# Table of Contents

List of Tables ........................................................................................................... vii
List of Abbreviations ................................................................................................. viii
Message from the President ...................................................................................... x
EXECUTIVE SUMMARY .............................................................................................. xiii
   A: The Vision .......................................................................................................... xiii
   B: Overall Strategies, Challenges and Goals ......................................................... xiii
   C: AfP Pillars ........................................................................................................... xiv
      Pillar 1 – Diversified Economic Growth ........................................................... xiv
      Pillar 2 – Managing Natural Resources ............................................................ xiv
      Pillar 3 – Accelerating Human Development ................................................... xv
      Pillar 4 – International Competitiveness ............................................................ xv
      Pillar 5 – Labour and Employment ................................................................... xv
      Pillar 6 – Social Protection ................................................................................. xvi
      Pillar 7 – Governance and Public Sector Reform ............................................ xvi
      Pillar 8 – Gender and Women’s Empowerment ........................................... xvi
   D: Implementation, Monitoring and Evaluation .................................................. xvii
      Risks to AfP ......................................................................................................... xvii
   E: Financing Options: Resource Mobilisation Strategies .................................... xviii

SIERRA LEONE AGENDA FOR PROSPERITY ........................................................... i

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

  1.1 Sierra Leone in 2035 – the Vision ................................................................. 1
      1.1.1 Economic Growth ................................................................................... 2
      1.1.2 Human Development ............................................................................. 2
  1.2 Strategy and direction .................................................................................... 3
      1.2.1 The enablers .......................................................................................... 4
      1.2.2 The agenda for the next five year journey towards prosperity: ........... 4
  1.3 Agenda for Change: Progress and lessons learnt ....................................... 5
1.3.1 Progress in Implementation of the Agenda for Change (AfC) ........................................... 5
1.3.2 Lessons Learnt in Implementing Agenda for Change ...................................................... 7
1.3.3 Preparing the Agenda for Prosperity ................................................................................ 9

PART 2: Sierra Leone's Poverty Profile, Growth Diagnostic and Medium Term
Macroeconomic Objectives and Policies ............................................................................. 12

2.1 Sierra Leone's Poverty Profile ........................................................................................ 12
2.1.1 Poverty Incidence ........................................................................................................ 12
2.1.2 Food Poverty .............................................................................................................. 14
2.1.3 Extreme Poverty ......................................................................................................... 14
2.1.4 Poverty Incidence by Household Characteristics ..................................................... 15

2.2 Growth Diagnostics: Overcoming Constraints to Diversification and Growth .......... 17

2.3 Medium Term Macroeconomic Objectives and Policies ............................................. 19
2.3.1 Macroeconomic Performance: 2008-2012 ................................................................ 19
2.3.2 Macroeconomic Challenges .................................................................................... 21

2.4 Medium Term Macroeconomic Objectives: 2013-2018 ............................................. 23

2.5 Medium-Term Macroeconomic Policies: 2013-2018 ................................................ 25
2.5.1 Fiscal Policy .............................................................................................................. 25

PART 3: Agenda for Prosperity Pillars .............................................................................. 28

3.1 Pillar 1 – Economic Diversification to Promote Inclusive Growth .............................. 30
3.1.1 Increasing Agricultural Productivity and Value-Added ......................................... 31
3.1.2 Fisheries .................................................................................................................. 33
3.1.3 Promoting Manufacturing for Value Addition ....................................................... 35
3.1.4 Promoting Local and International Tourism ......................................................... 37

3.2 Pillar 2: Managing Natural Resources ......................................................................... 40
3.2.1 Overall Natural Resource Management ................................................................. 40
3.2.2 Mineral Resources Management ............................................................................. 43
3.2.3 Promoting Sustainable Environment .................................................................... 45
3.2.4 Sustainable Management of Marine Resources ..................................................... 47
3.2.5 Sustainable Management of Water Resources ......................................................... 48
3.2.6 Sustainable and Effective Land Management ........................................... 50
3.2.7 Sustainable Forestry Management .......................................................... 52
3.2.8 Oil and Gas Development and Management ........................................... 54
3.2.9 Transformation Development Fund ......................................................... 56

3.3: Pillar 3 – Accelerating Human Development ........................................... 58
3.3.1 Improving Access to and Quality of Education ....................................... 60
3.3.2 Improving Access and Quality of Basic Health Services ......................... 65
3.3.3 Controlling HIV/AIDS Epidemic ............................................................. 70
3.3.4 Improving Access to Potable Water ......................................................... 73
3.3.5 Environmental Sanitation and Hygiene .................................................... 77
3.3.6 Population ................................................................................................. 80

3.4 Pillar 4 - International Competitiveness ................................................... 87
3.4.1 Status of Competitiveness ........................................................................ 87
3.4.2 Strategies to Improve Competitiveness .................................................... 90
3.4.3 Improving Electricity Supply .................................................................... 94
3.4.4 Improving the Road Network .................................................................. 96
3.4.5 Improving Air and Sea Transportation ..................................................... 97
3.4.6 Improving Information and Communication Technology (ICT) ............... 98

3.5 Pillar 5 - Labour and Employment ............................................................. 100
3.5.1 Sector Challenges .................................................................................... 100
3.5.2 Labour Market Sector Objectives and Strategies ..................................... 101

3.6 Pillar 6 – Strengthen Social Protection Systems ....................................... 104
3.6.1 Social Protection Situation ....................................................................... 105
3.6.2 Sector Challenges .................................................................................... 107
3.6.3 Sector Objectives and Strategies ............................................................. 107

3.7 Pillar 7 - Governance and Public Sector Reform ..................................... 112
3.7.1 Capacity Building of State and Non-State Institutions ......................... 112
3.7.2 Public Financial Management (PFM) ...................................................... 113
3.7.3 Public Service Reform for delivery of quality and timely services in an accountable and transparent manner ............................................................... 118
3.7.5 Improved Justice, Safety and Security Sector delivery systems ......................................................... 120
3.7.6 Political and Local Governance ........................................................................................................ 128
3.8 Pillar 8 – Gender Equality and Women’s Empowerment ................................................................. 133
3.8.1 Gender Sector Challenges ................................................................................................................ 142
3.8.2 Gender Sector Objectives and Strategies ......................................................................................... 143

Part 4: Implementation, Monitoring and Evaluation .............................................................................. 146

4.1 Monitoring and Evaluation Framework .......................................................................................... 146
  4.1.1 The Results Framework ................................................................................................................ 147
  4.1.2 Public Expenditure Tracking Surveys ............................................................................................ 147
  4.1.3 Performance Management Contracts .......................................................................................... 148

4.2 Key Agencies for Monitoring and Evaluation .................................................................................. 148
  4.2.1 National Technical Committee .................................................................................................... 148
  4.2.2 Pillar Working Groups .................................................................................................................. 148
  4.2.3 Strategy and Policy Unit in the Office of the President ................................................................. 148
  4.2.4 Statistics Sierra Leone .................................................................................................................. 149
  4.2.5 Ministry of Finance and Economic Development ...................................................................... 149

4.3 Risks Associated with Implementation of the Agenda for Prosperity ............................................. 150
  4.3.1 Collapse of Commodity Prices .................................................................................................... 150
  4.3.2 External Shocks ................................................................................................................................ 150
  4.3.3 Political instability in the Sub-Region ............................................................................................ 150
  4.3.4 Weak Capacity of the Public Sector to Deliver ........................................................................... 150
  4.3.5 Youth Unemployment ................................................................................................................... 150
  4.3.6 Dutch Disease ................................................................................................................................ 151
  4.3.7 Climate Change ............................................................................................................................ 151
  4.3.8 Overall Measures to Combat Risk ............................................................................................... 151

Part 5: Resource Envelope and Mobilisation Strategy ............................................................................. 152

5.1 Resource Envelop ................................................................................................................................ 152
5.2 Resource mobilisation Strategies ....................................................... 154
  5.2.1 Intensify Domestic Revenue Mobilisation ........................................ 154
  5.2.2 Broaden and deepen Development Partner support .......................... 154
  5.2.3 Access Funding through the Millennium Challenge Corporation ........ 154
  5.2.4 Prioritise Public-Private Partnerships (PPP) ................................... 154
  5.2.5 Explore Carbon Trading ............................................................... 154
  5.2.6 Explore issuance of Diaspora Bonds .............................................. 155
  5.2.7 Intensify and broaden Corporate Social Responsibility ....................... 155
  5.2.8 Access to international Capital Markets ....................................... 155

ANNEXES ............................................................................................ 157

ANNEX 1 - AfP ESTIMATES (In Millions US$) ........................................ 157
ANNEX 2 - MTEF ESTIMATES (In Millions US$) ..................................... 159
ANNEX 2 - RESULTS FRAMEWORK .................................................... 163
List of Tables

Table 1: Absolute Poverty in the Districts by Incidence Gap and Severity, 2003 & 2011 .......................... 13
Table 2: Poverty Measures in 2003 & 2011 ...................................................................................... 15
Table 3: Selected Economic Indicators: 2008-2012 ........................................................................ 20
Table 4: Medium-term Macroeconomic Targets: 2013-17 ................................................................. 24
Table 5: Sierra Leone’s Performance on Selected Human Development Indicators ....................... 58
Table 6: School Enrolment, Intake, Repetition, Completion and Transition Rates ...................... 61
Table 7: Human Development Indicators ....................................................................................... 65
Table 8: Risk Factors and Contextual Factors Driving the HIV Epidemic in Sierra Leone ... 71
Table 9: National Coverage of Water and Sanitation (2012) ............................................................... 74
Table 10: Sanitation Indicators of Sierra Leone ............................................................................... 77
Table 11: Comparison of Total Fertility Rate and Life Expectancy with other African Countries ........ 81
Table 12: Population by Gender and Age Structure ......................................................................... 82
Table 13: Urban Growth as Share of Total Population Growth 1963-2018 (Projected) ............... 83
Table 14: Sierra Leone’s performance on selected Doing Business Indicators ............................... 88
Table 15: The specifics of vulnerability and associated risks in accordance to age group ....... 108
Table 16: Public Sector Spending on Social Sectors (% of GDP) ................................................... 109
Table 17: Working population and the economically active labour force .................................. 133
Table 18: National Workers by Sex (SSL: 2007-2012) ................................................................. 136
Table 19: Situation of women in decision making levels ............................................................... 137
Table 20: Cases of violence and response ....................................................................................... 139
Table 21: Breakdown of Coverage of Microfinance clients by Gender and District ................ 141
Table 22 - MTEF ESTIMATES (in Millions US$) ........................................................................ 152
Table 23: AfP Estimates on the Optimistic Scenario ....................................................................... 153
List of Abbreviations

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

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

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

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

It is against this backdrop that the Agenda for Prosperity has been prepared to complete residual projects in the Agenda for Change and to address these challenges. We hope to draw on lessons learnt and to merge innovations with the strong economic growth we have recorded in the last five years, but we must ensure that we are globally competitive and our economy is diversified to promote inclusive green growth that is beneficial to all Sierra Leoneans and to keep the growth spirit sustained.
No doubt implementing the Agenda for Prosperity will require concerted efforts, collaboration and coordination among Ministries, Departments and Agencies (MDAs), especially implementing MDAs. Emphasis will be placed on monitoring of projects to ensure that results are achieved on timely manner. We will continue to attract foreign direct investment by forging strong partnerships with the private sector both local and international especially on large scale projects.

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

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

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

H.E. Dr. Ernest Bai Koroma

President of the Republic of Sierra Leone
Sierra Leone in 2035

The Vision

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

⇒ Socially, economically and politically empowered women contributing to national development in various forms
⇒ Hunger is eradicated
⇒ Less than 5% of people seeking jobs would be without work
⇒ Over 80% of the population above the poverty line
⇒ Free and compulsory education for every child
⇒ Over 90% of the population able to read and write
⇒ Access to affordable housing for all
⇒ A health care and delivery system within a 10 kilometre radius of every village
⇒ An effective and efficient child and family welfare system
⇒ Life expectancy of 70 years, where every mother has access to a modern hospital in which she can give birth without fear and loss of Child
⇒ Less than 15% stunting among children under two years of age
⇒ An independent and accessible judiciary enjoying the confidence of the people
⇒ A system of political governance where governments are voted in and out of power peacefully, and where citizens can hold governments to account for efficient and effective delivery of public services
⇒ A modern and well developed infrastructure with reliable energy supplies
⇒ World standard ICT
⇒ A stable, export-led economy, based on sound macroeconomic fundamentals, with inflation close to 5% and government revenues increased significantly to 35% of GDP
⇒ Private sector-led growth, creating value-added products, and providing jobs for our people
⇒ An effective environmental management system in place that protects our biodiversity and is capable of pre-empting environmental disasters
⇒ To be a model in responsible and efficient natural resource exploitation.

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

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

A: The Vision

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

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

B: Overall Strategies, Challenges and Goals

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

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

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

Macroeconomic Challenges and Strategies. The AfC is designed for Sierra Leone to overcome challenges to its economic development from (a) the relatively undiversified nature of the economy, with high unemployment; (b) a recent rate of economic growth which
is too low to have the desired impact on poverty; (c) potential external shocks such as inflationary pressures from international food and fuel prices; (d) potential fluctuations in international prices of commodity exports; (e) the possibility of “Dutch Disease”, that is distortion to the economy caused by an appreciating exchange rate due to earnings from commodity exports; (f) high domestic debt; and (g) low domestic revenues.

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

C: Agenda for Prosperity Pillars

Pillar 1 – Diversified Economic Growth

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

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

Pillar 2 – Managing Natural Resources

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

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

Important strategy issues are specific to individual sectors.

- **Mineral resources.** The National Minerals Agency will lead in implementing detailed sector strategies, to ensure that Sierra Leone benefits from exploitation, minimizing negative impacts. As well as larger-scale mines, strategies focus on regulation and efficiency of
artisanal mines. Community Development Agreements will ensure that welfare and benefits of the individuals and communities affected by mining are respected.

- **Marine Resources.** Special attention will be paid to preventing over-fishing, including enforcement action against illegal fishing. Government will work with stakeholders to develop strategies against coastal erosion, particularly for mangroves.

- **Water resource management.** Sierra Leone has rich water resources, but water is not available where and when needed. Policy will develop water resources, ensuring water is used in an integrated manner, addressing human needs, ecosystems, and conservation; responding sustainably to the needs of society and the economy.

- **Land management.** Strategies include a legal framework for land ownership; developing land-use planning; creating sustainable infrastructure for social improvement and economic growth; training farmers in sustainable land and water practices.

- **Forests.** Redesigned institutional and policy frameworks will coordinate the forestry sector to address competing demands. Sustainable management can meet widely different objectives, of forest conservation, watershed regulation, traditional exploitation, economic development and job creation, eco-tourism, biodiversity and climate change.

- **Oil and Gas.** Exploration is promising; commercial production could be developed shortly. Government is putting in place an institutional and fiscal framework, to regulate the industry and ensure that Sierra Leone benefits transparently from oil and gas.

- **Electromagnetic Spectrum.** This easily forgotten and underestimated natural resource potential will be fully explored and exploited.

**Pillar 3 – Accelerating Human Development**

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

**Pillar 4 – International Competitiveness**

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

**Pillar 5 – Labour and Employment**

Employment and employment quality are crucial for pro-poor growth. Unemployment and under-employment are high, especially among youth and women; much of the labour force has little training or education. Informal employment remains pre-dominant and is growing; quality and productivity of informal work have to be improved, through training and education, small-enterprise development and access to credit. Labour conditions need improvement. The AIP strategy is to encourage all economic actors to provide productive and adequately remunerative employment opportunities, for all who are willing to work, including vulnerable groups, while improving working conditions. Activities will include promoting investment in small- and large-scale business and agriculture to create employment, at all levels of the private and public sector economy; skills development; designing public works programmes to employ youth; and ensuring an employment-friendly institutional framework.
Pillar 6 – Social Protection

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

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

Pillar 7 – Governance and Public Sector Reform

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

Pillar 8 – Gender and Women’s Empowerment

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

The AIP goal is to empower women and girls through (a) education, reducing socio-economic barriers and supporting formal and non-formal education; (b) increasing their participation in decision-making in public, private, and traditional institutions, and access to justice and economic opportunities; (c) strengthening prevention and response mechanisms to violence against women and girls; and (d) improving the business environment for women, with access to finance and capacity development. Government will enact Gender
Equality legislation, set up a National Women's Commission, and focus on coordinated gender awareness and action across and among MDAs and civil society.

**D: Implementation, Monitoring and Evaluation**

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

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

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

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

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

**Risks to the Agenda for Prosperity**

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

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

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

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

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

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

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

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