



APRM
African Peer Review
Mechanism

SUMMARY OF ACHIEVEMENTS OF THE APRM NATIONAL SECRETARIAT IN SIERRA LEONE: A ONE-YEAR REPORT



By APRM National Secretariat,
Sierra Leone

Upon his appointment by President Julius Maada Bio on September 8, 2023, and formally assuming office on October 2, 2023, Mohamed Sheshu Sheriff swiftly outlined his vision for the APRM National Secretariat. His innovative leadership has led to significant achievements that align with President Bio's vision for Sierra Leone, emphasizing transparency, democratic principles, and public engagement. The APRM Secretariat reconstituted the National Governing Council, launched a Targeted Review on Unconstitutional Change of Government (UCG), and developed the APRM 2025 Annual Budget. Medium-term efforts included enhancing visibility through strategic billboards and media engagements, co-hosting the first Multi-Stakeholder Forum on Civil Service Reforms, and launching a multilingual, user-friendly APRM website. Looking ahead, the Secretariat developed a comprehensive Six-Year Strategic Plan (2025–2030), prioritizing staff training and securing endorsements for the Second-Generation Country Review. These achievements underscore the Secretariat's dedication to political stability and sustainable development.



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EXECUTIVE SUMMARY

Upon his appointment by President Julius Maada Bio on September 8, 2023, and formally assuming office on October 2, 2023, Mohamed Sheshu Sheriff swiftly outlined his vision for the APRM National Secretariat, setting short-term, medium-term, and long-term goals. His outstanding and innovative leadership has led to significant achievements that align with President Bio's vision for Sierra Leone, emphasizing transparency, democratic principles, and public engagement. As President Julius Maada Bio once stated, "Our journey towards sustainable development is a collective effort, and together, we can achieve greatness for Sierra Leone." Sheriff has exemplified this collective spirit in his leadership.

In the short term, the APRM National Secretariat, reconstituted the National Governing Council (NGC), coordinated the launch of a Targeted Review on Unconstitutional Change of Government (UCG), launched a nationwide awareness campaign on UCG, and led the development of the APRM 2025 Annual Budget as well as a detailed concept note and a budget for the conduct of the APRM Second Generation Country Review. These initiatives laid a strong foundation for the Secretariat, reflecting a commitment to good governance. As Kwame Nkrumah stated, "Action without thought is empty. Thought without action is blind." Sheriff's strategic actions have been both thoughtful and impactful.

Medium-term efforts saw the Secretariat enhancing its visibility through strategic billboards and media engagements, making the APRM a household name. The Secretariat co-hosted the first Multi-Stakeholder Forum on Civil Service Reforms with the Ministry of Public Administration and Political Affairs, launched a multilingual, user-friendly APRM website, and deepened collaboration with key partners like the APRM Continental Secretariat, GIZ, and the Center for Global Africa on various projects and initiatives related to the APRM process and its thematic areas, such as the APRM Governance Index, the APRM Youth Symposium, and the APRM Diaspora Engagement. These actions reinforced regional integration and shared growth. Reflecting on the words of Jomo Kenyatta, "Our task is to make ourselves architects of the future," Sheriff has indeed been an architect of progress.

Looking ahead, the Secretariat, under Sheriff's leadership, developed the first ever comprehensive Six-Year Strategic Plan (2025–2030), aligning its programs with national and continental development priorities. Staff training was prioritized, and the budget for the Second-Generation Country Review was finalized, securing endorsements from Parliament and the Ministry of Finance. These achievements underscore the Secretariat's dedication to political stability and sustainable development, setting a robust foundation for the future. As Amílcar Cabral wisely noted, "Always bear in mind that the people are not fighting for ideas, for the things in anyone's head. They are fighting to win material benefits, to live better and in peace, to see their lives go forward, to guarantee the future of their children." Sheriff's leadership has not only strengthened Sierra Leone's presence on the global stage but also promoted good governance and sustainable development, in line with President Bio's vision for a prosperous Sierra Leone. End Summary.¹

¹ Note: The APRM National Secretariat's 2024 Annual Report will brilliantly showcase our detailed accomplishments.

BACKGROUND OF APRM NATIONAL SECRETARIAT IN SIERRA LEONE

The African Peer Review Mechanism (APRM) was established by African Union (AU) member states in 2003 as a self-monitoring initiative aimed at promoting policies, standards, and practices that lead to political stability, economic growth, sustainable development, and regional integration. Sierra Leone joined the APRM to enhance its governance and socio-economic development through peer learning and experience sharing with other African countries. The APRM National Secretariat in Sierra Leone plays a crucial role in coordinating the country's participation in the APRM process, including conducting self-assessments, facilitating peer reviews, and implementing the National Programme of Action (NPOA) based on the review findings.

MANDATE

The mandate of the APRM National Secretariat in Sierra Leone is to promote and facilitate self-monitoring by the country to ensure that its policies and practices conform to agreed political, economic, corporate governance, and socio-economic values. This includes conducting detailed review processes, engaging with various stakeholders such as government, private sector, and civil society, and ensuring the implementation of recommendations from the peer review process. The Secretariat also supports the monitoring and evaluation of progress towards achieving the goals of AU Agenda 2063 and the Sustainable Development Goals (SDGs).






MISSION

The mission of the APRM National Secretariat in Sierra Leone is to foster the adoption of policies, standards, and practices that lead to political stability, high economic growth, sustainable development, and accelerated regional and continental economic integration. It aims to enhance governance systems, promote transparency and accountability, and ensure inclusive participation in the governance process.

VISION

The vision of the APRM National Secretariat in Sierra Leone is to build a prosperous, peaceful, democratic, and sustainable Africa. It strives to create an environment where good governance, transparency, and accountability are upheld, leveraging the country's rich human and natural resources to achieve inclusive and sustainable development for all its citizens.

Journey with us through the Key Thematic Areas of the African Peer Review Mechanism National Secretariat Sierra Leone, where we champion the pillars of our nation's prosperity and stability.

 <p>Democracy and Political Governance</p> <p>At the heart of Sierra Leone's democratic ethos, this area scrutinizes the integrity of our electoral systems, ensuring every vote is a voice heard. We delve into the vibrancy of political pluralism, evaluating the robustness of party operations and the competitive spirit of our political arena. Upholding human rights, civil liberties, the rule of law, and judicial independence are not just ideals—they are the standards we set and meet.</p>	 <p>Economic Governance and Management</p> <p>Economic fortitude forms the core of this domain. We meticulously assess macroeconomic indicators, keeping a pulse on inflation and fiscal prudence. Our scrutiny extends to the stewardship of public finances, from budgeting to accountability, all to foster an economy that is inclusive and thrives sustainably.</p>	 <p>Corporate Governance</p> <p>Turning the lens on the corporate sphere, we ensure that the conduct of businesses and corporations is transparent and accountable. We champion ethical practices, deterring corruption, and fostering a private sector that bolsters economic development through job creation, innovation, and nurturing SMEs.</p>
 <p>Socio-Economic Development</p> <p>This area is dedicated to the heartbeat of Sierra Leone—the well-being of its people. We explore the avenues of human development, from healthcare and education to living standards. Our strategies for poverty alleviation are scrutinized for their impact, as we strive to improve life across the nation, ensuring fair labor practices, gender equality, and support for the vulnerable.</p>	 <p>State Resilience to Shocks</p> <p>Recognizing the unpredictability of global and local challenges, this thematic area is our commitment to resilience. We focus on Sierra Leone's ability to weather and bounce back from adversities such as natural calamities, health crises, conflicts, and economic downturns. Our strategies encompass preparedness, early warning, and robust response mechanisms to safeguard our nation and minimize the impact of shocks.</p>	

APRM NATIONAL STRUCTURES: ARTICLE 14 – APRM NATIONAL STRUCTURES

ARTICLE 14 – APRM NATIONAL STRUCTURES

Without prejudice to the inherent right of each Member State to organize its APRM national structures as it deems appropriate, Member States shall endeavor to organize their national structures in accordance with the guidelines provided in this article.²

1. National APRM structures shall comprise:
 - a) The APRM National Focal Point;
 - b) The APRM National Governing Council or Commission [NGC];
 - c) The APRM National Secretariat; and
 - d) The Technical Research Institutions.

ARTICLE 15 – THE NATIONAL APRM FOCAL POINT

The APRM National Focal Point shall be a Minister or high level Government official who reports directly to the Head of State or Government.

ARTICLE 16 – THE NATIONAL GOVERNING COUNCIL/COMMISSION

1. The NGC shall be autonomous from the Government and its composition shall be inclusive of representatives of all key stakeholders in society, including state and non-state actors such as key line ministries, parliament, civil society, media, private sector, youth and women's groups, the disabled, marginalized communities, rural communities, trade unions and professional bodies.
2. Members of the NGCs shall be eminent and renowned persons who command the respect of other members of the NGC and/or the general citizenry.
3. The NGCs shall be led by a Chairperson who does not officially hold a leadership position in any political party;
4. The NGC shall:
 - a) Provide strategic policy guidance for the implementation of the APRM;
 - b) Facilitate the establishment of the APRM National Secretariat and oversee its operation;
 - c) Ensure that the review process is technically competent, credible and free from political manipulation;
 - d) Lead the APRM sensitization programmes country-wide and ensure that all stakeholders participate in the process and own it; and
 - e) Ensure that all the concerns outlined in the self-assessment reports and in the country review reports are addressed in the National Programmes of Action (NOPA) which meet all the agreed criteria.
5. In establishing their respective NGCs, Member States shall define their terms of reference, determine their legal status, the terms of service and duration of appointment of the Chairperson and other members, and ensure the provision of adequate funding to enable it to successfully discharge their responsibilities in an independent and autonomous manner.

² (*Statute of the African Peer Review Mechanism* 2016; “EX CL 1170 (XXXV) IV: Draft Statute of the African Peer Review Mechanism” n.d.)

6. Member States shall legally constitute their NGC through normal government processes of announcements through Government Gazettes.

ARTICLE 17 – THE APRM NATIONAL SECRETARIAT

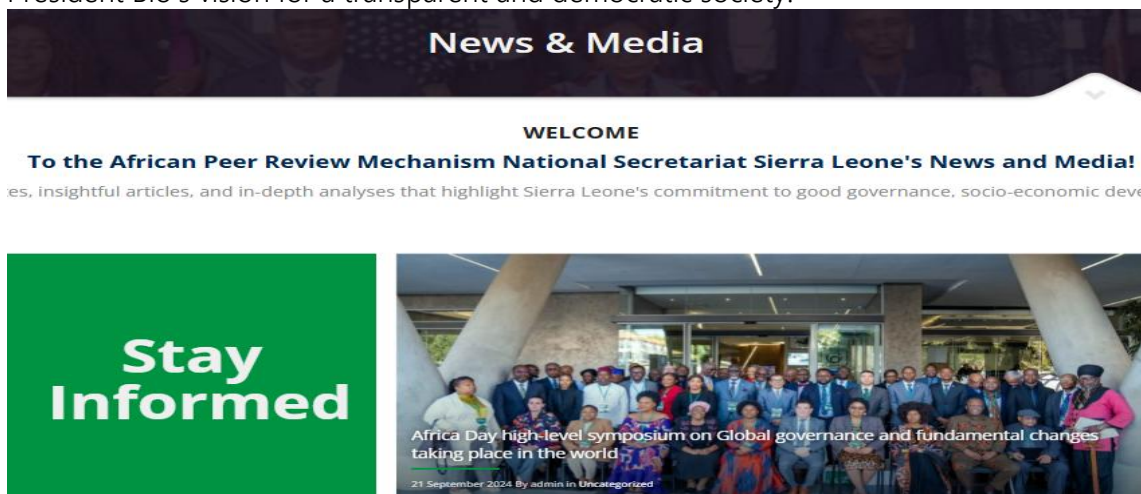
1. There shall be an APRM National Secretariat in each Member State of the APRM, to provide secretarial, technical and administrative support to all national APRM bodies.
2. The APRM National Secretariat shall be led by a CEO appointed in accordance with the rules and procedures of each Member State.
3. The APRM National Secretariat shall liaise between the NGC and the Continental Secretariat.
4. The APRM National Secretariat shall facilitate and support the work of the technical research institutions.

SUMMARY OF APRM'S ACHIEVEMENTS

Upon his appointment by President Julius Maada Bio on September 8, 2023, and formally assuming office on October 2, 2023, Mohamed Sheshu Sheriff swiftly outlined his vision for the APRM National Secretariat, setting short-term, medium-term, and long-term goals. His leadership has been marked by significant achievements that align with President Bio's vision for Sierra Leone, emphasizing transparency, democratic principles, and public engagement.

SHORT-TERM VISION ACHIEVEMENTS (OCTOBER 2023–DECEMBER 2023)

- **Media Engagements:** The APRM National Secretariat significantly amplified its message through interactive sessions with over 20 media houses and engagements with over 15 social media influencers. This strategic media outreach was crucial in increasing public awareness about the APRM's objectives and activities. By leveraging various media platforms, the Secretariat ensured that information about governance processes reached a wide audience, fostering greater transparency and public engagement. This initiative is particularly relevant to Sierra Leone as it promotes informed citizenry and encourages active participation in governance, aligning with President Bio's vision for a transparent and democratic society.



- Reconstitution of the National Governing Council (NGC): The APRM National Secretariat successfully reconstituted the NGC, enhancing its credibility, accountability, and inclusivity. This governance structure is vital as it upholds the values of transparency and democratic principles, ensuring that diverse voices are represented in decision-making processes. For Sierra Leone, this reconstitution strengthens the institutional framework necessary for effective governance, promoting trust and confidence among stakeholders and the general public.



- Launch of a Nationwide Awareness Campaign: Guided by Sheriff, the APRM National Secretariat initiated a robust awareness campaign on the Targeted Review on Unconstitutional Change of Government (UCG) across Sierra Leone. The UCG report was launched at the Bintumani Conference Centre in Freetown on November 1, 2023, with the Chief Minister, Dr. David Moinina Sengeh, representing the President, and the APRM Lead Panel Member for Sierra Leone, Ambassador Princess Inonge Mbikusita-Lewanika, in attendance, marked by a nationwide awareness campaign with district and local councils, resident ministers' offices, provincial secretaries, and district officers, conducting impactful radio and television engagements across various communities in the South, East, North, and North West. These regional engagements ensured that the report reached a wide and diverse audience and stimulated dialogue and action on the issue of unconstitutional government changes in Sierra Leone and Africa. This campaign, conducted via public lectures, radio, and television, galvanized nationwide attention and laid the groundwork for greater citizen participation in governance processes. The importance of this initiative lies in its ability to educate the public on critical governance issues, fostering a culture of accountability and vigilance against unconstitutional changes in government. This is highly relevant to Sierra Leone as it strengthens democratic resilience and promotes political stability.



- **Staff Recruitment Approval:** To strengthen the Secretariat's capacity, approval was secured for the recruitment of a Finance Officer and a Regional Coordinator. This move is significant as it marks an important step toward operational efficiency and regional outreach. By expanding the team, the Secretariat can better manage its financial resources and extend its activities to various regions, ensuring that governance initiatives are inclusive and far-reaching. For Sierra Leone, this enhancement in capacity is crucial for the effective implementation of governance reforms and the achievement of sustainable development goals.
- **Empowering APRM Staff and Enhancing Capacity and Unity:** The Secretariat ensured that all staff, from top-tier to janitorial, had access to computers and Mifi internet. Comprehensive training and mentoring on the APRM process were provided, fostering a culture of coordination, inclusion, and knowledge sharing. This initiative is essential as it creates a cohesive and productive work environment, enabling staff to perform their duties effectively. By investing in staff development, the Secretariat enhances its overall capacity to deliver on its mandate. For Sierra Leone, this empowerment of the APRM staff translates to more efficient and effective governance processes, contributing to the country's broader development objectives.

MEDIUM-TERM VISION ACHIEVEMENTS (JANUARY 2024–JULY 2024)

- **Global and Regional Representation:** The APRM National Secretariat excelled in global and regional representation. At the APRM's 20th anniversary in South Africa, the Secretariat showcased Sierra Leone's achievements, highlighting democratic commitment and collaboration. This fostered partnerships with the APRM Continental Secretariat, GIZ, and the Center for Global Africa, reinforcing regional integration. The Secretariat chaired the APRM National Secretariat Working Group, participated in peace and security discussions, and coordinated President Bio's attendance at the APRM 20th Universe in South Africa. These efforts strengthened Sierra Leone's presence on the global stage, promoting good governance and sustainable development. For instance, through astute negotiation and diplomatic skills, the Secretariat successfully secured USD 70,000 from GIZ to implement a recommendation from the Unconstitutional Change of Government Report on "Strengthening Decentralization and Local Government in Sierra Leone". Additionally, they obtained a USD 50,000 loan from the APRM Continental Secretariat to support Sierra Leone's self-assessment for the APRM Second Generation Country Review. The APRM National Secretariat Coordinating Committee's 9th Ordinary Session underscored the APRM's dedication to governance, transparency, and reform across Africa. The meeting's agenda included adopting the draft outcome report and unveiling the Draft Third APRM Strategic Plan 2025-2028, aligning APRM processes in Sierra Leone with continental goals. Emphasis on unity, resilience, and collective effort has been pivotal in achieving Africa's governance renaissance, inspiring hope, building trust, and creating a lasting legacy.



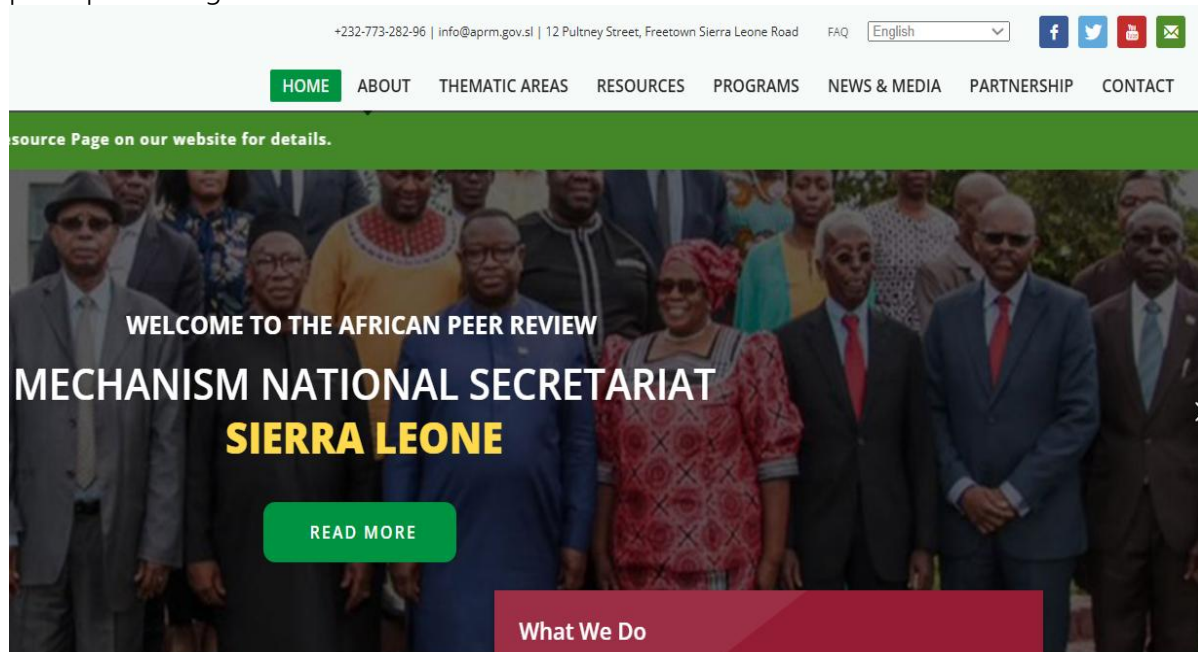
- Strengthened Regional and National Presence: Through the strategic placement of 16 APRM billboards in key locations, including Massiaka, Moyamba Junction, Gbere Junction, Lungi International Airport, and cities such as Bo, Kenema, and Makeni, the APRM National Secretariat significantly enhanced its visibility. This effort, coupled with interactive media engagements, positioned the APRM as a household name across Sierra Leone. The increased visibility is crucial for raising public awareness about the APRM's mission and encouraging citizen participation in governance processes, aligning with President Bio's vision for an informed and engaged populace.



- First Multi-Stakeholder Forum on Civil Service Reforms: In partnership with the Ministry of Public Administration and Political Affairs, the APRM National Secretariat hosted a groundbreaking forum that brought diverse stakeholders together to discuss reforming Sierra Leone's civil service. This initiative marked a significant step toward ensuring that public administration systems support sustainable development. By fostering dialogue and collaboration among various stakeholders, the

forum contributed to the development of more effective and responsive public administration, which is essential for achieving national development goals.

- **Launch of a Multilingual, User-Friendly Website:** A significant achievement during this phase was the development and launch of the first ever APRM National Secretariat's website <https://aprm.gov.sl/> for the first time. This platform, accessible in over ten international languages, expanded the reach of the Secretariat and created an inclusive digital space for stakeholders to engage with the APRM's work. The multilingual website ensures that information about the APRM's activities is accessible to a broader audience, promoting inclusivity and transparency. This digital engagement is vital for fostering a culture of accountability and participation in governance.



- **Partnership with Development Partners:** The APRM National Secretariat deepened collaboration with the APRM Continental Secretariat, GIZ, and the Center for Global Africa. Hosting the APRM Continental CEO and technical teams, and participating in the AU Summits, further reinforced the commitment to peer learning and shared growth across the continent. These partnerships are crucial for leveraging resources, expertise, and best practices to enhance governance and development outcomes in Sierra Leone.
- **Approval of the 2025 Annual Budget:** Collaborating with the Ministry of Finance, the APRM National Secretariat developed and presented the APRM 2025 Annual Budget, ensuring alignment with national development priorities. In addition to the 2025 budget, efforts were made to fulfill President Bio's commitment to the African Peer Review Mechanism's Second Generation Country Review Process in Sierra Leone. The approval of the budget by the Ministry of Finance and Parliament (awaiting cabinet endorsement) is a critical step in securing the financial resources needed to implement the APRM's programs and initiatives effectively, contributing to the overall goal of sustainable development and good governance in Sierra Leone.

LONG-TERM VISION ACHIEVEMENTS (2025 AND BEYOND)

- **Development of the Six-Year Strategic Plan (2025–2030):** The APRM National Secretariat successfully developed and validated a comprehensive Six-Year Strategic Plan. This strategic document aligns the Secretariat's programs and operations with national governance priorities and continental aspirations for sustainable development. The plan is crucial for setting a clear roadmap for the Secretariat's future activities, ensuring that all efforts are directed towards achieving long-term goals. For Sierra Leone, this strategic alignment is vital as it ensures that governance initiatives are in sync with broader development objectives, promoting coherence and effectiveness in policy implementation.



- **Enhanced Capacity Building:** The Secretariat prioritized equipping its team with the necessary tools and knowledge to implement the APRM mandate effectively. This included comprehensive staff training on digital platforms, data management, and governance principles. By investing in capacity building, the Secretariat ensures that its team is well-prepared to handle the complexities of governance processes. This focus on capacity building is particularly important for Sierra Leone as it enhances the overall efficiency and effectiveness of the Secretariat, enabling it to deliver on its mandate and contribute to national development goals.
- **Second-Generation Country Review Preparation:** The Secretariat prioritized equipping its team with the necessary tools and knowledge to implement the APRM mandate effectively. This included comprehensive staff training on digital platforms, data management, and governance principles. By investing in capacity building, the Secretariat ensures that its team is well-prepared to handle the complexities of governance processes. This focus on capacity building is particularly important for Sierra Leone as it enhances the overall efficiency and effectiveness of the Secretariat, enabling it to deliver on its mandate and contribute to national development goals. Sheriff's leadership has not only strengthened the APRM National Secretariat's capacity to achieve its goals but has also ensured that these achievements are aligned with Sierra Leone's broader development objectives. His innovative approach and commitment to excellence have set a strong foundation for the future, positioning the Secretariat as a key player in promoting good governance and sustainable development in Sierra Leone.



ADDITIONAL KEY ACHIEVEMENTS

- Capacity Building and Unity among the APRM Staff: The APRM National Secretariat ensured that every staff member, from top-tier to janitorial, had access to a computer and Mifi internet with a three-month subscription. Comprehensive training and mentoring on various aspects of the APRM process were provided, fostering a culture of coordination, inclusion, and knowledge sharing. This initiative created a cohesive and productive work environment, essential for the Secretariat's efficiency. For Sierra Leone, this empowerment of staff translates to more effective governance processes, contributing to the country's broader development objectives.
- The Launch of the UCG Report in Sierra Leone: The APRM National Secretariat, guided by Sheriff, coordinated the launch of the APRM Targeted Review on Unconstitutional Change of Government in Sierra Leone at the Bintumani Conference Centre in Freetown on November 1, 2023. This event, marked by a nationwide awareness campaign, ensured the report reached a wide and diverse audience. The importance of this initiative lies in its ability to educate the public on critical governance issues, fostering a culture of accountability and vigilance against unconstitutional changes in government. This is highly relevant to Sierra Leone as it strengthens democratic resilience and promotes political stability.



- Global and Regional Representation: As Chairperson of the National Secretariat's Coordinating Committee, Sheriff excelled in showcasing Sierra Leone's achievements at the APRM's 20th anniversary in South Africa. He highlighted political commitment and collaboration, fostering partnerships with the APRM Continental Secretariat, GIZ, and the Center for Global Africa, reinforcing regional integration. Sheriff chaired the APRM National Secretariat Working Group, participated in peace and security discussions, and coordinated President Bio's attendance at the APRM 20th Universe in South Africa. These efforts strengthened Sierra Leone's presence on the global stage, promoting good governance and sustainable development. The APRM National Secretariat Coordinating Committee's 9th Ordinary Session, chaired by Sheriff, underscored the APRM's dedication to governance, transparency, and reform across Africa. The meeting's agenda included adopting the draft outcome report and unveiling the Draft Third APRM Strategic Plan 2025-2028, aligning APRM processes in Sierra Leone with continental goals. Sheriff's emphasis on unity, resilience, and collective effort has been pivotal in achieving Africa's governance renaissance, inspiring hope, building trust, and creating a lasting legacy.



CHALLENGES AND OPPORTUNITIES

While our journey has been marked by remarkable milestones, we must acknowledge the challenges that persist. Limited mobility due to insufficient resources has constrained our ability to extend activities into rural areas. Our current office space does not meet the demands of our growing operations, highlighting inadequate infrastructure. Overreliance on fluctuating donor contributions poses a vulnerability to long-term planning, creating funding instability. Additionally, evolving governance standards necessitate continuous adaptation by our team to meet emerging demands. These challenges, however, present opportunities for innovation, collaboration, and renewed determination to chart a course toward greater resilience and impact.

RECOMMENDATIONS TO ADDRESS CHALLENGES

1. Repositioning the APRM National Secretariat:
 - Transfer to the Office of the Chief Minister or MoPED: To align with the practices of other member countries and enhance the Secretariat's effectiveness, it is highly and highly recommended to move the APRM National Secretariat from the Ministry of Political and Public Affairs (MoPAPA) to the Office of the Chief Minister or the Ministry of Planning and Economic Development (MoPED). This repositioning will facilitate the implementation of review report recommendations and provide the Secretariat with the leverage to accommodate AUDNEPAD, a development agency under the African Union.
2. Securing Essential Donor Funds:
 - Alignment with AU Development Agencies: By aligning the Secretariat with the Office of the Chief Minister or MoPED, Sierra Leone will be better positioned to secure essential donor funds from the African Union. This alignment will enhance the Secretariat's ability to attract and manage funding for its initiatives.
3. Ensuring Independence and Functionality:
 - National Legislation: Enact national legislation to guarantee the functionality and independence of the APRM National Secretariat. This legislation should ensure the Secretariat is free from political interference and micromanagement, allowing it to operate effectively and independently.
 - Protection from Interference: The legislation should include provisions to prevent undue interference from politicians, ensuring the Secretariat and the NGC can carry out its mandate without external pressures.
4. Improving Governance and Reporting:
 - Quarterly Reports to the Office of the President: The Secretariat, along with its National Governing Council (NGC), should provide quarterly reports to the Office of the President on its activities. This will enhance transparency, accountability, and ensure that the Secretariat's progress is closely monitored at the highest level.
5. Fostering a Collaborative Environment:

- **Resolving Conflicts with Parent Ministry:** Address and resolve any ongoing conflicts between the APRM National Secretariat and its parent ministry. Establish clear communication channels and collaborative frameworks to ensure a harmonious working relationship, which is crucial for the Secretariat's effective functioning.

By implementing these recommendations, the APRM National Secretariat will be better equipped to fulfill its mandate, secure necessary funding, and contribute to Sierra Leone's sustainable development and good governance.

LOOKING AHEAD: A CALL TO ACTION

As we move into 2025, our focus will remain on expanding regional outreach by securing additional resources to ensure our presence is felt in every district across Sierra Leone. We will strengthen infrastructure by collaborating with government and development partners to secure adequate office space and operational support. To address funding instability, we will explore innovative funding solutions, including partnerships with the private sector to diversify funding sources and reduce dependency. Investing in capacity building and public engagement will be crucial, with training programs and broadening public advocacy to ensure participatory governance. Finally, we will deepen continental integration by strengthening Sierra Leone's role in advancing the goals of Agenda 2063.

CONCLUSION

The APRM National Secretariat in Sierra Leone, under the outstanding and innovative leadership of Mohamed Sheriff, has made remarkable strides in achieving President Julius Maada Bio's commitment to global governance, regional integration, peace, security, and sustainable development. Since his appointment on September 8, 2023, and formally assuming office on October 2, 2023, Sheriff has demonstrated exceptional vision and leadership, setting and achieving short-term, medium-term, and long-term goals that align with President Bio's vision for Sierra Leone.

In the short term, the Secretariat reconstituted the National Governing Council (NGC), developed the APRM 2025 Annual Budget, and launched a nationwide awareness campaign on the Targeted Review on Unconstitutional Change of Government (UCG). These initiatives laid a strong foundation for the Secretariat, reflecting a commitment to good governance. Medium-term efforts saw the Secretariat enhancing its visibility through strategic billboards and media engagements, making the APRM a household name. The Secretariat co-hosted the first Multi-Stakeholder Forum on Civil Service Reforms with the Ministry of Public Administration and Political Affairs, launched a multilingual, user-friendly APRM website, and deepened collaboration with key partners like the APRM Continental Secretariat, GIZ, and the Center for Global Africa. These actions reinforced regional integration and shared growth.

Looking ahead, the Secretariat, under Sheriff's leadership, developed a comprehensive Six-Year Strategic Plan (2025–2030), aligning its programs with national and continental development priorities. Staff training was prioritized, and the budget for the Second-Generation Country Review was finalized, securing endorsements from Parliament and the Ministry of Finance. These achievements underscore the Secretariat's dedication to political stability and sustainable

development, setting a robust foundation for the future. Sheriff's leadership has not only strengthened Sierra Leone's presence on the global stage but also promoted good governance and sustainable development, in line with President Bio's vision for a prosperous Sierra Leone.

ACKNOWLEDGEMENT

The achievements of the APRM National Secretariat in Sierra Leone over the past year would not have been possible without the steadfast support and leadership of key stakeholders. Special gratitude is extended to the APRM National Governing Council (NGC), under the remarkable leadership of Ambassador Soulaiman Daramy, for its strategic direction and unwavering dedication. We also deeply appreciate the exemplary leadership and steadfast support of the Chief Minister, Dr. David Moinina Sengh, whose guidance has been pivotal to the Secretariat's success. Our sincere thanks go to Dr. Emmanuel Gaima, Secretary to the President, for his invaluable counsel and support. We acknowledge the Ministry of Finance and the Ministry of Public Administration and Political Affairs for their collaborative efforts and dedication to advancing governance reforms.

Additionally, we commend the APRM Regional Committees, whose grassroots efforts have significantly bolstered our outreach. To the dedicated staff of the APRM, including our hardworking janitors, your commitment and teamwork are truly commendable. Finally, heartfelt appreciation goes to the media, including Sierraloaded, AYV, SLBC, Radio Democracy, Star TV, and others, for amplifying our message and fostering public awareness. Together, these collective efforts are a testament to the collective effort and dedication of all involved and have laid a strong foundation for sustainable development and good governance in Sierra Leone. Under the outstanding leadership of Mohamed Sheshu Sheriff, we have made significant strides in aligning with President Julius Maada Bio's vision for Sierra Leone, emphasizing transparency, democratic principles, and public engagement. Together, we continue to work towards a brighter future for our nation.

DEDICATION

This work is dedicated to His Excellency, President Julius Maada Bio, for his unwavering belief in young people and his leadership in championing regional integration. His vision and commitment have inspired many. Special thanks to the APRM Continental Secretariat for their guidance and support, which have been instrumental in our achievements. We also extend our heartfelt gratitude to the dedicated staff of the APRM National Secretariat Sierra Leone, whose hard work and dedication have made this possible. Together, we strive for excellence and progress, fostering a brighter future for our nation and the region.

Profile

Mohamed Sheshu Sheriff

Executive Secretary APRM National Secretariat, Sierra Leone



Mohamed Sheshu Sheriff is a visionary Sierra Leonean leader, currently serving as the Executive Secretary of the African Peer Review Mechanism (APRM) National Secretariat in Sierra Leone. Appointed by President Julius Maada Bio on September 8, 2023, Sheriff has been pivotal in driving the APRM's mission to foster good governance and sustainable development across Africa.

Sheriff's career is marked by a blend of strategic vision and practical expertise. Before his current role, he served as a Political Specialist at the U.S. Embassy in Freetown, where he was recognized for contributing to the resolution of one of Sierra Leone's largest commercial disputes. He also held the position of Regional Research and Monitoring Officer-East at the National Commission for Democracy in Sierra Leone, showcasing his deep commitment to democratic principles and governance.

Academically, Sheriff is a PhD candidate at the Euclid University. He holds a Master's degree in Diplomacy and International Affairs, a Master's in Peace and Development Studies, and a Bachelor of Science in Peace and Conflict Studies. His educational background is complemented by various certifications in political advisory and gender and foreign policy. His professional excellence has been acknowledged through multiple awards, including Superior Honor Awards for diplomatic prowess and Meritorious Honor Awards for exemplary leadership.

Under Sheriff's leadership, the APRM National Secretariat has achieved significant milestones. He has reconstituted the National Governing Council, developed the APRM 2025 Annual Budget, and launched a nationwide awareness campaign on the Targeted Review on Unconstitutional Change of Government (UCG). His efforts have enhanced the Secretariat's visibility and fostered collaboration with key partners, reinforcing regional integration and shared growth.

Sheriff's leadership style is characterized by strategic thinking, effective decision-making, and a commitment to innovation and accountability. He has emphasized the importance of collaboration for Africa's advancement, advocating for governance structures rooted in democracy, transparency, and the rule of law. His contributions continue to significantly impact Sierra Leone's governance landscape and the broader African continent.



APRM
African Peer Review
Mechanism

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