



## **ECONOMIC COMMISSION FOR AFRICA**

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### **REPORT OF MISSION**

#### **JOINT OAU/ECA MISSION TO SIERRA LEONE**

**Freetown, Sierra Leone, 6 to 14 May 1998**

## **MISSION REPORT**

### **JOINT OAU/ECA MISSION TO SIERRA LEONE**

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#### **Place and Date:**

**Freetown, Sierra Leone 6 to 14 May 1998**

#### **Purpose:**

**To carry out a needs assessment with a view to  
identifying areas in which both organizations could  
assist the country in post-conflict reconstruction,  
restructuring and recovery efforts.**

## **I. Objective of the mission**

1. The Joint OAU/ECA mission visited Sierra Leone from 6 to 14 May 1998. The main objective of the mission was to carry out a needs assessment with a view to identifying areas in which both organizations could assist the country in its reconstruction, restructuring and recovery efforts.

2. The mission was received by the President and the Vice-President of Sierra Leone and visited 11 Ministries, The Bank of Sierra Leone and the National Policy Advisory Committee. Discussion were held at all these levels on the socio-economic and political situation of the country, government plans as well as short and medium term assistance needs.

## **II. Background of the mission**

3. The mission was part of the efforts OAU and ECA for the effective smooth recovery, reconstruction and re-structuring of the country's socio-economic structures and its political institutions.

4. The restoration of the democratically elected government of Sierra Leone in February 1998 led to the resumption of the post conflict reconstruction and reforms process initiated prior to the May 1997 coup and disrupted by the latter.

5. By March 1997 the civilian government of Sierra Leone under the leadership of President Tejan Kabbah had already embarked on a number of reforms to improve the management of institutions and reverse the deteriorating performance of the country's economy. These reforms included:

(i) the pursuance of sound macro-economic policies for the reduction of poverty and the creation of employment opportunities;

(ii) the promotion of good governance, accountability and transparency including reforms in the legal and judicial system to promote private sector activity;

(iii) strengthening the government's implementations capacity for better delivery of public services including decentralisation and local government;

(iv) reduction of the urban-rural gap as well as political and gender imbalances and;

- (v) the promotion of productive sector activity with minimum government involvement.

6. Short and medium term programmes had also been drawn to address the serious humanitarian crisis caused by the Rebel (RUF) war. These were the two year Quick Action Programme (QUAP) focusing on the resettlement and rehabilitation of displaced persons, reconstruction of basic social and economic infrastructures and the demobilization and reintegration of ex combatants. Programmes related to these projected were presented at a Round Table Conference in September 1996 and a Consultative Group Meeting in March 1997 and were met by the International Community with Pledges to the level of 232 million US Dollars.

7. The implementation of the above reform Programmes had led to a real GDP growth rate estimated at 5 per cent, inflation had fallen to 6 per cent in 1996 and the exchange rate had appreciated against the major international currencies.

8. On the political front, efforts for a negotiated settlement with the RUF led to the conclusion of the Abidjan Peace Accord and the establishment of a Commission for Consolidation of Peace (CCP) with the Participation of all parties to the conflict.

9. Implementation of socio-economic development Programmes and the Peace Process were stopped by the May 1997 coup.

10. The restored democratically government (March 1998) and the reconstruction, rehabilitation and the resettlement programme and to revive relevant provisions of the Abidjan Accord and the Conakry Agreement. The government in exile has carried out a rapid reassessment of the situation and adopted a 90 days programme along the lines of the Q.U.A.P. It has also streamlined its structures from 26 ministries to 15 and established a National Rehabilitation, Resettlement and Reconstruction Commission directly reporting to the President Office.

11. The government's preparedness was noted by the mission. The limit to this preparedness being the magnitude of destructions perpetrated by the Junta leaving the government grossly ill equipped to tackle the very serious situation Sierra Leone is facing.

12. It is worth noting that the Joint OAU/ECA mission arrived at Freetown with several other missions including those of the World Bank, African Development Bank, E.C. etc.

### **III. Mission Activities**

13. It is in this context that the Joint OAU/ECA mission visited Freetown.

14. The following is, an account of the various working meetings the mission held with the government of Sierra Leone the UNDP and other UN agencies and some of the conclusions reached.

#### **1. The Ministry of Foreign Affairs**

##### **Problems:**

15. The task of explaining the restored democratically elected government's position so as to mobilize immediate support is not an easy one. The instability of the country and the trauma left by the repeated undemocratic changes of government have dampened the enthusiasm of multilateral and bilateral donors. The overwhelming majority of the latter repeatedly referred to the need for a political settlement of the conflict before the dispensation of the much need urgent assistance required for the reconstruction of the country. Recent developments, namely: The legitimacy of the restored government and the actual evolution of the political situation did not seem to reassure these.

##### **Needs identified**

- (i) The need to work out a strategies and re-articulate the message to bilateral and multilateral partners so as to stress the legitimacy and democratic character of the government and its quest for peace and reconciliation. A well thought communication policy and programmes should be devised and implemented;
- (ii) Appeals to the international community should be launched by the Secretary General of OAU supported by the ECA Executive Secretary and the President of ADB which should emphasize the immediate need of resources to consolidate democracy and Peace in Sierra Leone to avoid deterioration of the situation;
- (iii) New diplomatic orientation should be adopted with emphasis on proactive economic diplomacy and closer links with the 3R's Commission and the sectoral ministries: OAU, ECA and the ADB should help put up a training programme for economic counsellors of selected Sierra Leonean Embassies and the ministry. Such a

training could start with a seminar to be prepared and held soonest possible. The new communication policy should include the preparation of kits on the government's Recovery, Reconstruction and Resettlement Policy and Programmes to hold Diplomats be more effective than now in mobilizing the 232 million already pledged to Sierra Leone and other resources.

## **2. The Commission for National Rehabilitation, Resettlement and Reconstruction**

16. As indicated, this new Commission directly reports to the President. It is a coordinating and oversight institution steering the overall Post Conflict Recovery Programmes over a period of three years.

17. This Commission is facing both a problem of identity and a problem of recognition of its role as a government coordinating department vis-a-vis NGO's. It also faces a problem of capacity to tackle the difficult and gigantic task before it.

18. The situation of CNRRR calls for the following actions:

- (i) A clarification of its status and role by the government at the highest level (President) for all partners and the various national institutions (ministries....);
- (ii) CNRRR should devise innovative mechanisms for the effective coordination of NGO activities in the country with a proactive action through Sierra Leone Mission abroad to ensure ownership by the country of Programmes being promoted by NGO's and other bilateral and multilateral partners;
- (iii) CNRRR should plan cross-sectoral/multisectoral programmes to address some of the top priorities identified by the government (youth etc....) cutting across government sectoral departments. It could act as a convener of multisectoral Task Forces to this end.

19. OAU and ECA should support the UNDP pertaining to programmes institutional and human capacity development for the enhancement of CNRR's role and action at the central government and field levels.

20. OAU and ECA could help enhance the innovative capacities of CNRRR by facilitating CNRRR's relations with other best practice institutions in the continent.

CNRRR was urged to approach AGETIP in Senegal, NIGETIP in Niamey and Mali's AGETIP so as to launch a similar experience in generating employment opportunities linked to the Recovery Programme. ECA and OAU could fund missions/consultancies to this end and mobilize World Bank/ADB support to this end.

### **3. The Ministry of Housing and Country Planning**

21. The Ministry has a key role to play in the reconstruction and Resettlement Programmes of the country. Its role revolves around (i) The Promotion of low cost housing and integrated settlement schemes including water and power supplies; (ii) the management of land resources; (iii) capacity building and the promotion of housing support schemes.

22. ECA/OAU's assistance could focus on:

- (i) furthering the government's local building materials for low cost Housing programme by providing resources and advise for the multiplier building materials production cooperatives;
- (ii) Providing assistance for the completion of the feasibility study of a provident fund to facilitate access to housing;
- (iii) Technical assistance for the restoration of land maps and the establishment of geo-information data banks and the training school on lands and surveys. RECTAS could help in this in close cooperation with ECA's geoinformation unit in The Development Information Division of ECA.

23. A request covering all these needs has already been addressed to ECA's Executive Secretary as per the attached memorandum.

### **4. The Ministry of Health and Sanitation**

24. In this sector, the government is faced with:

- (i) The massive destruction of health structures (hospitals, clinics...);
- (ii) gross inadequacy of drug supplies following this vandalization by Junta soldiers;

- (iii) A deteriorating health situation aggravated by the on-going mutilations of civilians by junta soldiers and their allies.

25. ECA/OAU's assistance in this sector could consist in:

- (i) mobilizing drug supplies and/or resources to acquire them on the basis of a detailed list of needs to be provided by the Ministry;
- (ii) mobilizing of resources for the establishment and/or support of national centers mutilated victims of the conflict concerned with the provision of physiotherapy and the making and fitting of artificial limbs;
- (iii) support the integrated low cost housing schemes and see it that they include health structures and/or the rehabilitation of such vandalized units.

## **5. The Ministry of Education, Youth and Sport**

26. Education, Employment and Recreation for Youths are central to the government's Plans for the consolidation of durable peace. As can be seen in next sections of this report, the pre-occupations cut across sectors. The Ministry is therefore at best a coordinating focal point in the network required for the achievement of these lofty goals.

27. The ministry's own Programme revolves around:

- (i) The Rehabilitation of vandalized educational institutions;
- (ii) stopping the brain drain of Sierra Leone Teachers and assist with the Training of Teachers, through regional cooperation;
- (iii) The strengthening of community education centers;
- (iv) The building of recreational facilities for the youth;
- (v) On the job training programmes;
- (vi) Emphasis on Technical and vocational Training programmes linking Education/Training with actual needs of the country economy.



28. This sector has benefitted from ADB support in the past. An ADB mission was in Sierra Leone for a needs assessment in this domain. The release of US\$3 million was subjected to needs surveys in districts under the control of the government. In our discussions with the ADB mission leader, we envisaged the possibility for ADB to provide logistics - ECA/OAU to contribute to surveyors fees (US\$50,000) to help Sierra Leone rapidly access to ADB fund balances (US\$3,000,000) and mobilize more. ADB's final position in this is expected. ECA/OAU/ECOWAS could help Sierra Leone network with other West African countries and possibly countries in other African subregions for access to Teacher Training institutions.

#### **6. The Ministry of Energy, Works and Labour**

29. The defreezing of World Bank and ADB funded projects on the rehabilitation of vandalized city and rural infrastructures was the main concern of the ministry. Programmes were suspended due to non payment of arrears (US\$3 million to World Bank and US\$2 million to ADB).

30. Another issue was the handling of claims filed by contractors building the Bumbuna Dam (delay and damage claims resulting from war actions).

31. The ministry is indeed faced with the formidable challenge of rebuilding the destroyed communication, water and energy infrastructures all over the country and that of promoting employment opportunities in a war torn country.

32. We have subsequently been informed that a solution would rapidly been found for payment of World Bank and ADB arrears to lift suspension of related programmes and ease access to additional resources.

33. With regard to the contractors, the mission advised that a legal course of action be adopted since our view such claims are not legitimate. They relate to a case of "force majeure" contracts involved should in any case, be insured in their own country against such risks. Sierra Leone should not be held hostage. ECA/OAU in close cooperation with ILO could assist in drawing programmes for employment generation and skills development of the JASPA type.

#### **7. The Ministry of Agriculture, Forestry and the Environment**

34. The level of preparedness in this restructured ministry is remarkable. The ministry is equipped with an Agricultural Sector Master Plan Targeting medium Term objectives and covering subregions of the country. This flexible Master Plan provides for rolling period plans, decentralisation and empowerment at the local levels.

35. The Ministry's 90 day Emergency Programme (to be probably implemented over one year) was drawn to address the worsening Food Security situation faced by Sierra Leone as a result of the war. This is a US\$22,840,068 Programme covering areas such as crop rehabilitation, livestock, land and water development, agricultural extension, environment, support services and training, rehabilitation of infrastructures, forestry rehabilitation and protection.

36. Both the World Bank and ADB were funding sector and have pledged support to the 90 day Programme and the Master Plan related projects.

37. OAU/ECA assistance is being sought in three areas:

- (i) Training in Agricultural and Sustainable Development Planning integrating Food Security Environment and Population variables along the lines of the Nexus. The Ministry's Chief Planners could benefit from the SAERP/WARDIS Experience at ECA;
- (ii) Funding for the finalization of the Environmental Action Plan: OAU/ECA could call on UNEP for this;
- (iii) Support to development of small ruminants: OAU/ECA could help will ILRI which a wealth of experience in this area and has managed related research stations (Debre Berhane for example...).

## **7. Ministry of Trade, Industry and Transport**

38. This is one of the most affected sectors of the economy:

Factories have been looted and damaged; Public Transport Vehicles stolen and taken out of the country or destroyed, Port Installations damaged. Imports and exports have rapidly declined, inflation has been rising to unbearable levels. The country is facing an acute balance of payment problem and is in a dire need of balance of payment support.

39. In addition to efforts to address the damages caused by the war, the ministry is looking into programmes to address imbalance in the expatriate dominated trading sector. Programmes are being worked out and implemented for the increased involvement of nationals in this sector.

40. Assistance requested by the ministry revolves around:

- (i) Balance of Payment support (IMF, EU...);
- (ii) Rehabilitation of Port Structures (ECA, UNCTAD);
- (iii) Office equipments;
- (iv) Rehabilitation of the Trade Promotion/Information Services. ECA, OAU in conjunction with IT could help:

41. A comprehensive survey/damage assessment has been undertaken along with a survey of public enterprises which may be targeted for privatisation.

## **8. Macro-Economic and Cross-Sectoral Issues**

42. The joint mission held discussions with institutions with the overall management of the economy, security, disarmament, demobilization and rehabilitation including:

- (i) The President's office including the Minister for Presidential Affairs;
- (ii) The National Policy Advisory Committee;
- (iii) The National Security Adviser;
- (iv) The Ministry of Internal Affairs and Local Administration;
- (v) The Ministry of Social Welfare, Gender and Children Affairs;
- (vi) The Governor of the Bank of Sierra Leone.

43. Following are the issues discussed:

### **(i) Overall Priorities of the Government**

44. In the audience accorded to the Joint Mission, President Tejan Kabbah, expressed appreciation for OAU's support in restoring the democratically elected government of Sierra Leone. He stressed his commitment to Peace Reconciliation and Justice and not revenge.

45. The President mentioned the following as the priority concerns of his government:

- (i) Problems of the youth: these are problems to address on an emergency basis since they are the source of instability in the country. The Youth's Education and Employment Problems are prominent problems;
- (ii) The issues of Disarmament, Demobilization and Rehabilitation of ex-combatants including those of the ex-national army;
- (iii) Resettlement and emergency needs (water, food health facilities);
- (iv) Housing and shelters including low cost housing;
- (v) The re-establishment of Economic Services;
- (vi) The rehabilitation of infrastructures.

46. The President insisted on the need to target the Youth in all programmes in every possible ways.

47. Both the President and subsequently The Minister for Presidential Affairs said that the government's Disarmament, Demobilisation and Resettlement Programme is very much high on the agenda. There are some difficulties in implementing it due to the lack of resources for the funding of reintegration packages of ex-combatants including demobilized soldiers and compensation of civilian victims so as to ensure a smooth process. Related to this is the demobilization and rehabilitation of child combatants including family tracing and family reunions and reconciliation as well as counselling of the 500,000 war related trauma cases indicated by the Ministry of Social Welfare, Gender and Children Affairs.

48. Another area of utmost importance and high priority for the government is security. This is key to all government actions and to the stability required for reconstruction, recovery and development. To the National Security Adviser (reporting to the President), the only part of the Territory not yet totally secured is the province bordering Liberia (The Kailahun area). The security situation is much better than before 25 May 1995 (date of the Junta coup). The Government/ECOMOG Strategy is to offer alternatives to war to the other side (The Junta/RUF Coalition).

49. The consolidation of Security and Peace and their sustainability require that the root causes of conflicts (social deprivation, unemployment of the youth, bad governance....) be addressed. To this end, good governance and employment

generation programmes could meaningfully contribute to a medium and long term solution to the problem of security and peace in Sierra Leone.

50. There are a serious efforts to reform security systems in Sierra Leone and integrate them into a single chain of command under a National Security Council chaired by the President. These efforts revolve around:

- (i) The reorganization of security/intelligence services with emphasis on preventive analysis and actions rather than being repression. A well structured and intellectually better equipped Intelligence Bureau would be established to this end;
- (ii) The reorganization of the army into a leaner and more efficient force with an enhanced capacity;
- (iii) The re-structuring, training and equipment of the Police Forces.

51. Regional dimensions to the consolidation of security in the short, medium and long terms are to be found in the government's willingness to enter into active dialogue with neighbouring countries and to work towards the revival of the Mano River Union under which a Non-Aggression Pact could be signed between member-countries (Sierra Leone, Liberia, Guinea). Sierra Leone would indeed continue to be party to the ECOWAS Conflict Resolution arrangements.

52. As mentioned earlier good governance is key to security and reconciliation in Sierra Leone. The decentralization programme spearheaded by the Ministry of Interior is a priority step in this direction. There is an urgent need for strong local government structures starting with the local paramount chieftdomship. This has to be assorted with relevant democratic electoral systems and capacities/logistics to administer them.

53. Another cross-sectoral preoccupation of the government of Sierra Leone is the situation in the capital of the Nation, Freetown where the Joint mission observed the effects of a rapid degradation of the city's environmental sanitation as well as related health and social consequences. Destructions in the Provinces and insecurity have triggered a massive rural exodus towards Freetown submitting it to overpopulation pressures detrimental to well being and peace in the city. Freetown has always been the starting ground for conflicts in Sierra Leone, hence the need to urgently address social and infrastructural pressures in the city and its surroundings including restoring a normal situation in the provinces for its effective decongestion. Actions in the security, health, water and sanitation, education must be supported on an emergency basis.

54. Restoring the situation in Sierra Leone to normal would require three major cross-sectoral conditions:

- (i) Offering to all parties acceptable alternatives to war. Though the situation on the ground has now very much evolved from what it was prior to the restorations of the legitimate government (the army having been defeated and a relatively broad-based government having established), it is the considerate view of the joint mission that there is still room for a policy of national reconciliation based on relevant elements of the Abidjan Peace Accord and the Conakry Agreement i.e. (a) .....  
(b)..... (c).....

- (ii) Restoring a good macro-economic framework.

55. To this end, the Joint mission visited the Bank of Sierra Leone and the newly established Policy Advisory Committee (PAC).

56. During the nine months of Junta government, the Sierra Leone's economic situation greatly deteriorated. Inflation rose from less than 9 per cent to 96 per cent, money supply doubled, the exchange rate of the Leone plunged from 850 Leones to a US\$ to 2000 Leones a dollar, unemployment and poverty increased to critical levels, accessible foreign reserves dwindled to a mere three to four week imports.

57. Exports plunged to their lowest level in history - main export commodities being in conflict areas and major industries having been vandalized. The banking system with the exception of the State owned Commercial Bank had come to a halt. Actual reserves are estimated US\$38 million, most of which were not accessible to the Junta

58. To remedy this situation, the Bank of Sierra, has taken series of measures including a monetary "sanitation" programme with open market operations to mop excessive money supply so as to reduce inflation and improve the Leon's exchange rate to major foreign currencies, balancing of revenues and expenditures with four month target programmes; reviewing the banking system situation for what the joint mission thinks would lead to a major re-structuring of the system beyond the Balance Sheet cleaning envisaged (with the conflict situation, bad debts without collateral may have accumulated in most of the banks). The current interest rate levels of 21 to 31 per cent (lending) and 3 to 12 per cent (deposit) would rapidly lead to speculation and

excess liquidities in the banks. They should therefore be monitored and the Bank of Sierra Leone Prime rates constantly reviewed so as to support the reconstruction - recovery programmes underway and to check inflationary pressures. The Bank was waiting for an IMF mission (20 May 1998) visiting Freetown to discuss a possible follow up to the ESAF Programme interrupted by the Junta Coup. A new programme will soon be negotiated.

59. revitalizing the export sector by re-structuring the mining sector on new legal and commercial grounds in an urgent task to undertake less than 0.5 per cent of the value of the minerals exported reach the Sierra Leone Treasury.

- (iii) Mobilization of Sierra Leone's domestic resources and resources from individual friends in Sierra Leone

60. It is the view of the Joint mission that the government of Sierra Leone should take innovative actions to sensitize the population on the need to pay additional sacrifices to rise to current challenges and to effectively mobilize all available human and financial resources in the nation. Activities such as the establishment of a social fund and pledging mechanisms such as Teletons etc. .. should be put in place for Sierra Leoneans and friends of Sierra Leone within and outside the continent to voluntarily pledge and contribute to the efforts under way.

#### Cross-sectoral needs identified and possible Joint OAU/ECA assistance

61. From the above section, the following emerging cross-sectoral needs have been identified:

- (i) Assistance for the implementation of the Disarmament, Demobilization Resettlement Programme of the government in which OAU could help by launching an appeal to the international community for financial and technical assistance to supplement any contribution available for the OAU Peace Fund;
- (ii) Drawing and implementing good governance programmes including support to the decentralization programme. Programme of the government (Ministry of Internal Affairs). The joint mission suggests that ECA Regional Advisers in public administration and OAU Experts in good governance issues could look into the proposed reform and advise the Sierra Leonean government;

- (iii) OAU could facilitate active dialogue between Sierra Leone and its neighbours within its Peace and Conflict Prevention mandate and in close cooperation with ECOWAS and the Mano River Union;
- (iv) ECA and the OAU/AEC to take initiative with regard to the Mano River Union for its revitalization as a River Basin organization which could spearhead the negotiation and signing of a non-aggression PACT among the three countries;
- (v) The reorganization of security systems including the re-structuring of the Army and Police forces. OAU to support the Sierra Leonean government's requests for assistance and possibly fund consultancies in this domain;
- (vi) Water, sanitation and environmental problems ECA should consult and coordinate actions of members of the Inter-Agency Group on Water (IGWA) including WMO, UNEP, World Bank, OAU..... and mobilize resources that may be available at their level;
- (vii) Strengthening of economic management institutions such as the Bank of Sierra Leone, the Policy Advisory Committee Technical Services..... In addition to the assistance the Bretton Woods Institutions might come up with, ECA could supplement efforts of other partners by providing short term advisory services to these institutions (Regional Advisory services funds);
- (viii) OAU and ECA to support programmes of the Ministry of Social Welfare, Gender and Children Affairs related to:
  - (a) Demobilization of child combatants, rehabilitation, family tracing and reunions; trauma counselling funds have already been provided by the UN/TED Turner Foundation.
  - (b) Programmes for mainstreaming of gender issues in government ministries the economic empowerment of women and vocational training for women's advancement could be supported from the recently established ECA Women and Development Fund and other resources. ECA, OAU and ADB may identify. UNDP would also be approached for assistance in this area.



- (ix) On the political front, OAU could encourage the government to seriously pursue its interrupted reconciliation and peace consolidation initiatives on the basis of relevant provisions of the Abidjan Peace Accord and the Conakry Agreement. In the same vain on-going trials should be observed by OAU (The African Human Rights Commission).
- (x) OAU/ECA should call upon the ILO for the support of youth employment within the Reconstruction Programme and beyond.
- (xi) OAU/ECA to support HCR's efforts for repatriation of refugees and resettlement programmes including those targeting displaced persons.

62. The idea of a Pledging Conference and/or a Consultative Group meeting is being considered by the government. The Joint mission is of the view that efforts have to be deployed to restore confidence of partners, first, and mobilize the 232 million US\$ already pledged as well as other resources. OAU and ECA could host any further Pledging Conference and/or Consultative Group meeting in Addis Ababa and provide facilities to this end.

## **OAU/ECA ASSISTANCE TO SIERRA LEONE SUMMARY OF PROPOSALS**

### **The Ministry of Foreign Affairs**

- Appeals to the international community should be launched by the Secretary General of OAU supported by the ECA Executive Secretary and the President of ADB emphasized the immediate need of resources to consolidate democracy and Peace in Sierra Leone to avoid deterioration of the situation;
- New diplomatic orientation should be adopted with emphasis on proactive economic diplomacy and closer links with the 3R's CNRRR and the sectoral ministries: OAU, ECA and the ADB should help put up a training programme for economic counsellors of selected Sierra Leonean Embassies and the ministry. Such a training could start with a seminar to be prepared and held soonest possible. The new communication policy should include the preparation of kits on the government's Recovery, Reconstruction and Resettlement Policy and Programmes to hold Diplomats be more effective than now in mobilizing the 232 million already pledged to Sierra Leone and other resources.

### **The Commission for National Rehabilitation, Resettlement and Reconstruction**

OAU and ECA should support the UNDP's Projected programme for institutional and human capacity development for the enhancement of CNRRR's role and action at the central government and field levels.

OAU and ECA could help enhance the innovative capacities of CNRRR by facilitating CNRRR's relations with other best practice institutions in the continent. CNRRR was urged to approach AGETIP in Senegal, NIGETIP in Niamey and Mali's AGETIP so as to launch a similar experience in generating employment opportunities linked to the Recovery Programme. ECA and OAU could fund missions/consultancies to this end and mobilize World Bank/ADB support to this end.

### **The Ministry of Housing and Country Planning**

- furthering the government's local building materials for low cost Housing programme by providing resources and advise for the multiplier of building materials production cooperatives;

- Providing assistance for the completion of the feasibility study of a provident fund to facilitate access to housing;
- Technical assistance for the restoration of land maps and the establishment of geo-information data banks and the Training School of Lands and Surveys. RECTAS could help in this in close cooperation with ECA's geoinformation unit in Development Information Division of ECA.

A request covering all these needs has already been addressed to ECA's Executive Secretary as per the attached memorandum.

#### **The Ministry of Health and Sanitation**

- mobilizing drug supplies and/or resources to acquire them on the basis of a detailed list of needs to be provided by the Ministry;
- mobilizing resources to support activities of institutions concerned with the provision of physical therapy and fitting of artificial limbs;
- support the integrated low cost housing schemes and see it that they include health structures and/or the rehabilitation of such vandalized units.

#### **The Ministry of Education, Youth and Sport**

ECA/OAU/ECOWAS could help Sierra Leone network with other West African countries and possibly countries in other African subregions for access to Teacher Training institutions.

#### **The Ministry of Energy, Works and Labour**

ECA/OAU in close cooperation with ILO could assist in drawing programmes for employment generation and skills development of the JASPA type.

#### **The Ministry of Agriculture, Forestry and the Environment**

- Training in Agricultural and Sustainable Development Planning integrating Food Security Environment and Population variables along the lines of the Nexus. The Ministry's Chief Planners could benefit from the SAERP/WARDIS Experience at ECA;

- Funding for the finalization of the Environmental Action Plan: OAU/ECA could call on UNEP for this;

#### **Ministry of Trade, Industry and Transport**

- Rehabilitation of Port Structures (ECA, UNCTAD);
- Rehabilitation of the Trade Promotion/Information Services. ECA, OAU in conjunction with IT could help.

#### **Macro-Economic and Cross-Sectoral Issues**

- Assistance for the implementation of the Disarmament, Demobilization Resettlement Programme of the government in which OAU could help by launching an appeal to the international community for financial and technical assistance to supplement any contribution available for the OAU Peace Fund;
- Drawing and implementing good governance programmes including support to the decentralization programme. Programme of the government (Ministry of Internal Affairs). The joint mission suggests that ECA Regional Advisers in public administration and OAU Experts in good governance issues could look into the proposed reform and advise the Sierra Leonean government;
- OAU could facilitate active dialogue between Sierra Leone and its neighbours within its Peace and Conflict Prevention mandate and in close cooperation with ECOWAS and the Mano River Union;
- ECA and the OAU/AEC to take initiative with regard to the Mano River Union for its revitalization as a River Basin organization which could spearhead the negotiation and signing of a non-aggression PACT among the three countries;
- The reorganization of security systems including the re-structuring of the Army and Police forces. OAU to support the Sierra Leonean government's requests for assistance and possibly fund consultancies in this domain;
- Water, sanitation and environmental problems ECA should consult and coordinate actions of members of the Inter-Agency Group on Water

(IGWA) including WMO, UNEP, World Bank, OAU..... and mobilize resources that may be available at their level;

- Strengthening of economic management institutions such as the Bank of Sierra Leone, the Policy Advisory Committee Technical Services..... In addition to the assistance the Bretton Woods Institutions might come up with, ECA could supplement efforts of other partners by providing short term advisory services to these institutions (Regional Advisory services funds);
- OAU and ECA to support programmes of the Ministry of Social Welfare, Gender and Children Affairs related to:
  - (a) Demobilization of child combatants, rehabilitation, family tracing and reunions; trauma counselling funds have already been provided by the UN/TED Turner Foundation.
  - (b) Programmes for the economic empowerment of women and vocational training for women's advancement could be supported from the recently established ECA Women and Development Fund and other resources. ECA, OAU and ADB may identify. UNDP would also be approached for this.
- On the political front, OAU could encourage the government to seriously pursue its interrupted reconciliation and peace consolidation initiatives on the basis of relevant provisions of the Abidjan Peace Accord and the Conakry Agreement. In the same vain on-going trials should be observed by OAU (The African Human Rights Commission).
- OAU/ECA should call upon the ILO for the support of youth employment within the Reconstruction Programme and beyond.
- OAU/ECA to support HCR's efforts for repatriation of refugees and resettlement programmes including those targeting displaced persons.