

MANIFESTO  
OF  
THE MOVEMENT FOR PROGRESS (MOP)  
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MOTTO: POSITIVE CHANGE

## Introduction

In this document we offer a vision for the future of our country. This vision is not the property of our movement; it is the birthright of all Sierra Leoneans, if they should use their freedom and our precious democracy to choose it. We as a movement offer only our effort, our commitment, our humility and willingness to learn and improve, and our profound determination to conduct ourselves with courage, generosity and integrity in public office. We have watched our country, our families, our children, ourselves, suffer from the inhumanity of war, a war that has stolen something from all of us. We know that this war was ours, that it was a war which all of us bear some responsibility for and we have resolved to learn its lessons and rebuild our country, by constructing strong, loyal, transparent and patriotic institutions, promoting prosperity for all our citizens, building a just and moral society and cooperating with the community of nations. If we succeed in these things, we shall not only ensure that the horrors of war never ravage our beautiful country again, but that for the first time in our history, all of our people shall have the opportunity to live a life of real freedom.

History's painful lesson to our people has been that such a dream will never be achieved, and that we shall not escape deprivation, desperation and unfreedom, without viable public institutions of competence and integrity to safeguard the nation. Such institutions are the very foundations of all else – of the security, the peace, and the progress of our country. Constructing these institutions for the first time shall be a monumental task, in which all Sierra Leoneans should share. This task shall be our first, sacred priority.

For a great number of our people survival is a daily miracle. The first task of a reconstructed state will be to promote an economic revival of the country. The growth that is generated must not be for its own sake. We must seek prosperity wisely, ensuring that at each stage growth is benefiting ordinary Sierra Leoneans through sustainable human and economic development. A core component of this development will be a concerted effort at poverty reduction. The true test of a people's government in Sierra Leone is whether it governs in the interest of the people. Nowhere is this more clear than in the amount of resources a nation devotes to the poor, particularly in such an unequal society. With so many Sierra Leoneans lacking the basic conditions of a life with dignity, our first priority must be to empower our most unfortunate countrymen and women to become productive, engaged citizens, so that our journey forward leaves none behind.

Yet Sierra Leone's economic difficulties cannot be separated from its social challenges. A Government and its leader are not just managers and technocrats; they occupy an important position in the public

life of their nation, and must use their voices and examples to address some of the country's most basic social and cultural challenges. Sierra Leone suffers acutely from a culture of mistrust, violence, the marginalisation of youth and women and the suffocation of patronage. These are the facets of ourselves as a people which are both causes and consequences of the war. In its role at the centre of our country's public life, our government should seek to exercise moral leadership that provides a vision for our transformation. The way in which our country governs itself should set a good example for the kind of society and country we are seeking to build. The days of dark room, insincere power scrambling politics must come to an end, and a culture of responsible governance must be built to surround and sustain the institutions of our Republic. The change must come from the top.

Our country has traded peace for justice many times. This will not happen again. Our country must be decriminalised, demilitarised and de-terrorised. Those who would hold us hostage must be firmly discouraged and disabled. They are welcome in society as responsible citizens but there will be no second chances. Yet while we must be firm regarding justice, we must also seek to forgive. The economic and political decline of recent decades has divided our country in many ways. Our struggles and the efforts to rebuild from them will be what bring us together. North and South, Freetown and the Provinces, those living in country and abroad, all must be brought together in common effort and common commitment to creating a country that stands for all of us.

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## 1. Good Governance and Public Reform

The first principle of good governance is the exercise of integrity in public office. In leaving the past behind, we will begin with ourselves. MOP commits to meet the highest standards of professionalism and propriety in government in all its work, leading the public sector by example. We are determined to restore Sierra Leone's tradition of good political leadership as exemplified by the careers of Sir Milton Margai and other early leaders of our country. Our highest aspiration is to restore the honor of public office and the public's faith in its leaders. If and when a member of our party fails to meet such a high standard, we will be honest with the public about it, and publicly seek an acceptable sanction.

Fighting corruption will be among the highest priorities of our government. Every government for the past 35 years of our country's history has promised to do so and failed. We will demonstrate progress in fighting corruption by pursuing a zero tolerance policy during the first six month coming into office, and then continue doing so throughout our time in power. We will not disappoint the people again. While many oversight mechanisms already exist within the government and simply need to be faithfully implemented, we will also go further in institutional reform to provide even greater accountability:

We will equip the Auditor General's office with professional staff and make it an independent, efficient and effective institution to ensure the accountability of all government Ministries

The AG will audit the finances of every ministry and government department on an ongoing basis and have its own representatives based in each ministry.

The AG will issue a bi-annual report on government on all audited reports. This will be public document.

Each Ministry will produce a quarterly report of all resources allocated to it and how it was spent. These will be published for all Sierra Leonean to access.

All evidences of fraud and embezzlement will be submitted to the Anti-Corruption Commission.

We will calculate and pay a 'living wage' to all government employees, so that no member of the civil service is forced to engage in corruption to meet her basic needs.

We will maintain a 'special relationship' with Britain/the international community allowing for key ombudsman/auditor as well as ministry, police and armed forces posts to continue to be filled by independently hired and accountable foreign nationals.

We will establish the Council of Elders of the Lome Agreement and invest it with significant oversight power to increase transparency of government while promoting respect for the aged.

In addition to these mechanisms, the Anti-Corruption Commission will play a key role in our government's efforts to combat corruption. We admire the spirit and the courage of those presently entrusted with the Commission's task and the support that the British Department for International Development is giving to the commission. We are committed to improving on the present arrangement.

The Commission will be expanded to accommodate its large caseload, and its remit broadened to focus more on the provinces.

The legal system and judiciary shall be strengthened and improved to complement the efforts of the Commission.

Accountability goes beyond fighting corruption. Elected officials should also be held accountable to their own commitments and plans of action. Ministers appointed by MOP would initially be given two weeks to acquaint themselves with their ministries and top ministry employees and thereafter be required to come up with such a plan of action, submitted for approval to the President, outlining what they intend to do and the timeframe for achieving goals. These plans will be made public, allowing voters to hold officials responsible for meeting their commitments. Communicating effectively with the public is vital to good governance. We will communicate our government's goals clearly and directly to the public on a continuous basis, and then explain our progress in achieving those goals on a regular and ongoing basis.

The present centralisation of Government and Government services has led to marginalisation of people in the provinces, who have been deprived of a say in governance and control of the country's resources. MOP endorses the principle of 'subsidiarity', meaning that any particular function of government should be performed by the lowest level of government consistent with effectiveness and efficiency. Decentralised governance will empower economic development at the grassroots level and

provide for greater accountability of government officials. Local government should both receive budgetary allocation from the central government and be given authority to raise funds in the form of local taxes. Re-establishing local government is of critical importance to the consolidation and sustainability of democracy. We will restore the District Councils so a new political elite that earns the people's trust can arise.

MOP recognises the authority of the chiefs and other traditional rulers with their people and this method of governance will be used to the advantage of all concerned.

We will establish a commission to determine the best and quickest way to re-establish elected district and chieftdom councils within the first three months of coming into office. The commission will be given a life span of three months to publish their report

We will organise local government elections within the first two years in office.

We will establish a council of paramount chiefs to promote harmony amongst traditional leaders.

We will establish a Local Government Institute at the Milton Margai College of Education for training elected local government officials and civil servants at the district and chieftdom councils.

MOP will prioritise the recruitment and retention of highly skilled individuals to staff the Ministry of Finance, the Central Bank and the Ministry of Development and Economic Planning. This team of core ministries will be responsible for implementing MOP's agenda for financial management, an agenda that will prioritise the development of a tax base, wise use of donor and loaned funds, and responsible financial management.

Developing a viable tax base will be a major priority, necessary to pursue many of the goals in this manifesto. The National Revenue Authority will be strengthened and staffed to ensure that all taxable individuals or institutions pay their taxes promptly. The sanctions against non-payment as contained in legislation will be toughened to include court proceedings and closure of businesses. This procedure will also apply to dutiable goods that enter into or are produced in Sierra Leone.

MOP is committed to strengthening financial accountability and transparency legislation to ensure that no one, no matter how well connected, is above the law.

We will restore the independence and proper functioning of the Bank of Sierra Leone.

A Financial Management Unit will be installed in each Ministry and local government to assist with financial management at all levels and to ensure that financial discipline is maintained. Allied to that the accounting system of the Government will be computerised and networked to enhance control and prompt review of financial management information produced by the system. Funds will be specifically sourced for that project.

All Government assets will be identified and recorded and a separate commission for the management of these assets created.

The debts of the country and future commitments must be monitored and reviewed thoroughly to determine whether the funds are being used responsibly and to maximum benefit.

We must target only those funds that will lead to infrastructural development rather than short-term economic relief.

A Sierra Leone Procurement Unit will be established, which will include the Government Printing Department and the Government Stores. The unit will be responsible for the Procurement of goods and services for the Government above a specified limit, thus eliminating wasteful and unnecessary middlemen in the process, as well as combating fraud, and taking advantage of bulk purchasing. Ministries and other Government Departments will still be able to make local purchases not exceeding the defined limit. The Procurement Unit will control a central stores in Freetown and subsidiary stores in the provinces and will be manned by procurement and stores specialists.

We will restore honest and capable management to the National Lottery, and ensure that its proceeds contribute meaningfully to education and health, as initially envisaged by the founding father of the institution.

The civil service suffers from poor structure, low pay and low motivation and morale. In addition, tribalism and nepotism have lowered the calibre of staff in the service. The structures in place to hire and fire civil servants will be reviewed with a credible assessment process leading to promotion and training.

We will establish a Government Reform Commission to review the management of all ministries and state agencies.

We will take remedial actions in consultation with the Commission within the first 6 months of coming into office.

All civil servants, public officers in parastatals with criminal records or a history of embezzlement and corruption will be barred from holding any public office in our government.

The civil service will be reformed and only civil servants with a record of honesty and competence will be retained.

We will retire others and make promotions and transfers only on merit. All vacancies for new recruits and promotions in the civil service and parastatals will be advertised. All applications, short listed names and successful candidates will be published. All processes of recruitment and promotions will be made transparent.

We will establish a vigorous retraining programme for existing civil service personnel in all ministries and government agencies.

We will hold competitive examinations for the recruitment of new civil servants.

We will recruit independent, professional and non-partisan Sierra Leoneans to the Public Service Commission to ensure the highest standards of fairness in government hiring and promotions.

The process of transfers and promotion in the police and Army will be subjected to the same processes as in the public service.

The Civil Service Training College will be restructured with in country training using trained trainers either from local institutions or from abroad. The practice of using substantial funds to train one person abroad with the risk of that person not returning will be reviewed. Rather, the funds could be used to import trainers who would train up to 30 people at the same time in the reformed civil service training college.

The concept of human rights is not one familiar to many of our people, but it must become so. Human rights are enshrined in our Constitution, but the government must transform these promises from aspirational, abstract values into the fundamental building blocks of law, order and social harmony. A well-functioning judicial system is also vital to the creation of a business environment friendly to long-term business investments. We must guarantee not only the predictability and impartiality inherent in the "rule of law," but also that the laws being enforced are just and consistent with human rights. The government must put the full force of its commitment behind the compliance with those rights and obligations that all Sierra Leoneans respect. An impartial and empowered judiciary is the most essential institution in achieving that goal, and only by ensuring that all Sierra Leoneans have access to such a judiciary will we restore justice and the rule of law to our country.

However, Sierra Leone's judiciary has been marred by inefficiency, corruption and neglect by the other branches of government. There must be a comprehensive review and restructuring of the judiciary with the aim of restoring authority and credibility to the institution and ensuring that it has the resources and professionalism to fulfil its role.

We must provide every person with access to impartial, honest, and competent police, legal representation, and judges.

We will revive the Judicial Reform Commission to investigate the current state of the judiciary.

We will immediately open courts in every district, through both the appointment of additional judges and the circuit riding of existing judges.

We will ensure the Judiciary has the constitutionally required number of judges and revive the Bench's prestige by appointing and promoting judges based on a record of honesty and competence.

We will revise the compensation paid to judges in order to recruit and retain the level of professionalism needed, and we will couple these raises with stricter and more strictly enforced anti-Corruption initiatives. We will establish an investigative division within the Anti-Corruption Commission to identify judicial corruption on a continuing basis.

We will work to ensure that all Sierra Leoneans have access to the courts. We will increase the number of Law Officers available to prosecute crimes, reform their incentive structure, and increase investigation of any complaints of prosecutorial corruption. We will also work in conjunction with the Sierra Leone Bar Association to develop models for free legal assistance to the poor.

We will ensure that the Judiciary has adequate resources by building the court libraries with up-to-date casebooks, and by supporting the recording of legal decisions that have remained unpublished for two decades.

We will create expert working groups to investigate areas in which the laws themselves need to be

updated or otherwise changed. The need for revisions is as urgent in corporate and contract law as it is in criminal and constitutional standards.

We will give the Law Faculty of Fourah Bay College a small fund for academic journals and/or writing fellowships to promote scholarship on legal reform, particularly on questions of democratic design and constitutional interpretation.

We will introduce amendments to split the roles of Attorney General and Minister of Justice so as to ensure the efficient and independent administration of justice in Sierra Leone.

Efforts to restore justice and the Rule of Law in Sierra Leone will be ineffective without serious attempts to redress the systematic injustices suffered by so many during the war. To this end, we fully endorse the Special Court and will support the implementation of all recommendations produced by the Truth and Reconciliation Commission.

The Police and Prisons are another vital component of a functioning judicial system.

The structure that has evolved in the Police force is most commendable and MOP joins the present government in expressing our gratitude to the British Government for their support in restructuring it.

We will pursue the restructuring further by ensuring that regional and district command structures are created which link up with the administrative/national set-up in the Headquarters in Freetown

A well-motivated force must have good quality people and equipment to work with and be motivated. Assistance will be sought from donor organisations to develop the police to fulfil their great potential. Thereafter locally and imported police trainers will be retained to man the police Training School so that our police force will be well trained and developed to carry out their responsibilities effectively and efficiently. Accommodation for the police will be rehabilitated.

The Prison Service has deteriorated and inmates come out more hardened criminals than reformed ex – convicts.

MOP's policy for criminal justice is to reform, retrain, and rehabilitate. This policy will also apply to the prison service itself. A curriculum will be included in the civil service training college for all sectors of the civil service. The country's prisons currently suffer from serious overcrowding. Inmates live in inhuman conditions which do very little to rehabilitate them.

We will relocate the prison from the centre of built up areas to a more acceptable location using that opportunity to upgrade the size and the facilities therein.

Prisoners will be rehabilitated whilst serving time by being taught a trade or profession to ensure that when they come out they will be able to fit into the society as respectable and reformed human beings.

We will increase the capacity of our prisons to house all of those convicted and to provide separate facilities for juvenile offenders.

We will continue efforts to reduce and eliminate the arbitrary and prolonged detention of citizens held without charge.



The immigration service is also in need of reform. Events in the recent past suggest that we are losing control of our passports system. In addition, aliens not entitled to our passports carry these passports, as well as work and residential permits. Data retention and retrieval is in a mess resulting in administrative chaos in the department and unduly long processing time.

The Department's administrative system will be reviewed with modern technology to process, archive and retrieve information.

The regulations relating to ownership of certain documents and permits will be strictly enforced.

Our history has taught us that our country's armed forces are simultaneously capable of being the greatest source of security and the most serious threat to the peace of the country. The British training and restructuring effort is to be admired, but the job is far from done. MOP will comprehensively review the command and control structure of the army to entrench civilian oversight and control and ensure that the RSLAF is capable of sustaining the benefits of international military assistance once that assistance is reduced.

The deployment of the army will be continued, but its focus shall continue to be upon border security. Garrisons will be established in Freetown, all the provincial towns, and in other strategic locations at the borders and at sea ports. Control of the army will be from the defence Headquarters where the chief of staff will be located and will be directly under the control of the Minister of Defence.

Based on information provided by the Truth and Reconciliation Commission and the Special Court, a 'human rights audit' will be conducted of currently serving military servicemen, and those with unacceptable records will be asked to leave the services. Such offenders enjoy immunity under the Lome Amnesty and are welcome as productive members of society, but they shall not be allowed to bear arms in the service of their country, or to occupy command positions in the restructured armed forces.

Defence and other non-aggression pacts will be signed with neighboring states and a system similar to a volunteer 'territorial defence force' will be established whereby the state can call up volunteers and put them under arms for the defence of their country. Over the long term, this force will be merged into the army as reservists, in order to ensure the coherence over of the state's security structure.

Sierra Leone has developed a unique debt of gratitude, and a unique relationship, with the international community. As direct beneficiaries of the exercise of responsible global governance, we shall firmly aim to become a wholehearted contributor to the efforts of nations, international organizations and civil society groups to build a community of nations that sees beyond their narrow self-interests.

Sierra Leone shall commit to a responsible role in global governance, by participating fully in international efforts to build a global regime of human rights, environmental and labour standards, and the rule of law.

Sierra Leone shall in turn advocate that other countries also participate in responsible globalized governance, on issues like Security Council reform, climate change, small arms control and international trade.

We shall pursue a strict policy of principled engagement with our neighbours in the Mano River Union and beyond. We shall seek to support the march of peace and democracy in West Africa, but we shall do so transparently and in consultation with the governments concerned.

We shall make the development of trading and investment relationships with other countries a central objective of our foreign policy.

The way in which our country governs itself should set a good example for the kind of society and country we are seeking to build. The days of darkroom, insincere power scrambling politics must come to an end, and a culture of responsible governance must be built to surround and sustain the institutions of our Republic, as the democratic, transparent and deliberative spirit of Sierra Leone's civil society is brought into governance. The change must come first from the top.

We will reject the game of partisan politics. The constituency-based electoral system will be restored, and representatives will be encouraged to vote on the basis of their conscience and not the party line. All appointments to cabinet will be meritocratic, drawing not just from party members but also from non-politicized Sierra Leoneans.

We will reject the 'big man' politics that plagues African governments. Our President will be the spokesperson of a collegiate cabinet, and all members of the government will be allowed participation in a structure that rejects secrecy and hierarchy for transparent, deliberative consensus building.

We will reject the political game of spin and manipulation of public opinion. We will aspire to complete sincerity and honesty in relations with public and parliament. We will provide transparent explanations of the difficulties our government faces and the tough choices we have made.

A Government and its leader are not just managers and technocrats; they occupy an important position in the public life of their nation, and must use their voice and example to address some of the country's most basic social and cultural challenges. Sierra Leone suffers acutely from a culture of mistrust, violence, the marginalization of youth and the suffocation of patronage. These are facets of ourselves as a people, which are both causes, and consequences of the war. In its role at the centre of our country's public life, our government should seek to exercise moral leadership, which provides a vision for the transformation of ourselves.

Challenge a culture of violence with public advocacy and advertising campaigns shaming indifference to violence and dehumanization, and emphasizing its cancerous nature.

Build a culture of trust through providing an example of firm ethical leadership even at personal expense, commitment to principles of fair play even when the opposition ignores them, and through moral leadership, which invokes Sierra Leoneans to begin trusting one another once again.

Transform a culture of patronage into a culture of meritocracy, beginning with the practice of public institutions and anti-discriminatory labour legislation.

Promote locally driven and innovative compromises to manage the pressures, particularly in rural areas, between tradition and modernity. Development must empower communities with choice rather than threatening dearly held values and ways of life.

## 2. The Economy

For a great number of our people, survival is a daily miracle. The first task of a reconstructed state will be to promote an economic revival of the country. This will be accomplished through an aggressive drive for foreign and local investment, and the creation of a business-friendly environment in Sierra Leone. But the growth that is generated must not be for its own sake. We must seek prosperity wisely, ensuring that at each stage growth is benefiting ordinary Sierra Leoneans through sustainable human development. A strong republic will attract foreign investment, but it will also guide that investment to benefit the public interest.

We will launch aggressive measures to promote economic and social development in the rural areas based on viable incentives for rural people.

We will revitalise the Sierra Leone Produce Marketing Board and ensure that its prices are attractive and competitive for rural farm producers.

We will establish workable loan schemes for farmers and traders.

We will revitalise the Ministry of Agriculture's rural extension programmes.

Our development strategy will emphasise sustainability of rural livelihoods and try to avoid the rapid urbanisation that has plagued other developing countries. Access to universal education for all citizens will increase opportunity to join the non-rural economy.

MOP recognises that the only way to combat poverty is to strive for and achieve industrial development and shall implement measures to attract and encourage investment. We will launch an aggressive drive to bring foreign investment to Sierra Leone based on the value of our natural resources, on our tourism potential, on government financial incentives, and on our efforts at fighting corruption. We will encourage Sierra Leoneans of means living abroad to return and invest in their country, and offer practical incentives for them to do so. We will establish a bureau within the Ministries of Trade, and Tourism to carry out these promotional efforts and to monitor foreign companies operating here. However the profits those investors make in our country will be real, and not manufactured.

An investment code shall be developed that sets out incentives for all investors. This will include but not be limited to:

Reduced import duties for raw materials and manufacturing equipment

Harmonising the duties with what obtains in other neighbouring countries so as to eliminate smuggling of goods across borders

Revitalise and restructure the National Development Bank so that it can fulfil its role of institutional development by supporting and making finance available to companies.

Given the negative experience of most sub-saharan African countries with foreign investment-led

development, however, MOP will be careful to ensure that Sierra Leone's development is rooted in indigenous business and benefits ordinary Sierra Leoneans. In particular, a truly competitive economy must be established, in which market barriers do not keep out new entrepreneurs and small and medium sized firms.

We will offer government loans and other incentives to encourage the growth and development of indigenous Sierra Leonean businesses.

We will push countries bilaterally for 'conflict recovery' trade deals that give special trading privileges to Sierra Leone until our economy is firmly on a road to recovery, and push for broader initiative for all recovering countries at the United Nations.

Promote a vigorous competition policy regime to break up the business cartels currently dominating the economy.

The land tenure system that, especially in the provinces, discourages land ownership by non- indigenes will be reviewed. This would ensure investment in places other than Freetown.

The relationship between the Ministry of Trade and Industry and the private sector, through the Sierra Leone Chamber of Commerce, Industry and Agriculture, will be fostered to develop acceptable trade policies in a collaborative manner. Civil society will also be invited to participate in this collaboration.

Special attention will be paid to providing opportunities for young people to have access to international trading markets.

With respect to state ownership of the economy, the Privatisation Commission will have clear policies and will decide when and how to deal with each of the government's holdings on a case by case basis:

Certain high yielding investments such as the Sierra Leone Commercial Bank and The Sierra Leone State Lottery will be sold off at market value to the National Social Security and Investment Trust and the general public. There is a need for the Social Security and Investment Trust to invest its funds in high yielding investments to meet its obligations to pensioners and other beneficiaries. There is also a need to create a culture of investing by the population in public companies.

Some parastatals should not, however, be sold off. These would be restructured and managed properly.

MOP believes that the transport sector needs to be reorganised to enhance its contribution to national development.

## Road

The Sierra Leone Roads Authority management and procedures will be reviewed so that the contribution made by road users etc, to the road fund for road development will achieve the objective. The Road network in all districts would be developed with the primary aim of moving goods and people from the villages to the towns and cities. The road fund will allocate funds to the local government for road maintenance and repairs, which will be monitored at the district level. Major roads, which enhance economic development, will be constructed or reconstructed with development loans such as the roads, which form part of, and link to the Trans African Highway. The long discussed

bridge to Lungi will be reviewed realistically.

### Railways

There is no doubt that the railway is one of the most efficient means of transportation in the world. It moves large quantities of goods cheaply and is also efficient for commuting. The MOP will review and open discussion with donors and creditors for funding for a modern railway system. At the initial stage only the main towns and cities will be considered for linking on the network.

### Air Transport

If a bridge across the Sierra Leone River is feasible then the international airport will continue to be located there. If however the cost of building a bridge is prohibitive then consideration will be given to relocating the international airport on the Freetown side of the Sierra Leone River about 40 to 50 km from Freetown. We believe this will reduce travel time to and from the airport, which has been a serious setback for international trade.

The airfields upcountry would be rehabilitated to make internal flights safer and cheaper and thus make the interior more accessible for development.

Private operators will be encouraged to invest in Sierra National Airlines or set up their own airlines. The incentives in the investment code will be available to all investors in all sectors.

### Water Ways

Coastal and inland waterways though playing a major part in the economic life of our people have been neglected making them a hazardous and inefficient means of travelling. Policies will be developed to assist traders who deliver produce to Freetown via the coastal and inland waterways.

All the defunct and dilapidated jetties and slipways and roads leading thereto will be rehabilitated and new ones built.

Standards of safety for operation using coastal and inland waterways will be developed.

### Seaport

It has been established that our natural harbour provides numerous opportunities. MOP intends to fully exploit those opportunities, which include the Sierra Leone Port being a major transshipment centre. The facilities that go along with being a transshipment centre will be fully developed with a development loan and the revenues to be gained will more than offset the cost.

Agriculture and fisheries must become the engine of our country's sustainable development. We will emphasise cocoa and rice production until Sierra Leone becomes a surplus country again. Our prime consideration should be that we are able to feed ourselves within the shortest possible time. The people of Sierra Leone have only recently been told of the amount of money being poured into the country by donors to assist agricultural development. It is obvious that we have not been getting value from those monies and our Party would propose a reform of the agricultural system.

### Model Farms

One innovation in Sierra Leonean agricultural would be the development of large-scale farms. There was a time when Sierra Leone could provide enough rice to feed itself and to export the balance. Now we not only import food but we import low quality food. As far as we are aware the climatic and soil conditions, which gave rise to such production in the past, have not changed. What has changed is the mentality and culture of the people and the confidence in themselves to produce for local consumption and for export. In conjunction with master farmers in countries with experience in feeding huge populations such as India and China, and our local chiefs who have access to large tracts of land, we will identify large portions of land in all the chiefdoms. We will farm these lands using donated or loaned funds for a period of three years and later hand these farms to local investors and land owners with the hope that this will start joint stock participation in agriculture. These efforts will cover both crop and livestock farming. The government will attempt to ensure an agricultural surplus for export within 3 years.

#### Review of Duty on Farm Machinery and Fertiliser

Identifying the land is not enough. The resources to efficiently farm large tracts of land have to be made available and affordable. The duty on farm machinery and fertilisers will also be reviewed downwards.

#### Buying Corporation - Private Sector Initiative

The surplus from the farming initiatives will be exported. The buying process will be privatised to assist the farmers. The assistance will be in the form of a guarantee to buy excess farm produce from farmers wherever they are located in the country, redistribute to areas in short supply and export the surplus. To support this the Feeder Roads programme in the Ministry of Transport and Communications will be linked to the support of farming communities. The farmers should be able to get their produce to a buying centre if not to the next town. This Board will, in conjunction with a resuscitated National Development Bank, also supply inputs to farmers and be involved in supporting the processing of foodstuffs from primary products to secondary products.

#### Processing from Primary Products to Secondary Products

Agricultural products have been facing a reduction of prices in the world market. This is perhaps the time for the producing countries to start developing processing plants within their own countries and adding value to their primary products. There is enough justification for the country to raise loans for these projects and sell the projects after they have matured.

#### Sustainable Agriculture

Agricultural production for urban consumption and foreign export is only one aspect of the agricultural sector however. The majority of Sierra Leone's agriculture will remain as that of production by rural communities to feed themselves. MOP will take care not to disrupt this part of the sector with its large scale farming initiatives, and will learn from the sustainable livelihood initiatives of various NGOs currently working in the country about how to make limited interventions that assist local small scale farming to sustain communities. This approach will also be adopted with respect to fisheries.

#### Marine Resources

Another area of the Agricultural sector that could be extensively utilised for the nation is the marine resource. It is reported that the profile of our shorelines encourages huge fish stocks. We have not been able to take full advantage of this and it is now necessary for us to adopt another strategy similar to what obtains in other countries. Tenders will be put out for the annual fishing in our waters subject to certain conditions such as number of vessels to be allowed, the type of nets and the fishing methods, the percentage to be retained for local consumption and the provision of additional value added services such as training and processing.

The above notwithstanding there is a need to protect the artisanal fishermen so that they can sustain themselves. MOP would, through private sector initiatives, provide loans to the fishermen to develop their own fishing businesses.

The mining industry has become infamous for the simultaneous dangers and potential it holds for our country. Nowhere is the need for wise and careful government regulation more evident than in this sector. For a long period the minerals of Sierra Leone provided a significant proportion of our foreign earnings. We believe that the minerals still have that capability if they are diligently harnessed, but the industry must be carefully structured and closely monitored by a revitalised Ministry of Mines.

In awarding deep mining concessions we should look at the capability of the arrangement to provide employment for the citizens, support the area they are mining in with water, hospitals, schools and agriculture support.

There should be a performance bond for all concessions awarded and failure to perform will result in both the loss of the concessions and penalties against the defaulters. The concessionaire should be a large and transparent entity that will earn significant revenue for Government.

MOP will review revenue allocation and ensure that a reasonable proportion of the income from those diamond mining areas are ploughed back into development of those areas through their local government or NGOs.

Revive mineral resource plan to return  $\frac{1}{4}$  of government export duty revenue to community development.

The technical wing of the ministry of mines should be strengthened with a capacity to effectively implement the mining policy of the country.

For too long Sierra Leone has performed poorly at the concession-negotiating table. We will hire expert consultant negotiators to achieve the best deal possible with private companies.

Carefully control commercial alluvial diamond mining, grant licenses mainly to individual residents of an area to operate for their own benefit.

Sierra Leone has less than 10% access to electricity. This is mainly due to lack of capitalisation and an absence of an overall energy plan for the sector. The provision of good and sustainable energy and power in Sierra Leone is a key to development. MOP will ensure that power generation is improved to cater for all needs – domestic and industrial, and that energy distributed is available in all parts of the country within 5-10 years.

There will be a radical reorganisation of power distribution and utilisation. MOP will open discussions with the private sector to encourage joint venture schemes to supply electricity to all parts of the country until the infrastructure to generate electricity is put in place. This infrastructure includes completion of the Bumbuna electrical project, identification and development of new hydro electricity sites and rehabilitation and relocation of thermal or diesel machines nation wide. When NPA is in a position to generate its own electricity, the measures to be adopted in order to obtain cheaper electricity will have been determined and put in place.

## Water

The present Guma Valley dam is proving incapable of servicing the needs of Freetown. Elsewhere the structures created for water purification and distribution are not effective. Sadly, in 2001 there are still people in the world and in Sierra Leone who get their drinking water from streams.

MOP will resuscitate the urban water supply system by strategically identify mini dams or bore-holes all over the country and invest in purification plants and piping network to take water to all housing units in the country. Community based schemes will be implemented for sustainability.

## Oil

Oil promises to be the future engine of Sierra Leone's foreign currency earnings. Unfortunately, as with Kimberlite diamond mining concessions and the Sierra Rutile Mine, the current government may have already agreed to an exploitation of oil reserves that is not ideal for Sierra Leone. We will do our best to conduct further negotiations to improve the deal struck with foreign companies on the extraction of this precious resource.

We are all aware that Sierra Leone has some of the best beaches in West Africa and that could and should be the backbone of a solid tourism industry. The problem with the state of the industry is that this rich potential has not been adequately packaged. Sierra Leone also has rich virgin rainforest that can support wildlife.

MOP will ensure that tourist villages will be developed along the peninsular supported by proper infrastructure – roads, water, power telecommunications etc. These villages will be developed on land acquired on fair terms from residents and leased to tourism investors. Sierra Leone also boasts of rich rainforests that could support natural trails and wildlife resorts. One location that quickly comes to mind is the Gola Forest. These localities will also have tourism villages and a heliport and landing strips for small aircraft. There are also famous landmarks in Sierra Leone with national, regional and continent wide significance. These will be identified and together with our Monuments and Relics Commission, rehabilitated to at least preserve their cultural significance.

If the main aim is to attract tourists then the only issue left is to bring them to these resorts. The location and quality of services offered at the only international airport, coupled with the uncertainty of the ferries and the insecurity of the helicopters make it unattractive to Sierra Leonean travellers let alone foreign visitors.

The funding for the National Tourist Board will be derived from a tourism levy of about 10% on all room charges in the country.



The true test of a government in Sierra Leone is whether it governs in the interests of the people. Nowhere is this more clear than in the amount of resources it devotes to the poor, particularly in such an unequal society. With so many Sierra Leoneans lacking the basic conditions of a life with dignity, our first priority must be to empower our most unfortunate countrymen and women to become productive, engaged citizens, so that our journey forward leaves no-one behind.

MOP will certainly meet and ideally exceed the guidelines given for attention to poverty reduction in the Highly Indebted Poor Countries Initiative.

The current direction laid out in the joint World Bank/GoSL Interim Poverty Reduction Strategy Paper will be enriched and developed into a full PRSP with the highest priority placed on combating rural poverty with a sustainable livelihoods approach.

The Government will support microcredit schemes and other grass roots initiatives to address the problem of poverty from the bottom up.

The redistribution of wealth through government services and progressive taxation will be a cornerstone of Sierra Leone's poverty reduction strategy.

Providing economic opportunity for Sierra Leoneans of all walks of life is essential. There can be no real democracy and no lasting security in this country until every citizen enjoys his right to economic opportunity. We will take aggressive steps to rebuild our economy and to ensure that all our citizens have access to jobs and upward mobility.

### 3. Government Services

Equity and equal access to education will be guiding principles of our efforts to reform the educational system. Education is above all the greatest engine of opportunity for the people of Sierra Leone, opportunity which all our children have an equal right to enjoy. While it may not be possible in the immediate term to raise the resources necessary to provide fully funded public education to all Sierra Leonean children, this is the long-term aim.

The percentage of the government budget devoted to education will meet or exceed the average percentage in OECD country budgets.

As a transitional measure, some schools may be allowed to partially privatise, on the condition that a specified percentage of students must be given need and merit based scholarships as a result.

Within 5 years, all children will have guaranteed access to education up to SSS1, paid for by the state,

all areas of the country will have access to proper education and all school going children will be given one meal per day.

The Ministry of Education will undertake to establish a decentralised financial administrative structure such that all teachers can be paid on time near their place of work.

Housing and transport incentives will be provided to teachers who choose to work in rural areas.

All university graduates will be required to serve one year of public service immediately after graduation, many of whom will be asked to fill the human resource shortage in teaching and work as teachers under the Adult Literacy Scheme (described below). Many of them will be posted to rural areas.

Both existing funding programmes within the Ministry of Education and a reorientation of foreign aid towards education will be tapped to provide the basic infrastructure of buildings, teachers and books that is necessary in much of the country to rebuild the educational sector.

While the government will aggressively seek foreign funding, bursaries and scholarships to allow Sierra Leonean students to study abroad, governmental resources will not be used any longer to finance such study, an investment that is often lost when students do not return. In order to allow students to tap foreign teaching resources, expatriate lecturers will be recruited to teach in Sierra Leone, and Sierra Leonean lecturers teaching abroad will be asked to provide volunteer resources during vacation periods. In the case that the Ministry of Education administers any scholarship scheme, selections will be strictly on the basis of merit and need.

The structure of the educational system will be adjusted to allow more choice for students to opt for technical education over traditional choices. Public funding will expand the numbers of places in technical education available, through the establishment of Polytechnics catering to all areas of technical study.

MOP will look to build on the success of the University of Sierra Leone, either through expansion or through the establishment of a new university.

The education syllabus at all levels will be reviewed on an ongoing basis.

MOP will institute an Adult Literacy Scheme. Evening classes will be offered free of charge in all government schools. Initially, existing teachers and JYNCs (see below) would run these classes, but one of the conditions of the scheme would be that "graduates" pledge to provide teaching/cleaning/security services for one year to keep the Scheme going. We will solicit specific NGO and donor funds to support the Scheme.

Teachers will be encouraged and assisted to undergo further education and retraining during vacation periods, and their salaries and conditions of service will be improved.

We will return the non-government schools to the appropriate proprietors.

The building of Libraries all across the country and introduction of mobile libraries will be high priorities.

Arrangement will be made to access books from schools and libraries across the globe for our children.

We will institute curricula on civics and democratic values at all levels of the education system, from primary school to university.

We will establish a Junior National Youth Corps (JNYC) under the Ministry of Education for voluntary service to the nation by school-age children.

One of the services would include more senior children working as teachers under the Adult Literacy Scheme.

The Ministry of Education will grant 13 "Junior Youth Awards" every year to JNYC members who distinguish themselves in each of the 12 Districts and the Western Area.

Admission to publicly funded or subsidised education shall be entirely meritocratic.

While it is important to develop opportunities for access to technical education to improve the skills base of the economy, civic education, which enriches the citizenry of our nation and strengthens our democracy, is equally important.

We will establish a Sir Milton Margai School of Government under the University of Sierra Leone for the promotion of democratic values in our society.

The Sir Milton School will train students of government, journalists, labor unionists, and civil society.

It will issue an annual "Sir Milton Margai Award for Service to Democracy and Good Government" based on the decision of an impartial, non-government committee.

Health care is vital to individuals and an essential component of a productive and flourishing society. MOP believes that high quality healthcare should be available to everyone.

The health sector is massively under-resourced. The MOP will increase the Ministry of Health and Sanitation's (MoHS) share of the budget in line with the OECD average. It will call on more donor funds for the sector. These needs will become more urgent as NGOs begin to scale down their operations in the field of health care.

MOP recognises that it is currently unfeasible to provide free health care to even large sectors of the population. However, we will institute a Right to Life Saving Treatment principle as the bedrock of the public health sector, whereby no Sierra Leonean should die because she cannot afford treatment. Health facilities will be forced to raise revenue around this binding commitment to saving lives of Sierra Leoneans, rich and poor alike.

We will continue the current policy of decentralisation. We will ensure that the MoHS, with technical support from the international community, develop a clear and realistic policy describing the decentralised system and setting a phase-by-phase timeline for achieving it. Decentralisation, including granting health facilities powers to raise and spend revenue from charging for services and drugs, must take place within a strong framework of inviolable principles:

All patients shall have the right to affordable life-saving treatment.

No public resources shall be used to treat private patients.

Doctors employed by the MoHS will have to spend at least 75% of their time treating public patients.

Prices for services and drugs will only be allowed to vary along lines set by the central MoHS, for example by the patient's ability to pay.

The MoHS will become focused on gathering information on health issues, developing health policies and monitoring health facilities for corruption and mismanagement. It will improve communication between health facilities and the central MoHS in an effort to spread best practices throughout the system and ensure that health policy is reactive to the needs as understood on the ground.

A shortage of doctors and Clinical Specialists cripples the public health service. We will significantly increase doctors' salaries and oblige all doctors trained in Sierra Leone or on government scholarships to serve in the public health sector for at least 8 years on graduating. New Clinical Specialists will be

given higher status and salaries than new Public Health Specialists. Nurse's salaries will also be increased.

Housing and transport incentives will be given to medical staff transferring to work in provincial, and in particular rural areas.

As a matter of urgency, we will restore financial accountability and order to all public health facilities, notably hospitals. It will introduce the "Cashier System" used in Bo Hospital where patients make all payments for admission to surgery to a central cashier who issues them with a receipt. Prices for everything at health facilities will be clearly displayed throughout.

We will encourage the ACC to both monitor health facilities and investigate the central MoHS, particularly in the area of drug procurement.

We will work to improve information sharing between the MoHS and NGOs working in the health sector.

A website will be set up where all NGOs will have to post information about their work and any documents about health in Sierra Leone or relevant to the public health sector. NGOs will be asked to participate.

On taking up office the commitments for the undisbursed funds in the Integrated Health Sector Investment Programme will be renegotiated so that the bulk will be applied to building infrastructure, which will enable all citizens to have access to health care. At least one general hospital will be available in all the major cities in the country, and health centres in all major towns.

Funding for the health initiative will be from the national budget, supplemented by the National Social Security and Insurance Trust (NSSIT) because of its policy to provide healthcare for pensioners. In the medium term, following the policy of the strong supporting the weak, all employers employing over 50 persons would be asked to contribute 1% of payroll on a monthly basis to the health management fund.

MOP recognises that HIV/AIDS must be dealt with before it begins to undermine every aspect of our society and economy. We will work closely with international donors and experts to implement the National AIDS Action Plan in all parts of government. We will commit ourselves to setting an example for frankness in talking about HIV/AIDS and the courage and openness we, as Sierra Leoneans, all need to show to deal with it.

We would eliminate import duties on all medical items, recouping the revenue through increased duties on luxury items.

All citizens regardless of class must be able to live decently. In the first instance all civil servants including the Army, police, doctors, nurses, lawyers and judges etc serving the government of Sierra Leone will be housed and have first choice in any low cost estates set up by the government with funds from world wide housing organizations such as Habitat, Shelter Afrique etc.

At a different level, housing companies will be encouraged to be set up to provide funds for individuals who want to own their own houses.

Housing at the regional level will be organized through the local government and the district council. One way to reduce the cost of housing is to use local materials. We will import that technology from countries with experience in housing large numbers of people such as India and China. The land tenure system in the provinces will be reviewed to allow private ownership of lands. Allied to this is the establishment of controls in the allocation of state lands.

To support this process the town and country planning and the necessary legislations to facilitate housing development will be reviewed. We acknowledge the fact that Freetown may now be overcrowded and its bad planning does not facilitate further development of housing. New areas both in Freetown and in the provinces will be identified and supported with infrastructure such as roads, water, electricity and telephones and sold off to the individuals or to companies.

MOP is greatly encouraged by the development of mobile telephones, internet connectivity and ancillary services in Sierra Leone. We are however disappointed at the rate of development for fixed lines telephone, with less than 10% of our population having access to telephones and an even lesser number having access to internet facilities. We are convinced about the positive values of private sector involvement in development. The entire communication sector will be privatized and a regulatory body set up to monitor competition and pricing of services. Sierra Leone is part of a global community and therefore the standards for the communications industry must meet the internationally acceptable standards.

Our aim is to ensure that all areas in Sierra Leone are connected by phone and they have access to the Internet. To this end the Sierratel privatisation will be pursued so that investors with funds and vision can develop the land phone system and increase competition which will in turn increase efficiency and reduce user costs.

#### 4. Civil Society

The maintenance of a vigorous, free and responsible media is more essential to democratic governance than the government itself. Our media has much promise but needs to develop both in terms of professional standards and capacity. The government must assist this development while entirely resisting the urge to exercise any form of political control over the media.

A vigorously charged, publicly mandated professional association to independently regulate journalism in the country.

An entirely independent and publicly funded public radio and television station, as well as a national newspaper, will be established. These institutions will have a mandate to develop capacity for non-public outlets.

Restore and fund FBC Communications Dept. to train high quality journalists, with exchanges to journalism schools abroad.

The coverage of the media must also be increased in order to ensure nationwide access to diverse media.

The Sierra Leone Broadcasting Services will purchase new equipment for nationwide coverage.

Local FM radio and TV networks will be required to hook up periodically with the national network for national news and other information.

There will be training and support for OB units for the SLTV.

We will also create an annual "Award for Excellence in Journalism" based on the decision of an impartial, non-government committee.

The culture and cultures of our country are its greatest wealth. MOP will seek to preserve, protect and foster the development of this wealth, so that our rich heritage and cultural life can be appreciated and carried on by our young people.

We will establish a separate Ministry of Culture.



We will reinvigorate our cultural institutions – the National Dance Troupe and Sierra Leone National Museum – and place them under the new Ministry.

We will establish and build a National Theatre in Freetown under the Ministry of Culture.

We will grant use of National Theatre facilities to theatre groups and other youth organizations that register with the Ministry.

We will place portraits of historical figures like Sengbe Pieh, Bai Bureh, and Sir Milton Margai on all stamps and currency and rename some of our streets and roads to Sierra Leoneans who have provided dedicated service to Sierra Leone in all works of life not only in politics.

We will institute curricula on Sierra Leone's history and culture in the schools.

The wondrous capacities of Sierra Leonean women to contribute to the strength, diversity and wisdom of our country's private and public life have for too long been suppressed. Now is the time for a renaissance of women's roles in social, economic and political arenas. Traditional ways of life shall be respected, but all Sierra Leonean women shall be free to choose their own paths to self-fulfilment and responsibility to their families and communities.

Establish a national commission on women, to raise awareness of women's issues generally, and advise the government on gender equity.

Introduce rigorous anti-discrimination legislation into parliament, including labour law reform to

benefit women.

Strengthen legal obligations of paternity.

Pursue a 'women's empowerment first' approach to rural development and urban entrepreneurship schemes.

The promise and potential of our young people has been too long denied access to the governance of our country. We will seek to tap the idealism and transformative energies of our young people, by ensuring that in all our government's work, we work alongside and in consultation with young people.

We will seek to provide moral leadership and capacity building assistance to a youth empowerment movement for young people to seek to help themselves, through work and agricultural communes, youth political associations and other opportunities for advancement and constructive avenues for input into the affairs of the country.

The average age of government staff shall be targeted at 35, with many youth offered internships to acquire skills.

We will establish a National Youth Council as a consultative forum for the Government, youth groups and the general public on issues affecting the youth.

We will hold regular consultative meetings with representatives of student governments.

The economic and political decline of recent decades has divided our country in many ways. But our struggles, and the effort to rebuild from them, will be what bring us together. North and South, Freetown and the Provinces, those living in-country and abroad, all must be brought together in

common effort and common commitment to creating a country that stands for all of us.

Create a government task force on overseas Sierra Leoneans, responsible for strengthening the ties among this community and between it and the country. Fundraising, encouragement of return, and promotion of foreign investment will be the key roles of this task force.

Declare a 'Campaign to Come Home', using moral leadership to encourage overseas Sierra Leoneans to return their residency status to Sierra Leone.

Adopt a policy of regional equity in government spending, ensuring that all regions work from a base per capita rate, which is adjusted to allow for redistribution from wealthier to poorer regions.

Conduct frequent government 'Tamboutsane' in rural areas to consult with residents on policy to ensure coherence with views in Freetown.

Declare a state policy of multiculturalism, encouraging conservation of and respect and appreciation for the country's cultural diversity.

Give full governmental support and assistance to the Truth and Reconciliation Commission and the Special Court, and commit to implementing the recommendations of the former.

In the interest of the nation we must together as a united people and commitment not engage in wholesale and broad-based prosecutions. But we will support the exposure of the actions that destroyed this nation, and reserve the right to prosecute the worst offenders within the bounds of law and international agreements. Justice is a precondition for reconciliation.

