Conference on Development and Transformation (SLCDT), henceforth referred to as the Sierra Leone Conference or the Conference, was held at the Miatta Conference Centre in Freetown from January 30-February 1, 2012. This major international conference was initiated by the President, who had announced during the country's 50th Independence Anniversary that Sierra Leoneans should come together to chart a path to transform the country to middle-income status in the next twenty-five years and a donor country status in fifty years.

The three-day meeting at the Miatta Conference Centre was the culmination of five months of extensive consultations across the country with Sierra Leoneans and, to a lesser extent, non-Sierra Leoneans on their vision of Sierra Leone in 2035 and beyond, and their proposed strategies for achieving that vision. Consulted Sierra Leoneans were drawn from various walks of life, socio-economic strata, social groups (including women, youth and the disabled), ethnic groups and from across the country and the Diaspora. Non-Sierra Leoneans included African, European, American and Asian consultants with proven expertise on development and transformation issues, as well as strategies and processes akin to those in which Sierra Leone was involved. The consultative process involved focused group discussions, analyses of past development strategies, assessments of opportunities and threats associated with the envisaged rapid growth, identification of common goals and specific targets for the next twenty five to fifty years, suggested strategies for achieving the transformation and urgent measures to confront imminent dangers that accompany the expected natural resource wealth.

Day 1: Monday January 30, 2012

Introductory Session.

Chairperson: Professor Gbamanja and MC Ms Naasu Fofanah

The opening night consisted of registration of participants, traditional dancing led by Ms Amie Kallon, and the Opening address by S. Cheyney-Coker.

The Sierra Leonean writer and poet, set the tone of the Conference by delivering the opening address titled, “Rethinking Our Development Strategy and Charting the Way Towards a Transformation of the State”.

Beginning with a brief history of the country before its colonial past, he stressed that sovereignty and a strong sense of identity should form the building blocks of our democracy rather than allowing political passions that in any case do not derive from ideological platforms, to prevent dialogue based on trust. Citing the country’s heroes of the past, he enjoined the youth of today to emulate these role models and demonstrate a sense of nationalism by acts to resolve local problems. He also called for a decolonization of the mind and to avoid tired phrases such as the “Athens of West Africa”.

In complimenting the current administration for taking on the task of transformation from an underdeveloped country within a specific time frame he urged boldness to tackle dangerous trends that may be emerging now. A dialogue based on commonsense, reason, and optimism and marked by honesty and integrity should replace the platitudes of current development thinking.

He concluded by urging all Sierra Leoneans to put the country first and stop thinking within the old circumscribed box that has determined our development directions so far.

See Appendix A for his full speech.

Day 2: Tuesday January 31, 2012

Opening Ceremony

Chairperson: Dr. Keifala Marah and MC: Ms. Isata Kabia

The session commenced with a moving introduction and welcome statement by Ms Isata Kabia. Using all the languages of the country, she invited all of Sierra Leone to join the historic occasion and participate in determining the path to a future Sierra Leone that would be the envy of the world.

There were performances by traditional dancers led by Amie Kallon at which many participants joined in. In addition the Pampanas drama group presented a skit illustrating the need for the Sierra Leone Conference and the expectations of the population on its outcome. This was followed by a video clip on the importance of protecting and preserving the environment for sustainable growth in the country.

The Conference was formally opened by His Excellency President Ernest Bai Koroma. He reaffirmed his commitment to taking up the challenges posed by the results of the Conference. President Koroma also reminded his audience that the Conference was organised:

- To reinforce the collective promise of all Sierra Leoneans to make the country better for current and future generations; and that the participants and organizers would be worthy of the latter's admiration, respect and honorable recollections;
- To give meaning to Sierra Leoneans' rights to have a vision, to take charge of the country's transformation, and to chart the way to achieve that vision;
- To take advantage of the possibilities offered by the current high demand for our immense natural resources;
- To harness the emerging national consensus that Sierra Leoneans must use their resources on developing key sectors of the economy, education, energy, employment, infrastructure; and
- To acknowledge that current and subsequent investments should reflect accountability to, inclusiveness of, and equity for all Sierra Leoneans.

President Koroma assured the nation that despite its chequered development history, Sierra Leone can still reach great development heights. If countries less-endowed in natural resources than Sierra Leone had successfully embarked on development and transformation programmes, Sierra Leone too can achieve development and transformation. The widespread support for the Conference and the proposed

development and transformation agendas, the country's democratic system of governance and Sierra Leoneans' collective resolve to make this vision work would make the dream a reality.

The President concluded that the Conference must produce actionable ideas that would transform Sierra Leone into a caring and confident donor nation at peace with itself and the world.

The rest of the Conference was organised into various sessions as outlined below.

**Session A: Setting the Stage - the Sierra Leone Transformation Report,
Chaired by Dr. Samura Kamara, Minister of Finance and Economic Development**

**Presentation 1: “The Road to the Conference and Sierra Leone’s Future” by Herbert M’cleod,
Coordinator, SLCDT**

Mr. M’cleod, presented a synopsis of the activities culminating in the current Conference. He outlined the structure of the report, elucidated the consultative processes through which ideas were generated and presented a vision of Sierra Leone in the next twenty-five years.

The exercises leading up to the Conference were carried out under the guidance of the SLCDT Steering Committee consisting of representatives from various walks of life and chaired by the President, Dr Ernest Bai Koroma. He pointed out that the Conference differed from previous conferences of this character because of the level, quality and quantity of consultations undertaken from the conception of the need for the Conference unto its actualization. There had been information exchanges, technical analyses of issues, public debates and reviews of experiences from other countries in the previous five months. The current meeting was therefore the end of a phase of an exercise that should last for the next quarter of a century and beyond. Its uniqueness lay in the organisers’ attempt to mobilise Sierra Leoneans’ interests and views on related issues and in its drive to facilitate their painting, collectively a picture of the Sierra Leone they desire in twenty-five years. All this had been fostered in a non-partisan environment, although it is expected that political parties would later draw up specific plans describing how each would go about achieving the targets set by the Conference.

Mr. M’cleod added that the objective of the Conference was neither to prepare a national development plan, nor aimed at replacing the prescribed activities of government institutions or political parties. Rather, the exercise was to recommend changes to development policy and practice and to propose requisite transformative measures to take the country to the desired middle-income status, with accompanying political, social and cultural indicators.

Among the issues that frequently emerged during consultations he said, were the need to review the country’s educational system, strong participation of women in governance at all levels, better management of our natural resources, direct involvement of citizens in monitoring the provision of public services and the recall of parliamentarians who fall short of expectations. Mr. M’cleod expressed the hope that recommendations of the Conference Report would be implemented by the current and

subsequent governments. He stressed the importance of every government ensuring continuity in the implementation of the Conference recommendations in the future. This continuity can be assured if citizens remain firm on keeping the targets of the Conference as part of the frame of reference by which they will judge future governments.

The activities of the Conference were organised around the four thematic areas that were outlined in the Concept Note. These include: Political and Economic Governance; Social Service Delivery; Private Sector and Infrastructure; and Natural Resources. A constituency that made special contributions was the Sierra Leonean Diaspora. Its members made valuable inputs into all the four thematic areas.

Mr M'cleod assured participants that the Secretariat's Report captured the views and inputs of Sierra Leoneans from every stratum of society. In this context, two hundred focus group meetings and over twenty town hall meetings and technical workshops were held all over the country and in all districts with participation of people from virtually all chiefdoms. In addition, workshops were held for traditional leaders, women, youth, the disabled, and the diaspora. An international technical workshop brought together world-class specialists, including Sierra Leoneans, to review a wide range of development policies, programmes, and practices. This final meeting brought together over four hundred and fifty participants, representing all walks of life, to deliberate on the findings and recommendations that had been gleaned from activities so far.

Mr. M'cleod noted that one of the challenges faced in organising the Conference activities was overcoming citizens' skepticism about whether the recommendations put forward by the Conference would be implemented by political leaders. He opined that by Sierra Leoneans embracing the Conference and its recommendations they were sending a strong signal about where they wanted to go and were asking political parties and political leaders to take them there. The transformation therefore would start with Conference participants taking the lead, together with the rest of the population, and relentlessly holding politicians and other leaders accountable for implementing the recommendations.

Presentation 2: "From Post-Conflict to Middle income Status. Challenges and Opportunities", by Professor Paul Collier

Professor Collier stated that there was no textbook that taught how countries gained middle-income status. He observed that it was particularly difficult when a country merely relied on its natural resources. Questions about capacity were particularly

important. Think tanks and other research institutes had shown that there were more failed resource-rich countries than successful ones.

Germany currently led economic management in Europe. It was instructive to know that Germany used to be the worse-run economy in Europe. That previous low status evidently spurred Germany to change that picture of failure. It did. Germany was now the stand out success story in Europe.

For a country aspiring to middle-income status, there were three critical areas to address:

- Legal rules around key economic issues had to be clearly defined;
- There had to be efficient institutions in the country, as Germany's success illustrated;
- The country had to build a critical mass of citizens who understood the rules and were ready to defend them.

To set the process of achieving the three areas above going, the current government must deliver on the following five functions: taxation, spending on public consumption, regulations, macro-economic management and setting norms, standards and identity.

Taxation - Sierra Leone had survived virtually without taxes for the last fifty years. Taxation had a collateral benefit for good government. High taxes meant that there was greater willingness of citizens to scrutinize the government. Only when taxes constituted a large chunk of national revenue would governments deem economic growth as necessary for the nation.

It was necessary for natural resource-rich countries to design effective systems to levy on and collect taxes from their resources. In Sierra Leone, the government should institute an effective taxation of mining companies. But there was also the need to constantly keep in mind the need to maintain a balance between the resource-consumptions of the present generation and savings for the future. Zambia's current case illuminated this need. The country was a world leader in copper production; but today the country had little to show for the copper boom of yester years. It was the same story for Nigeria, which discovered oil forty years ago. Today, the country abounded in incomplete and unsustainable projects. Sierra Leone should not commit the Zambian and Nigerian errors.

Professor Collier called for the establishment of a Sovereign Development Fund which should be exclusively dedicated to development. This should be supported by a productive system for monitoring and evaluating of development projects.

A fundamental investment that a country must make on the road to achieving middle-income status was affordable housing for the people. Key to making the foregoing successful was a thorough fixing of land tenure system. The process should not be left to lawyers alone. Uganda was a good example of fast-tracked and transparent land reform and adjudication. The Ugandan authorities set a time frame and called for all claimants to tender their land claims. Land registration and title issues were settled quickly. Uganda's systematic settling of the land issue resulted in a wave of investments into the country.

Spending on public consumption: It was a fact that in Sierra Leone, State-run health and education programmes were not working well. What should be done? Firstly, strengthen accountability in the State-led public services. Secondly, the State could even use money to fund well-run non-State service delivery channels. At present, the State had economies of scale but did not have the motivation; non-State organizations had the motivation but lacked the economies of scale.

Regulations: Good regulation of private activities was the cornerstone of economic development. There was a need for regulations particularly in the area of land rights. The already-discussed Uganda success case could be a good guide.

Macro-economic management: Irrespective of its status, any given country can get macro-economic management wrong. It was particularly difficult for natural resource-rich countries to get it right. This called for another institution: a Sovereign Resilience Fund, with a two-way door. The funds could be judiciously used as and when needed.

Setting norms, standards and identity: Finally, the country must adopt new norms and standards. Most resource-rich countries have failed, notwithstanding the abundance of their resources, in this area. Sierra Leone could do very well to forestall a replication of such failures by looking outside the country for best practices and standards. A good start would be for Sierra Leone to adopt the NEPAD's Resource Charter.

Importantly, the process of becoming a middle-income Country depended on building a strong sense of nationhood primed to pursue public good. Here leadership mattered. Take Kenya and Tanzania as examples. In Kenya, Jomo Kenyatta privileged his Kikuyu tribe and that made cooperation difficult among people of different identities within the framework of the nation. In Tanzania, Julius Nyerere emphasized cohesion and unity. As a result, the country has had a high level of cooperation among many and varied ethnic groups, with little or no ethnic conflict. In the main, in Tanzania, nationhood, not ethnicity drove development. Sierra Leone needed to learn from the Tanzania integration and identity model.

Questions and Comments Following Professor Collier's Presentation

Questions asked included how to present the national budget in ways that made sense to ordinary Sierra Leoneans and how to enable them to monitor budgetary targets; the importance of building national identity and how to de-emphasize ethnicity; what specific actions did other countries that had achieved middle-income status adopt to deal with corruption, especially in delivering public service; how the march to middle-income status could assure inclusiveness and addressing inequality?

A participant noted that Sierra Leoneans had demonstrated a willingness to pay taxes. The major challenge was the unease Sierra Leoneans felt about how their taxes were used, not mismanaged.

Paul Collier's Responses

Regarding the question of preparing national budgets comprehensible to ordinary Sierra Leoneans, he suggested that the character of such budgets should be changed. Subsequent budgets should, for example, say how much of the budgetary outlay will result from national assets depletion and what was allocated to the future.

He also suggested benchmarking. This meant development programmes focusing on international standards and indices and following prescriptions on how to reach them. An example was how President Paul Kigame approached the *Doing Business Report in Rwanda*. Rwanda used to be 140th in the World Bank's Doing Business ratings. It currently ranks 60th. What had President Kigame done differently and could it work for us, were matters to ponder or research.

On national identity, Professor Collier stressed that symbols mattered and should not be underrated. Sierra Leone's leaders should reach out, lead by example and be inclusive. He added that by merely trying to be the best, Sierra Leoneans could set themselves on the path to being successful.

On inclusion and inequality, he argued that nothing in his presentation suggested that inequality and problems of inclusiveness were automatically addressed by simply attaining middle-income status. Inequality and problems of inclusiveness had to be consciously attended to as development issues. Malaysia was able to raise the socio-economic status of the majority of its population without scaring away affluent minorities.

On corruption, he reminded the Conference that Britain had had the same scourge of corruption that now plagued Sierra Leone, in the 18th and 19th centuries. In Britain, it used to be the case that entry into the army officer corps depended on how much money one could pay. The Civil Service was similarly corrupt. But the system was eventually cleaned up. The Civil Service now set exams and performance-based criteria for entry and promotion. Jail terms were given to people found guilty of corruption.

In the matter of housing, he urged the establishment of affordable housing through finance mechanisms such as building societies. This would develop and transform the country and at the same time create jobs. Depending on commercial banks for funding may not yield the desired outcomes; governments should provide cheap cement and take care of sewage and electricity services, for example.

As regards land tenure, modernizing the system was critical; legal titles and the process of foreclosure had to be improved by adopting bold measures.

[Statement by the Minister of Political and Public Affairs - Alpha Kanu](#)

Mr Kanu, noting that the Conference was long-overdue, commended its conveners and planners. “Imagine if the political warriors of our Independence had called a convention like this as to how they would like to see Sierra Leone in 2012. They would have decided to have a different country from what we have today,” he opined.

According to Mr Kanu, records show that an estimated two billion dollars had left Sierra Leone since the 1960s. He expressed the hope that this Conference would correct the mistakes of the past, adding that the Conference was an attempt to answer the question, “Where will Sierra Leone be in the next 50 years?” He added that the deliberations would inform the country’s development and assured all that his government would split the development recommendations into specific implementable five-year plans.

“We see this Conference as complementary to what the government does. The President is very serious about it” Mr Kanu concluded.

Session B: Sierra Leone in 2035

Chairperson: Sheikh AbuBakarr Conteh

Sierra Leone's 2035 Vision. – Presented by Abu Bakarr Kamara SPU, Oluniyi Robin-Coker – Private Sector Advisor; and Sebastian Frendo – AGI

The first presentation described the Sierra Leone of 2035 in both qualitative and quantitative terms, and the second outlined some of the opportunities and challenges of achieving the targets set for middle income status .

Summary of 2035 Vision:

Sierra Leone in 2035 will be an inclusive society that is characterized by:

- A stable economy with private sector-led growth;
- A key trade hub in West Africa;
- An attractive culture, with unity in diversity and an assertiveness at the international level;
- A strong reputation for religious and ethnic tolerance;
- A fair and accessible justice system;
- A peaceful, politically-stable and democratic country
- Free, compulsory and quality primary and secondary education for all children;
- Increased emphasis on science and technology and the promotion of technical and vocational education that is relevant to the economy and the changing needs of the country.

In addition to the above, specific socio-economic indicators were set as targets to be attained within the next twenty-five years. These, together with the full presentation are listed in Annex A, Sierra Leone 2035 Vision.

Private Sector Led Economic Growth:

An Illustrative Perspective for 2035, Economic indicators

This presentation provided a quantitative analysis of the requirements for achieving the vision of Sierra Leone in 2035 described earlier. To achieve middle-income status of US \$ 5000 in 2035, the country must achieve the following:

- Gross Domestic Product of 55 billion dollars by 2035, rising from \$2 billion in 2011 and projected to reach \$3 billion in 2012;
- A Sustained 14% growth rate up to 2035 (In 2012, growth is estimated at 10%);
- Inflation cut down to single digit of around 5%;
- 35% domestic revenue as a percentage of GDP.

These targets were benchmarked against other countries that had achieved middle income status earlier with the indicators outlined in the earlier presentation and would constitute the targets by which future governments will be evaluated.

Mr. Robbin Coker demonstrated that natural resources exploitation alone would be insufficient to attain the set targets. There should be greater focus on other areas where the country can secure competitive advantage. Examples include, rubber and cocoa that hold opportunities for expansion, as does value addition in iron-ore smelting, with its attendant employment and development benefits. A critical decision to be taken now is to begin to set up manufacturing entities with global standards in mind.

Infrastructure remained a major bottleneck to jumpstarting industrialization in Sierra Leone. Government did not have all the resources needed to make those investments in infrastructure. Therefore, the country must begin to contemplate reliance on complementary private sector resources.

Comments and Questions in Plenary Session

There was concern about the projected low annual figure for tourists visiting the country by 2035. The experience of The Gambia was that tourism should go alongside sensitising citizens about environmental issues. The role of ICT in the proposed development and transformation should not be underestimated. Other issues raised included:

- Provisions for special needs education, caring for children of physically-impaired persons
- Provision for disabled road users ,
- Attitudes of some members of the public towards people with disabilities which could stall meaningful development.
- Questions were raised about whether 10% of the 30% quota being requested for women will be assigned to women with disabilities
- The 2001 Act to privatize 24 parastatals had achieved little to date; government should not retain control of these loss-making institutions. It should privatise these government-owned entities and recover government resources that could be invested in other areas.
- There should be a thorough assessment of the extent to which the analysis on climate change could affect industrialization in Sierra Leone. It was necessary to ask why emphasis was being placed on hydro-power generation, notwithstanding the steady reduction of rainfall in many parts of Sierra Leone lately.
- Various mechanisms should be put in place for youth employment
- There should also be radical reforms in education.
- Although the socio-economic conditions in the country were not very good, all was not doom and gloom. It was essential to recognize the successes and build on them.

Presenter's Response:

He acknowledged that many of the questions were valid and needed to be taken into account. Three areas required further clarification nonetheless. While accepting that changes were taking place in the education sector, there was still low preparedness for the changes in economic activities that were emerging. This explained the emphasis on transformative interventions in education, with particular focus on quality and relevance.

For long term employment, simple interventions like cash-for-work strategies were limited in their effects. Top world standards for industrial and service sector activities must be the country's foci. The country needed a workforce prepared for the demands of the 21st century.

Comments on the proposed industrialisation were noted. Climate change considerations make sense; but we would need to think beyond them.

Session C: Presentations by Special Groups

Chairperson: Father Vincent Davies

A Statement from Civil Society Organizations

Major civil society organizations (CSOs) comprise the National Resource and Economic Justice Platform .It works on issues of minerals, petroleum, forestry, fisheries, land and water resources. The Platform acknowledged the initiative taken by the Conference to pay attention to the central role of natural resources in the development and transformation of the country. Sierra Leone 's natural resources should be made to have lasting sustainable and equitable benefits for the whole society. This could be ensured by a robust system of transparency, accountability, and sustained good governance of these resources. Affirming that natural resources were public property to which all citizens were entitled and that equitable benefits from their exploitation were similarly to be democratic, the National Resource and Economic Justice Platform submitted the following:

- The exploitation and management of our natural resources should be founded on and guided by the framework of the African Charter on Human and Peoples Rights, with particular reference to Article 21.
- CSOs call for a moratorium on new medium and large-scale corporate mining leases and licenses until the policies, laws, and regulations had been revised to be in alignment with the African Mining Vision, and to reflect the aspirations of the people.
- Governance of natural resources should be pursued in ways that take cognizance of: public ownership, community involvement in the award of licenses and concessions, transparent reporting of revenues from mineral resources, and equitable distribution of wealth from natural resources, among others.
- A Transformation and Development Fund - part of which would be set aside as Future Generation Fund and Social Development Fund – should be set up.
- A national debate on land use should be launched. It should facilitate the articulation of a comprehensive land use law and policy;
- A land and property cadastre system should be established.
- Cross-border dialogue and engagement on management of the environment and natural resources should be initiated.

- Forestry and environmental management should incorporate training that focused on exploiting emerging opportunities. This should include actions aimed at reducing emission, deforestation and degradation.
- Natural resources should be exploited in ways that provide opportunities for down-stream and side-stream linkages with industry, technology, power, services, and so forth.

A Statement from the Youth

A meeting was held at Mile 91 on January 10th, 2012 to articulate the following youth position for the Sierra Leone Conference on Development and Transformation.

In their vision of a transformed Sierra Leone, the youth desire the following:

- A country where the rule of law was respected, CSOs were transparent, the ACC and Judiciary were independent and effective, youth political participation was increased to 30%, and where the population was gender-sensitive;
- Well-defined, transparent and country-friendly mining policies that regulate the exploitation of natural resources to benefit ordinary Sierra Leoneans;
- At least 20% of Corporate Social Responsibility funds from natural resources proceeds should be allocated to training youth for employment;
- Literacy rate of Sierra Leoneans should have increased to 80% by 2060; and more support for the learning environment should have been made with recognition for people with disabilities.
- There should be a comprehensive review of the education system;
- A National Youth Service should be introduced
- There should be functional technical and vocational institutions, primary and secondary schools in all chiefdoms.
- State of the art hospitals should be in all districts
- There should be health insurance for all Sierra Leoneans.
- There should be stable economic growth, employment-friendly labour laws, and a vibrant and job creating private sector,.

- There should be well structured and functioning political institutions and a violence-free, transparent and fair elections.

A Statement from the Women

The declaration of the women covered the four thematic areas that grouped the Conference activities. For political and economic governance, the women of Sierra Leone wished to see:

The establishment of an Independent Women's Commission that will be responsible for the advancement of women and girls rights;

The implementation of the Amendments to the 1991 constitution and, thus hope;

That the revised Constitution would protect the rights of women and girls.

Under natural resources, they would like to see:

- Priority given to women in trainings that could help them to compete for new skilled jobs in mining and other areas;
- Women having rights to property, particularly land whose full use will transform women's standing in entrepreneurship;
- More programmes for women;
- A country that manages natural resources well, with a significant part of their proceeds being used for adult literacy;
- All aspects of women's health should be given equal recognition and properly funded;
- Actions should be taken to ensure that women and girls enter education fields previously perceived as male-exclusive, such as science and technology.
- Proper documentation of the Conference's recommendations
- The documented recommendations should be made accessible to all.

A Statement from Persons with Disabilities:

The community of persons with disabilities and organizations of the disabled held many deliberations pertaining to issues exclusively related to disability and wider

development issues affecting all citizens of Sierra Leone. People living with disabilities general believe that the Sierra Leone society has a negative perception of them. They contend that broader society find it difficult to perceive people living with disabilities as people with potentials other than evident physical, sensory, mental or other long-term impairment.

Their recommendations to government, other potential supporters and employers are as follows:

- The establishment of a Ministry on Disability Issues;
- The establishment of a disability unit in every government ministry and in the Office of the President;
- Government should support organizations that work on disability issues;
- The Braille printing press in the Government Printing Department should be reactivated;
- The institution of free education, free transportation, and free healthcare for disabled persons;
- By November 2012, the government should have honoured the Truth and Reconciliation Commission recommendation that there should be 10% youth and 30% women representation in parliament;
- 10% of the 30% quota for women should be reserved for disabled women;
- Establishment of a housing scheme for disabled persons;
- Employers should employ persons with disabilities as outlined in the country's Disability Policy;
- Government should support all orthopaedic centres that supply devices to persons with disabilities;
- Government should communicate to universities that persons with disabilities be given full scholarships and not be required to pay 50% of the fees prior to admission or before the taking of exams.

A Statement from Paramount Chiefs

Chieftaincy, including Paramount Chieftaincy is part of the governance structure in Sierra Leone. Paramount chiefs are key in the process of development and transformation because they play traditional roles in maintaining law and order, providing security for their people and preserving culture.

The following are the Paramount Chiefs' recommendations on Sierra Leone development and transformation in the next fifty years:

- Good governance in Sierra Leone should be founded on solid human rights, education, efficient service delivery and an economy capable of sustaining the weight of our Sierra Leoneans' fifty-year aspirations;
- Education that support the basic needs and the relevant manpower for industry;

- Sierra Leoneans must continue to uphold traditional practices and discourage those practices that were not in conformity with principles of good governance and human rights;
- Proper management of our maritime and land resources to benefit future generations ;
- A focus on agriculture, including production, transportation, shipment of raw materials and the processing of these raw materials into finished products;
- A specialist approach should be developed that will develop and benefit Farmers Associations and Farmers Co-operatives;
- Mining laws and rights should be grafted into the parent laws of the country. (It is believed that separate agreements with mining companies allow them to operate outside Sierra Leone's laws).
- Efficient and effective delivery of services in various sectors of the economy, e.g. health, road, water, energy infrastructure, etc.;
- Devolution of functions (in the decentralisation process) such as the building of feeder roads, providing healthcare and the construction of schools to Chiefdom Councils;
- Paramount Chiefs should continue to play a critical role in building and sustaining the peace in their chiefdoms;
- Local council elections should be done on a non-partisan basis.

A Statement from Farmers

Farmer's organisations have been formed in order to improve agricultural productivity in Sierra Leone. Agriculture falls within the Management of Natural Resources theme. The following are what farmers would like to see done:

- The establishment of a Farmers Commission that could provide technical expertise to the agricultural sector;
- The opening of Agricultural Banks for farmers that would provide lower interest rates on loans.;
- A review of arrangements for investing in land that will ensure benefit for all;
- The establishment of a database for all farmers' organisations;
- The identification and promotion of commercial farmers' organisations;
- The involvement of Farmer's in designing agricultural projects, their implementation, Monitoring and Evaluation, thereby enhancing the capacity of farmer's organisations and community -based organisations;
- Government should set up community farms at chiefdom level,
- Government should improve road links to markets for agricultural produce.
- More training should be provided for small and poor farmers to grow.
- The establishment of a farmer's radio station that will provide farming-related information to farmers

Church Group Statement

We the members of the Church/ Body of Christ in Sierra Leone comprising member institutions of the Catholic Mission, Council of Churches in Sierra Leone, the Evangelical Fellowship of SL, the Pentecostal Fellowship of SL and all specialized Christian networks

including Intercessors for Sierra Leone and SEN, recognizing our identity in Christ Jesus and having been an integral part of the SLCDT preparatory process view this conference as a window of opportunity that is ushering a new era for Sierra Leone. We present to the people and nation of Sierra Leone God's biblical principles and guidelines for development and transformation as our position which is embodied in His word the Bible and operated by His Holy Spirit. We note from 2 Chronicles 7:14

that it is humility, prayer, repentance, and living right with God and each other in love that bring us to realize His promise of forgiveness of our sins and healing of our land. By reason of this foundation, the land and its people will enjoy the abundant life promised us in the gospel.

We recommend that the Church becomes a moral guarantor of the recommendations of this conference implying that the Church and the people be involved in monitoring progress being made as the recommendations of the conference are implemented. We herald that the independence jubilee brought a new era of release, repentance, revival, reconciliation, restoration to our beloved nation. This transformation and development conference part of this a vehicle for our journey to the Promised Land. The conference comes at the brink of a Passover from poverty and stagnation to the abundant life promised us by our Lord and Saviour Jesus Christ.

DAY 3: February 1, 2012

Session D: The Secretariat's report

Chairperson: Ms. Andrina Coker

THE MARCH TO PROSPERITY Presented by Herbert M'cleod, Coordinator, SLCDT

The content of the 'March to Prosperity' was the outcome of the consultations on, and analyses of the transformative issues that would influence the country's rapid progress towards the desired goals in 2035 and beyond. This is complemented by recommendations in the areas of Citizens Rights and Responsibilities, Accountability and the Rule of Law, and Human Development, all of which will be presented later.

The Secretariat had consulted a wide range of groups across the country. A consensus had been reached on many areas. In addition, a number of issues had been presented here by the special groups. In all, a wide range of ideas and suggestions for the country's transformation were now available. For the current meeting however, the presentation consisted of the key issues that were considered transformative and critical to successful rapid growth.

Sierra Leoneans desire peace, prosperity and happiness through development and transformation. Development and growth will draw largely on the exploitation of natural resources and related activities in the short-run. In the medium-term, the country must diversify its economic structure to enjoy sustainable growth. The pace and extent to

which the multiplier effects of natural resource exploitation will permeate the rest of the economy can only be determined with adequate socio-economic data. A social accounting matrix or scenario planning exercise would be required in the near future but more specific details should be included in a medium term plan. What was being presented at the meeting was a series of recommendations that should be incorporated into government's and other stakeholders' programmes to attain the goals set for 2035 and beyond. The recommendations of the conference were therefore not directed at governments alone but to all Sierra Leoneans.

The proposed march to prosperity and the envisaged middle income status in twenty-five to fifty years would require the following:

- Management of our natural resources more efficiently in the interest of current and future generations;
- Management of our economy more efficiently with greater emphasis on the expansion of business;
- Pursuit of development that focuses on the needs of all peoples; and
- Setting up of a competitive industrial sector.

The key issues to be pursued are as follows:

Land: As the source of livelihoods for the majority of the population, land is central to Sierra Leone's development. Therefore, land use must be enhanced to create wealth and promote local development. A national debate on land tenure and land use that would ultimately inform the rapid adoption of a comprehensive land policy must be launched urgently. This should include ascertaining and registering ownership and addressing *challenges related to land use*.

Agriculture: agricultural production should be rationalised by employing methods and research that would optimize yield and by complementing smallholder commercialisation projects with large-scale agricultural production, and animal husbandry.

Natural Resources

- **Environment;** there are emerging opportunities for wealth-creation from the environment and its conservation that should be exploited. Example of the latter is reduced emissions from deforestation and degradation (REDD). Furthermore, the country must promote a culture of protection and preservation, and launch special initiatives for cross-border management of natural resources.
- **Other natural resources:**

- There should be special attention to securing optimal benefits from the operations of large-scale foreign and local investments in the use and exploitation of natural resources.,
- Agreements between government and these companies must be transparent.
- **Reduced emissions from deforestation and degradation and conservation must be factored in the operations of natural resource based companies**
- There should be a new system for negotiating mining agreements that would include significant local community participation. Mining agreements, for example should be published.
- This template of broad community consultation, transparency and accountability in the affairs of the country should be applied to all sectors of the economy.
- A moratorium on new large-scale mining leases should be instituted and enforced until a comprehensive geological survey, revision of the Mining Act of 2009, and institutional restructuring were completed. The moratorium should be instituted immediately.
- A Transformation Development Fund (TDF) should be set up. **Eighty percent (80%)** of proceeds from minerals and oil should be allocated to this fund and should be invested in key development programmes, in education, infrastructure, and health and towards reducing socially-constructed inequalities, like the gap between the rich and the poor, gender imbalances, youth and the disabled.
- The TDF should become operational within six months.
- For better economic management, policies should be designed for revenue management, reinforcement of independence of the Central Bank, and adopting a longer term planning perspective;
- The desired economic growth should be employment friendly. There should be initial massive public investment in rural infrastructure gradually complemented by the private sector that would also generate employment.
- In all of these proposed options, the potential human capital of women as sources for, and implementers of development must be recognised and given priority at all levels.

- A major initiative to improve statistical systems for regular data collection and analysis in both public and private sectors would be required. This would facilitate important planning and analyses.

Private sector role: The private sector should immediately engage in self-reorganisation and play a more active role in policy-making and self-promotion if it is to become the engine of growth. The Sierra Leone Chamber of Commerce should take the lead. Within six months, to design a policy that focuses on incentives to attract indigenous investors and returning Diaspora entrepreneurs. It should also mobilize aggressively to capture links in the value chain of foreign investment, rather than focus on legislating quotas to be met by foreign companies.

Promoting Small and Medium Enterprises (SMEs): Given the level of informality of small businesses, there is a need: to design innovative financial mechanisms to improve access to credit; identify opportunities for indigenous contractors to participate in foreign investment in natural resource supply chain; and to institute regulatory incentives and develop an enabling environment for new financing companies and tools production.

There should be emphasis on innovations, critical thinking and problem-solving and on science and technology in education.

Public sector support (PSP) and public private partnerships (PPP) are needed to raise the level of these categories of actors to become part of the engine of growth.

The management of the national gateway should allow multiple fibre-optic sources by autonomous operators.

Infrastructure: The relative absence or dysfunction of the country's infrastructure is recognised as one of the major impediments to development efforts. A large part of the Transformation Fund should therefore be used for infrastructure; transport, energy, water supply etc.

In the **power sector**, a national electricity power grid should be designed as a basis for long-term investments and development in the power sector. Similarly, the transportation policy under preparation should be comprehensive to include roads, rail, river, and ports and should be widely published.

Enhancing Human Development Presented by Isaac Massaquoi

Education - Comprehensive education reforms involving curriculum review, considerations for relevance for rapid growth and responsiveness to 21st century needs should be undertaken. There must also be transformative approaches to service delivery; particularly exploring PPPs in the area of technical and vocational education.

The tertiary education reforms proposed include recognition of and support for centers of excellence, provision of targeted scholarships, and reorganization of university administration to eliminate political interference.

Health - There should be free preventive health services at points of delivery, universal access to family planning, and the establishment of a National Health Insurance scheme..

Housing - Aggressive measures should be taken to use low-cost, locally-available materials for housing, especially low-income housing

Social Service Delivery - The role of the State in social service delivery should be revisited. It should effectively be reduced to regulatory oversight. Alternative delivery mechanisms stressing value for money should be explored instead. There should be PPP/Regulatory reforms to facilitate delivery by CBOs and NGOs.

Citizens' Rights and Responsibilities, Accountability and the Rule of Law, Presented by Dr. M S Kargbo

In the recommendations under this section, Sierra Leoneans are being called upon to: take responsibility for monitoring and preserving public assets and natural resources; engage in nationwide civic and environmental campaigns; uphold social values and culture; promote national history and cultural education; maintain the transformation process; promote community participation. The laws and regulations in the country must reinforce citizens' rights and improve political, economic, and social rights; introduce local monitoring systems; participate and represent in a manner that limits "winner takes all" in elections; revisit proportional representation; reinforce parliamentary accountability; complete constitutional amendment by December 2013; and promote effective participation in economic management.

Accountability and the Rule of Law:

The current weaknesses in accountability and the rule of law are due to horizontal and vertical relationships of the Judiciary which limit the institution's effectiveness and credibility. The Judiciary itself must make proposals for action.

Actions must be taken to limit the current extensive discretionary authority enjoyed by public officials. These powers of discretion should be supplemented by more robust checks and balances, as well as the use of independent monitoring and reporting on such use.

Accountability for results at all levels of the public service to improve performance, and productivity should be introduced. A comprehensive and sequenced programme of results-based management should be initiated at all levels over the coming years.

The integrity of the state operations should be ensured through oversight and **watchdog initiatives** by citizens in order to reduce the level of inequalities now apparent.

Enhancing Human development Rapid literacy must be pursued through programmes for adult literacy (with an emphasis on functional literacy). A National Youth Service scheme should be established and community mobilization and employer responsibility for adult literacy and numeracy be encouraged.

Implementation Mechanisms: Driving the Transformation Process, Presented by Dr. M S Kargbo

To ensure that the transformation process maintains momentum, stays on track and delivers desired results, three factors are key; political leadership, government's ability to deliver and the citizen's capacity to hold them accountable.

Government's ability to deliver depends on the performance of the civil service. The current structure has hardly changed since colonial times, an era when the public service did less to provide service to the people and more to respond to the needs of the metropolis and configured with the appropriate administrative architecture then. There is thus the need for a complete re-design of the Civil Service to meet the demands of the 21st century and the specific needs of Sierra Leone.

The reconstructed public sector should eliminate duplication and waste. These structural reforms should take place before proceeds from the oil start to flow in.

Session E: An experience from abroad

Chairperson: Ms Yasmine Jusu Sheriff

**BIHAR's (India) TRANSFORMATION EXPERIENCE Presented by S.K. Modi, Deputy Chief
Minister, Bihar, India**

Hon. Sushil K. Modi noted that despite the obvious differences between Sierra Leone and Bihar State in India, there were a number of similarities between the two geopolitical entities. Firstly, both had high levels of poverty, low levels of energy consumption and poor human development indicators. Secondly, both experienced gradual erosion of State institutions, high levels of corruption and unemployment and lawlessness -- the crystallization of which led to the outbreak of the rebel war in 1991 in the case of Sierra Leone. .

Hon. Modi noted that some of the key components needed in building effective States included: an efficient taxation system and institutions that can effectively use government revenues to provide the goods and services that citizens required. Importantly, the State must provide an effective law and order system that gave citizens the confidence to engage in economic activities. He gave several examples of measures taken to make change happen. He specified the effectiveness of the use of incentives to change behaviour and the primacy of good – with political leaders being good models for the rest of society. His central message was that even in situations much worse than Sierra Leone's, change was possible in less than a decade through strong leadership, setting and working towards clear goals, and carefully-crafted policy.

Questions, Comments and Answers

During the questions and answer session, questions included:

- How Bihar State navigated the problems that programmes like free healthcare delivery and other new initiatives posed?
- What environmental issues emerged during Bihar's transformation drive and how did the State address such issues?
- How were disability issues handled or accommodated in Bihar's transformation?:

- Whether there were traditional authorities in Bihar? If so, what roles did they play?,
- How cultural barriers in the march to transformation were handled?

Responses from Hon. Modi

A major problem that the free healthcare faced was insufficiency of doctors. Another problem was that of efficacious medicines that were suitable to people of different ages. There were also procurement and storage problems, particularly in the rural areas.

- Environmental considerations featured in every step of the Bihar's transformation march. Bihar embarked on extensive planting of permanent tree crop. 'We are still providing incentives for children to plant trees. Only minimal mining is going on in the State. In fact, we have banned mining ', he added. Sierra Leone's topography however may be different; and that would call for different approaches to environmental management. Bihar had an on-going campaign to identify every disabled person in all the villages and towns.
- There was a reservation of 3% of government jobs for persons with disabilities.
- There was also available a pension scheme providing every disabled person with the equivalent of \$4.00 a day.
- There were no traditional rulers in Bihar. Women were empowered during Bihar's transformation and were still being empowered.

Session F. Reactions of the meeting.

Chairpersons: Ms Valnora Edwin and Mr. Abu Brima

WORKING GROUP SESSIONS AND REPORTS

After the presentation of the report of the Secretariat, participants were divided into ten working groups for the purpose of examining the secretariat's presentations and reporting back to the plenary on the conference's final recommendations. Below are the summaries of the reports from the Working Groups.

Group I

- Government should ensure that Strategic Environmental Assessment is integrated in all policies, programmes and plans implemented in Sierra Leone.

- Tourism as a driving force for economic growth and wealth creation. Government should, therefore, develop a comprehensive strategy to promote and market our tourism potential.
- Government should do a comprehensive agricultural plan which incorporates commercialisation, innovation and value addition to increase competitiveness of Sierra Leone's produce and products in the global market.
- There should be a review of all present mining agreements;
- A moratorium should be imposed on the award of new exploration and mining licenses until a comprehensive review of the existing mineral resources is made available to the public.
- A national power masterplan national power grid that would serve as a basis for investment should be developed .
- There should be an establishment of an effective data collection and management system for policy making.
- To implement the Conference's decisions, Development and Economic Planning Departments and Ministry should be separated from the Ministry of Finance,
- A new Planning Commission should be established.

Group 2

- That the conference's conclusions should be circulated nationwide through large-scale sensitisation
- That there be a national debate on land tenure and land use
- That a moratorium be placed on all large-scale/commercial agreements that require massive investment on tracts of land
- Access to affordable credit for agricultural development;
- Introduction of appropriate technology in farming and food processing
- Availability of affordable agricultural equipment and logistics to improve agriculture;
- Increased investment in infrastructure that enhances agricultural development;

- Inclusion of local content in large-scale agricultural activities of foreign companies;
- Crop diversification and value-chain addition;
- Consultations with farmers in policy making;
- A land suitability mapping to maximize agricultural productivity.
- A review of the appropriateness of existing legislation and Acts on marine resources;
- The introduction and development of value addition industries;
- Gender mainstreaming in the marine industries;
- Training/modernization of artisanal sector;
- Improvement in monitoring and evaluation
- A review of policies, Acts and other legal framework;
- “Full life cycle cost as part of decision making for investment”;
- The use of best practices in Environmental Impact Assessments;
- Increased citizens’ capacity to enforce, audit and monitor environmental laws and agreements;
- The inclusion of environment in human rights campaigns;
- Introduce the REDD Scheme.
- A future generation fund, financed by revenue from national resources whose use should be approved by parliament;
- A fund for development (infrastructure and social welfare)
- The allocation of a certain percentage of funds to the consolidated fund (for current development plans);
- The implementation of the recommendations of the Conference to be put into operation within six months after conclusion of the Conference
- Transparency in the review and publication of agreements, particularly related to mining; thereby removing secret and clauses harmful to the general interest of

Sierra Leoneans; the inclusion of mining communities in the negotiations and agreements;

- Instituting a moratorium on all mining agreements until comprehensive geological surveys on the types and quantities on mineral that Sierra Leone has are completed;
- Revision of extant mining Acts
- The use of water for large investment projects be subject for negotiation.

Group 3

- Increased access to land for economic development;
- A unified government policy on land use, acquisition and possession; and
- Enforcement of the rule of law
- Increased irrigation to diversify agricultural production and increase economic growth;
- Increased mechanization and industrialization of farming;
- Access to finance, coupled with a variety of inputs and product markets;
- A National Youth Service to assist in Agricultural development programmes;
- Increased and equitable access to agricultural land in the provinces;
- Increased participation of stakeholders (e.g. local communities, women, land owners, chiefs, youth, government, investors and local councils) in exploration of, negotiations done on and operations of all natural resources (i.e. mining, fishing, logging, etc);
- A local content policy to be enforced (employment and trading) in agreements;
- Effective adherence of companies exploiting the countries natural resources to their corporate social responsibilities. These responsibilities should be aimed at education (primary, secondary, tertiary and technical vocational), development of hospitals, roads and restoration of the environment; and
- Increased employment of women and the physically challenged.
- Enhanced revenue policy aimed at efficient revenue collection and

- Effective control and auditing to eliminate wastage and corruption.
- Access to finance for SMEs;
- Entrepreneurship to be part of education in schools and tertiary institutions;
- Privatization of key industries (e.g. telecom, utilities and banking); and
- Public Private Partnerships for infrastructure.

Group 4

- Strong citizens' monitoring and preservation of public assets and natural resources through massive education;
- Sensitisation of citizens on the laws that apply;
- Upholding social values and culture. The national anthem be sung in all public occasions;
- Re-evaluation of the principle of and a possible return to Proportional Representation system;
- Measures to maintain and improve the integrity of the State security apparatus;
- Increased public scrutiny of public appointees to ensure integrity and accountability in public service;
- Increased scrutiny of the recruitment process in the justice delivery system;
- Improved conditions of service in the justice delivery institutions;
- A revisiting of the issue of composition of the Police Council to avoid political interference;
- A fixed tenure of office for the Inspector General of Police;
- Succession to any vacancy in the position of Inspector-General of Police should be based on the logical order of the Police hierarchy

Group 5

- Contestants for elections should have been residing in the ir constituencies for not less than three years;
- Nominations within political parties that reflect the wishes of the people the contestants intend to represent;
- The creation of the second chamber of parliament in the next five years;
- A minimum of 30% quota for women, 10% for youth, and 10% for people living with disabilities for all elective and selective positions;
- Separation of the Office of the Minister of Justice from the Office of the Attorney-General;
- People to have a say over the appointment of judges (i.e. increased scrutiny);
- Passage of the Freedom of Information Bill before the closure of 2012 Session Parliament ;
- A comprehensive Civil Service law to replace the General Orders;
- The re-introduction of civic education into the education system by 2012/13 academic year;
- The creation of a semi-autonomous National Registration Centres and National Immigration service in all district headquarters;
- A border force by 2017;
- Enhanced capacity of the Police to fight new crimes;
- The development of national fire services and the provision of at least two fire engines in all districts;
- Local Council elections run on non-partisan lines;
- The creation of special courts for corruption cases.

Group 6

- A health sector focused on human resource development;
- Improved management standards of facilities; and
- Improved sanitation and public health education;

- better housing as a social service delivery;
- The enforcement of existing housing regulations regarding standards and separation of residential areas from commercial areas; and
- Development of country-planning schemes to eradicate makeshifts (panbody) houses in the cities.
- Legislation on education for early childhood and establishment of educational facilities for early childhood;
- A comprehensive educational reform and curriculum reviews at all levels;
- The effectiveness and efficiency in the funding provided for education;
- An allocation of funds from GST to partially-fund education at all levels;
- The educational system to take cognizance of persons special need and people with physical and mental challenges;
- Enforcement of the rights to education for all citizens; and
- Motivation of community colleges to network with technical and vocational institutions
- A revisiting of the role of the State in social service delivery;
- The establishment of continuous professional development programmes for public personnel (e.g. teachers, nurses, etc.) in social services delivery; and
- Improved incentives for workers in the social services sector
- Action to address the efficient management of the fund for social services delivery;
- A building of efficiency in the service delivery mechanism; and
- Improved service-user's capacity to monitor service providers so as to improve accountability.

Group 7

- A comprehensive reform of the education sector;

- Recruitment of Sierra Leoneans in the Diaspora and train a workforce of teachers;
- Education after working hours;
- Faith-based schools currently being assisted by government to be given back to their respective religious denominations;
- The establishment of an Education Trust Fund;
- Proper management of current resources available in the health sector;
- The passage of a Patient Bill of Rights;
- The establishment of a properly functioning Medical Board, with a unit for traditional medicine;
- Government investment on initial capital to ensure minimum standards and thereafter liberate the private sector to perform beyond those standards; and
- Government enforcement of sanctions when standards are violated by individuals and institutions.

Group 8

- The establishment of a Trust Fund for housing;
- 10,000 houses in each district built by Government;
- The use of innovative technology and local materials in house construction;
- Proper housing management.
- Improved adult education programmes;
- Curriculum development on Mining, Agriculture, Theatre and Cultural Performance, and basic skills in domestic life skills;
- Encouragement given to single parent mothers to improve on their skills;
- Education centres to be decentralised to cover other disadvantaged areas like Bonthe, Kailahun;
- Fast-tracking of the implementation of community colleges across the country;

- Comprehensive revamping of the whole education system from pre-school to tertiary/university; and
- Enforcement of the teachers' code of conduct .
- Specialist care in every provincial hospital;
- The Ministry of Health and Sanitation signing Citizens' Performance Charter; and
- Training of more medical personnel, particularly in maternal and child health

Group 9

- A review of the Transformation and Development Commission every six (6) months;
- The development of a Think Tank within the Commission;
- The Commission to report to the Chief of Staff
- The current SLCDT continue operations for three months to organise the formation of an Independent transformation commission;
- An independent and diversified staff to monitor the secretariat of the Transformation Commission;
- The dissemination of the report to the public; and
- Parliamentary approval of the conference's report

Group 10

- Parliamentary enactment of a People's Bureau that consists of representatives of the Inter-Religious Council, the National Union of Sierra Leone Students, Civil Society Organisations, the Council of Paramount Chiefs, the media, people living with disabilities, the youth, women and children;
- A People's Bureau that ensures that all political parties' manifestos conform to the Sierra Leone Conference manifesto; scrutinises all facets of governance; and annually produces a report card for Parliament and civil society; and
- A People's Bureau provided with a Technical Supporting Committee

Comments from the plenary

Most of the comments from the audience supported the recommendations of the various groups. Several speakers endorsed the calls for a review of all mining agreements, a compilation of comprehensive data on existing natural resources, separation of the Ministry of Finance and Economic Development into two separate entities, and for a national debate on land tenure system. There were also calls for the establishment of a National Commission on the Childs Right Act.

It was also recommended that the Inter Religious Council should sign the conference report.

Session G: The Conclusions

CHAIRPERSON DR KEIFALA MARAH

Final Session Chairperson Dr Keifala Marah, Chief of Staff office of the President, MC Mr Ismael Koroma SLCDT

The session started with traditional dances, after which Dr Marah made a short statement on the importance of the meeting and of the rigorous follow-up envisaged.

Rev M Kaiwo then presented the authors of the winning essays for the inter secondary school competition. The title of the essay was “Describe the Sierra Leone you like to see in the Sierra Leone you would like to see in 25 years ”. The winner was Michael Bengah of the Sierra Leone Grammar School.

Mr. Mohamed Gibril-Sesay, of the SLCDT, read the Conference Declaration. Dr. Marah then requested the participants to adopt the declaration by acclamation; the response was an enthusiastic approval. The Vice President presented the closing remarks.

The Vice President’s closing remarks at the Sierra Leone Conference

The Vice President, Alhaji Sam-Sumana, reiterated that after fifty years of Independence, Sierra Leone’s progress had not matched the country’s potentials and its immense natural resources. At Independence, the country did not set specific targets for the future and had not collectively decided as a nation, on key policies to adopt. The result was decline rather than growth, conflict rather than peace and stability. The Conference was a second chance for Sierra Leone and Sierra Leoneans to get things right.

He observed that the three-day Conference was the culmination of an intensive series of consultations to set the foundation for getting the country on a sound socio-economic footing in the next twenty-five years. He cautioned that history will judge us if we failed to embrace this second chance to develop that collective sense of purpose and patriotism which should steer the country to middle income status in 25 years and a developed country in 50. He further urged Sierra Leoneans to put aside petty differences and participate in the rebirth of the nation.

The Conference ended with a vote of thanks by the Deputy Youth Commissioner, Ms Aminata Silla. She thanked the organisers of the Conference, the participants and the entirety of the Sierra Leonean populace for supporting the process and reminded them that they will be the main force for driving the development and transformation process forward.

5. CONFERENCE DECLARATION

Declaration made at The Sierra Leone Conference on Development and Transformation, held at Miatta Conference Hall, Freetown, on 30th January-1st - February 2012

The Sierra Leone Conference on Development and Transformation is the culmination of five (5) months of extensive consultations throughout the country consisting of various groups and organizations; through focused group discussions, specialist papers presented at technical workshops; District Town hall meetings at district level, radio and television discussions, as well as interviews with key stakeholders.

On the 31st of January 2012, His Excellency the President Dr. Ernest Bai Koroma formally opened the Conference as a practical demonstration of his commitment to taking up the challenge of the pronouncement of this Conference which he made on the eve of the Jubilee celebration of our independence.

After two days of intensive discussions and interactions among participants, the Conference declared as follows:

Preamble

We the people of Sierra Leone:

Desirous of charting the development of our country at this critical time in our history;

Convinced that the considerable endowments of our country in the talents of its people, the vigor of its youth, the richness of its culture, its respect for religious diversity, the vastness of its natural resources destine Sierra Leone for a prosperous future;

Recognizing that some of the failures of past generations to exploit these endowments in a judicious and caring manner for the benefit of the vast majority of our people have been the main source of our underdevelopment as a nation;

Realizing that no country can develop without a strong sense of patriotism amongst its citizens;

Determined to lift our people out of poverty, create wealth and transform our country into middle-income status within the next 25 years;

Resolute to avoid the mistakes of the past as we now march forward on the road to consolidating peace, unity and prosperity;

Having consulted extensively with Sierra Leoneans from all walks of life and through the electronic media in the 12 districts and the Western Area, including the Diaspora on what they want Sierra Leone to look like in the next 25 to 50 years and how best to achieve this goal.

Now declare the following **Principles and Framework for the Transformation of Sierra Leone into a Middle Income Country and an Advanced Economy within the Next 25 to 50 years.**

Principles of Accountability, Equity, and Inclusion

- The social, political and economic transformation shall be conducted in a transparent manner and subject to best practices of accountability, integrity, equity and efficiency;
- Every Sierra Leonean must take pride in the country and develop a strong sense of nationalism as we move forward on our journey to prosperity;
- The conduct of the business of Government shall be inclusive, taking into consideration the need for equity across gender, region, disability and age in the distribution of national positions and resources;
- Taxation is paramount and should be bench-marked against best practices in resource rich countries and such other countries that are successfully transforming themselves into middle-income and advanced economies;
- Paying tax is an obligation of all citizens and companies operating in Sierra Leone. All must pay their taxes to enable the government fulfill its commitments;

- The rule of law is fundamental to the transformation exercise. Robust mechanisms for ensuring adherence to laws and regulations by all, regardless of station in life, must be established;
- There must be special attention to ensuring justice for the common man and woman in the courts of the land. This would require the establishment of comprehensive legal aid systems, intensive legal education programs for all sectors of the population, curbing corruption within the judiciary, effective supervision and training programmes for officials dispensing justice in the local courts, as well as civil society monitoring of the judiciary;
- Investment in education, infrastructure, including affordable housing, and health systems should be given highest priority and be equitably distributed in all districts and regions of the country.

Framework for Exploitation and Management of Natural Resources

- No new mining agreement should be signed by the Government of Sierra Leone without a comprehensive analysis by the government of the known quantities and extent of that mineral resource available in the country;
- There must be established for the purposes of negotiating agreements a unit staffed by professionals in negotiation, complemented by experts and officials in relevant state institutions and outside support where necessary;
- Relocation of local populations should be avoided as much as possible, where this is unavoidable, housing and other facilities must be better than in the original settlement and adequate compensation should be paid to affected populations;
- There should be adopted a culture of sustainable and judicious exploitation and investment of proceeds from the natural resources, ensuring the protection and preservation of the environment against degradation, access to potable water, and the protection of our marine stock and local ecologies;
- To reduce conflicts over ownership of land and to ensure maximum, judicious and sustainable utilization of land resources, a national debate on land use

should be launched to prepare for a comprehensive land use and land tenure policy;

- There should be developed a robust security system to counteract threats to the state and its people;

Framework for allocation of State Resources

- There should be established a Special Transformation Fund using 80% of proceeds derived from the extraction of natural resources;
- The Special Transformation Fund should be allocated to education - for agriculture, entrepreneurship, employment and promoting resilience in the globalized world; infrastructural development - energy, water, roads, rail, ports; and a comprehensive health system. Allocations of The Special Transformation Fund shall not be utilized for purposes other than those specified herein except with the expressed consent of parliament;
- The country must undertake a comprehensive reform of the educational system including, a review of curricula to make education relevant and responsive to 21st century needs and rapid growth, while promoting programs for childhood education, adult and functional literacy, community mobilization as well as technical and vocational education and training. Quality and standards in the educational system must be enforced;
- There should be established, as part of The Special Transformation Fund, mechanisms to ensure the full and equal participation of women, youths and the physically challenged in the socio-economic and political life of the nation;
- Tourism must be developed as a priority mega program as well as an important source of revenue, national pride and livelihood;
- There should be established an effective and efficient economic management system to enhance macro-economic stability and job creation for inclusive growth and sustainable development. The Conference recommends inter alia, changes in revenue management and monetary independence, a transition from 3 – 5 year PRSP to 7-year development plans, a holistic approach to

- employment policy and programs incorporating private sector, and responsive to gender, youth employment and the physically and mentally challenged;
- To enable women and men to have equitable and easier access to financial resources in urban and rural areas, proposals to monetize personal assets in those environments should be formulated within eighteen months;
 - In order to transform private sector into a veritable engine of growth, the Sierra Leone Chamber of Commerce, Industry and Agriculture must be re-organized to play a more catalytic and leadership role, incentives should be introduced to prioritize innovation and entrepreneurship, promote small and medium scale enterprises (SMEs) as well as attract indigenous investors and returning Diaspora entrepreneurs;
 - A comprehensive transportation program to include road, rail, river and ports as a mechanism for accelerating economic growth and reducing poverty should be completed within 18 months; and
 - Training in entrepreneurship, modern business development methods, networking and access to information technology should be intensified to increase the participation of women and other disadvantaged groups by 50% within five years.

Framework for implementation

- An implementation schedule for the transformation should be developed. The schedule should contain benchmarks for monitoring the progress of implementation;
- An annual national stock taking conference on the progress and implementation of the transformation should be organized;
- Implementation of the transformation should be spearheaded by a citizens' committee and a secretariat;
- The Citizens' Committee shall be headed by the President of the Republic and comprise representatives from political parties, women's groups, civil society, religious groups, chiefs, youths, the physically challenged and local councils. The secretariat shall be staffed by experts who report to the Citizens' Committee

and service the Annual Stocktaking Conference on the Progress of the Transformation;

- A comprehensive Diaspora strategy and program of action to situate the Sierra Leone Diaspora at the heart of the transformation must be designed and acted upon;
- The final report of the Conference, due to be completed in two weeks, shall constitute the framework for further action.

This declaration shall be laid before parliament

6. STATEMENTS BY SPECIALIZED GROUPS

CIVIL SOCIETY PLATFORM ON NATURAL RESOURCES AND ECONOMIC JUSTICE (NAREJ) –SIERRA LEONE

CIVIL SOCIETY COMMUNIQUE ON NATURAL RESOURCE GOVERNANCE IN SIERRA LEONE PRESENTED AT THE SIERRA LEONE NATIONAL CONFERENCE ON DEVELOPMENT & TRANSFORMATION– 30TH JANUARY 2012

At this National Conference on Development and Transformation in Sierra Leone, We, the member organizations of the Natural Resource and Economic Justice (NAREJ) Platform, that is steered by the Network Movement for Justice & Development (NMJD) comprising all the major CSOs engaged on Solid Minerals, Petroleum, Forestry, Fisheries, Land and Water resources sectors acknowledge the initiative to pay attention to the cardinal role natural resources have in the development and transformation of the nation. The Natural Resource and Economic Justices Platform (NAREJ) wish to reaffirm here that most natural resources especially minerals are God given, not renewable, constitute public property. All citizens are therefore entitled to equitable enjoyment of the benefits that flow from their exploitation.

Let us recall that Africa as a Continent is already advanced in putting mechanisms in place to optimize the exploitation of natural resources to underpin broad-based sustainable growth and socio-economic development (AMV 2009). In February 2009, at their Assembly, the AU Heads of State and government requested “member states to improve their mineral resource policies, establish appropriate institutional, legal and regulatory frameworks, and invest in human skills, research and development, and geological and geophysical data that are critical for efficient and effective management of mineral resources”.

We therefore want to see our natural resources utilized for the creation of wealth, sustainable development and productivity for the benefit of all Sierra Leoneans. Thus, Sierra Leone’s natural resource endowment (land, marine, mine rals, oil, forest, water) should be transformed into lasting benefits for the society in a sustainable and equitable manner, through the transparent, accountable, equitable and sustainable governance of these resources. For this to happen we need to see ~~the~~ exploitation and management of our natural resources through the lenses of the African Charter on Human and Peoples Rights (ACHPR) with particular reference to Article #21.

KEY DEMANDS OF CIVIL SOCIETY IN THE MARCH FORWARD

For our natural resources to serve as driver of our development and transformation, we demand the following;

- Put a Moratorium on new medium and large-scale corporate mining leases and licenses until the policies, laws, regulations are reviewed/developed to align with the African Mining Vision (AMV) and that reflect the demands and aspirations of the citizens.
- The Governance of natural resources entails (1) recognition of public ownership of the resources; (2) community involvement in and transparent award of Licenses and Concessions; (3) Effective monitoring of the operations of licensees and concessionaires; (4) transparent reporting of payments and revenues; (5) equitable and accountable distribution of mineral revenues; (6) Sustainable development policies , etc
- The urgent review of all corporate mining lease agreements that have shortchanged the country and peoples by going against the relevant laws e.g. MMR Act 2009, Income Tax Act etc.
- Holding of separate national conference of Natural Resource governance to come up with “natural resource governance Charter” to inform all laws, Policies, regulations and mechanisms in the natural resource sector.
- Clear vision of the role of natural resources in national development and key strategies for using natural resources for transforming and diversifying the national economy should be developed.
- That all policies, laws, regulations and systems be aligned with the African mining vision, African Charter on human and peoples Right and other relevant international Human Rights standards.
- That a participatory, inclusive and transparent negotiating process for all agreements for the sector be regularised as a matter of urgency.
- In line with the African Mining Vision and the African Charter on Human and Peoples Rights and to ensure the ***integrated management of natural resources*** there is need to establish and strengthen a Natural Resource Commission to regulate the activities of the natural resource industries.
- Set up a Transformation and Development Fund– percentage of which is to be slated as **Future Generational Fund**; another percentage as **Social Development Fund** with emphasises on manpower and skills development for natural resource sector.
- Restructure our educational system to develop manpower and skills for the natural resource sector.

- That a national debate on land use be launched for the adoption of a comprehensive land use.
- Develop a land/property cadastre system for the development of a land tenure policy – outcomes of the national debate.
- That a cross-border initiative be launched for environmental management and joint management of natural resources.
- An outcome of the national conference on natural resources should inform the development of a national policy on water noting water as a natural resource; usage of which for industrial purposes should benefit the immediate population and beyond. Effective oversight of the sector/industry by Civil Society and the legislature over the operations of corporate entities that engage in natural resource and exploitation in Sierra Leone.
- Forestry/environmental policies should focus on constant training so as to exploit emerging opportunities to reduced emission, deforestation, degradation plus conservation.
- The natural resource sector catalyses and contributes to the broad-based growth and development of Sierra Leone through
 - Down-Stream linkages into beneficiation and manufacturing
 - Up-Stream linkages into capital goods, consumables and services industries
 - Side-Stream linkages into infrastructure (power, logistics, communications, water) and skills and technology development
 - Mutually beneficial partnerships between the state, the private sector, civil society, local communities and other stakeholders.

We implore the conference participants who are themselves genuine Sierra Leoneans consider these demands seriously for our natural resources to be the engine for the transformation of Sierra Leone.

END

For further information contact –Abu A. Brima (NMJD), Aminata Kelly-Lamin – 076 651 755 (NMJD) , Sahr Kendema – 076356691 (CGG), Haji Bah – 076717096 (CJM), Joseph Rahall – 076 601979 (Green Scenery).

CONCERNS OF MEMBERS OF THE 50/50 GROUP OF SIERRA LEONE

- Promote Women's Human Rights, advocate gender equality and raise awareness of gender issues that will remove obstacles that impede the advancement of women throughout society;
- Advocate that Women's Human Rights be the guiding principle in all aspects of our national and local endeavours, particularly, in the application of Customary Law.
- Women must be given a right to Education, inheritance, marriage, sexual and reproductive health, religion, justice, camera hearings for rape cases, work and earn a living, self-realisation, participate in decision-making at national, local and household levels in all fields of endeavour.
- Women who constitute 52% of the population must participate actively in all aspects of democratic governance including all elections;
- socio-cultural and traditional barriers that impede the full participation of women in governance at national and local levels must be eliminated;
- Political parties must ensure that at least 50% of candidates on their party lists are women and must use the zipper system i.e. alternate the names of women and men on their list;
- Political parties must prioritise the concerns and interests of women, youth, children and the marginalised groups in Policy Development and implementation;
- Voters must consider candidates and parties that give priority to issues that are important to women, youth children and marginalised groups.
- The President must increase the number of women in leadership and decision making positions in Ministries, Parastatals, and Diplomatic Missions at home and abroad to at least 30% as prescribed by the Beijing Platform for Action, to which Sierra Leone is a signatory; taking into consideration professionalism and competence.
- Government and Parliament must prioritise the concerns and interests of women, youth and children in Legislation, Policy Development and implementation.

- Government must provide free family planning services in all Government Health centres and Hospitals.
- Government must ensure that the girl child grows in a safe and secure environment that will enable her to develop to her full potential;
- The Ministry of Information and Broadcasting in collaboration with the Ministry of Education and Media Institutions must ensure that women participate in all programmes.
- Schools, through the Ministry of Education must set up media education as part of their curriculum and set up media clubs in schools.
- Government must provide quality education for women by creating institutions for training women in politics including incumbents and aspirants, so that they can be abreast with global and local developmental changes. These institutions should be up to the tertiary level and beyond.

National Farmers' Association

Proposals and Recommendations from the Farmers of Sierra Leone to the SLCDT

Sierra Leone is a small country with a land area of 71.620 sq km 74% of which is cultivable. The climate and ecological conditions of Sierra Leone are suitable for all year round agriculture. However, only 34% of the arable land is under cultivation and the availability of sufficient food remains a problem.

Agriculture is a key factor in meeting the challenges of food security, wealth creation and the provision of employment for a majority of the population. It accounts for 45% of gross domestic product and contributes a quarter of the total export earnings with over two thirds of the population directly or indirectly involved.

Farmers constitute the bulk of those engaged in agriculture and have constituted themselves into a number of organizations in order to improve agricultural productivity in Sierra Leone.

The Sierra Leone National Conference on development and transformation has identified five thematic areas of priority and agriculture falls within the area of managing natural resources.

The following recommendations are an attempt by the farmers of Sierra Leone to contribute to the national dialogue in transforming Sierra Leone after fifty years of independence.

With regard to the next 25-50 years of planning for the agriculture sectors, farmers recommend the following:

- To improve accessibility to funds and loans at lower interest rates by setting up an agriculture bank for farmers.
- Establish a Farmer Commission through an Act of Parliament to:
 - Provide technical assistance and expertise to the agricultural sector; Facilitate devolution of responsibilities from Government to farmers and farmers' institutions;
 - Supervise and monitor activities of farmers and the Ministry of Agriculture in the distribution of agricultural inputs to farmers;
 - Enhance tree crops development in the country for e.g. oil palm, cashew nuts, cocoa and coffee for exports.
- Regenerate and direct the activities of the Parliamentary Agriculture Committee to take robust action in the interest of farmers and farmers' institutions nation wide.

- Restore Sierra Leone Broadcasting Cooperation (SLBC) programme of farming today and to give nation wide coverage of the activities of farmers in their villages and farms.
- Revisit arrangements for investing in land to benefit land owners, investors as well as farmers located in the area.
- Establish water transport linking Calaba Town and Lumley by launch, boat or ferry to enable farmers easily transport their produce to the markets.

In addition, the farmers are making the following requests:

- Establish data base for all farmers' organization, recognized Federation and the FBOs which could lead to commodity farmer's association formation.
- Promote and identify commercial farmers' organizations.
- Give soft loans and low percentage interest to farmers.
- Ensure that farmers are involved in agriculture project design; implementation, monitoring and evaluation and strengthen farmers organization and CBOs and provide long term funding.
- Set up government farms through communities (Chiefdom) etc
- Intensify food extraction roads linking to market.
- Encourage various food processing.
- Improve on land lease conditions and arrangement as poor farmers need protection, from outsiders coming (Land grabbers).
- Improve on settlement between crop farmers and livestock famers.
- Add more training to small and poor farmers for them to grow.
- Improve on adaptive research together with farmers
- Farmers must participate in the monitory excise.
- Environmental practice must be link with farmers to properly manager the environment
- Improve farmers health ie TB, HIV/ AIDS and blindness etc.
- Teach farmers on insecticides and pest management.

- Enforce there claiming mined areas for the benefit of farmers.
- Livestock and fishery must be supported
- Food security must consider in light of various food stuff including vegetable.
- Establish famer radio station across the country.

National Council of Paramount Chiefs**PARAMOUNT CHIEFS POSITION PAPER**

1. The Steering Committee for the Sierra Leone conference on Development and Transformation engaged the Executive Committee of the National Council of Paramount Chiefs in a one-day meeting in the Kenema City Council Conference Hall on the 18th January 2012 and presented positions derived from discussions previously conducted with various stakeholders and interest groups with a view to seeking the position of the National Council for Paramount Chiefs on the issues raised in those conclusions and any other position it holds on issues not covered in the presentations made by operatives of the steering committee.
2. After lengthy discussions and analysis it became very clear that the Executive Committee of the National Council of Paramount Chiefs was in broad agreement with the issues raised and gave notification that whilst there was broad agreement on the generality of the positions, some specific details would be required to put some of the issues in clear perspective.
3. Accordingly, the chiefs withdrew into a group session to look into four-thematic areas covering:
 - a) Citizens' rights and responsibilities
 - b) Accountability and the rule of law
 - c) March to prosperity and
 - d) Implementation mechanisms/driving the transformation process
4. The Chiefs were agreed that citizens' rights and responsibilities were adequately covered by the national constitution and enactments such as the Child Rights Act, Gender Acts, and Registration of Citizens Acts etc. in spite of this position the right of women was singled out for discussion because of the

controversy surrounding it and being highly topical. Our position after a very thorough discussion was that women should not be deterred from vying for elective office even though certain communities make this virtually impossible by customary and traditional practice. Whilst this controversy rages on the Council will spare no effort to put modalities in place to narrow the gap between tradition and best practice. For non-elective office the Council is in agreement with the consensus of opinion which accords women the right to participate and hold positions on an increased basis.

The Registration of Births and Deaths, marriages and divorces should be devolved to the Chieftom Councils as provided for in the unrepealed chieftom Council Act 1964 because it is the only practical solution to meeting the reasons and objects of their Acts. With specific reference to the registration of all citizens, we proposed that the process be fast-tracked through further devolution.

5. Our position on the rule of law and accountability is like all others but we insist that more stringent measures be employed to ensure adherence to these principles. We subscribe fully to these principles in an effort to be transparent and accountable to our people and in like manner would wish service providers and contractors to be accountable to us and our people.
6. The march to prosperity was considered our biggest challenges and we suggest, in addition to all positions assumed that:
 - a) Land Resources – priority and dependence should be placed on agriculture which does not simply imply production and shipment of raw materials but the processing of these raw materials into finished products. We have tried the socialist approach to agriculture which focused basically on the development of farmers' associations, and farmers' co-operatives without a tangible change in our production levels. We urge that we revert to pre-independence farming strategies that targeted farm heroes/master farmers for the production of cash crops and allowed us a limited measure of export.

- b) Minerals – in colonial times diamonds, chromites, iron ore, gold, etc were considered state property and were not subjected to large scale plunder that we now experience in the industry. We would wish this situation to be redressed; subjecting all mining rights to the parent laws of the land not to separate agreements with mining companies allowing them to operate outside the parent laws and regulations. We urge that government undertakes an independent mineral aerial survey to come up with a reliable inventory of our minerals. Reliance on private mining company statistics does more harm than good. We observe with regret that mining companies have developed the practice of exporting large bulk samples on the pretext of having these tested overseas. We recommend that this practice be discouraged by setting up mineral laboratories in Sierra Leone for bulk testing. Until this is done we suggest the volume of bulk samples be reduced to the barest minimum; with very little risk, if an, of valuable minerals being carted away undetected. Our tertiary educational system should be reformed to ensure that we produce the best technical personnel for the mining industry. This does not only allow increased recovery of minerals but also ensures a widening of the job market for sierra Leoneans.
- c) Education – We once prided ourselves as being the Athens of West Africa but those days are far behind us because of misplaced premium on primary and secondary education. We call for a shift of emphasis to primary and secondary school education that allows for free and quality primary education and the establishment of junior secondary schools in all chiefdoms.
- d) Health and Road Infrastructure – The national health and road infrastructure is inadequate and poorly managed. These should be improved to cope with the demands of our people. We commend Government for the free health care initiative but urge that more attention should be paid to the method of

delivery. In the medium term, we propose that other categories of our national population be made to benefit as well. Devolution of functions should make this possible and bring into use a network of feeder roads that link one village to another using the best endeavors of our local contractors under the supervision of our chiefdom councils. Far too many options have been kept by the district councils to the extent that the chiefdom councils are rendered redundant. The situation should be fine-tuned to allow the chiefdom councils to take over the construction and maintenance of chiefdom primary health care facilities and chiefdom feeder roads.

- e) Elections – elections have always been the peace breaker as almost all political contests have been fought on partisan lines and engender discord to the extent that feuds and squabbles last far into the life of parliament and the presidency. As a start, it is recommended that local council elections should be fought on a non-partisan basis. This helps to keep the chiefdom together and banish hostility and hate from the political arena. For the parliamentary contests the support of political leaders to maintain law and order is needed to keep the ship in balance.
- f) The Institution of Chieftaincy – it is unfortunate that of all stakeholders interviewed, none has so far made an attempt to give a perception of what they expect the institution of Paramount Chieftaincy to be in the next 50 years. We believe that the institution of Paramount Chieftaincy is the bedrock of peace and harmony in governance and it has stood the test of time as the only institution that survives in the worst of situations. This point out the need for Paramount Chiefs to be given a pride of place in governance. In normal times and in the heat of discord they must be allowed to play their traditional roles of maintaining law and order, providing security for their peoples and preserving the culture.

Additionally, the council of Paramount Chiefs desires to serve as a regulatory, advisory, advocacy and monitoring institution. However, it can only perform such roles on a neutral political posture in an atmosphere of peace and quiet. Therefore, we recommend a statutory status for the Council of Paramount Chiefs with clearly defined roles as outlined above, relationships with government and all other stakeholders in development and peace building, its political neutrality, privileges and rights of its flag bearers built on a strong reward system commensurate to its new posture. It is a clear fact that 75% of the security of the state falls under the purview of Paramount Chiefs; a responsibility that should squarely rest on the national Government with levels of reliance on other state institutions and people but through innate customary institutional arrangements chiefs have been performing this role cost effectively in the absence of funds conventionally tied to this process with little or no remuneration. We recommend that the capacity of the institution be beefed up to allow it discharge such responsibility most effectively and efficiently.

The Women's Declaration to the SLCDT

We Christian and Muslim women of Sierra Leonean drawn from all walks of life and districts, all ages, abilities, and from both public and private sectors, as part of the process leading to the Sierra Leone Conference on Development and Transformation (SLCDT), after careful reflection and debate on the thematic and other issues pertinent to the interests and future advancement of women and girls in Sierra Leone, strongly propose that this Women's Declaration be integrated into the conference proceedings and adopted as part of the transformation report and the actionable outcomes of the conference to be implemented over the next 25-50 years.

As women, we recall that Sierra Leone's development for the past 50 years has stalled and that women who form 52% of the population have been marginalized and discriminated against in all spheres particularly in politics and decision making positions.

We recognize that women as key stakeholders should be on board at every stage of our national development and transformation process.

We therefore propose the following on each thematic area addressed in the conference:

Political and Economic Governance

1. The review of the 1991 Constitution should be concluded. The revised Constitution should not only promote women's equality and access to justice but also protect the human rights of women and girls of all backgrounds, shades of political opinion and religious practice.
2. Establish an independent Women's Commission for the advancement of women and girls. Proceeds from the Transformation and Development Fund (TDF) already proposed in the Transformation Report should be used to fund the women's commission and its activities. Among its responsibilities, the Commission will monitor and ensure enforcement of all policies and legislation to eliminate political, religious, and economic inequality of women and girls as well as Violence Against Women.
3. That the minimum 30% quota for women in elected offices and all decision making positions recommended in the Truth and Reconciliation Commission Report of 2004 and committed to in the Presidential Apology of March 2010 be implemented without further delay.

Natural Resources

Women strongly endorse the call for an immediate moratorium on new mining and investment agreements concerning our natural resources until measures are put in place to ensure such agreements are in our national best interest, including protection of women and girls from sexual exploitation and harassment in mining areas.

1. Urgent priority to be given to training women to be able to compete on an equal basis for new skilled jobs emerging in mining and other sectors of the economy .
2. In the drive for rapid development and transformation, women's property rights, particularly to land, should not be compromised or undermined ; rather expanded access to land and inputs should be provided to empower them take advantage of the anticipated economic opportunities. We recognize that urgent initiatives to monetize rural assets will be an important means to transform the lives of women farmers and rural women entrepreneurs.

Private Sector

1. Intensify training in entrepreneurship, modern business development methods, networking and access to information technology to enhance women's business potential and accelerate rates of transfer of women from the informal to the formal economy.

Delivery of Social Services

The impact of an improved social service delivery will be multiplied when accompanied by a simultaneous priority being given to holistic human development to meet the challenges and opportunities of the coming transformation. We therefore propose the following:

1. Intensify Functional Adult Literacy programmes using resources creatively.
2. Implement Affirmative Action policy in the educational sector to facilitate women and girls enter non- traditional sectors, including scientific and technological professions and vocations.
3. Since a woman's health and wellbeing go beyond her reproductive functions all aspects of women's health to be equally recognized and adequately funded.
4. Women's perspectives to be brought into the design and construction of affordable housing using low cost local materials in order to address the current untenable shortage of appropriate housing, sanitation and recreational facilities in communities nationwide.

5. We endorse the recommendation to develop alternative means of transportation to facilitate the movement of people and goods as such initiatives empower women.

In Conclusion

We reiterate that integration of women throughout the transformation by implementation of the above recommendations will address and enhance the advancement not only of women and girls but of the entire nation.

We believe that eliminating Violence Against Women is essential for attaining the goal of transformation and development in all sectors.

Finally the transparency and accountability necessary to drive and sustain transformation can best be achieved by ensuring that the minutes, reports and all proceedings of the conference and related activities , are documented and published both digitally and in print and kept accessible to all.

APPENDIXES

APPENDIX I: SIERRA LEONE'S VISION 2035

Summary of Vision

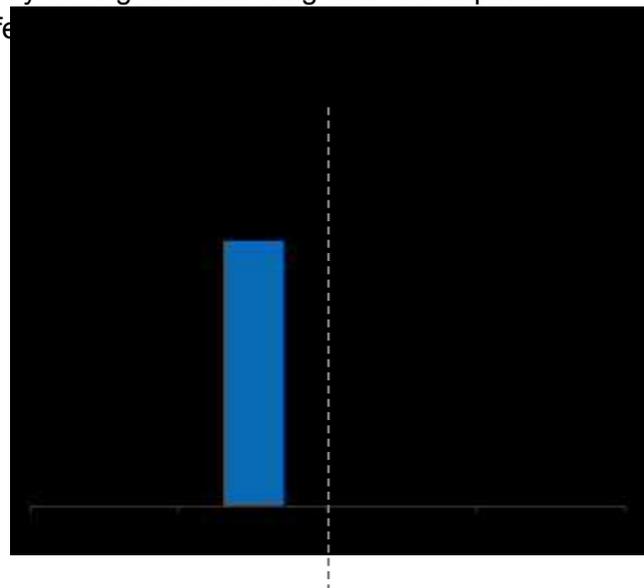
By 2035, Sierra Leone aspires to be a middle income country with an inclusive society where the rule of law prevails and that provides increased opportunity for:

- a stable economy with private sector-led growth and good infrastructure to turn a good idea into a profitable business.
- a key trade hub in West Africa, with a leading agri-business sector focused around value-added products and a growing services industry.
- a model in responsible natural resource exploitation for other African nations to emulate.
- A recognized player in the sub region and integrated into the global system with advantageous term
- Every child to go to school and every mother to have access to a modern hospital where she can give birth without fear and extreme poverty will be eradicated.
- a socially, economically and politically empowered women;
- an attractive culture united in diversity, and assertive at the international level;
- independent and accessible justice system;
- peaceful coexistence where Governments are voted in and out of power based on their ability to meet the aspirations of citizens by setting and delivering their development agenda within the framework of the confe

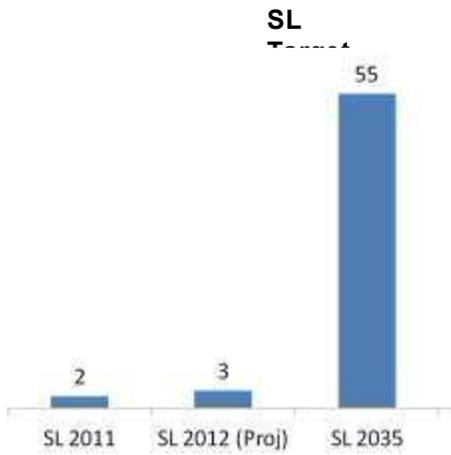
MACROECONOMIC INDICATORS

1

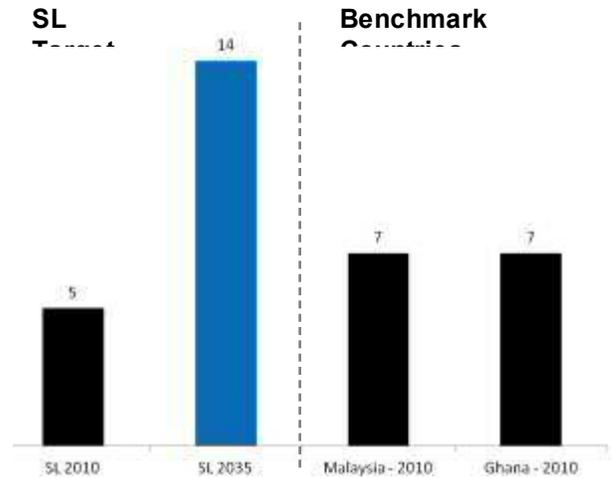
GDP Per Capita Atlas
(Current US\$)



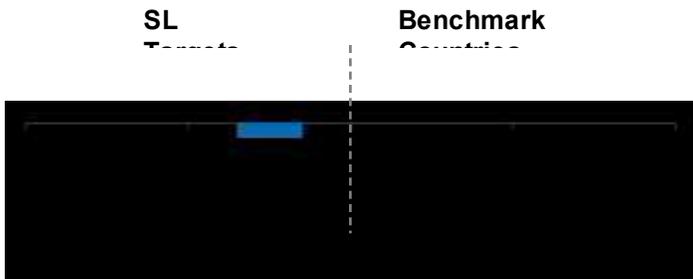
2 GDP



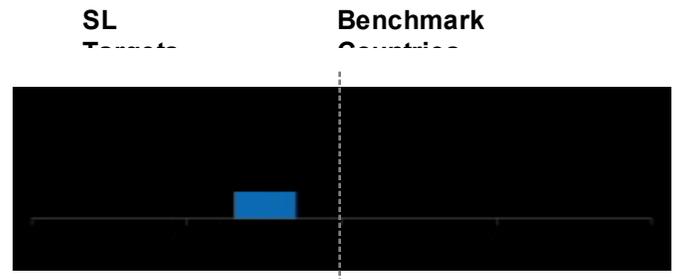
3 GDP Growth (annual %)



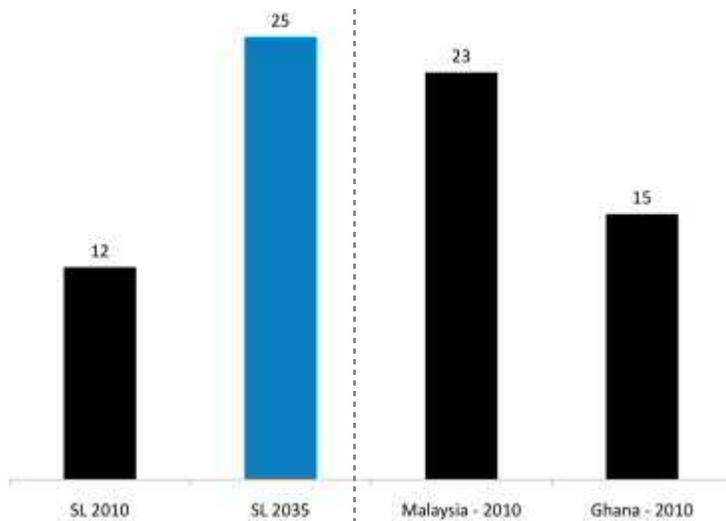
4 Current account balance (% of GDP)



5 Inflation rate



6 Revenue excluding Grants (% of GDP)



PRIVATE AND FINANCIAL SECTOR

No	Indicators	SL 2010	SL 2035	Malaysia - 2010	Ghana - 2010	SA - 2010
1.	Country's competitiveness	Not ranked	40 - 50	21	114	50
2	Ease of Doing Business (index 1-173)	150	50 - 60	21	67	34
3	Int Rate Spread (lending rate minus deposit rate %)	14.8	7	3	8	3.2

HEALTH SECTOR

- The aim is to raise life expectancy beyond the age of 70, and the large majority of children will be well fed and healthy, born to healthy parents.
- There are functional and affordable primary healthcare within 5km radius nationwide
- There are standard referral hospitals in each district headquarter town/city

HEALTH SECTOR Indicators

No	Indicators	SL-2010	SL -2035	Malaysia 2010	Mauritius 2010
1	Life expectancy at Birth female population (Years)	48	75	76	77
2	Life expectancy at Birth male population (Years)	46	70	72	69
3	Physicians (per 100,000 people)	1.6 (2008)	50		106
4	Maternal Mortality Ratio Per 100,000 of live births	970	100	31	36
5	Under 5 mortality rate per 1,000 of live births	174	50	6	15
6	Nurses and midwives (per 100,000 people)	17 (2008)	100		373
7	Hospital beds (per 10,000 people)	5	50	40	33
8	Malnutrition prevalence, weight for age (% of children under 5)	21.3 (2008)	5		7
9	Community health workers (per 100,000 people)	2 (2008)	200		19

POVERTY

- 80% of the country’s population will live above the poverty line with wider and equal access to basic social services.
- Growth pursued will be pro-poor and that the gap between the rich and the poor is narrowed with a view to foster peaceful coexistence.

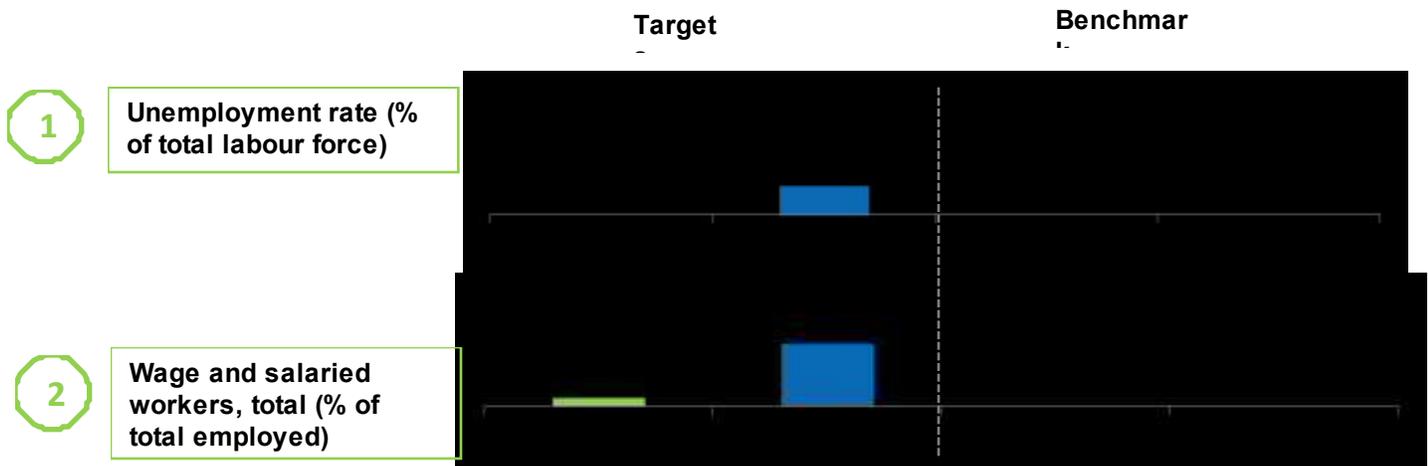
Poverty Indicators

No	Indicators	SL-2010	SL -2035	Malaysia 2010	Botswana 2010
1	Poverty headcount ratio at national poverty line (% of population)	66.4	20	3.8	30.6
2	Poverty headcount ratio at \$ 2 a day (% of population)	76.1	25	2.3	36
3	GINI index	62.9*	20	46	61

* Source: CIA

Labour and Employment

- Unemployment levels remain below 5%
- Productive employment opportunities prevail and people earn decent livelihoods from both wage and self employment.



INFRASTRUCTURE AND ENERGY

- There is reliable and clean energy at affordable cost.
- Paved roads linking neighbouring countries, cities, town and chiefdoms.
- Access to clean water for all.
- Access to internet facilities open to all, but guaranteed for at least 50% of the population

No	Indicators	SL-2010	SL -2035	Malaysia – 2010	Botswana - 2010	SA - 2010
1	Paved roads as % total	8	50	83	35	37
2	Electric power consumption (KW per capita)	14	2,000	3,428	1,477	4,759
3	Internet Users per 100 people	0.3	50	56.6	6.1	8.9
4	Access to improved water source (% of rural population)	26	90	99	90	78

Governance

- A peaceful, politically stable and democratic country with functional decentralized administration where the justice system is fair, independent and accessible to all citizens.

No	Indicators	SL-2010	SL -2035	Malaysia 2010	Botswana - 2010
1	Government Effectiveness (index %)	12.5	70 - 80	80	70
2	Rule of law index	20	70 - 80	70	65
3	Voice and Accountability	40	70 - 80	30	55
4.	Political Stability	35	70 - 80	55	80
5.	Control of corruption	25	70 - 80	65	80

ENVIRONMENT

No.	Indicators	SL-2010	SL -2035	Malaysia - 2010	Botswana 2010
1	Forest Area (% of land Area)	38.1	50	62.3	20

The SLCDT JOURNAL -2030

THE SLCDT JOURNAL

Wednesday 27 February 2030

THE MRU'S FAVOURITE NEWSPAPER

- Since 2012

Salone hits middle-income early!



Pupils of St Susan's Primary smiling on hearing news of Salone's middle-income status

Statistics Sierra Leone today issued encouraging results from the latest round of household surveys to suggest that Sierra Leone has joined the ranks middle-income countries five years early.

Twenty years ago, the Sierra Leone Conference on Development and Transformation charted the road to this impressive milestone. At the time, pundits doubted that the feat was possible. Hard to believe now, but back then Sierra Leone was one of the poorest countries in the world with dismal statistics.

In welcoming the news, President Salimatu Hawah Nondoh-Bangura acknowledged that her government had been able to build upon the past achievements of previous leaders.

The President vowed to continue improving the policies and delivery that had enabled Sierra Leone to get this far and reminded citizens that there was still a long road ahead to get to

APPENDIX II: Implementation Road Map**Citizens' rights and responsibilities**

Transformative Issues	Immediate (within 3 months)	Short Term (within 12 months)	Medium- Term (12 - 36 months)	Long-Term (3- 10 years)
Citizens' rights and responsibilities				
Introduction of local monitoring systems for delivery of public services		X	X	
Examine political participation and representation to limit "winner takes all"			X	
Revisit proportional representation			X	
Introduce second chamber in parliament			X	X
Reinforce parliamentary accountability		X		
Complete constitutional reform and a amendment by 12/2013.			X	
Effective participation in economic management; eg. Revisit budget process and revenue management and introduce performance budgeting, all catering for more effective citizens participation.		X	X	
Promote responsibility for protection of public assets, and protect cultural heritage and enhance national identity	X		X	
Pass Freedom of Information bill in Parliament before end of 2012		X		

Implementation Road Map (Continued)

Accountability and the rule of law

Transformative Issues	Immediate (within 3 months)	Short Term (within 12 months)	Medium- Term (12 - 36 months)	Long-Term (3- 10 years)
Accountability and the rule of law				
Design robust mechanisms to reinforce the rule of law	X	X	X	
Address weaknesses due to horizontal and vertical relationships of Judiciary limiting effectiveness and credibility.		X	X	
Increase public scrutiny of judicial appointments		X	X	
Introduce accountability for results at all levels to improve performance, and productivity		X	X	
Launch comprehensive and sequenced programme of results based (performance) management		X	X	
Enhance the integrity of the state security apparatus.		X	X	X
Initiate Security sector reform – publish/reinforce/monitor by public watchdog (capacity issues)			X	

Implementation Road Map (Continued)**The March to Prosperity: Enhancing Human Development**

Transformative Issues	Immediate (within 3 months)	Short Term (within 12 months)	Medium-Term (12 - 36 months)	Long-Term (3-10 years)
<i>The March to Prosperity: Enhancing Human Development</i>				
Reducing inequality by addressing vulnerable groups through; 30% quota for women, addressing issues relating to disability, enhancing role of youth.	X	X		
Education				
Launch programme for adult and functional literacy				
Undertake comprehensive education reforms			X	
Education facilities should cater for the special needs of persons with physical and mental challenges			X	X
Legislation on early childhood as well as facilities encouraged			X	X
Reintroduce civic education by next academic year		X		
Emphasize technical and vocational education and training (TVET)		X		
Centres of excellence/targeted scholarships to elevate standards in education			X	
Set up community colleges to complement TVIs		X		
Re organisation of university administration to exclude political influence			X	
Health			X	
launch a major drive for human resource development in this sector		X		
Design programme for improving public health and sanitation including national health insurance scheme		X	X	
Housing			X	
Enforcement of housing regulations including separation of commercial and residential areas	X	X	X	
Launch a low cost housing programme to cover 1000 housing units in all districts			X	X
Design schemes to eradicate "panbody" makeshift housing in all cities/towns		X		
Social service delivery				
Launch a national youth service to promote national identity and youth employment.	X	X		
Set up fire services in all districts.			X	

Implementation Road Map(Continued)**The March to Prosperity; Managing Natural Resources**

Transformative Issues	Immediate (within 3 months)	Short Term (within 12 months)	Medium-Term (12 - 36 months)	Long-Term (3-10 years)
<i>The March to Prosperity; Managing Natural Resources</i>				
Transparency in the review of agreements with large scale foreign and local investors and publication of results. Complete the renegotiation of all mining agreements	X	X		
Institutionalise GoSL negotiating team		X		
New system for negotiating mining agreements to include wider participation should be regularised and applied to all sectors.	X			
Moratorium on new large-scale mining leases until a comprehensive geological survey, revision to mining Act, and institutional restructuring are completed	X			
Set up a Transformation Development Fund (TDF).	X	X		
80% of proceeds from minerals and oil to be allocated to this fund.		X		
Priority to education /health/ Infrastructure /reducing inequality	X			
TDF = special projects; predetermined criteria for development and transformation/require special dispensation from Parliament and President to use the funds otherwise.	X		X	
Formulate proposals to operationalise TDF in six months		X		

Implementation Road Map(Continued)**The March to Prosperity: Land Issues**

Transformative Issues	Immediate (within 3 months)	Short Term (within 12 months)	Medium-Term (12 - 36 months)	Long-Term (3-10 years)
<i>The March to Prosperity: Land issues</i>				
Ensure adoption of comprehensive land use policy			X	X
Launch national debate on land use from perspective of multiple usage of land: developmental, livelihoods, cultural and commercial			X	
Launch and adopt land tenure and land use policy after extensive national debate that will also ascertain ownership and register all lands in the country (a personal property cadastre)			X	X
Land policy to address: land use for development of estates, crop production, agribusiness and industrial development, water usage, environmental protection, GM products etc.			X	X
Rationalizing agricultural production after ascertaining optimum land use policies			X	
Formulate programme for monetization of rural assets			X	

Implementation Road Map (Continued)**The March: Natural Resources (environment)**

Transformative Issues	Immediate (within 3 months)	Short Term (within 12 months)	Medium-Term (12 - 36 months)	Long-Term (3-10 years)
<i>The March to Prosperity: Natural Resources (environment)</i>				
Need for constant training to exploit emerging opportunities in Environment sector such as the REDD+ (reduced emissions from deforestation and degradation + conservation etc)		X	X	
Promote culture of protection and preservation (citizen's responsibility)		X		
Launch special initiative for cross-border environmental management and joint management of natural resources.			X	
Develop a programme for dealing with climate change and restoration and preservation of natural habitat for sustainable development and tourism			X	X
Access to potable water to be recognised as a right for every Sierra Leonean		X	X	
The water policy under preparation must recognize water as a natural resource whose usage for industrial purposes should yield benefits to the entire population.	X		X	
Formulate a programme for modernising artisanal fisheries to improve the livelihoods of 250 000 households engaged in the sector factoring gender issues in process		X		

Implementation Road Map (Continued)**The March to Prosperity: Economic Management**

Transformative Issues	Immediate (within 3 months)	Short Term (within 12 months)	Medium-Term (12 - 36 months)	Long-Term (3-10 years)
<i>The March to Prosperity: Economic Management</i>				
Primary objective: Job creation with growth and maintenance of macro economic stability (maintain double digit growth rate over first ten years)				X
Design a policy for revenue management and monetary independence		X	X	
Separate Development from Finance Ministry		X		
Examine a move to 7 year development plans rather than 3- 5 year PRSPs		X		
Employment policy and programmes			X	
Holistic approach incorporating private sector/training/education/ and labour market services and gender sensitivity in all employment programmes			X	
Launch an initiative to monetize personal assets in SL including rural based assets.			X	
Launch an initiative for information management (data collection, disaggregation, storage and access) in both public and private sectors	X			

Implementation Road Map (Continued)***The March: Private Sector Role***

Transformative Issues	Immediate (within 3 months)	Short Term (within 12 months)	Medium- Term (12 - 36 months)	Long- Term (3- 10 years)
The March to Prosperity: Private Sector Role				
Transform private sector into veritable engine of growth through:			X	
Self-organization and promotion of SL Chamber of Commerce to play more catalytic, leadership role. The Chamber is challenged to produce a proposal within six months		X		
Prioritize innovation and entrepreneurship			X	
In education, emphasise critical thinking, problem-solving with focus on science, technology		X		
Incentives for innovations			X	
Develop a mega project for tourism			X	X
The March to Prosperity: Promoting SMEs				
Innovative financial products			X	
Identify opportunities for indigenous contractors within natural resource investors supply chain and support locals – go beyond local content.	X	X		
Produce regulatory incentives/ environment for new financing companies and tools			X	
Private sector to reorganise and restructure itself for policy influence	X	X	X	
The March to Prosperity: Infrastructure				
Organise a RT for infrastructure to optimise mining needs and national opportunities	X			
Implement a comprehensive transport policy that reinstalls rail and river transport as central to mass transit programmes		X	X	

Implementation Road Map (Continued)

Implementation mechanisms/driving the transformation process

Transformative Issues	Immediate (within 3 months)	Short Term (within 12 months)	Medium-Term (12 - 36 months)	Long-Term (3-10 years)
Implementation mechanisms/driving the transformation process				
Redesign Civil Service for modern developmental state.		X	X	
Rationalize institutional architecture of public sector to eliminate duplication and waste and to reduce wage bill.		X		
Set up Planning Commission		X	X	
Separate Development from Finance Ministry		X	X	
Set up a Citizen's Committee to be responsible for maintaining the momentum of change	X	X	X	
Annual consultative monitoring workshop		X	X	
Set up autonomous Think Tank (eg. national institute of social research in UK/ Academy of social sciences in China etc)	X		X	
Use transformation index to track progress yearly and report on key transformative items			X	
Arrangements for Transition.				
Set up small unit in the office of President during transition	X			
Design a comprehensive Diaspora strategy	X			

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