



**APRM**  
African Peer Review  
Mechanism

ENVISIONING GOVERNANCE EXCELLENCE:

# **SIERRA LEONE**

# **STRATEGIC**

# **ROADMAP**

# **2025-2030**



An Institution of the





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## Preface

**Amb. Soulay B. Daramy**  
Chairman, National Governing Council



It is with great honour and profound commitment that I, Ambassador Soulay Darammy, in my capacity as Chairman of the APRM National Governing Council of Sierra Leone, present the African Peer Review Mechanism (APRM) National Secretariat Strategic Plan 2025-2030. This document is a bold and visionary roadmap that will guide our collective efforts in advancing good governance, accountability, and sustainable development in Sierra Leone, in alignment with the African Union's governance and development agenda, Sierra Leone's Vision 2030, the Medium-Term National Development Plan (MTNDP) 2025-2030, and the United Nations Sustainable Development Goals (SDGs).

This strategic plan is a testament to our national commitment to democratic governance and peer learning under the APRM framework. It serves as a crucial instrument for reinforcing institutional effectiveness, policy coherence, and socio-economic transformation, ensuring that Sierra Leone remains on a trajectory of inclusive growth and sustainable development.

### **A Product of Inclusive Consultation and Stakeholder Engagement**

The development of this strategic plan was deeply consultative, engaging key government institutions, governance bodies, and development partners. I extend my sincere appreciation to the Ministry of Public Administration and Political Affairs, the Ministry of Planning and Economic Development, the APRM National Governing Council (NGC), and various democratic and governance institutions for their invaluable contributions. Their insights and expertise have helped shape a strategy that is both progressive and practical, ensuring that it reflects national priorities while advancing continental aspirations.

### **Guided by Lessons from the Past, Anchored in the Future**

As we embark on this new strategic cycle, we build upon past successes, drawing valuable lessons while embracing new opportunities. Our vision, mission, and core values underpin a plan that is ambitious yet grounded; innovative yet actionable; and firmly rooted in governance, economic transformation, and sustainable development.

The implementation of this strategy is guided by a comprehensive framework, incorporating a thorough analysis of internal and external dynamics, a clear identification of strategic priorities, and a robust implementation matrix. A strong monitoring, evaluation, and learning system will ensure transparency, accountability, and tangible results that benefit the citizens of Sierra Leone.

### **Strategic Implementation and National Development Priorities**

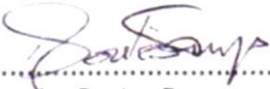


The National Governing Council will provide policy oversight, leadership, and strategic direction, ensuring that the plan is fully integrated with Sierra Leone's national development priorities, particularly the Big Five Agenda including Feed Salone – Transforming agriculture for food security and economic resilience; Human Capital Development – Investing in education, health, and skills training; Youth Employment Scheme – Expanding job opportunities and entrepreneurship; Revamping the Public Service Architecture – Enhancing efficiency, accountability, and service delivery; Technology and Infrastructure (TIPEG) – Driving innovation and connectivity for sustainable development.

### **A Call to Collective Action**

I call upon our development partners, civil society, the private sector, and the people of Sierra Leone to embrace this vision and actively participate in its realization. Together, we will harness knowledge, foster collaboration, and mobilize resources to ensure the successful implementation of this strategic plan.

Let us work hand in hand to build a more integrated, prosperous, and resilient Sierra Leone, contributing to a stronger African continent under the vision of Agenda 2063.

Sign:   
Ambassador Soulay Daramy  
Chairman, National Governing Council  
African Peer Review Mechanism Sierra Leone



## ACKNOWLEDGEMENT

On behalf of the APRM National Secretariat in Freetown, Sierra Leone, we extend our deepest gratitude to all the stakeholders who have played a pivotal role in the development of this strategic document for 2025-2030. Your insights and contributions have been invaluable.

I would like to acknowledge the senior leadership of the secretariat for their visionary guidance and the Ministry of Public Administration and Political Affairs and the Ministry of Planning and Economic Development for their unwavering support. Our appreciation also goes out to the various democratic and governance institutions in Sierra Leone for their collaborative efforts.

A special thank you to the dedicated staff of the APRM Secretariat, whose commitment and hard work have been the cornerstone of this endeavour. Your dedication has not only shaped this strategic document but also promises to steer Sierra Leone towards a brighter and more prosperous future.

Together, we have laid down a robust foundation for progress and development. We are confident that this strategic plan will lead us towards achieving our ambitious goals and set new benchmarks for excellence. Thank you all for your valuable contributions.



## LIST OF ACRONYMS AND ABBREVIATIONS

<b>AESA:</b>	Alliance for Accelerating Excellence in Science in Africa
<b>AfDB:</b>	Africa Development Bank
<b>APRM:</b>	African Peer Review Mechanism
<b>AU:</b>	African Union
<b>AUC:</b>	African Union Commission
<b>CAADP:</b>	Comprehensive Africa Agriculture Development
<b>CEO:</b>	Chief Executive Officer
<b>CGA:</b>	Center for Global Africa
<b>CIMES:</b>	County Integrated Monitoring and Evaluation Systems
<b>COMESA:</b>	Common Market for Eastern and Southern Africa
<b>CPRM:</b>	Country Peer Review Mechanism
<b>CS:</b>	Cabinet Secretary
<b>DANIDA:</b>	Danish International Development Agency
<b>DfID:</b>	Department of International Development
<b>EAC:</b>	East Africa Community
<b>EMCA:</b>	Environmental Management and Coordination Act
<b>EMU:</b>	Efficiency Monitoring Unit
<b>EU:</b>	European Union
<b>GDP:</b>	Gross Domestic Product
<b>GIZ:</b>	The Deutsche Gesellschaft für Internationale Zusammenarbeit
<b>GNP:</b>	Gross National Product
<b>GPDEC:</b>	Global Partnerships for Effective Development Cooperation
<b>HSGIC:</b>	Heads of State and Government Implementation Committee
<b>ICT:</b>	Information Communication Technology
<b>IGAD:</b>	Inter-Governmental Authority on Development
<b>IIAG:</b>	Ibrahim Index of African Governance
<b>IPPF:</b>	Infrastructure Project Preparation Facility
<b>ISO:</b>	International Organization for Standardization
<b>KFS:</b>	Kenya Forest Services
<b>KIPPRA:</b>	Kenya Institute for Public Policy Research and Analysis
<b>KNBS:</b>	Kenya National Bureau of Statistics
<b>M&amp;E:</b>	Monitoring and Evaluation
<b>MAP:</b>	Millennium Africa Recovery Plan
<b>MDAs:</b>	Ministries, Departments and Agencies
<b>MDGs:</b>	Millennium Development Goals
<b>MSMEs:</b>	Micro Small and Medium Enterprises
<b>MTEF:</b>	Medium Term Expenditure Framework
<b>MTNDP:</b>	Medium Term National Development Plan
<b>NEPAD:</b>	New Partnership for Africa's Development
<b>NGC:</b>	National Governing Council
<b>NIMES:</b>	National Integrated Monitoring and Evaluation Systems
<b>NPoA:</b>	National Plan of Action
<b>OAU:</b>	Organization of African Unity
<b>OECD:</b>	Organization for Economic Cooperation and Development
<b>PESTEL:</b>	Political, Economic, Social, Technological, Environmental & Legal



<b>PICI:</b>	Presidential Infrastructure Champion Initiative
<b>PIDA:</b>	PROGRAMME FOR Infrastructure Development in Africa
<b>REC:</b>	Regional Economic Community
<b>SDG:</b>	Sustainable Development Goal
<b>SE4ALL:</b>	Sustainable Energy for All
<b>STI:</b>	Science Technology and Innovation
<b>SWOT:</b>	Strengths, Weaknesses, Opportunities and Threats
<b>TIPSEG:</b>	Technology and Infrastructure: Pathways for Sustained Economic Growth
<b>TNA:</b>	Training Needs Assessment
<b>UNDP:</b>	United Nations Development Programme
<b>UNECA:</b>	United Nations Economic Commission for Africa
<b>WGI:</b>	Worldwide Governance Indicators



## Executive Summary

**Mohamed Sheshu Sheriff**  
Executive Secretary APRM National Secretariat,  
Sierra Leone



The African Peer Review Mechanism (APRM) National Secretariat Strategic Plan 2025-2030 is a roadmap on how the secretariat intends to implement its mandate in a manner that is consistent with the African Union’s governance and development agenda. In addition, this strategic plan takes cognizance of Sierra Leone’s blueprint Vision 2030 and its Medium-Term National Development Plan (MTNDP) 2025–2030. This is in recognition of the fact that during the plan period, the Secretariat is expected to play a critical role in enabling the government to achieve its medium-term national development plans. This is also expected to incrementally feed into the attainment of the continent’s overall development objectives as captured under Africa’s Agenda 2063<sup>1</sup> and the United Nations Sustainable Development Goals (SDGs) including to promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels (Goal 16) by strengthening institutional frameworks and international cooperation for sustainable development.<sup>2</sup>

We desire that the priority programmes and projects of Agenda 2063<sup>3</sup> and the development strategies of Sierra Leone including its Medium-Term National Development Plan (MTNDP) and the Regional Economic Communities (RECs) be planned, developed, and implemented in an intersectoral way that leads to economic integration and development for the citizens of Sierra Leone. To this end, we will harness knowledge to deliver on the mandates of the African Peer Review Mechanism in Sierra Leone and member states.

**Part 1** presents the historical background of the APRM programmes of the African Union and how they are linked with the Sierra Leone’s Secretariat, and other continental, regional, and national institutions. It also highlights other government strategies and policies that have linkages with APRM programmes. It further explains

<sup>1</sup> Sierra Leone’s Medium Term National Development Plan 2025 – 2030: A Transformative Acceleration Agenda for Food Security, Human Capital Development and Job Creation.

[https://au.int/sites/default/files/documents/36204-doc-agenda2063\\_popular\\_version\\_en.pdf](https://au.int/sites/default/files/documents/36204-doc-agenda2063_popular_version_en.pdf)

<sup>2</sup> <https://sdgs.un.org/goals/goal16#overview>

<sup>3</sup> [https://au.int/sites/default/files/documents/36204-doc-agenda2063\\_popular\\_version\\_en.pdf](https://au.int/sites/default/files/documents/36204-doc-agenda2063_popular_version_en.pdf)



how the organization's identity has evolved over the years, resulting in the re-establishment of a unified National Governing Council (NGC) to provide policy guidance and oversight in the implementation of its programmes. The section concludes by explaining the linkages between the Secretariat's mandate and the government's Big Five development agenda in Sierra Leone, including: **1) Feed Salone, 2) Human Capital Development, 3) Youth Employment Scheme, 4) Revamping the Public Service Architecture, and 5) Technology and Infrastructure (TIPEG).**<sup>4</sup>

**Part 2** provides an overview and situational analysis. It highlights key achievements and lessons learned, using SWOT and PESTEL analyses to evaluate the internal and external environment. The situational analysis acknowledges Sierra Leone's progress post-civil war and Ebola outbreak but identifies ongoing challenges like poverty, corruption, and weak governance. The Medium-Term National Development Plan (MTNDP) 2025-2030 aims to address these issues. However, limited resources, weak coordination, and low public awareness hinder effective implementation. The strategic plan for 2025-2030 seeks to align APRM processes with national and global agendas, enhance accountability, and foster stakeholder engagement. Key achievements from 2004-2024 include successful APRM reviews and progress reports. The SWOT analysis identifies strengths like political support and civil society engagement, while noting weaknesses such as limited resources. The PESTEL analysis outlines external factors impacting operations and suggests mitigation strategies.

**Part 3** outlines the APRM Sierra Leone Secretariat's mission, vision, and core values, which guide the identification of key result areas and strategic objectives. The mission is to coordinate the APRM process in Sierra Leone, serving various stakeholders. The vision aims for regional integration and sustainable development. Core values include unity, equity, integrity, and people-centeredness. The strategic plan focuses on effective implementation, monitoring, and advocacy of APRM principles, aligning with national and continental development goals. Key result areas include governance assessments, public awareness, and institutional capacity building.

**Part 4** discusses the Secretariat's approach to the implementation and coordination framework. It covers human and financial resource needs, resource mobilization strategies, and the importance of monitoring and evaluation. Key aspects include developing annual work plans and budgets, collaborating with stakeholders, and mobilizing resources from various sources. The Secretariat will monitor and evaluate progress, report to the APRM Continental Secretariat, and communicate outcomes to the public. The plan emphasizes strategic planning, governance structure, capacity building, stakeholder engagement, resource mobilization, and public awareness. It also highlights the need for adaptability, continuous improvement, and transparent reporting.

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<sup>4</sup> President Julius Maada Bio, representing the Sierra Leone People's Party (SLPP) as the presidential candidate for the 2023 General Elections, committed to six strategic promises outlined in the SLPP Manifesto. These pledges are designed to shape the nation's trajectory towards inclusive and sustainable growth.




**Part 5** outlines the monitoring, evaluation, and reporting framework. It emphasizes the importance of tracking the implementation of programs and projects to ensure strategic objectives are met. The monitoring framework involves continuous evaluation by the Secretariat and the National Governing Council, using systems like NIMES and CIMES. Evaluation will be periodic, assessing relevance, effectiveness, efficiency, impact, and sustainability. Critical success factors include leadership direction, effective communication, timely funding, and stakeholder collaboration. Progress reports will be prepared quarterly and annually, highlighting achievements, challenges, and recommendations for improvement.

Overall, this strategic roadmap is not merely a plan, but a solemn vow to our people, to the African Peer Review Mechanism (APRM), and to the international community, that the APRM National Office in Sierra Leone is resolute in its pursuit of a governance model that exemplifies the highest standards of leadership and stewardship. This document serves as our collective affirmation that the goals set forth will be pursued with integrity, passion, and an unwavering focus on the betterment of our beloved nation Sierra Leone.

AFRICAN PEER REVIEW  
WARM REGARDS,  
NATIONAL SECRETARIAT  
Sign: *Mohamed Sheshu Sheriff*  
Mohamed Sheshu Sheriff  
Executive Secretary

**African Peer Review Mechanism National Secretariat, Freetown.**



# 1

## CHAPTER ONE: INTRODUCTION AND CONTEXT



## CHAPTER ONE: INTRODUCTION AND CONTEXT

**Part 1** presents the historical background of the APRM programmes of the African Union and how they are linked with the Sierra Leone's Secretariat, and other continental, regional, and national institutions. It also highlights other government strategies and policies that have linkages with APRM programmes. It further explains how the organization's identity has evolved over the years, resulting in the re-establishment of a unified National Governing Council (NGC) to provide policy guidance and oversight in the implementation of its programmes. The section concludes by explaining the linkages between the Secretariat's mandate and the government's Big Five development agenda in Sierra Leone, including: **1) Feed Salone, 2) Human Capital Development, 3) Youth Employment Scheme, 4) Revamping the Public Service Architecture, and 5) Technology and Infrastructure (TIPEG).**

### Historical Background of APRM

The APRM<sup>5</sup> was established in 2003 by five African leaders<sup>6</sup> who initiated the mechanism as a voluntary self-assessment tool for promoting good governance, transparency, and accountability in Africa. The APRM was inspired by the need for "**African solutions to African problems**" and the objectives of the New Partnership for Africa's Development (NEPAD), a framework for socio-economic development on the continent. The APRM enables countries to review their governance practices in various thematic areas and to implement actions to address the identified gaps and challenges. The APRM also fosters peer learning and regional cooperation among the participating countries. Through the mechanism, African countries have made impressive strides in promoting responsive governance through increased transparency and accountability to citizens, fellow African leaders, as well as development partners.

### Overview of APRM Functional Structure

Sierra Leone joined the APRM, a voluntary self-assessment and peer review process for promoting good governance and development in Africa, in 2004. The country established an independent APRM National Governing Council (NGC) and Secretariat in 2008 to lead and coordinate the APRM process in the country. The NGC and Secretariat have various functions, such as providing leadership, overseeing monitoring and evaluation, ensuring stakeholder participation, briefing the president, preparing reports, and representing the country at regional and global forums. The country underwent its first APRM review in 2012 and has presented four progress reports since then. Sierra Leone has been praised for its commitment to the APRM process despite facing challenges such as political issues, the COVID -19 pandemic, and the Ebola.

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<sup>5</sup> <https://au.int/en/organs/aprm> and <https://aprm.au.int/en/about/overview>

<sup>6</sup> H.E Thabo Mbeki, President of South Africa; H.E Olusegun Obasanjo, President of Nigeria; H.E Abdoulaye Wade, President of Senegal; H.E Abdelaziz Bouteflika, President of Algeria; H.E Hosni Mubarak, President of Egypt.



**Continental Level: The APRM has three main bodies at the continental level.**

- **APR Forum:** A committee of all participating Member States' Heads of State and Government. The Forum is the APRM's highest decision-making authority. It appoints the APR Panel, approves the Country Review Reports, and adopts the best practices and lessons learned from the APRM process.
- **APR Panel:** A group of eminent African experts who oversee the APRM process and ensure its integrity and credibility. The Panel selects and supervises the Country Review Teams, reviews and submits the Country Review Reports to the APR Forum, and monitors the implementation of the National Programmes of Action.
- **APR Secretariat:** The administrative and technical arm of the APRM that provides operational support to the APR Forum and the APR Panel. The Secretariat coordinates and facilitates the APRM process, manages the budget and resources, and liaises with the stakeholders and partners.

**National Level: The APRM requires its Member States to establish national structures that comprise of a National Focal Point, a National Governing Council, and a National Secretariat.**

- **National Focal Point:** A high-level government official or a ministerial-level office that reports directly to the Head of State or Government. The Focal Point is responsible for initiating and coordinating the APRM process in the country, and for representing the country at the APR Forum and other continental meetings.
- **National Governing Council:** An independent and inclusive body that provides policy guidance and oversight to the APRM process in the country. The Council comprises of representatives from government, civil society, private sector, and other stakeholders. It ensures the integrity and professionalism of the APRM process, and the participation and empowerment of the stakeholders.
- **Secretariat:** The administrative and technical arm of the APRM at the national level that supports the National Focal Point and the National Governing Council. The Secretariat organizes and facilitates the APRM activities and events, prepares and submits the reports, and monitors and evaluates the implementation of the National Programme of Action by the APRM Sierra Leone's Secretariat.
- **The National Technical Research Institutions:** The National Technical Research Institutions (TRIs) play a critical role in the APRM review process by providing expert analysis and ensuring the integrity of the assessment. Appointed by the National Governing Councils (NGCs) based on their technical expertise, these institutions perform the following key functions:



- **Facilitating Stakeholder Understanding:** Ensure that all APRM assessment tools, including the questionnaire, are fully understood by stakeholders across the country.
- **Supporting the Self-Assessment Process:** TRIs guide the development of a country self-assessment report that is objective, accurate, and reflective of public opinion.
- **Ensuring Technical Rigor:** TRIs conduct research and analysis relevant to the APRM review process, ensuring assessments are based on credible data and methodologies.
- **Enhancing Public Engagement:** TRIs promote broad stakeholder participation to ensure inclusivity and representation in the review process.

Through these functions, the Technical Research Institutions contribute to a comprehensive and credible national governance review, aligning with the objectives of the APRM.

### The APRM Five Key Thematic Areas

The APRM five thematic areas<sup>7</sup> are the main domains of governance and development that the African Peer Review Mechanism (APRM) assesses and monitors in its member countries. The APRM is a voluntary self-assessment tool that aims to promote good governance, democracy, peace, and security in Africa. The APRM Five Key thematic Areas are:

- **Democracy and Political Governance (DPG):** This area focuses on the promotion of democracy, human rights, rule of law, and peace and security in Africa. It covers issues such as constitutionalism, elections, political participation, accountability, corruption, and conflict prevention and resolution.
- **Economic Governance and Management (EGM):** This area focuses on the promotion of sound economic policies, fiscal discipline, macroeconomic stability, and regional integration in Africa. It covers issues such as monetary policy, public financial management, debt management, trade policy, and infrastructure development. This area focuses on the promotion of ethical, transparent, and accountable business practices, as well as the protection of the rights and interests of shareholders, workers, consumers, and the environment in Africa. It covers issues such as corporate law, corporate social responsibility, corporate citizenship, and anti-money laundering.

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<sup>7</sup> The relevance of these thematic areas to Sierra Leone is evident from the country's participation and performance in the APRM process.



- **Corporate Governance (CG):** This area focuses on the promotion of inclusive and equitable growth, poverty reduction, and human development in Africa. It covers issues such as education, health, social protection, gender equality, youth empowerment, and environmental sustainability.
- **Broad-based Sustainable Socio-economic Development (SED):** This area focuses on the promotion of the capacity of African states to withstand and recover from various shocks and disasters, such as pandemics, conflicts, climate change, and terrorism. It covers issues such as disaster risk management, early warning systems, humanitarian assistance, and peacebuilding.
- **State Resilience to Shocks and Disasters (SRSD):** This area focuses on the promotion of the capacity of African states to withstand and recover from various shocks and disasters, such as pandemics, conflicts, climate change, and terrorism. It covers issues such as disaster risk management, early warning systems, humanitarian assistance, and peacebuilding.

## Historical Background of APRM in Sierra Leone

Sierra Leone joined the APRM in 2004, but the national secretariat was established in 2008. The country's APRM legal authority stems from various executive, legislative and other national level frameworks. Sierra Leone's government decided to join the APRM in 2004 and followed up with several cabinet decisions (CP 5 (2005) 22 of 23rd of February 2005) that laid out the strategy for carrying out the APRM process in the country.

The Secretariat works closely with the National Governing Council<sup>8</sup>, an independent and inclusive body that provides policy guidance and oversight to the APRM process in the country. The Secretariat coordinates and facilitates the APRM activities and events, prepares and submits the reports, and monitors and evaluates the implementation of the National Programme of Action. The Secretariat also represents the country at regional and global forums and supports the government's Big Five development agenda. The Secretariat has successfully completed the first APRM Country Review in 2012 and has presented four progress reports on the implementation of the National Plan of Action (NPoA). The Secretariat has also completed two Targeted Reviews on Health Governance and COVID-19 Response in 2021 and "Unconstitutional Change of Government" in Sierra Leone in 2023.

## Mandate of the African Peer Review Mechanism Sierra Leone

The APRM Sierra Leone Secretariat<sup>9</sup> is the national body that coordinates and facilitates the implementation of the African Peer Review Mechanism (APRM) process

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<sup>8</sup> The National African Peer Review Mechanism – Governing Council (NAPRM-GC) is an independent body established to facilitate the conduct of the APRM Country Self Assessments and the monitoring of the implementation of the National Programme of Action.

<sup>9</sup> <https://aprm.au.int/en/about/overview>





in Sierra Leone. The APRM Sierra Leone Secretariat is headed by the Executive Secretary, who is appointed by the President of Sierra Leone, and reports to the Minister of Public Administration and Political Affairs. The Secretariat also has a National Governing Council (NGC), which is a multi-stakeholder body that oversees and guides the APRM process in Sierra Leone. The NGC is composed of representatives from the government, civil society, private sector, academia, media, and other relevant groups. The mandate of the APRM Sierra Leone Secretariat includes:

- Organizing and conducting the APRM self-assessment process, which involves consultations with various stakeholders, data collection and analysis, and preparation of the Country Self-Assessment Report (CSAR) and the National Programme of Action (NPoA).
- Liaising and collaborating with the APRM Continental Secretariat, the APR Panel of Eminent Persons, and the APR Forum of Heads of State and Government on the APRM process and its outcomes.
- Providing technical and logistical support to the APRM Country Review Mission (CRM), which is a team of experts that visits the country to validate the CSAR and the NPoA, and to prepare the Country Review Report (CRR).
- Implementing, monitoring, and evaluating the NPoA, which is a plan of action that addresses the gaps and challenges identified in the APRM process and aligns with the national development priorities and the AU Agenda 2063.
- Reporting on the progress and challenges of the NPoA implementation to the APRM Continental Secretariat and the APR Forum and receiving feedback and recommendations from them.
- Raising awareness and sensitization on the APRM process and its benefits among the public and the media and enhancing the participation and ownership of the APRM by the citizens of Sierra Leone.
- Mobilizing resources and ensuring the sustainability of the APRM process in Sierra Leone.

### **Mission of the African Peer Review Mechanism Sierra Leone**

The mission of the APRM Sierra Leone is to promote good governance, democracy, and socio-economic development by conducting comprehensive assessments, facilitating policy dialogue, and implementing governance reforms based on the APRM framework. It aims to strengthen accountability, transparency, and citizen participation in decision-making processes for the sustainable development of Sierra Leone.



## Vision of the African Peer Review Mechanism Sierra Leone

The vision of the APRM Sierra Leone is to build a society characterized by effective governance, respect for human rights, and inclusive development. It envisions a country where citizens actively participate in governance processes, institutions are transparent and accountable, and public resources are effectively managed to improve the well-being of all Sierra Leoneans.

### Objectives

The primary objective of the APRM Sierra Leone Country Office's Six-Year Strategic Plan (2025-2030) is to enhance governance excellence and sustainable development through the effective implementation of the APRM's five key thematic areas. This plan aims to strengthen institutional frameworks, promote inclusive governance, foster economic growth, ensure sustainable development, and enhance State resilience to shocks and natural disasters. The focus will be on achieving measurable outcomes that align with the APRM's principles and the broader goals of Sierra Leone's national development agenda. Focus on the APRM's Five Key Thematic Areas:

### Democracy and Political Governance

**1) Objective:** To promote democratic values, political stability, and good governance practices in Sierra Leone.

▪ **Strategies:**

- Enhance Democratic Institutions: Strengthen institutions by promoting knowledge sharing, capacity building, peer reviews, and coordinated implementation of the APRM National Program of Action.
- Educate Citizens: Launch nationwide awareness campaigns to inform citizens about the APRM review process, AU Agenda 2063, and their democratic rights and responsibilities.
- Encourage Participation: Facilitate regular, inclusive stakeholder consultations to ensure broad-based participation in all APRM processes.
- Ensure Accountability: Monitor and evaluate the implementation of APRM review recommendations, emphasizing democratic principles to maintain transparency and accountability.

### Economic Governance and Management

**2) Objective:** To enhance economic policies and practices that promote sustainable growth, poverty reduction, and equitable development in alignment with the APRM National Secretariat's mandate and processes in Sierra Leone.

▪ **Strategies:**

- Develop and implement policies that promote macroeconomic stability and sustainable economic growth, ensuring these policies are in line with the APRM's framework for economic governance.



- Foster public-private partnerships (PPPs) to stimulate economic activities and create job opportunities, leveraging the APRM's emphasis on collaborative governance and stakeholder engagement.
- Strengthen financial management systems to enhance transparency and accountability in the use of public resources, in accordance with the APRM's commitment to good governance and integrity.
- Conduct regular economic performance reviews under the APRM's review mechanism to identify areas for improvement and ensure policy effectiveness, driving continuous improvement and adaptation.

By integrating these strategies, the APRM National Secretariat in Sierra Leone aims to achieve its objectives of promoting sustainable development, reducing poverty, and ensuring equitable economic growth. These efforts are crucial in fostering a robust and resilient economy that aligns with both national priorities and the broader goals of the African Peer Review Mechanism.

### Corporate Governance

**2) Objective:** To elevate corporate governance standards in both the public and private sectors, fostering a culture of accountability and ethical business practices in alignment with the APRM National Secretariat's mandate and operations in Sierra Leone.

▪ **Strategies:**

- **Implement Corporate Governance Training Programs:** Design and deliver targeted training programs for board members and senior management to enhance their understanding of best practices in corporate governance.
- **Develop Regulations:** Collaborate with relevant authorities to develop regulations that promote ethical business practices and corporate responsibility, ensuring alignment with the APRM's governance framework.
- **Encourage Transparency and Disclosure:** Promote the adoption of policies that mandate the transparency and disclosure of financial and non-financial information by corporations, in line with the APRM's commitment to transparency and accountability.
- **Facilitate Stakeholder Dialogue:** Organize and facilitate dialogues between government officials, the private sector, and civil society to collectively address corporate governance challenges and foster a collaborative approach to governance improvements.

By integrating these strategies, the APRM National Secretariat in Sierra Leone aims to strengthen corporate governance, enhance ethical business practices, and ensure



a more accountable and transparent corporate sector. These efforts are crucial in promoting sustainable development, economic growth, and stakeholder trust within the country.

### Socio-Economic Development

**3) Objective:** To promote inclusive socio-economic development that enhances the quality of life for all Sierra Leoneans, in alignment with the mandate and operations of the APRM National Secretariat in Sierra Leone.

▪ **Strategies:**

- **Implement Programs to Address Social Inequalities:** Develop and execute initiatives that target social inequalities, ensuring improved access to education, healthcare, and other essential services for all citizens. This aligns with the APRM's commitment to fostering equitable development.
- **Promote Gender Equality and Empower Marginalized Groups:** Launch targeted interventions aimed at promoting gender equality and empowering women and marginalized groups, thereby ensuring their active participation in socio-economic development.
- **Monitor and Evaluate Impact:** Establish robust monitoring and evaluation frameworks to assess the effectiveness of socio-economic development programs, ensuring they meet the needs of the population and align with the APRM's standards for accountability and transparency.

By implementing these strategies, the APRM National Secretariat in Sierra Leone aims to drive socio-economic progress that is inclusive, equitable, and sustainable, ultimately enhancing the overall quality of life for all Sierra Leoneans.

### Broad-Based Sustainable Development

**4) Objective:** To ensure sustainable development that balances economic growth with environmental protection and social well-being, aligning with the mandate and operations of the APRM National Secretariat in Sierra Leone.

▪ **Strategies:**

- **Promote Environmentally Friendly Practices:** Advocate for and support the adoption of environmentally friendly practices across all sectors of the economy. This aligns with the APRM's commitment to promoting sustainable and responsible economic development.
- **Strengthen Policies and Regulations:** Collaborate with relevant stakeholders to develop and enforce policies and regulations that protect natural resources and promote their sustainable use. Ensuring these policies align with the APRM's principles of good governance and accountability.



- **Facilitate Community-Based Initiatives:** Encourage and support community-based initiatives that enhance environmental conservation and build resilience to climate change. These initiatives should involve local stakeholders and align with the APRM's emphasis on inclusive governance and stakeholder engagement.
- **Monitor and Evaluate Environmental Impact:** Implement robust monitoring and evaluation frameworks to assess the environmental impact of development projects. Ensure that these frameworks align with the APRM's standards for transparency, accountability, and sustainability.

By integrating these strategies, the APRM National Secretariat in Sierra Leone aims to achieve its objective of promoting broad-based sustainable development. This will balance economic growth with the protection of the environment and the enhancement of social well-being, ensuring a prosperous and sustainable future for all Sierra Leoneans.

### State Resilience to Shocks and Natural Disasters

**5) Objective:** To enhance Sierra Leone's ability to anticipate, prepare for, respond to, and recover from shocks and natural disasters, aligning with the mandate and operations of the APRM National Secretariat.

▪ **Strategies:**

- **Implement Comprehensive Policies:** Collaborate with stakeholders to develop and enforce disaster risk reduction and management policies that align with the APRM's commitment to good governance and sustainability.
- **Strengthen Early Warning Systems:** Enhance early warning systems to ensure timely and effective communication of potential threats, using APRM's framework to promote transparency and accountability.
- **Build Local Capacity:** Empower local communities and institutions to respond to emergencies by providing training and allocating resources, in line with APRM's emphasis on capacity building and stakeholder engagement.
- **Foster International Partnerships:** Establish and strengthen partnerships with international and regional organizations to improve disaster preparedness and response capabilities, ensuring alignment with APRM's goals of fostering collaboration and resilience.

By implementing these strategies, the APRM National Secretariat in Sierra Leone aims to build a robust and resilient nation capable of effectively managing and recovering from disasters, ensuring the well-being and safety of its citizens.



## **APRM Secretariat Nexus with the Sierra Leone's Medium-Term National Development Plan 2025 – 2030**

The APRM and Sierra Leone's Medium-Term National Development Plan (MTNDP)<sup>10</sup> are linked by their common objectives of promoting good governance and socio-economic development in the country. The MTNDP is the government's blueprint for achieving the vision of a middle-income country by 2035, and it is aligned with the AU Agenda 2063 and the UN Sustainable Development Goals. The APRM supports the implementation and monitoring of the MTNDP by conducting governance assessments, engaging stakeholders, providing policy advice, and implementing the National Programme of Action (NPOA), which is a roadmap for addressing the governance challenges and gaps identified by the APRM process. The APRM also ensures that the MTNDP is integrated with the APRM Continental Monitoring, Evaluation and Research Framework, which tracks and measures the progress and impact of the APRM process on governance and development in Africa. Therefore, the APRM and the MTNDP are mutually reinforcing and complementary in advancing good governance and socio-economic development in Sierra Leone.

## **The Global Governance Nexus with APRM Sierra Leone Secretariat**

The Global Governance Nexus with APRM Sierra Leone Secretariat refers to the relationship and interaction between the APRM, a voluntary self-assessment and peer review process for promoting good governance and development in Africa, and Sierra Leone's Secretariat, the country's focal point for the APRM. The Sierra Leone's Secretariat coordinates and facilitates the APRM activities and events, prepares and submits the reports, and monitors and evaluates the implementation of the National Programme of Action. The Secretariat also represents the country at regional and global forums and supports the government's Medium National Development Plan.<sup>11</sup> The Secretariat has successfully completed the first APRM Country Review in 2012 and has presented four progress reports since then. The Secretariat has also completed the APRM Targeted Reviews on Health Governance and COVID-19 Response in 2021 and "Unconstitutional Change of Government" in Sierra Leone in 2023.

## **Center for Global Africa (CGA)**

The APRM National Secretariat in Sierra Leone will strategically align with the Center for Global Africa (CGA) to fortify democratic governance and bolster capacity building. The CGA, which is a Sixth Region, think tank and Pan-HBCU partner of APRM, has been at the forefront of Sierra Leone's transformative journey, orchestrating review missions and steering the implementation of pivotal recommendations. The CGA's convening of influential stakeholders has unlocked substantial funding, not just in

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<sup>10</sup> [Sierra Leone's Medium-Term National Development Plan 2024 – 2030](#)

<sup>11</sup> Sierra Leone Medium-Term National Development Plan 2024-2030



Sierra Leone but also across the African continent. This strategic mobilization of resources and networks has cemented robust partnerships, propelling development and positioning Sierra Leone as a paragon of Africa-Sixth Region collaboration, in harmony with the UN Sustainable Development Goals and the AU Agenda 2063.

Through Memorandums of Understanding signed with the Continental Secretariat in 2018 and 2023, the CGA has served as an intermediary and managing entity of Diaspora stakeholders that Sierra Leone plans to uniquely engage in furtherance of the CGA's systems approach that harnesses and applies Diaspora resources and expertise to assist APRM processes.

APRM and CGA collaborated to hold two Pan-African Development Conferences (2019 and 2020), the result of which expanded APRM's global visibility and secured key resourcing to financially support APRM Targeted Review Reports. The 2019 APRM-CGA Conference continues to provide global branding and exposure to APRM through a growing audience of over 743,000 YouTube viewers which constitutes APRM's largest singular social media attraction. The 2020 APRM-CGA Conference, which was opened by H.E. President Julius Maada Bio, convened stakeholders that ultimately secured USAID funding for APRM to conduct several Targeted Reviews on Unconstitutional Changes of Government (UCG), of which the CGA contributed to the Sierra Leone Report.

Further, as the former 2022-24 Chairman of the APR Forum of Heads of State and Government, President Bio cited the CGA in his 5-Point Platform as a recognized global partner of APRM, which the CGA now looks to operationalize more definitively in direct alignment with Sierra Leone's development priorities. The APRM-CGA alliance is thereby positioned to usher in a new era of human capital development, implementation of Review Recommendations, enhanced media and communications outreach, advocacy campaigns, educational empowerment, research capabilities, joint fundraising, strengthened Review Reports, and achievable National Programmes of Action and National Development Plans. CGA's support for APRM will also include annual conferences, technical support, academic programming, certifications, expertise, and internships for students from U.S. HBCUs, along with the forging of vital partnerships with esteemed Sierra Leonean tertiary institutions like Fourah Bay College and Njala University.

This partnership with the CGA is a testament to Sierra Leone's dedication to the AU Agenda 2063 and is a benchmark for Africa-Sixth Region cooperation that other APRM member states can customize and replicate. The Secretariat's commitment to collaboration with CGA and inclusion in APRM processes signify a deliberate and forward-thinking approach to sustainable development and the enhancement of governance in Sierra Leone and the broader African landscape. Through APRM's partnership with CGA, we will continue to unlock much needed development opportunities and joint resources in the African Continent and in Sierra Leone.



## Continental Governance Nexus with APRM Sierra Leone Secretariat

Continental Governance Linkages with APRM Sierra Leone Secretariat refer to the relationship and interaction between the APRM, a voluntary self-assessment and peer review process for promoting good governance and development in Africa, and the Sierra Leone's Secretariat, the country's focal point for the APRM. The Sierra Leone's Secretariat coordinates and facilitates the APRM activities and events, prepares and submits the reports, and monitors and evaluates the implementation of the National Programme of Action. The Sierra Leone's Secretariat also represents the country at regional and global forums and supports the government's Medium National Development Plan. The Sierra Leone's Secretariat has successfully completed the first APRM review in 2012 and has presented four progress reports since then. The Sierra Leone's Secretariat has also initiated the APRM Second Generation Country Review on in Sierra Leone.

## Regional Institutions Nexus with APRM Sierra Leone Secretariat

The Regional Institutions linkages with APRM Sierra Leone Secretariat<sup>12</sup> refer to the relationship and interaction between the APRM, a voluntary self-assessment and peer review process for promoting good governance and development in Africa, and the regional organizations that the Sierra Leone's Secretariat collaborates with. Some of the regional institutions that the Sierra Leone's Secretariat works with are:

The **Economic Community of West African States (ECOWAS) Commission**,<sup>13</sup> which is a regional organization of 15 West African countries that aims to promote economic integration, peace and security, and democracy and good governance in the region. The Sierra Leone's Secretariat participates in the ECOWAS meetings and workshops on governance issues, such as state resilience to shocks and disasters, and shares its experiences and best practices with other ECOWAS member states.

The **Mano River Union (MRU)**,<sup>14</sup> which is a sub-regional organization of four West African countries (Sierra Leone, Liberia, Guinea, and Côte d'Ivoire) that seeks to foster cooperation and development in the areas of peace and security, natural resources, trade and investment, and social affairs. The Sierra Leone's Secretariat engages with the MRU on matters related to the APRM process, such as the harmonization of the National Programme of Action with the MRU Development Strategy, and the promotion of cross-border collaboration and learning on governance and development.

The **West African Network for Peacebuilding (WANEP)**,<sup>15</sup> which is a civil society network of over 500 peacebuilding organizations in 15 West African countries that

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<sup>12</sup> These regional institutions' linkages with APRM Sierra Leone Secretariat enable the country to benefit from the regional cooperation and learning on governance and development, and to contribute to the regional integration and stability in West Africa.

<sup>13</sup> <https://www.ecowas.int/institutions/the-commission/>

<sup>14</sup> <https://mru.int/en/about-us/>

<sup>15</sup> <https://wanep.org/wanep/about-us/>





works work to prevent, manage, and resolve conflicts and to promote a culture of peace in the region. The Sierra Leone's Secretariat collaborates with WANEP to enhance the participation and empowerment of civil society organizations in the APRM process, and to support the implementation of the APRM recommendations on peace and security.

### **National Governance Instruments Linkage with APRM Sierra Leone Secretariat**

The National Governance Instruments are the policies, laws, regulations, and institutions that shape the governance and development of Sierra Leone. The APRM Sierra Leone Secretariat is responsible for ensuring that the National Governance Instruments are aligned with the APRM standards and principles, and that they address the gaps and challenges identified in the APRM process. Some of the ways that the APRM Sierra Leone Secretariat links the National Governance Instruments with the APRM process are:

- It conducts a comprehensive self-assessment of the country's governance performance based on the four thematic areas of the APRM: democracy and political governance, economic governance and management, corporate governance, and socio-economic development.
- It develops a National Programme of Action (NPoA) that outlines the priority actions, indicators, targets, timelines, and resources needed to improve the governance situation and achieve the national development goals.
- It integrates the NPoA into the National Development Plan (NDP), which is the main policy document that guides the country's development agenda and budget allocation. The NDP is aligned with the AU Agenda 2063 and the UN Sustainable Development Goals.
- It monitors and evaluates the implementation of the NPoA and the NDP, and reports on the progress and challenges to the APRM Continental Secretariat and the APR Forum of Heads of State and Government. It also receives feedback and recommendations from the APRM organs and stakeholders.
- It organizes and participates in the APRM Country Review Mission (CRM), which is a peer review exercise that validates the self-assessment and the NPoA, and produces the Country Review Report (CRR) that contains the findings and recommendations of the CRM.
- It engages and consults with various stakeholders, including the government, civil society, private sector, media, academia, and development partners, to ensure their participation and ownership of the APRM process and its outcomes.
- It raises awareness and sensitization on the APRM process and its benefits among the public and the media, and promotes the dissemination and implementation of



the CRR and the NPoA. The APRM Sierra Leone Secretariat plays a vital role in linking the National Governance Instruments with the APRM process, and thus contributes to the improvement of governance and development in Sierra Leone.

## **Justification for the Development of the APRM Sierra Leone's Six Year Strategic Plan**

The APRM Six Year Strategic Plan<sup>16</sup> for Sierra Leone is a document that describes the Secretariat's priorities, goals, and objectives as informed by updated national and continental development and strategic plans. The APRM Six Year Strategic Plan also provides guidance on the implementation of the APRM process and how to the Secretariat plans to achieve its outcomes in the country from 2025 to 2028. The justification for the development of this plan is based on the following reasons:

- This new strategic plan aligns with the most recent APRM Continental Strategic Plan 2020-2023, which provides the overall vision, mission, objectives, and strategies of the APRM at the continental level.
- It reflects the national development priorities and the AU Agenda 2063, which are the frameworks that guide the socio-economic transformation of Sierra Leone and Africa respectively.
- It responds to the recommendations and gaps identified in the APRM Country Review Report (CRR) and the Targeted Review Report on Unconstitutional Changes of Government (UCG) in Sierra Leone, which are the outputs of the APRM peer review process.
- It defines the roles and responsibilities of the APRM Sierra Leone Secretariat, the National Governing Council, and other stakeholders in the APRM process and its implementation.
- It sets the goals, objectives, indicators, targets, and activities for the implementation of the National Programme of Action (NPoA), which is the plan of action that addresses the governance challenges and opportunities in Sierra Leone.
- It establishes the monitoring, evaluation, and reporting mechanisms for the NPoA implementation and the APRM process, and ensures the accountability and transparency of the APRM in Sierra Leone.
- It provides guidance and direction on the mobilization of new resources and partnerships needed to support the APRM process and its implementation in Sierra Leone.

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<sup>16</sup> The APRM Six Year Strategic Plan in Sierra Leone is a strategic document that demonstrates the commitment and readiness of Sierra Leone to improve its governance and development through the APRM process.



## Scope of Sierra Leone's APRM Six Year Strategic Plan

The scope of this strategic plan covers the internal and external environment of the APRM National Secretariat in Sierra Leone, the key stakeholders and partners involved in the APRM process, the key issues, challenges, and opportunities facing the APRM National Secretariat in Sierra Leone, and the expected outcomes and impacts of the strategic document.

## Methodology and Process of APRM Six Year Strategic Plan in Sierra Leone

In the process of developing the APRM Six Year Strategic Plan in Sierra Leone, we will adopt a participatory and inclusive methodology. This approach began with stakeholder engagement, ensuring the involvement of government agencies, civil society, the private sector, and international partners to gather diverse perspectives and secure broad-based support. Next, we conducted a situational analysis, using PESTEL, SWOT, and stakeholder analyses to comprehensively assess current challenges and opportunities, providing a solid evidence base for strategic decisions. We defined the vision, mission, and values of the APRM National Secretariat, aligning them with the APRM core mandate and principles. Our strategic goals and objectives were formulated to contribute to the APRM core mandate, identified strategic priorities that align with national development goals and international frameworks, ensuring the plan is both relevant and ambitious. Detailed action plans were then developed, outlining clear objectives, timelines, and responsibilities to guide implementation. Finally, we established robust monitoring and evaluation mechanisms to track progress, measure impact, and make necessary adjustments. This methodology ensures the strategic plan is inclusive, evidence-based, and aligned with Sierra Leone's national priorities.<sup>17</sup>

## The 'Big Five' Government Priority Areas in Sierra Leone<sup>18</sup>

The '**Big Five**' government priority areas in Sierra Leone are the main goals and initiatives of the current administration of President Julius Maada Bio, who was elected in June 2023. The 'Big Six' are:

- **Feed Salone:** This priority aims to boost food security and agricultural productivity in Sierra Leone by increasing the production and consumption of local crops, improving the quality and availability of seeds and fertilizers, enhancing irrigation and mechanization, and promoting agro-processing and value addition.
- **Human Capital Development:** This priority focuses on improving the health and education outcomes of the people of Sierra Leone by expanding access to quality and affordable health care, strengthening the health system and infrastructure,

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<sup>17</sup> The APRM methodology includes situational analysis, defining vision and values, formulating goals, developing strategies, estimating resources, and designing monitoring frameworks.

<sup>18</sup> Consolidating Gains And Accelerating Transformation: The '[Big Five](#)' Government Priority Areas in Sierra Leone



implementing the free quality education policy, enhancing teacher training and learning materials, and promoting technical and vocational education and training.

- **Youth Employment Scheme:** This priority seeks to create more jobs and opportunities for the youth of Sierra Leone, who constitute about 60% of the population, by supporting entrepreneurship and innovation, providing skills development and mentorship, facilitating access to finance and markets, and creating public works and community service programs.
- **Revamping the Public Service Architecture:** This priority aims to improve the efficiency and effectiveness of the public service in Sierra Leone by reforming the civil service structure and performance management, enhancing the capacity and motivation of public servants, strengthening the anti-corruption and accountability mechanisms, and leveraging digital technologies and e-governance.
- **Technology & Infrastructure:** This priority focuses on improving the physical and digital infrastructure of Sierra Leone by expanding and upgrading the road network, enhancing the energy and water supply, developing the transport and communication sectors, and fostering innovation and digital transformation.

The **'Big Five'** government priority areas in Sierra Leone are aligned with the National Medium-Term Development Plan (2025-2030)<sup>19</sup>, the AU Agenda 2063<sup>20</sup>, and the UN Sustainable Development Goals. They are expected to contribute to the socio-economic development of Sierra Leone.

### Key Strategic Initiatives

The key strategic initiatives that support the achievement of the APRM Six-year strategic goals are:

- **Shared Values Advocacy and Communication:** This initiative aims to promote and advocate for the APRM values, principles, and standards, and to raise awareness and mobilize support for the APRM among the government, parliament, civil society, private sector, media, and general public. It also involves developing and implementing a comprehensive communication strategy, producing and disseminating various knowledge products, and organizing and participating in various events and platforms.
- **Review and Implementation of the APRM Core Mandate:** This initiative aims to coordinate and facilitate the implementation of the APRM National Programme of Action (NPoA) and the recommendations from the APRM reports, in

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<sup>19</sup> Sierra Leones Medium-Term National Development Plan 2024 – 2030

<sup>20</sup> [The African Union's Agenda 2063](#)



collaboration with relevant stakeholders and partners. It also involves monitoring and evaluating the progress and impact of the APRM's NPoA and the recommendations, and reporting regularly to the APRM Continental Secretariat, the APR Forum, and the public. It also involves undertaking and contributing to targeted reviews, national governance reports, and regional integration initiatives, and sharing best practices and lessons learned with other APRM member-states and the continent.

- **Resource Mobilization and Financial Management:** This initiative aims to mobilize and secure adequate and sustainable financial resources for the implementation of the APRM activities and initiatives, from both internal and external sources, which the CGA can assist with joint fundraising campaigns. It also involves improving the financial management and accountability systems and processes, ensuring compliance with the financial rules and regulations, and enhancing the transparency and efficiency of the financial operations.
- **Human Resource Capacity Development:** This initiative aims to enhance the human resource capacity of the APRM Sierra Leone Office, the National Governing Council, the Technical Research Institutes, and other APRM structures and organs, by providing training, coaching, mentoring, and career development opportunities. It also involves improving the human resource management and administration systems and processes, ensuring compliance with the human resource policies and procedures, and fostering a conducive and collaborative work environment.
- **Development of Monitoring & Evaluation Frameworks and Systems:** This initiative aims to develop and implement robust and reliable monitoring and evaluation frameworks and systems for the APRM activities and initiatives, using both quantitative and qualitative indicators and methods. It also involves collecting, analysing, and reporting on the data and information related to the APRM performance and impact, using various tools and platforms. It also involves conducting and facilitating regular reviews and evaluations, and incorporating the feedback and lessons learned into the planning and implementation processes.
- **Enhancement of Research & Development Capacity and Improvement of Operational Tools:** This initiative aims to enhance the research and development capacity of the APRM Sierra Leone Office and other APRM structures and organs by conducting and supporting various research and studies on governance and development issues and trends, and producing and publishing various publications and reports. It also involves improving and updating the operational tools and guidelines for the APRM process, such as the questionnaire, the country review report template, the NPoA template, and the peer review report template.



- **Intra-APRM Coordination and Harmonization:** This initiative aims to foster and maintain effective coordination and harmonization among the APRM Sierra Leone Office, the National Governing Council, the Technical Research Institutes, and other APRM structures and organs, as well as with the APRM Continental Secretariat, the APR Panel of Eminent Persons, the APR Focal Points, and the APRM partner institutions. It also involves establishing and strengthening various mechanisms and platforms for communication, consultation, collaboration, and feedback among the APRM stakeholders.
- **APRM integration into the AU, universal accession, and enhanced support to Africa's regional integration agenda:** This initiative aims to integrate the APRM into the AU structures and processes, and to align the APRM with the AU frameworks and agendas, such as the Agenda 2063 and the Agenda 2030. It also involves encouraging and supporting universal accession to the APRM by all AU member states, and enhancing the role and contribution of the APRM to the regional integration and cooperation initiatives in Africa.

The resources and responsibilities for each initiative are allocated according to the following steps:

- **Divide the project into tasks:** Break down each initiative into smaller and manageable tasks, and define the scope, deliverables, and dependencies of each task.
- **Assign the resources:** Identify the resources needed for each task, such as team members, budget, equipment, tools, etc., and assign them, accordingly, based on their availability, suitability, and preference.
- **Determine resource attributes:** Specify the attributes of each resource, such as the quantity, quality, cost, duration, location, etc., and estimate the resource requirements and constraints for each task.
- **Resource levelling:** Balance the resource allocation across the project, and resolve any resource conflicts or overloads, by adjusting the resource assignments, the task priorities, the task durations, or the project schedule.
- **Re-allocate as necessary:** Monitor the resource utilization and performance throughout the project, and re-allocate the resources as necessary, based on the changes in the project scope, schedule, budget, or quality.
- **Track resource utilization:** Track and measure the resource utilization and performance throughout the project, and report on the resource status, issues, and achievements, using various tools and methods.



## Strategies and Action Plans

The strategies and action plans for the APRM Six Year Strategic Plan are based on the eight priority areas that were identified in the previous section. Each priority area has a set of output targets, activities, and indicators that are aligned with the strategic goals and objectives. The action plans also specify the responsibilities, budgetary projections, and implementation modalities for each activity.

The monitoring and evaluation framework for the APRM Six Year Strategic Plan is designed to track and measure the performance and impact of the APRM activities and initiatives, using both quantitative and qualitative indicators and methods. The framework also involves collecting, analyzing, and reporting on the data and information related to the APRM performance and impact, using various tools and platforms. The framework also involves conducting and facilitating regular reviews and evaluations, and incorporating the feedback and lessons learned into the planning and implementation processes.

The APRM Six Year Plan also has a mechanism for adjusting the strategies and action plans as needed, based on the changing context and the emerging challenges and opportunities. The mechanism involves conducting periodic reviews of the strategic plan, the action plans, and the monitoring and evaluation framework, and making necessary revisions and updates. The mechanism also involves consulting and communicating with the relevant stakeholders and partners, and ensuring their participation and ownership of the APRM process.

These priority areas are based on the challenges and opportunities identified in the APRM revitalization exercise, and they aim to address the weaknesses, threats, opportunities, and strengths of the APRM. Each priority area has a set of output targets, activities, and indicators that are aligned with the strategic goals and objectives.

# 2

CHAPTER TWO:  
OVERVIEW AND  
SITUATIONAL  
ANALYSIS





## CHAPTER TWO: OVERVIEW AND SITUATIONAL ANALYSIS

### Overview

**Part 2** provides an overview and situational analysis. It highlights key achievements and lessons learned, using SWOT and PESTEL analyses to evaluate the internal and external environment. The situational analysis acknowledges Sierra Leone's progress post-civil war and Ebola outbreak but identifies ongoing challenges like poverty, corruption, and weak governance. The Medium-Term National Development Plan (MTNDP) 2025-2030 aims to address these issues. However, limited resources, weak coordination, and low public awareness hinder effective implementation. The strategic plan for 2025-2030 seeks to align APRM processes with national and global agendas, enhance accountability, and foster stakeholder engagement. Key achievements from 2004-2024 include successful APRM reviews and progress reports. The SWOT analysis identifies strengths like political support and civil society engagement, while noting weaknesses such as limited resources. The PESTEL analysis outlines external factors impacting operations and suggests mitigation strategies.

### Situational Analysis (Problem Statement)

Sierra Leone is a country that has made significant progress in recovering from a decade-long civil war and Ebola outbreak, but still faces many development challenges, such as poverty, inequality, corruption, weak governance, and environmental degradation. The country has developed the Medium-Term National Development Plan (MTNDP) 2025-2030 as its overarching framework for achieving inclusive and sustainable growth, human capital development, and peace and stability. The country acceded to the African Peer Review Mechanism (APRM) in 2004, which provides an opportunity for Sierra Leone to identify its strengths and weaknesses, share best practices, and receive constructive feedback from its peers.

However, Sierra Leone faces some challenges in implementing the MTNDP and the APRM, such as limited institutional capacity, inadequate resources, weak coordination, and low public awareness and participation. These challenges hinder the effective monitoring, evaluation, and reporting of the progress and impact of the plan and the mechanism, as well as the implementation of the recommendations and the national programmes of action. Therefore, there is a need for a strategic plan that will guide the APRM process in Sierra Leone for the next Six years (2025-2030), and align it with the national development priorities and the continental and global agendas. The strategic plan should also enhance the ownership, accountability, and transparency of the APRM, and foster a culture of dialogue and learning among the stakeholders.

The main objective of Sierra Leone's APRM Six Year Strategic Plan is to provide a clear vision, mission, goals, objectives, strategies, and activities for the APRM in Sierra Leone, and to define the roles and responsibilities of the key actors, outline the expected results and indicators, assess the risks and assumptions, and clarify the



budget and resource mobilization plan. The strategic plan should also reflect the lessons learned and the best practices from the previous APRM cycles, and incorporate the new developments and innovations in the APRM, such as the Continental Monitoring, Evaluation and Research Framework, the APRM Dashboard, and the APRM Knowledge Hub. The strategic plan should be developed through a participatory and consultative process, involving the government, the parliament, the civil society, the private sector, the media, the academia, the development partners, and the public. The strategic plan should ultimately contribute to the improvement of the governance and development outcomes in Sierra Leone, and to the realization of the African Union Agenda 2063 and the United Nations Sustainable Development Goals.

## Limitations

Sierra Leone's APRM Six Year Strategic Plan aims to provide a clear and coherent framework for the APRM process in Sierra Leone for the period 2025-2030, aligned with the national, continental, and global development agendas. However, the plan is subject to several limitations and challenges that may affect its validity, reliability, and generalizability. These include political and legal uncertainties, such as the inter-party tensions, the constitutional review, and the electoral reforms; the institutional independence and capacity of the APRM structures and stakeholders, such as the National Governing Council, the National Secretariat, and the Focal Point; the availability and quality of data and indicators to measure and report on the progress and impact of the APRM and the MTNDP, especially in relation to the new APRM developments and innovations; the availability and mobilization of adequate resources, both human and financial, to support the implementation of the APRM and the MTNDP, especially in the context of the COVID-19 pandemic and its socio-economic impacts; and the political and security situation in the country and the region, which may pose risks or threats to the stability and peace of the country, and to the participation and engagement of the people in the APRM process. These limitations and challenges will be addressed or mitigated by adopting appropriate measures, such as enhancing the dialogue and cooperation among political actors, strengthening legal and regulatory frameworks, building institutional and human resources capacity, and diversifying and optimizing resource generation and allocation mechanisms.

## Key Achievements (2004-2024)

Sierra Leone has made significant progress in improving its governance and development since joining the APRM in 2004. Some of the key achievements are:

- Sierra Leone successfully underwent its first APRM Country Review in 2012, and received commendations for its democratic transition, post-conflict recovery, and human rights protection.



- Sierra Leone developed and implemented its National Programme of Action (NPOA), which aligned with its national development plan, the AU Agenda 2063, and the UN Sustainable Development Goals. The NPOA addressed the governance gaps and challenges identified in the APRM process, such as capacity constraints, corruption, decentralization, youth unemployment, and gender empowerment.
- Sierra Leone produced and launched its first and second APRM Progress Reports on the implementation of the NPOA in 2016 and 2017, and demonstrated its commitment and readiness to undergo the second-generation review.
- Sierra Leone hosted the APRM statutory meetings and the unveiling of President Bio's vision for regional integration in 2024, and highlighted its best practices and experiences in the APRM process.
- Sierra Leone participated in the APRM Targeted Review on Unconstitutional Changes of Government (UCG) in 2023, and received praise for its constitutional democracy, rule of law, and peaceful elections. Sierra Leone also launched the APRM Targeted Review Report on UCG in 2023, and reiterated its government's commitments to uphold the APRM principles and ideals. Sierra Leone has been a model country in the APRM process, and has contributed to the enhancement of governance and development in Africa.

### Lessons Learned Since 2004

Some of the major lessons learned by Sierra Leone since its accession to the APRM in 2004 are:

- The APRM process is a valuable tool for enhancing governance and development in Sierra Leone, as it provides a comprehensive and participatory assessment of the country's strengths and weaknesses, and a roadmap for addressing them.
- The APRM process requires strong political commitment and leadership from the highest level of government, as well as effective coordination and collaboration among the various stakeholders, including the APRM Sierra Leone Secretariat, the National Governing Council, the government, the civil society, the private sector, the media, the academia, and the development partners.
- The APRM process is an ongoing and dynamic process, not a one-off event, and thus requires regular monitoring, evaluation, and reporting on the implementation of the National Programme of Action (NPOA) and the APRM recommendations, as well as periodic reviews and updates of the NPOA and the Country Self-Assessment Report (CSAR).



- The APRM process is a learning and sharing platform, where Sierra Leone can benefit from the experiences and best practices of other APRM Member States, and also contribute to the advancement of the APRM agenda and the African Union's vision of an integrated, prosperous, and peaceful Africa.

### **SWOT Analysis of the APRM National Secretariat in Sierra Leone**

An evaluation of internal and external environment was carried out to identify the Secretariat's organizational strengths, weaknesses, opportunities and threats. This analysis is meant to enable the Secretariat to match the external environmental trends (opportunities and threats) with the internal capacities (strengths and weaknesses).

#### **Strengths:**

- The APRM National Secretariat in Sierra Leone has a strong mandate and support from the government, as evidenced by the leadership of President Bio as the chairperson of the APRM Forum of Heads of State and Government, demonstrating strong political will to participate in the APRM process and promote good governance in Sierra Leone.
- The APRM National Secretariat in Sierra Leone has a collaborative relationship with the APRM Continental Secretariat, the APRM Panel of Eminent Persons, the APRM Committee of Focal Points, and the APRM Technical Research Institutes, as well as other regional and continental bodies.
- The APRM National Secretariat in Sierra Leone successfully completed the first-generation review of the country in 2012, and has made progress in implementing the recommendations and the National Programme of Action.
- The APRM National Secretariat in Sierra Leone has the opportunity to leverage the growth and development of the country and the region, and to showcase the achievements and best practices of the APRM process in Sierra Leone.
- Well-established APRM structures and a dedicated National Executive Committee (NEC) that oversees the implementation of APRM programs.
- A strong network of civil society organizations that actively participate in the APRM process and promote accountability and transparency in governance.

#### **Weaknesses:**

- The APRM National Secretariat in Sierra Leone faces challenges in human and financial resources, as well as technical and operational capacity, to effectively coordinate and implement the APRM process in the country.
- The APRM National Secretariat in Sierra Leone has limited awareness and participation of the public and the stakeholders in the APRM process, and faces



challenges in communicating and disseminating the APRM products and services.

- The APRM National Secretariat in Sierra Leone has not yet conducted the second-generation review of the country, and faces delays and difficulties in monitoring and reporting on the implementation of the recommendations and the National Programme of Action.

### **Opportunities:**

- The APRM National Secretariat in Sierra Leone is well positioned to strengthen strategic partnerships with development partners, such as the United Nations Development Programme (UNDP), the African Development Bank (AfDB), and the CGA to mobilize additional resources and technical support.
- The APRM National Secretariat in Sierra Leone has the opportunity to benefit from the technical and financial support, guidance, and coordination of the APRM Continental Secretariat and the APRM Forum, as well as other strategic partners and donors.
- The APRM National Secretariat in Sierra Leone has the opportunity to increase the awareness and participation of the public and the stakeholders in the APRM process, and to promote a culture of good governance and development in Sierra Leone, through various communication and engagement strategies and platforms.
- The implementation of the APRM process can help attract foreign investment to Sierra Leone by promoting transparency and accountability in governance.
- Strengthening the synergies with the Open Government Partnership (OGP) and other multilateral initiatives aimed at strengthening governance systems in Sierra Leone.

### **Threats:**

- The APRM National Secretariat in Sierra Leone faces the threat of political instability, insecurity, and corruption, which could undermine the credibility and effectiveness of the APRM process in the country and erode public trust in governance systems.
- The APRM National Secretariat in Sierra Leone faces the threat of competition and duplication from other governance and development initiatives and mechanisms, which could reduce the relevance and impact of the APRM process in the country.



- The APRM National Secretariat in Sierra Leone faces the threat of unconstitutional changes of government in Sierra Leone, which could disrupt the APRM activities and programmes, and pose health and safety risks to the APRM staff and stakeholders.
- The APRM National Secretariat in Sierra Leone has experienced resistance from some government agencies to participate in the APRM process and implement recommendations.
- Inadequate participation and engagement of some civil society organizations and citizens in the APRM process can have negative impacts on implementation and impacts.

The SWOT analysis reveals that while the APRM National Secretariat in Sierra Leone has some strengths, such as political will and civil society engagement, it faces challenges of limited resources, technical capacity, and coordination. However, the APRM process presents opportunities for strategic partnerships with development partners and can contribute to attracting foreign investment. To address the threats, there is a need to tackle political instability, resistance from some government agencies, and inadequate public participation. The results of this analysis will guide the APRM National Secretariat in Sierra Leone in developing effective strategies to enhance the APRM process and governance in the country.

## PESTEL Analysis

This is an analysis of the Political, Economic, Social, Technological, Environmental and Legal (PESTEL) factors in the external environment of an organization, which may affect its operations. The main factors that would potentially impact the Secretariat's operations were identified, and relevant mitigation strategies developed as shown below:

### PESTEL Analysis

Factor	Elements	Impacts on Operations and Achievements of the Secretariat	Mitigation Strategies
<b>Political</b>	Political goodwill	<ul style="list-style-type: none"> <li>▪ Support in the implementation of programmes</li> </ul>	<ul style="list-style-type: none"> <li>▪ Uphold political good will</li> </ul>
	Regional Coordinating Mandate	<ul style="list-style-type: none"> <li>▪ Increased level of exposure to more stakeholders</li> <li>▪ Strategic positioning of the country</li> </ul>	<ul style="list-style-type: none"> <li>▪ Sustain high levels of engagement</li> </ul>
	Leadership role in the AU Organs	<ul style="list-style-type: none"> <li>▪ More responsibility of providing leadership to other countries in terms of the APRM.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Upholding transformative leadership</li> </ul>



		<ul style="list-style-type: none"> <li>Streamlining processes and structures of the APRM.</li> </ul>	<ul style="list-style-type: none"> <li>Set up policies to guide the operations of the APRM.</li> </ul>
	Devolution	<ul style="list-style-type: none"> <li>Cascading of the APRM instruments to the country.</li> </ul>	<ul style="list-style-type: none"> <li>Set up appropriate legal structures to operationalize country Instruments.</li> </ul>

Factor	Elements	Impacts on Operations and Achievements of the Secretariat	Mitigation Strategies
<b>Economic</b>	Funding Constraints	<ul style="list-style-type: none"> <li>Inadequate funds affect programme implementation</li> </ul>	<ul style="list-style-type: none"> <li>Engaging development partners</li> <li>Develop vibrant resource mobilization strategies to augment GoSL subvention</li> </ul>
	Constitution of Sierra Leone 1991	<ul style="list-style-type: none"> <li>The Constitution highlights various elements of Governance which are consistent with the APRM</li> </ul>	<ul style="list-style-type: none"> <li>Putting in place legal measures to entrench governance in public and private entities.</li> </ul>
	Insecurity	<ul style="list-style-type: none"> <li>Negatively affects the implementation of programmes in the country</li> </ul>	<ul style="list-style-type: none"> <li>Increased levels of engagements with the security apparatus</li> </ul>
	Sierra Leone Vision 2030	<ul style="list-style-type: none"> <li>APRM Sierra Leone Secretariat Programmes are consistent with The Sierra Leone Vision 2030 and its MTPs</li> </ul>	<ul style="list-style-type: none"> <li>Coordinate and facilitate programmes that support implementation of Vision 2030 and its MTPs</li> </ul>

Factor	Elements	Impacts on Operations and Achievements of the Secretariat	Mitigation Strategies
<b>Technological</b>	Access to ICT	<ul style="list-style-type: none"> <li>Improved efficiency through automation</li> </ul>	<ul style="list-style-type: none"> <li>Use of ICT to improve on work performance</li> </ul>
	Visibility and Interaction	<ul style="list-style-type: none"> <li>Use of digital platforms enhances dissemination of information and interaction</li> </ul>	<ul style="list-style-type: none"> <li>Increased use of digital platforms for dissemination of information</li> </ul>
<b>Environmental / Ecological</b>	Climate change	<ul style="list-style-type: none"> <li>Adverse effects on food security and infrastructure projects</li> <li>Conflicts over natural resources</li> </ul>	<ul style="list-style-type: none"> <li>Support the implementation of the Climate Change Action Plans</li> <li>Adoption of climate-smart Agriculture</li> <li>Regular maintenance of roads, bridges and</li> </ul>



			strengthen early warning systems
	Forest / tree cover	<ul style="list-style-type: none"> <li>▪ Dwindling forest cover adversely impacting on rainfall amount and reliability; Afforestation and re-afforestation programmes provide opportunities for increased incomes for farmers and community groups</li> </ul>	<ul style="list-style-type: none"> <li>▪ Working with the relevant Ministry, Departments and Agencies to promote tree planting and afforestation.</li> </ul>
<b>Factor</b>	Elements	<ul style="list-style-type: none"> <li>▪ Impacts on Operations and Achievements of the Secretariat</li> </ul>	<ul style="list-style-type: none"> <li>▪ Mitigation Strategies</li> </ul>
<b>Legal</b>	Anchorage of APRM Sierra Leone's Secretariat on an Act of Parliament	<ul style="list-style-type: none"> <li>▪ There is need to entrench the Secretariat's legal standing through an Act of parliament</li> </ul>	<ul style="list-style-type: none"> <li>▪ Engage the relevant stakeholders</li> </ul>

## Stakeholder Analysis

The Secretariat, in the execution of its mandate, works with various stakeholders that include public and private sectors, development partners and civil society. Various strategies will be put in place to engage all stakeholders and develop mechanisms to enhance partnerships with stakeholders.<sup>21</sup>

Stakeholder	APRM	Sierra Leone's Interests and Expectations	Stakeholder Interests and Expectations
<b>Sierra Leone Government</b>	Transmit APRM reports to the African Peer Review Panel of Eminent Persons and the APRM Forum	Implementation and monitoring of good governance practices and policies	Focus on national development priorities and regional integration
<b>Civil Society Organizations</b>	Engage in the APRM process, participate in country reviews, and advocate for transparency and accountability	Improved governance practices, policy reform, and increased public participation in decision-making processes	Greater inclusion and representation of marginalized groups in government decision-making processes,

<sup>21</sup> This table portrays a comprehensive outline of the different stakeholders involved in the APRM process in Sierra Leone. It highlights their respective interests and expectations as well as the APRM's responsibility towards each stakeholder. This stakeholder analysis highlights the crucial role that APRM plays in promoting good governance and sustainable development in Sierra Leone. The table also emphasizes the significance of coordination, collaboration, and partnership among stakeholders, fostering inclusive participation towards the realization of the common goal of promoting a prosperous and democratic Sierra Leone.





			accountability of public officials.
<b>Private sector</b>	Participate in the APRM process, contribute to governance reform, and contribute to economic growth and development	Increased stability and predictability in the business environment, good governance practices, and effective economic policies and regulations	Promotion of an enabling business environment conducive to economic growth and job creation
<b>International Donors</b>	Help fund the APRM process, provide technical assistance, and offer support for strengthening democratic institutions	Alleviation of poverty, conflict prevention, and strategic partnership for development, regional integration, and cooperation	Supporting political stability, good governance practices, and promoting economic growth and sustainable development.
<b>APRM Continental Secretariat</b>	Facilitate the implementation of the APRM process in Sierra Leone, provide technical and advisory support, and promote regional cooperation	Promotion of good governance practices, and sustainable development	Improved coordination and collaboration with APRM national secretariat, and promotion of regional cooperation.
<b>APRM Panel of Eminent Persons</b>	Oversee the APRM process in Sierra Leone, ensure the integrity and impartiality of country reviews, and promote good governance and development	Ensure country review integrity; promote good governance, and socio-economic development in Sierra Leone.	Promotion of good governance practices and accountability among African states.

## Activities to Facilitate the APRM Second Generation Country Review Process for Fiscal Year 2025-2025<sup>22</sup>

### Stakeholder Engagement and Consultations

- a) Identify key stakeholders, including government officials, civil society organizations, academia, private sector representatives, and community leaders, and establish a comprehensive stakeholder engagement plan.

<sup>22</sup> The APRM Second Generation Country Review Process is an initiative by the African Peer Review Mechanism (APRM) to assess the progress made by member states in governance and socio-economic development since their initial reviews. This process involves a thorough analysis of a country's policies, institutions, and practices, conducted by a team of African experts. The main goals are to promote transparency, accountability, and the sharing of best practices among African countries



- b) Conduct consultative meetings, roundtable discussions, and focus group sessions to gather inputs and feedback on governance challenges and APRM implementation.
- c) Organize thematic workshops and seminars to deepen stakeholder understanding of the APRM process, objectives, and expected outcomes.
- d) Develop and distribute questionnaires or survey tools to gather data and perspectives from a wide range of stakeholders.

### **National Governing Council (NGC) Establishment**

- a) Facilitated the establishment of a National Governing Council comprising representatives from government ministries, civil society organizations, academia, and the private sector.
- b) Coordinated NGC meetings, ensuring regular attendance and effective communication among members.
- c) Provide training and capacity-building opportunities for NGC members to enhance their understanding of the APRM process and their roles and responsibilities within the review process.

### **Review Preparation**

- a) Develop a comprehensive review framework and methodology, tailored to the specific needs and context of Sierra Leone, in consultation with the NGC and relevant stakeholders.
- b) Conduct a desk review of existing governance-related reports, policies, and legislation to inform the review process and identify priority areas for assessment.
- c) Prepare a detailed work plan outlining the activities, timelines, and responsibilities for each stage of the review process.

### **Data Collection and Analysis**

- a) Conduct field visits and interviews with key stakeholders, including government officials, civil society representatives, community leaders, and marginalized groups, to gather primary data on governance issues and challenges.
- b) Utilize quantitative and qualitative research methods to collect and analyse data, ensuring the reliability and validity of the information obtained.
- c) Collaborate with relevant government agencies, research institutions, and statistical offices to access and analyse relevant data and indicators.

### **Drafting the Country Self-Assessment Report**

- a) Prepare a comprehensive and evidence-based Country Self-Assessment Report (CSAR) that reflects the findings, analysis, and recommendations of the review process.
- b) Engage with stakeholders to validate and incorporate their inputs and feedback into the CSAR.



- c) Ensure the CSAR adheres to the APRM guidelines and requirements and is aligned with Sierra Leone's national development priorities and strategies.

### **National Validation Workshop**

- a) Organize a national validation workshop to present the findings and recommendations of the CSAR to a broad range of stakeholders, including government officials, civil society organizations, and the private sector.
- b) Facilitate discussions and deliberations to gather feedback, comments, and suggestions on the CSAR from participants.
- c) Incorporate the inputs and recommendations from the validation workshop into the final version of the CSAR.

### **APRM Peer Review**

- a) Submit the finalized CSAR to the APRM Secretariat for peer review by experts from other APRM member countries.
- b) Participate in peer review meetings and discussions to address queries and provide additional information as required.
- c) Incorporate feedback and recommendations from the peer review process into the final report.

### **Dissemination and Follow-up**

- a) Develop a dissemination strategy to share the final review report, including the CSAR and peer review recommendations, with relevant stakeholders and the general public.
- b) Organize public forums, media briefings, and workshops to present and discuss the review findings and recommendations.
- c) Develop an action plan for the implementation of the review recommendations, outlining responsible entities, timelines, and monitoring mechanisms.

### **Monitoring and Evaluation**

- a) Establish a monitoring and evaluation framework to track the progress and impact of the review recommendations' implementation.
- b) Conduct periodic reviews and evaluations to assess the effectiveness and impact of the review process and the extent to which the recommendations have been implemented.
- c) Utilize the monitoring and evaluation findings to inform future review processes and refine the APRM implementation strategies.

### **Stakeholders and Partners Involved**

The stakeholders and partners involved in the strategic planning process included the following:



- The APRM Continental Secretariat, which provides technical and financial support, guidance, and coordination to the APRM National Secretariat in Sierra Leone.
- The APRM Panel of Eminent Persons, which oversees the APRM process and ensures its integrity, independence, professionalism, and credibility.
- The APRM Forum of Heads of State and Government, which is the highest decision-making body of the APRM, and which considers and adopts the reports and recommendations of the APRM.
- The APRM Committee of Focal Points, which is composed of the ministers or officials designated by the participating countries to coordinate and facilitate the APRM process at the national level.
- The APRM National Governing Council, which is the multi-stakeholder body that oversees and guides the APRM process at the national level, and which represents the government, civil society, private sector, media, academia, and other relevant groups.
- The APRM National Focal Point, which is the minister or official designated by the government to coordinate and facilitate the APRM process at the national level, and which liaises with the APRM Continental Secretariat and the APRM Committee of Focal Points.
- The APRM National Secretariat, which is the administrative and operational arm of the APRM process at the national level, and which implements the activities and programmes of the APRM National Governing Council and the APRM National Focal Point.
- The APRM Technical Research Institutes, which are the institutions or organizations contracted by the APRM National Governing Council to conduct research and analysis on the four thematic areas of the APRM.

The APRM stakeholders and beneficiaries, which include the government, civil society, private sector, media, academia, and the general public, who participate in and benefit from the APRM process.



# 3

CHAPTER THREE:  
OVERVIEW AND  
STRATEGIC  
MODEL



## CHAPTER THREE: OVERVIEW AND STRATEGIC MODEL

### Overview

**Part 3** outlines the APRM Sierra Leone Secretariat's mission, vision, and core values, which guide the identification of key result areas and strategic objectives. The mission is to coordinate the APRM process in Sierra Leone, serving various stakeholders. The vision aims for regional integration and sustainable development. Core values include unity, equity, integrity, and people-centeredness. The strategic plan focuses on effective implementation, monitoring, and advocacy of APRM principles, aligning with national and continental development goals. Key result areas include governance assessments, public awareness, and institutional capacity building. The APRM Sierra Leone Secretariat's mission, vision, and core values are as follows:

- **Mission:** To coordinate and facilitate the implementation of the APRM process in Sierra Leone, and to serve its key stakeholders, including the government, the civil society, the private sector, the media, the academia, and the development partners.
- **Vision:** To be a reputable, efficient, and responsive enabler of regional integration and sustainable development in Sierra Leone.
- **Core values:** Unity/togetherness, equity, integrity, and people-centered.

### The Vision, Mission, and Values of the APRM National Secretariat

Vision	Mission	Values
<p><b>To be a leading and credible institution promoting good governance and development in Sierra Leone and Africa, aligned with the APRM's vision of an integrated, prosperous, and peaceful continent.</b></p>	<ul style="list-style-type: none"> <li>- Coordinate and implement the APRM/NEPAD process in Sierra Leone collaboratively with government, civil society, private sector, media, academia, stakeholders and the Sixth Region.</li> <li>- Support the APRM/NEPAD Continental Secretariats and Forum in fulfilling their mandates for political stability, economic growth, sustainable development, and regional integration.</li> </ul>	<ul style="list-style-type: none"> <li>- <b>Good Governance:</b> Basis for sustainable development and improved quality of life in Africa.</li> <li>- <b>Accountability:</b> Obligation to transparently answer for actions and decisions, responsive to stakeholders.</li> <li>- <b>Participation:</b> Involvement of all relevant actors in the APRM process, recognizing and respecting their views and interests.</li> <li>- <b>Fairness:</b> Impartiality, equity in treating parties and issues, promotion and protection of human rights.</li> <li>- <b>Excellence:</b> Pursuit and maintenance of high standards and quality in the APRM process, continuous improvement, and innovation.</li> </ul>



These principles shape the direction, purpose, and culture of the organization. They also affect the identification of the key result areas and the implementation of the strategic objectives, which are the specific and measurable goals that the Secretariat aims to achieve in a given period.

The mission defines the main functions and responsibilities of the Secretariat, and helps to identify the key result areas that measure its performance and impact. For example, some of the key result areas are: the quality and timeliness of the Country Self-Assessment Report (CSAR) and the National Programme of Action (NPOA), the level of stakeholder participation and ownership of the APRM process, the degree of alignment and integration of the NPOA with the national development plan and the AU Agenda 2063, the extent of implementation and monitoring of the NPOA and the APRM recommendations, and the frequency and quality of reporting and feedback to the APRM Continental Secretariat and the APR Forum.

The vision inspires the Secretariat to strive for excellence, innovation, and effectiveness in its work, and to contribute to the improvement of governance and development in Sierra Leone and Africa. This vision also influences the implementation of the strategic objectives, which are aligned with the APRM Continental Strategic Plan 2020-2023, which provides the overall vision, mission, objectives, and strategies of the APRM at the continental level.

The core values reflect the beliefs and attitudes of the Secretariat, and how it relates to its internal and external stakeholders. These values also affect the identification of the key result areas and the implementation of the strategic objectives, by providing the ethical and moral standards that guide the Secretariat's actions and decisions. For example, some of the ways that the values are manifested include the Secretariat's collaboration and close working relationship with the National Governing Council and other stakeholders to ensure a robust and inclusive APRM process, the Secretariat's emphasis on the reach of services and benefits to all stakeholders across the Community, the Secretariat's transparency and accountability in its operations and relationships, and the Secretariat's emphasis on the pivotal role of the peoples of the community in embracing and benefiting from the APRM process.

### **Purpose and Objectives of the Strategic Plan**

The purpose and objectives of Sierra Leone's APRM Six Year Strategic Plan are to guide the effective and efficient implementation of the APRM process and its outcomes in the country, as well as to enhance the visibility and impact of the APRM in Sierra Leone and beyond. The specific objectives of Sierra Leone's APRM Six Year Strategic Plan include:

- **To** coordinate and facilitate the implementation of the APRM National Programme of Action (NPOA) and the recommendations from the APRM reports, in collaboration with relevant stakeholders and partners.



- **To** monitor and evaluate the progress and impact of the APRM NPoA and the recommendations, and to report regularly to the APRM Continental Secretariat, the APR Forum, and the public.
- **To** conduct and participate in various APRM activities, such as targeted reviews, national governance reports, and regional integration initiatives, and to share best practices and lessons learned with other APRM member-states and the continent.
- **To** promote and advocate for the APRM values, principles, and standards, and to raise awareness and mobilize support for the APRM among the government, the parliament, the civil society, the private sector, the media, and the general public.
- **To** strengthen the institutional and operational capacity of the APRM Sierra Leone Office, the National Governing Council, the Technical Research Institutes, and other APRM structures and organs, and to ensure their sustainability and accountability.
- **To** foster and maintain effective partnerships and collaboration with the APRM Continental Secretariat, the APR Panel of Eminent Persons, the APR Focal Points, the APRM collaborates institutions, and other regional and international organizations and donors.
- **The** APRM Sierra Leone Office strategic plan is aligned with the APRM's vision of building an Africa that is prosperous, peaceful, democratic, and sustainable, and its mission of fostering the adoption of policies, standards, and practices that lead to political stability, high economic growth, sustainable development, and accelerated regional and continental economic integration. The strategic plan is also consistent with the national development plans and priorities of Sierra Leone, such as the Medium-Term National Development Plan 2019-2023 and the Agenda for Prosperity 2013-2018.

The strategic plan reflects the commitment and leadership of Sierra Leone in the APRM process, as the current chair of the APRM and the host of the APRM statutory meetings in June 2024.

### Purpose and Objectives of the APRM Sierra Leone Office Strategic Plan

<b>Purpose</b>	<ul style="list-style-type: none"> <li>▪ To guide the effective and efficient implementation of the APRM process and its outcomes in Sierra Leone, enhancing visibility and impact locally and internationally.</li> </ul>
<b>Specific Objectives</b>	<ul style="list-style-type: none"> <li>▪ Coordinate and facilitate the implementation of the APRM National Programme of Action (NPoA) and recommendations in collaboration with stakeholders.</li> </ul>





	<ul style="list-style-type: none"> <li>▪ Monitor and evaluate the progress and impact of the APRM NPoA and recommendations, reporting to the APRM Continental Secretariat, APR Forum, and the public regularly.</li> <li>▪ Conduct and participate in APRM activities, share best practices, and lessons learned with other member-states and the continent.</li> <li>▪ Promote and advocate for APRM values, principles, and standards, raising awareness and mobilizing support among government, parliament, civil society, private sector, media, and the public.</li> <li>▪ Strengthen institutional and operational capacity of APRM Sierra Leone Office, National Governing Council, Technical Research Institutes, and other APRM structures, ensuring sustainability and accountability.</li> <li>▪ Foster effective partnerships and collaboration with APRM Continental Secretariat, APR Panel of Eminent Persons, APR Focal Points, collaborating institutions, and other regional/international organizations and donors.</li> </ul>
<b>Alignment</b>	<ul style="list-style-type: none"> <li>▪ Aligned with APRM's vision of building a prosperous, peaceful, democratic, and sustainable Africa.</li> <li>▪ Aligned with Sierra Leone's national development plans and priorities, including the Medium-Term National Development Plan 2025-2030.</li> </ul>
<b>Consistency</b>	<ul style="list-style-type: none"> <li>▪ Consistent with the commitment and leadership of Sierra Leone in the APRM process as the current chair and host of the APRM statutory meetings in June 2024.</li> </ul>
<b>Mission</b>	<ul style="list-style-type: none"> <li>▪ Fostering the adoption of policies, standards, and practices leading to political stability, high economic growth, and sustainable development.</li> </ul>

### Key Areas, Goals, and Strategies for APRM's Six-Year Plan in Sierra Leone

The APRM National Secretariat in Sierra Leone is resolutely committed to executing the country's strategic plan for governance and development, adhering to the comprehensive mandate of the APRM. The outlined key result areas, strategic objectives, and implementation strategies provide a clear roadmap for the National Secretariat to effectively fulfil its designated duties. The Secretariat's endeavours include the establishment of the APRM/NEPAD Secretariat's institutional framework, the creation of a legal structure to ensure its autonomy, the thorough assessment of governance practices, and the execution of national development strategies. These initiatives are in harmony with Sierra Leone's National Development Plan and the African Union's Agenda 2063.

Furthermore, the National Secretariat is tasked with raising public awareness about the APRM, evaluating and enhancing district-level governance, improving the governance of educational institutions, and fostering accountability and performance



in public administration through specialized training initiatives. These concerted actions are aimed at fostering a future for Sierra Leone that is both sustainable and inclusive, aligning with the broader objectives set forth by the APRM and the African Union.

### Key Result Areas, Strategic Objectives and Strategies

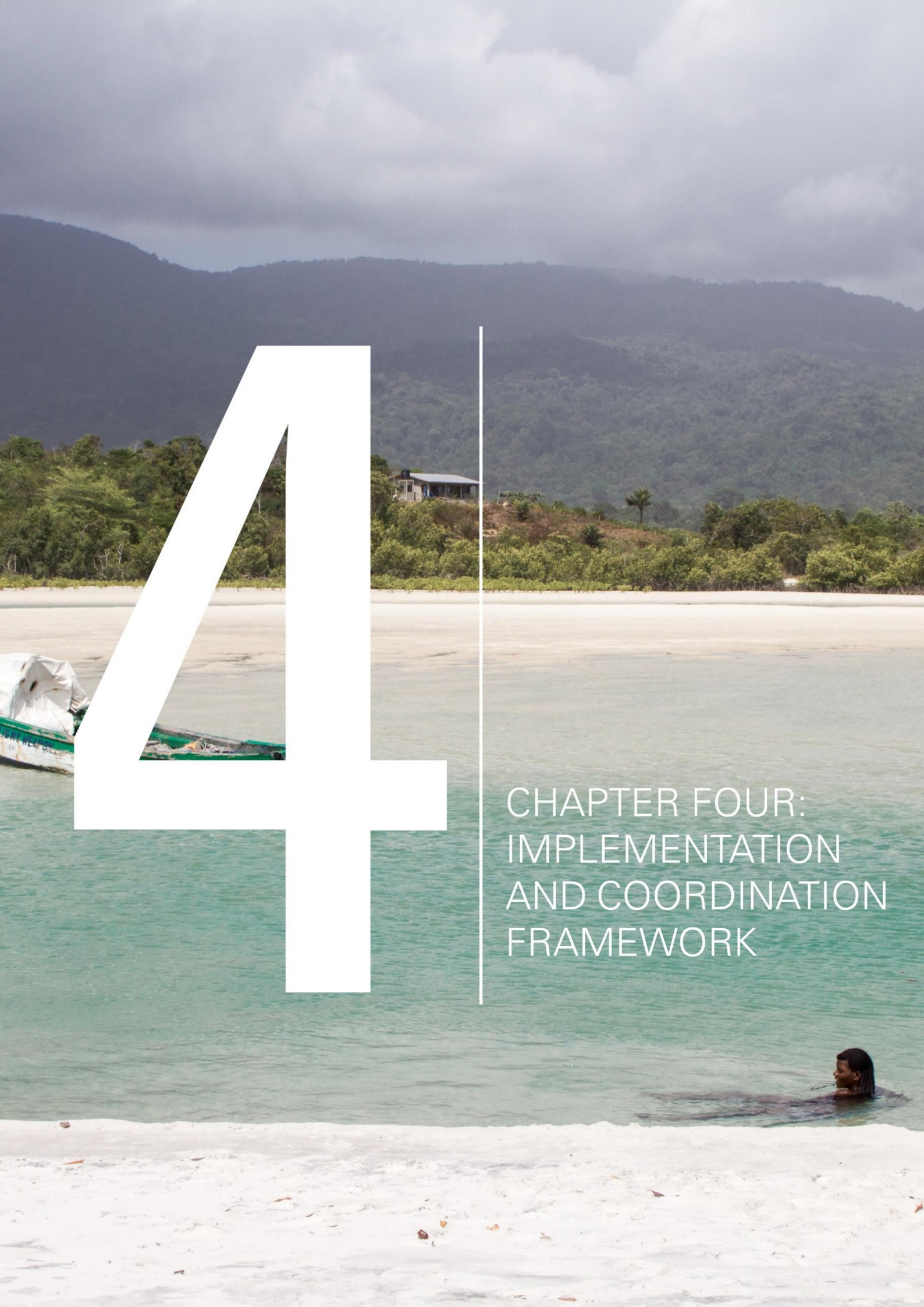
Key Result Areas (KRAs)	Strategic Objectives	Implementation Strategies
<b>Institutionalization of the APRM/NEPAD Secretariat</b>	To integrate the APRM Secretariat and framework into Sierra Leone's governance structure, ensuring that it reflects the continents unified development goals.	The National Secretariat will lead advocacy efforts and capacity-building initiatives to align national policies with the AUDA-NEPAD framework, tracking progress and outcomes to ensure sustainable growth.
<b>Legal Framework for Secretariat Autonomy</b>	To secure the operational independence of the Secretariat, allowing it to function without external influence and in alignment with national strategic goals.	The National Secretariat will advocate for and facilitate the establishment of the APRM/NEPAD Act, providing a legal foundation for its roles and operations.
<b>Governance Performance Assessment</b>	To effectively coordinate the APRM process in Sierra Leone, ensuring governance at all levels is responsive to citizens' needs.	The National Secretariat will operationalize the National Governing Council and Technical Research Institutes, overseeing stakeholder consultations and data collection to prepare the Country Self-Assessment Report and National Program of Action.
<b>Implementation of National Plans</b>	To align the implementation with the national development plan and AU Agenda 2063.	The National Secretariat will integrate the NPoA and APRM recommendations into national planning and budgeting processes, mobilizing resources and partnerships for effective implementation.
<b>Public Awareness and Sensitization</b>	To enhance public understanding and media engagement regarding the APRM process.	The National Secretariat will develop and execute a communication strategy, utilizing various platforms to inform and engage the public and media.
<b>District Governance Assessment</b>	To assess and improve governance at the district level, enhancing public participation and service delivery.	The National Secretariat will conduct assessments, engage with local stakeholders, and develop improvement plans for district governance.
<b>Education Governance</b>	To evaluate and reform educational governance	The National Secretariat will review policies, engage with educational



	frameworks, increasing access to quality education.	stakeholders, and implement reforms to enhance education governance.
<b>Public Administration Governance</b>	To assess and enhance the governance of public administration, strengthening accountability and civil servant performance.	The National Secretariat will review public administration practices, promote accountability, and improve civil servant capacities through targeted training programs.

# 4

CHAPTER FOUR:  
IMPLEMENTATION  
AND COORDINATION  
FRAMEWORK





## CHAPTER FOUR: IMPLEMENTATION AND COORDINATION FRAMEWORK

### Overview

**Part 4** discusses the Secretariat's approach to the implementation and coordination framework. It covers human and financial resource needs, resource mobilization strategies, and the importance of monitoring and evaluation. Key aspects include developing annual work plans and budgets, collaborating with stakeholders, and mobilizing resources from various sources. The Secretariat will monitor and evaluate progress, report to the APRM Continental Secretariat, and communicate outcomes to the public. The plan emphasizes strategic planning, governance structure, capacity building, stakeholder engagement, resource mobilization, and public awareness. It also highlights the need for adaptability, continuous improvement, and transparent reporting.

### Implementation of the APRM Sierra Leone Secretariat's Six Year Strategic Plan

The implementation of the APRM Sierra Leone Secretariat's Six Year Strategic Plan is a process that involves various activities, actors, and resources to achieve the strategic objectives and outcomes of the APRM process in Sierra Leone. Some of the key aspects of the implementation process are:

- The Secretariat will develop an annual work plan and budget that outlines the specific activities, indicators, targets, timelines, and resources for each strategic objective and key result area.
- The Secretariat will coordinate and collaborate with the National Governing Council (NGC), the Technical Research Institutes (TRIs), the government, the civil society, the private sector, the media, the academia, and the development partners to ensure their participation and contribution to the implementation of the APRM process and its outcomes.
- The Secretariat will mobilize resources and partnerships from various sources, including the government, the APRM Trust Fund, the African Development Bank, the United Nations Development Programme, the CGA and other bilateral and multilateral donors, to support the implementation of the APRM process and its outcomes.
- The Secretariat will monitor and evaluate the implementation of the APRM process and its outcomes using the monitoring and evaluation system and framework, and collect and analyse the relevant data and information to measure the progress and challenges.
- The Secretariat will report on the implementation of the APRM process and its outcomes to the APRM Continental Secretariat and the APR Forum of Heads of



State and Government, and receive feedback and recommendations from them. The Secretariat will also communicate and disseminate the APRM process and its outcomes to the public and the media, and raise awareness and sensitization on the APRM process and its benefits.

The implementation of the APRM Sierra Leone Secretariat's Six Year Strategic Plan involves a comprehensive approach to achieving the outlined Key Result Areas and Strategic Objectives. Here are the key elements of the implementation:

#### **Strategic Planning and Alignment:**

- **Element:** Develop a detailed and well-defined strategic plan that aligns with the APRM Continental Framework, national development priorities, and the APRM Sierra Leone Secretariat's mandate.
- ✓ **Implementation:** Engage key stakeholders in the planning process, conduct a thorough situational analysis, and ensure that the strategic plan is aligned with the overall goals of the APRM and the government of Sierra Leone.

#### **Governance Structure and Coordination:**

- **Element:** Establish a robust governance structure to oversee the implementation of the strategic plan.
- ✓ **Implementation:** Create clear roles and responsibilities, define reporting lines, and establish effective communication channels within the APRM Sierra Leone Secretariat. This ensures coordinated efforts and efficient execution of activities.

#### **Capacity Building and Training:**

- **Element:** Enhance the capacity of APRM Sierra Leone Secretariat staff to effectively carry out their responsibilities.
- ✓ **Implementation:** Develop and implement a training and development program, including workshops, seminars, and mentoring sessions. Collaborate with external partners and institutions to provide specialized training on APRM thematic areas.

#### **Stakeholder Engagement and Consultation:**

- **Element:** Foster meaningful engagement with key stakeholders in Sierra Leone.
- ✓ **Implementation:** Regularly consult with government officials, civil society organizations, academia, and other relevant stakeholders. Organize stakeholder forums to gather feedback, insights, and build a sense of ownership and collaboration.

#### **Resource Mobilization:**

- **Element:** Secure adequate resources to support APRM activities in Sierra Leone.
- ✓ **Implementation:** Develop a comprehensive resource mobilization strategy, including partnerships with donors, NGOs, the Sixth Region through the



CGA, and the private sector. Regularly review and update budgetary needs based on the evolving requirements of APRM processes.

### **Monitoring and Evaluation:**

- **Element:** Establish a robust monitoring and evaluation system to track the progress of APRM processes.
  - ✓ **Implementation:** Define key performance indicators (KPIs) for each Strategic Objective, regularly assess progress against these indicators, and make necessary adjustments. Conduct periodic reviews and evaluations to measure the overall impact of the strategic plan.

### **Public Awareness and Outreach:**

- **Element:** Increase public awareness and understanding of the APRM in Sierra Leone.
  - ✓ **Implementation:** Implement targeted media campaigns, including radio, television, and social media platforms. Organize public lectures, workshops, and seminars in universities and communities to educate the public. Collaborate with media houses and influencers to amplify APRM messages and achievements.

### **Adaptability and Flexibility:**

- **Element:** Ensure the strategic plan is adaptable to changing circumstances and responsive to emerging needs.
  - ✓ **Implementation:** Establish mechanisms for regular reviews and updates to the strategic plan. Maintain flexibility to adjust strategies based on feedback, evaluation results, and external factors affecting the APRM Sierra Leone Secretariat.

### **Continuous Improvement:**

- **Element:** Foster a culture of continuous improvement within the APRM Sierra Leone Secretariat.
  - ✓ **Implementation:** Encourage innovation, regularly seek feedback from staff and stakeholders, and use lessons learned to refine strategies. Establish mechanisms for learning and sharing best practices within the organization.

### **Reporting and Communication:**

- **Element:** Ensure transparent reporting and communication channels both internally and externally.
  - ✓ **Implementation:** Develop regular progress reports for stakeholders, including APRM Continental Secretariat and government authorities. Communicate achievements, challenges, and lessons learned to foster accountability and transparency.



By incorporating these elements into the implementation process, the APRM Sierra Leone Secretariat can effectively work towards achieving the objectives outlined in its Six Year Strategic Plan.

### **Establishing Independence and Autonomy through the Formation of the APRM Secretariat in Sierra Leone**

The African Peer Review Mechanism (APRM) National Secretariat of Sierra Leone, with a forward-looking vision for regional collaboration and development acceleration, will accommodate or incorporate the African Union Development Agency's (AUDA) New Partnership for Africa's Development (NEPAD) into its framework as part of its national structure. This strategic integration heralds the inception of the APRM Secretariat in Sierra Leone. This strategic document recognizes the merger's pivotal importance and the extensive socio-economic and political advantages it will confer upon the nation.

- **Unified Developmental Strategy:** The APRM Secretariat embodies a unified approach, merging governance evaluation with developmental endeavours. This comprehensive strategy ensures socio-economic plans are underpinned by solid governance principles, propelling all-encompassing and enduring advancement.
- **Streamlined Operations:** The amalgamation of resources and expertise under the APRM Secretariat ensures seamless operation and cooperation among stakeholders in governance and development. This unity fosters the effective execution of policies and initiatives, enhancing impact and operational efficiency.
- **Exemplary Regional Integration:** The establishment of the APRM Secretariat underscores Sierra Leone's dedication to pan-African unity and its role in shaping regional development narratives. This institution stands as a paragon for African nations, advocating for united efforts towards mutual affluence.
- **Robust Governance:** The APRM Secretariat is set to bolster governance by endorsing accountability, transparency, and proficient leadership. This environment is conducive to attracting investments, stimulating economic growth, and fostering societal progress in Sierra Leone.
- **Investment in Human Resources:** Prioritizing human capital, the APRM/NEPAD Secretariat is committed to supporting government initiatives in education, skill enhancement, and healthcare. Investing in the populace equips Sierra Leone with a workforce adept in fostering innovation, efficiency, and sustainable growth.

The inception of the APRM Secretariat marks a transformative chapter in Sierra Leone's pursuit of holistic regional development and governance. By leveraging the combined strengths of governance and development frameworks, Sierra Leone emerges as a vanguard of regional leadership, dedicated to promoting collective





wealth and socio-economic metamorphosis. The APRM/NEPAD Secretariat is a testament to Sierra Leone's unwavering commitment to pan-African collaboration and enduring development.

### Financial Requirements of the APRM Six Year Strategic Plan

This table outlines the financial projection of the APRM National Secretariat in Sierra Leone over the 5-year period from 2025 to 2028. The projections are based on an estimation of the expenses that the Secretariat is likely to incur during this period. The expense categories include Personnel, Office Rent, Equipment and Supplies, Travel and Accommodations, Outreach and Programs, Training and Development, and Monitoring and Evaluation.

The table shows the projected expenses for each of the Six years of the strategic plan. The total expense of implementing the plan for the entire period is anticipated to be **USD 5,073,000**. While the majority of the expenses are personnel, outreach, and programs, there are also significant expenses in areas such as travel and accommodations, monitoring, evaluation, and training and development.

### Financial Projection

**Financial Projection Table (USD)<sup>23</sup>**

Expense Categories	2025	2026	2027	2028	2029	2030
Personnel	126,000	146,000	170,000	198,000	230,000	265,000
Office Rent	30,000	33,000	36,000	40,000	44,000	50,000
Equipment and Supplies	25,000	30,000	35,000	40,000	45,000	55,000
Travel and Accommodations	100,000	110,000	120,000	130,000	140,000	155,000
Outreach and Programs	200,000	220,000	240,000	260,000	280,000	300,000
Training and Development	50,000	60,000	70,000	80,000	90,000	110,000
Monitoring and Evaluation	100,000	110,000	120,000	130,000	140,000	160,000
<b>Total Expense</b>	<b>631,000</b>	<b>709,000</b>	<b>791,000</b>	<b>878,000</b>	<b>969,000</b>	<b>1,095,000</b>

### Risk Management

The APRM Six Year Strategic Plan does not explicitly mention the identification of potential risks and challenges that could impact the implementation of the strategic plan, nor the mitigation strategies to address and minimize these risks. However, the plan does acknowledge that the APRM operates in a complex and dynamic environment, and that it faces various internal and external challenges that may affect its performance and credibility.

<sup>23</sup> Note: The figures above are approximations and may differ based on actual expenses incurred. In addition, this projection does not include personnel emoluments and general supplies. In addition, the budget deficit above implies that the Secretariat would aggressively engage development partners through the National Treasury with a view of mitigating the budget deficit.



### **Some of these challenges include:**

- Inadequate and unpredictable funding from Government of Sierra Leone and donor partners.
- Limited human resource capacity at the Secretariat.
- Inconsistent and delayed implementation of the National Program of Action by some MDAs.
- Low visibility and awareness of the APRM among the public and the media
- Lack of harmonization and coordination among the APRM Secretariat and other MDAs.
- Weak monitoring and evaluation systems and tools.
- Limited integration of the APRM into the Government MTNDP frameworks and processes.

### **The plan also proposes some measures and actions to address some of these challenges, such as:**

- Developing and implementing a resource mobilization strategy and action plan.
- Strengthening the financial management and accountability systems.
- Enhancing the human resource capacity development and retention.
- Developing and implementing a comprehensive and integrated M&E system.
- Enhancing the research and development capacity and improvement of operational tools.
- Enhancing the shared values advocacy and
- Enhancing the intra-APRM coordination and harmonization.
- Enhancing the APRM integration into national agenda.

However, these measures and actions are not presented as risk mitigation strategies, but rather as output targets and activities under the eight priority areas of the plan. Therefore, it may be useful to conduct a more systematic and comprehensive risk analysis and management for the APRM Six Year Strategic Plan, and to develop a risk register and a risk response plan that would identify the potential risks, their likelihood and impact, and the corresponding mitigation and contingency strategies. This could be done as part of the mid-term review of the plan, which is one of the activities under the M&E priority area.

### **Developing a Comprehensive Communication Strategy for the APRM Secretariat**

A comprehensive communication strategy<sup>24</sup> is a plan that outlines the goals, audiences, messages, channels, languages, and methods of communication for an

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<sup>24</sup> Developing a comprehensive communication strategy for the APRM Secretariat is essential to enhance public awareness, ensure consistent engagement with stakeholders, and maintain positive media visibility. It helps coordinate the flow of information, respond to stakeholder needs, and promote transparency and accountability. This strategy supports the APRM's goals of fostering good governance and sustainable



organization or project. The APRM Six-year strategic plan must include a comprehensive communication strategy to reach its targeted audience effectively. The communication strategy should include **instruments, methods, targeted audience, languages (Sierra Leone), and channels** as outlined below:

**Objectives:** The communication goals of the APRM strategy could include promoting the vision and mission of the APRM, highlighting its achievements, enhancing visibility and credibility, engaging stakeholders, building partnerships, and mobilizing resources.

- **Audience Analysis:** The APRM communication should be tailored towards three groups; internal, external, and general audiences. Internal audiences include APRM national and continental structures. External audiences include APRM stakeholders and partners such as the NGC, the academia, civil society, private sector, and the media. The general audience is the broad and diverse population of the Sierra Leoneans and the international community present in Sierra Leone.
- **Key Messages and Value Propositions:** The APRM Secretariat will develop clear and concise key messages that highlight the importance of the APRM, its relevance to governance, and its potential impact on development. Craft value propositions that resonate with each target audience, emphasizing how their engagement in the APRM process can benefit their communities and contribute to positive change. Example, the communication messages could include themes such as the voluntary and self-assessment mechanism of the APRM, showcasing the APRM as an essential mechanism for advancing good governance and sustainable development in Africa. The APRM is participatory and inclusive, fosters peer learning, and produces high-quality recommendations.
- **Communication Channels, Platforms and Instruments:** The APRM Secretariat will determine the most effective communication channels and platforms to reach each target audience, such as traditional media (TV, radio, print), online platforms (websites, social media), community meetings, and mobile technology. The Secretariat will leverage existing communication channels and partnerships with media outlets, community organizations, and online influencers to amplify the reach of APRM-related messages. Establish a dedicated APRM website or online portal as a central hub for information, resources, news updates, and interactive engagement.
- **Media Engagement:** The Secretariat will develop and strengthen relationships with journalists, editors, and media professionals to ensure accurate and

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development across African Union member states by ensuring that key messages and initiatives are effectively communicated. [https://saiia.org.za/wp-content/uploads/2014/08/APRM\\_Roundtable\\_July\\_2014\\_Selana.pdf](https://saiia.org.za/wp-content/uploads/2014/08/APRM_Roundtable_July_2014_Selana.pdf).



frequent coverage of APRM-related topics in mainstream media. The secretariat will organize press conferences, media briefings, and interviews to disseminate key messages and provide opportunities for journalists to engage with APRM stakeholders and experts. In addition, the secretariat will publish press releases, feature articles, op-eds, and success stories related to APRM implementation and its impact on governance and development, which will include joint publications and interview with the CGA and its Sixth Region media outreach and relations.

- **Creative Content Development:** The secretariat will create a compelling and visually appealing content, such as infographics, videos, animations, and podcasts, to simplify complex concepts and make APRM-related information accessible to diverse audiences that will include working with the CGA to reach and influence Sixth Region stakeholders. Develop case studies, success stories, and testimonials that highlight the positive outcomes and impacts of APRM implementation in specific sectors or communities. Translate APRM-related materials into local languages to ensure inclusivity and reach marginalized communities effectively.
- **Social Media and Online Engagement:** The APRM Secretariat will develop a social media strategy to consistently share APRM-related content, news updates, infographics, videos, and success stories on platforms such as Facebook, Twitter, Instagram, and LinkedIn. The secretariat will encourage online discussions, polls, and questionnaires to solicit feedback, opinions, and suggestions from the online community including engage with influencers, bloggers, and online communities who focus on governance, development, and social issues to amplify the APRM messages and reach a wider audience, with inclusion of the CGA to organize and operate within the Sixth Region.
- **Partnerships and Collaborations:** The APRM Secretariat will collaborate with government agencies, civil society organizations, universities, research institutions, and the CGA to jointly organize awareness campaigns, research studies, or training programs on APRM-related topics. Furthermore, the secretariat will seek partnerships with international organizations, donor agencies, and regional APRM bodies to leverage their expertise, networks, and resources for effective communication and outreach as well as engage with youth organizations, women's groups, and community-based organizations to promote grassroots awareness and mobilize support for APRM initiatives.
- **Monitoring and Evaluation:** The APRM Secretariat will establish monitoring and evaluation mechanisms to track the reach, impact, and effectiveness of the communication strategy. Use analytics tools, surveys, and feedback mechanisms to assess audience engagement, understanding of APRM concepts, and behaviour change related to governance issues. Regularly review



and refine the communication strategy based on evaluation findings, emerging trends, and stakeholder feedback.

- **Languages:** Since the main target audience is the Sierra Leonean people, the communication strategy shall include critical local languages such as Krio, Mende, Themne, Kono, Limba, as well as English.



## APRM National Secretariat Communication Strategy Overview

Specific Goals	Objectives	Strategies	Actions	Indicators	Responsible Persons
<b>Increase Public Awareness about APRM Process</b>	- Raise awareness about the APRM process and its benefits	- Develop targeted communication materials - Utilize various media channels to reach diverse audiences	- Create informational brochures, videos, and infographics explaining APRM - Organize awareness campaigns and workshops in communities and schools - Engage with local media for coverage of APRM activities	- 10-15 workshops in communities and schools annually. - 20+ media engagements (TV, radio, and social media).	Communication Officer, Programs, and Monitoring and Evaluation Offices
<b>Enhance Stakeholder Engagement</b>	- Foster engagement with key stakeholders and civil society organizations	- Establish regular communication channels for feedback and consultation - Organize stakeholder forums and roundtable discussions	- Conduct regular meetings with government agencies, NGOs, and community leaders to gather feedback and input - Organize forums to discuss APRM findings and recommendations with stakeholders	- 8-10 stakeholder meetings/forums. - Data from approximately 100-150 participants.	Communication Officer, Programs, and Monitoring and Evaluation Offices
<b>Promote Transparency and Accountability</b>	- Increase transparency in APRM processes and outcomes	- Provide regular updates on APRM activities and progress - Ensure accessibility of APRM reports and findings to the public	- Publish quarterly newsletters highlighting APRM activities and achievements - Make APRM reports and documents available on the National Secretariat website	- 4 newsletters annually. - Aim for 2,000+ downloads and 5,000+ website visits annually.	Communication Officer, Programs, and Monitoring and Evaluation Offices
<b>Educate Media Professionals and Journalists</b>	- Build capacity among media professionals on APRM-related topics	- Conduct training workshops and seminars for journalists - Provide access to APRM experts for interviews and information sessions	- Organize media training workshops on APRM thematic areas and reporting guidelines - Facilitate interviews and press briefings with APRM officials and experts	- 50-100 journalists trained on the roles of APRM and the AU agenda - 2063 through workshops - 20+ articles or reports aligned with APRM themes	Communication Officer, Programs, and Monitoring and Evaluation Offices
<b>Monitor and Analyze Communication Effectiveness</b>	- Evaluate the impact of communication efforts and adjust strategies accordingly	- Implement monitoring and evaluation mechanisms for communication activities - Collect feedback from target audiences for continuous improvement	- Conduct surveys and focus groups to assess public perception and understanding of APRM - Analyze social media metrics and website analytics for insights into audience engagement and reach	- Quarterly (progress) reports (4 annually) - 40-70% improvement based on survey results	Communication Officer, Programs, and Monitoring and Evaluation Offices

*This comprehensive communication strategy outlines specific goals, objectives, strategies, actions, indicators, and responsible persons for the APRM National Secretariat in Sierra Leone. It aims to enhance public awareness, stakeholder engagement, transparency, and accountability through targeted communication efforts tailored to the country's context and needs.*

## The Use of Technology to Drive Data-Driven Decision-Making in the APRM

By harnessing the power of technology,<sup>25</sup> the APRM can strengthen its effectiveness, improve the accuracy of evaluations, and provide actionable recommendations to member states, ultimately contributing to the advancement of good governance and sustainable development across Africa. Here are some examples of how technology can be utilized to drive data-driven decision-making in the APRM:

- **Digital Data Collection:** Technology can enable the APRM to streamline data collection processes by utilizing digital platforms and tools. Mobile data collection applications can be developed to gather information from citizens, civil society organizations, and government entities. These applications can provide standardized questionnaires, ensuring consistent data collection across Sierra Leone. The collected data can be automatically analysed and aggregated, providing valuable insights for decision-making.
- **Data Analytics and Visualization:** Advanced data analytics techniques can be employed to analyse the vast amount of data collected by the APRM Secretariat. Machine learning algorithms can identify patterns, correlations, and trends within the data, helping to identify areas of concern or success. Visualizations, such as interactive dashboards and infographics, can be created to present the analysed data in a clear and accessible manner, facilitating informed decision-making by policymakers and stakeholders.
- **Open Data Platforms:** The APRM Secretariat can establish open data platforms that provide public access to relevant datasets. By making data openly available, researchers, civil society organizations, and policymakers can analyse and interpret the data independently, contributing to evidence-based decision-making. Open data platforms also promote transparency and accountability, allowing citizens to hold government accountable for their actions.
- **Geospatial Analysis:** Geographic Information Systems (GIS) technology can be employed to incorporate geospatial data into the APRM's decision-making processes. Geospatial analysis can help identify regional disparities, spatial patterns, and the impact of governance policies on specific geographic areas. By overlaying different layers of data, such as socioeconomic indicators, infrastructure development, and environmental factors, policymakers can gain a comprehensive understanding of the challenges and opportunities faced by different regions.

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<sup>25</sup> The APRM National Secretariat enhances data-driven decision-making by using advanced software for data collection and management, statistical tools and machine learning for analysis, dashboards for reporting and visualization, real-time monitoring systems to track progress, and digital platforms to facilitate collaboration. These technologies support good governance and sustainable development across African Union member states.

- **Early Warning Systems:** Technology can support the development of early warning systems that detect potential governance or development challenges in real-time. By leveraging data from various sources, including social media, news, and indicators, algorithms can identify emerging issues and alert the APRM Secretariat promptly. Early warning systems enable proactive decision-making and intervention, helping to mitigate risks and prevent crises.

## Current Staffing Structures and Roles at the APRM Secretariat in Sierra Leone

The roles and responsibilities of the above office are:

- **Executive Secretary:** The Executive Secretary is the head of the APRM Sierra Leone Secretariat and is responsible for overseeing and managing the implementation of the APRM process and its outcomes in Sierra Leone. The Executive Secretary reports to the Minister of Public Administration and Political Affairs, who is the APRM Focal Point for Sierra Leone, and liaises with the APRM Continental Secretariat, the APR Panel of Eminent Persons, and the APR Forum of Heads of State and Government on the APRM process and its outcomes. The Executive Secretary also leads and supervises the staff of the Secretariat and ensures the coordination and collaboration with the National Governing Council, the Technical Research Institutes, and other stakeholders and partners involved in the APRM process.
- **Program Officer:** The Program Officer is responsible for providing technical and logistical support to the APRM process and its outcomes in Sierra Leone and ensuring the quality and timeliness of the APRM deliverables. The Program Officer assists in the establishment and operationalization of the National Governing Council (NGC) and the Technical Research Institutes (TRIs) as the main organs for the APRM process, and provides them with the necessary guidance, training, and tools. The Program Officer also assists in the conduct of stakeholder consultations and data collection at the national, regional, and local levels using various methods and tools and, in the preparation, and validation of the Country Self-Assessment Report (CSAR) and the National Programme of Action (NPOA) based on the APRM questionnaire and guidelines. The Program Officer also facilitates the technical and logistical support to the APRM Country Review Mission (CRM) and the Targeted Review and ensures the validation and dissemination of the Country Review Report (CRR) and the Targeted Review Report.
- **Finance and Administration Officer:** The Finance and Administration Officer is responsible for managing the financial and administrative aspects of the APRM process and its outcomes in Sierra Leone. The Finance and Administration Officer prepares and monitors the annual budget and work plan of the Secretariat



and ensures the proper allocation and utilization of resources and partnerships from various sources, including the government, the APRM Trust Fund, the United Nations Development Programme, and other bilateral and multilateral donors. The Finance and Administration Officer also handles the payroll, accounting, auditing, and reporting of the Secretariat, and ensures the compliance with the financial and administrative policies and procedures of the APRM and the government of Sierra Leone. The Finance and Administration Officer also maintains the general office files, records, inventory of the Secretariat, and ensures the office maintenance and upkeep.

- **Communication and Advocacy Officer:** The Communication and Advocacy Officer is responsible for raising awareness and sensitization on the APRM process and its benefits among the public and the media and enhancing the participation and ownership of the APRM by the citizens of Sierra Leone. The Communication and Advocacy Officer develops and implements a communication and advocacy strategy and plan for the APRM process and its outcomes and uses various channels and platforms to reach the target audiences. The Communication and Advocacy Officer also organizes and participates in various events and activities to promote the APRM process and its benefits, such as workshops, seminars, conferences, radio and TV programs, social media campaigns, and publications. The Communication and Advocacy Officer also engages and consults with various stakeholders, including the government, the civil society, the private sector, the media, the academia, and the development partners, to ensure their participation and ownership of the APRM process and its outcomes.
- **Monitoring and Evaluation Officer:** The Monitoring and Evaluation Officer is responsible for monitoring and evaluating the implementation of the APRM process and its outcomes in Sierra Leone, and reporting on the progress and challenges to the APRM Continental Secretariat and the APR Forum of Heads of State and Government. The Monitoring and Evaluation Officer establishes and operationalizes the monitoring and evaluation (M&E) system and framework for the APRM process and its outcomes and collects and analyses the relevant data and information to measure the progress and challenges. The Monitoring and Evaluation Officer also produces and launches the APRM Progress Reports on the implementation of the National Programme of Action (NPoA) and the APRM recommendations and demonstrates the commitment and readiness for the second-generation review.

### **Propose Key Offices for APRM Sierra Leone: Boosting Effectiveness and Visibility**

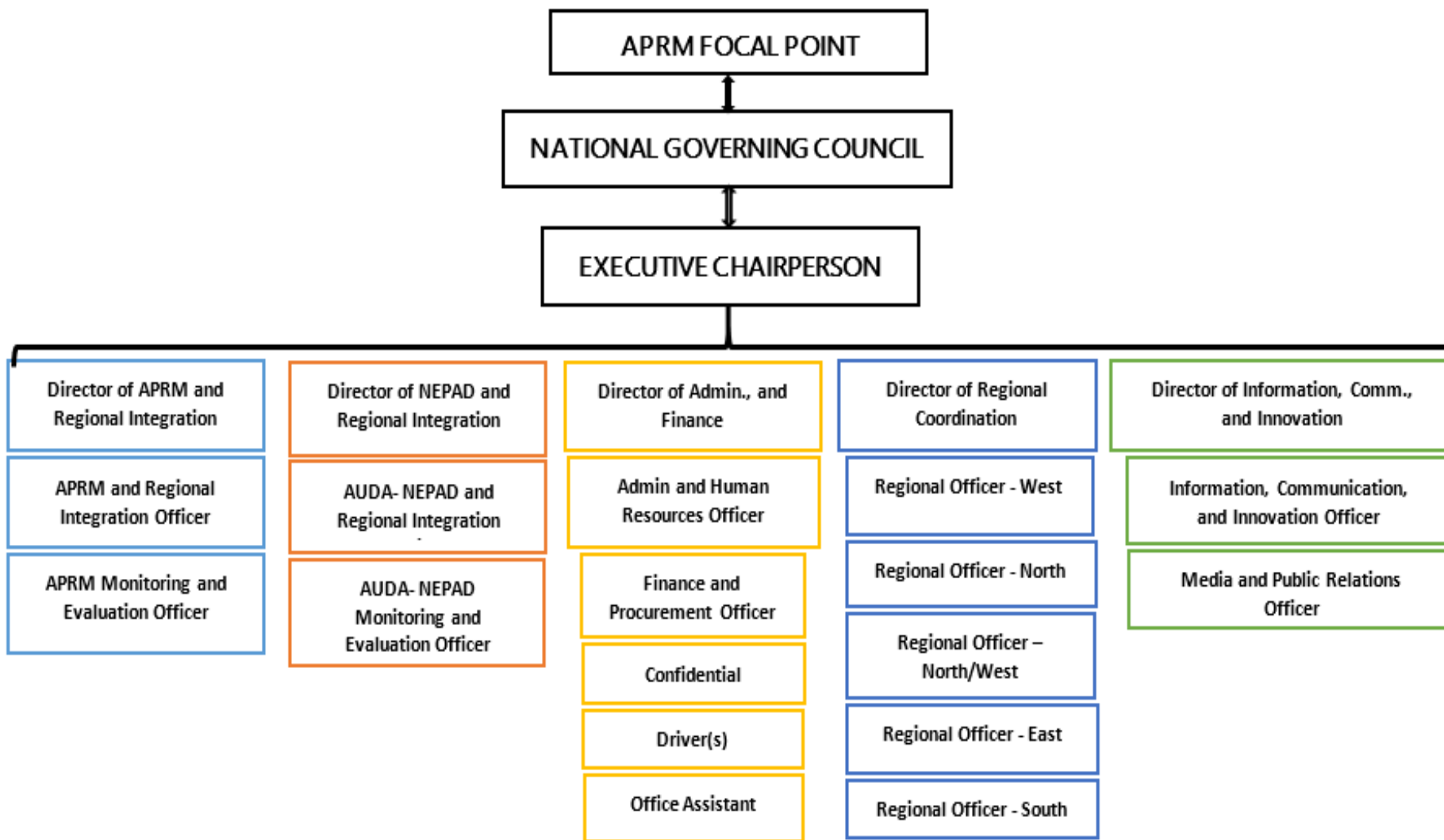
The APRM National Secretariat in Sierra Leone is the body responsible for coordinating and implementing the APRM process in the country. The APRM is a voluntary self-assessment tool that aims to promote good governance, democracy,

peace, and security in Africa. To ensure effective operations, service delivery, peer review, and visibility of the APRM office in Sierra Leone, several key offices should be established within the organization. Each office plays a distinct role in contributing to the overall functioning and success of the APRM Sierra Leone Office. Here are the relevant offices and their functions:

- **National Focal Point:** The National Focal Point is the ministerial-level official appointed by the Head of State to oversee the APRM process in the country. The current National Focal Point is Hon. Amara Kallon, Minister of Public Administration and Political Affairs. The National Focal Point is responsible for providing political guidance, mobilizing resources, and ensuring the participation and ownership of all stakeholders in the APRM process.
- **National Governing Council:** The National Governing Council (NGC) is the multi-stakeholder body that represents the interests and views of various sectors of society in the APRM process. The NGC is chaired by Ambassador Soulay Darammy and deputized by Madam Abigail Renner. The NGC is responsible for approving the strategic plan, the budget, and the reports of the APRM National Secretariat, as well as ensuring the credibility, transparency, and inclusiveness of the APRM process.
- **NEPAD/APRM-Chief Executive Officer (CEO):** The CEO of the NEPAD/APRM National Secretariat in Sierra Leone plays a critical leadership role, steering the organization towards achieving its strategic objectives in promoting good governance and sustainable development. The CEO shall be responsible for the overall management and operational coordination of the Secretariat's activities. This includes implementing NEPAD priority programs, overseeing the African Peer Review Mechanisms, and ensuring compliance with political, economic, and corporate governance standards. The CEO shall engage with various stakeholders, including government entities, civil society, and international organizations, to facilitate national dialogue on governance and socio-economic development. Additionally, the CEO is tasked with monitoring and evaluating the alignment of Sierra Leone's policies with the African Union's Agenda 2063 and the United Nations Sustainable Development Goals.
- **Executive Secretary:** As the head of the APRM National Secretariat, the Executive Chairman/Secretary oversees the administration of the APRM process in Sierra Leone, managing daily operations and coordinating with the Continental Secretariat and partners. This role is pivotal in guiding the APRM/NEPAD's priority programs, aligning national policies with good governance standards. The Executive Secretary shall also engage with diverse stakeholders to facilitate discussions on governance and socio-economic development, monitors program outcomes, advocates for policy reforms, and represents Sierra Leone in APRM forums regionally and internationally.

- **Director of Administration and Finance:** The Administrative and Finance Office is the unit that provides the administrative and financial support to the APRM National Secretariat and its activities. The Director of this office shall be responsible for overseeing the human resources, procurement, logistics, accounting, and auditing functions, as well as ensuring the compliance with the rules and regulations of the APRM and the government of Sierra Leone.
- **Director of Information, Communication, Innovation, and Outreach:** The Information, Communication, Innovation, and Outreach Office is the unit that will handle the communication and dissemination of the APRM/NEPAD process and its outcomes to the public and the media. The Director of this office shall be responsible for developing and implementing the communication and outreach strategy, managing the website and social media platforms, producing and distributing the newsletters and press releases, and organizing the events and campaigns.
- **Director of APRM and Regional Integration:** The Director of APRM and Regional Integration is responsible for overseeing the African Peer Review Mechanism's implementation and promoting regional integration efforts. This role involves strategic planning, policy development, and coordination with member states to enhance governance and socio-economic development. The director shall also facilitates the sharing of best practices and supports capacity-building initiatives to achieve political stability and economic growth within the region.
- **Director of NEPAD and Regional Integration:** The Director of NEPAD and Regional Integration plays a pivotal role in advancing the New Partnership for Africa's Development's objectives and fostering regional integration. This includes managing programs that drive economic cooperation and infrastructure development, as well as aligning regional projects with the African Union's Agenda 2063 and the United Nations Sustainable Development Goals. The director shall further work to build partnerships and mobilize resources for the implementation of NEPAD's priority areas.
- **Director of Regional Coordination:** The Director of Regional Coordination is responsible for harmonizing activities across different regions to ensure the effective delivery of services and programs. This role involves strategic oversight of regional operations, performance management, and fostering collaboration among regional offices. The director also engages with cross-border communities and works with other jurisdictions to address regional issues and promote shared interests.

ESTABLISHMENT OF KEY OFFICES WITHIN APRM SIERRA LEONE OFFICE FOR ENHANCING EFFECTIVENESS AND VISIBILITY – ORGANOGRAM



Classification: Chief Executive Officer – G14, Executive Secretary – G13, Directors – G12, Officers – G10, Confidential Secretary – G6, Driver – G5, Office Assistant G4

An aerial photograph of a coastal wetland system. The foreground is dominated by dense, dark green mangrove forests. A winding, light-colored waterway meanders through the mangroves. In the middle ground, a larger body of water, possibly a bay or estuary, is visible, with a small boat on the surface. The background shows a vast expanse of green fields and more water bodies under a sky filled with large, white and grey clouds. A large, white, stylized number '5' is overlaid on the left side of the image, partially obscuring the landscape.

# 5

CHAPTER FIVE:  
MONITORING,  
EVALUATION AND  
REPORTING

## CHAPTER FIVE: MONITORING, EVALUATION AND REPORTING

### Overview

**Part 5** outlines the monitoring, evaluation, and reporting framework.<sup>26</sup> It emphasizes the importance of tracking the implementation of programs and projects to ensure strategic objectives are met. The monitoring framework involves continuous evaluation by the Secretariat and the National Governing Council, using systems like NIMES and CIMES. Evaluation will be periodic, assessing relevance, effectiveness, efficiency, impact, and sustainability. Critical success factors include leadership direction, effective communication, timely funding, and stakeholder collaboration. Progress reports will be prepared quarterly and annually, highlighting achievements, challenges, and recommendations for improvement.

The successful implementation of this Strategic Plan will depend on how effectively the planned activities and outputs as well as outcomes are monitored and evaluated. Our monitoring process will help track whether the implementation is on course and establish the need for any adjustment in light of the ever-changing socio-economic environment. This chapter contains the monitoring and evaluation framework, progressive reporting and critical success factors.

### Monitoring Framework

The implementation of this Strategic Plan will be closely monitored and evaluated to ensure that the strategic objectives are realized as planned. It is envisaged that a team, including the secretariat and the NGC will carry out continuous monitoring and evaluation meetings where follow-up and control systems will be emphasized.<sup>27</sup>

Tracking the implementation of activities under the NPoA will be done alongside other national priority projects in the Medium-Term National Development Plan (MTNDP) 2025–2030 through the National Integrated Monitoring and Evaluation Systems (NIMES), and the County Integrated Monitoring and Evaluation System (CIMES). The Secretariat will collaborate with the relevant stakeholders in tracking the implementation of the strategy.

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<sup>26</sup> The Monitoring, Evaluation, and Reporting (M&E) component of the African Peer Review Mechanism (APRM) aims to enhance democratic practices, strengthen achievements, share best practices, and address deficiencies in governance and socioeconomic development among African Union (AU) member states. This process involves tracking the implementation of key governance initiatives, including the AU Agenda 2063 and the United Nations Sustainable Development Goals (SDGs), Agenda 2030. <https://aprm.dedicated.co.za/aprm/en/monitoring-evaluation/>.

<sup>27</sup> This comprehensive M&E framework provides a robust structure for the APRM National Secretariat in Sierra Leone to systematically monitor and evaluate its programs, ensuring alignment with strategic goals, enhancing accountability, and promoting continuous improvement.

At the Regional level, the Secretariat will collaborate with the RECs in tracking the implementation of key development programmes in the region including LAPSSET, the Northern Corridor project, and safe navigation of Lake Victoria.

## Evaluation

The plan will be periodically reviewed and evaluated mid-way and at the end of the Plan period. Evaluation will involve systematically engaging implementing stakeholders on how to leverage their efforts in domesticating the principles and values of the African Union in the country and the Region. The purpose will be to make statements about their relevance, effectiveness, efficiency, impact and sustainability. Based on this information, the Secretariat will determine whether any changes need to be made at strategy or programme level.

## Critical Success Factors

The Secretariat will identify some critical factors for the successful implementation of the Strategic Plan, including the tone at the top leadership, which is expected to provide the necessary direction, effective communication, timeliness in exchequer releases, management and control of the human resources and availability of willing development partners to partner with the Secretariat in plugging the budget deficit

## Progress Reports

Monitoring will be continuous and two different reports will be prepared each year including a Quarterly Progress Reports, which will include information on key output indicators against set targets for the quarter; and Annual Review Report, at the end of every financial year. Annual progress reports will be prepared to highlight key achievements and milestones against set targets, identify challenges encountered, lessons learnt and recommendations on the way forward.

## Comprehensive Monitoring and Evaluation Framework for the APRM National Secretariat

**Purpose:** To provide a structured and systematic approach for monitoring and evaluating the activities, outputs, outcomes, and impacts of the APRM National Secretariat in Sierra Leone. This framework ensures the alignment of activities with strategic goals, fosters accountability, and promotes continuous improvement.

**Objectives:** Our objective is to assess the effectiveness and efficiency of the Secretariat's programs and activities, including:

- a) Measure progress toward achieving strategic goals and objectives.
- b) Provide data-driven insights for decision-making and continuous improvement.
- c) Ensure accountability and transparency to stakeholders.

## Key Components

### Program/Activity Description

- **Name:** APRM National Secretariat Programs and Activities
- **Scope:** National, covering various regions and districts in Sierra Leone.
- **Duration:** Ongoing

### M&E Plan

COMPONENT	DETAILS
<b>Inputs</b>	Resources required (financial, human, material)
<b>Activities</b>	Specific actions and tasks undertaken by the Secretariat
<b>Outputs</b>	Direct products and services delivered (e.g., reports, workshops, training sessions)
<b>Outcomes</b>	Short-term and intermediate effects (e.g., improved stakeholder engagement, enhanced governance practices in Sierra Leone)
<b>Impacts</b>	Long-term effects (e.g., strengthened democratic governance, and sustainable development in Sierra Leone)

### Indicators and Targets

Objective	Indicator	Target	Frequency
<b>Improve stakeholder engagement</b>	Number of stakeholder meetings held	50 meetings per year	Quarterly
<b>Enhance governance practices</b>	Percentage of governance recommendations implemented	80% implementation rate	Annual
<b>Increase capacity of Secretariat staff</b>	Number of training sessions conducted	6 sessions per year	Biannual
<b>Improve data collection and reporting</b>	Timeliness and accuracy of reports submitted	95% on-time submission	Monthly
<b>Strengthen communication and outreach</b>	Reach of communication campaigns (number of people reached)	500,000 people reached	Quarterly

### Data Collection Methods

Method	Description	Frequency	Responsible Person
<b>Surveys</b>	Structured questionnaires distributed to stakeholders	Quarterly	M&E Officer
<b>Interviews</b>	In-depth interviews with key stakeholders and beneficiaries	Semi-annual	M&E Officer
<b>Focus Group Discussions</b>	Group discussions to gather qualitative data from diverse stakeholders	Annual	M&E Officer
<b>Document Review</b>	Analysis of existing reports, records, and administrative data	Ongoing	M&E Officer



<b>Observations</b>	Direct observations of program activities and events	Monthly	Program Managers
<b>Monitoring Visits</b>	Site visits to monitor project activities and progress	Quarterly	M&E Officer

## Data Analysis and Reporting

**Data Analysis:** The APRM Secretariat will:

- Use quantitative methods to analyse survey data and track key performance indicators.
- Use qualitative methods to analyse interview and focus group data.
- Compare actual performance against targets and benchmarks.

## Reporting<sup>28</sup>

- **Monthly Reports:** Summarize ongoing activities, immediate outputs, and preliminary outcomes.
- **Quarterly Reports:** Provide a comprehensive overview of progress towards targets, highlight challenges, and propose corrective actions.
- **Annual Reports:** Offer a detailed analysis of overall performance, key achievements, lessons learned, and strategic recommendations.

## Feedback Mechanisms<sup>29</sup>

- **Internal Feedback:** Regular team meetings to discuss M&E findings and integrate feedback into program planning and implementation.
- **Stakeholder Feedback:** Periodic stakeholder consultations and feedback sessions to ensure alignment with stakeholder needs and expectations.
- **Continuous Improvement:** Use M&E findings to inform decision-making, adjust strategies, and improve program effectiveness.

## Evaluation Plan

Evaluation Type	Purpose	Frequency	Responsible Person
<b>Formative Evaluation</b>	Assess program design and early implementation stages	Mid-program	External Evaluator
<b>Summative Evaluation</b>	Evaluate overall program impact and effectiveness	End of program cycle	External Evaluator
<b>Process Evaluation</b>	Examine program implementation processes and identify operational challenges	Annual	M&E Officer
<b>Impact Evaluation</b>	Measure long-term outcomes and impacts of the program	Every 3-5 years	External Evaluator

<sup>28</sup> Responsible: M&E Officer, Program Managers

<sup>29</sup> Responsible: M&E Officer, Program Managers

## Risk Management

- **Risk Identification:** The Secretariat will identify potential risks that could affect the M&E process (e.g., data collection challenges, resource constraints).
- **Risk Mitigation:** Secretariat will develop strategies to mitigate identified risks (e.g., contingency planning, additional training).
- **Monitoring Risks:** Secretariat will regularly review and update the risk management plan.

## APRM Sierra Leone Six-Year Plan: Goals, Strategies, Actions, Indicators, and Responsibilities

Goals	Strategies	Actions	Indicators	Responsible Parties	Annual Costs (USD)
<b>Strengthening of National APRM Structures</b>	Create awareness and advocate for the APRM process	Conduct sensitization workshops in all districts	Number of workshops conducted, number of participants reached	APRM National Governing Council and the APRM National Secretariat	150,000
	Engage government agencies and non-state actors	Conduct sessions with government agencies, establish APRM focal points	Number of sessions conducted, number of agencies appointing focal points	APRM National Governing Council and the APRM National Secretariat	
	Provide technical and financial support to APRM structures and activities	Allocate financial resources and train stakeholders	Amount of financial resources allocated, number of stakeholders trained	APRM National Governing Council, National Secretariat, and Development Partners	100,000
<b>Catalysing the Implementation of the APRM NPoA</b>	Foster collaboration among stakeholders	Establish thematic working groups, conduct meetings with stakeholders	Number of thematic working groups established, number of meetings held, number of action plans developed	APRM National Governing Council and the APRM National Secretariat	120,000
	Promote implementation of identified actions in the NPoA	Promote implementation of identified actions in the NPoA	Framework developed, frequency of review	APRM Secretariat, NGC, Civil Society Organizations	
<b>Delivering a High-Quality APRM Self-Assessment Report</b>	Coordinate and facilitate the self-assessment report	Develop a work plan and timeline for the assessment process	Timeline developed and adhered to, number of meetings held by technical committee	APRM Secretariat, NGC, Government Agencies, Civil Society Organizations	80,000
<b>Enhancing Public Awareness and Outreach</b>	Develop multimedia content for the APRM process	Produce videos, infographics, and flyers	Number of multimedia content produced	APRM Secretariat	50,000
	Leverage partnerships with media and civil society organizations	Engage with media, develop APRM champions program	Number of engagements conducted, number of champions developed	APRM Secretariat, Civil Society Organizations, Media	
<b>Strengthening Partnerships</b>	Strengthen partnerships with government agencies, civil society organizations, private sector, and development partners	Identify strategic partners, develop partnership MOUs	Number of strategic partners identified, number of MOUs developed and published	APRM Secretariat, NGC, Civil Society Organizations, Private Sector, Development Partners	100,000

	Advocate for the inclusion of APRM principles in educational curriculums	Engage with the Ministry of Education to promote APRM integration	Number of engagements conducted	APRM Secretariat, Ministry of Education, Science and Technology	
<b>Institutionalizing APRM</b>	Integrate APRM principles and standards in relevant policies and frameworks	Review existing policies and frameworks	Number of policies and frameworks reviewed, number of new policies and frameworks developed	APRM Secretariat, Government Agencies	70,000
		Advocate for inclusion of APRM principles in educational curriculums	Number of engagements conducted	APRM Secretariat, Ministry of Education, Science and Technology	
<b>Strengthening APRM National Secretariat Capacity</b>	Provide capacity building programs	Develop a training curriculum and framework	Number of training courses developed, number of participants trained	APRM Secretariat, NGC, Government Agencies	100,000
<b>Increase Public Awareness about APRM Process</b>	Raise awareness about the APRM process	Develop targeted communication materials and organize awareness campaigns and workshops in communities and schools	Number of workshops conducted, media coverage and social media engagement	APRM Secretariat	50,000
<b>Enhance Stakeholder Engagement</b>	Foster engagement with key stakeholders	Establish regular communication channels for feedback and consultation	Number of stakeholder meetings held, feedback received from stakeholders	APRM Secretariat	50,000
<b>Promote Transparency and Accountability</b>	Increase transparency in APRM processes	Provide regular updates on APRM activities and progress	Number of newsletters published, website traffic and document downloads	APRM Secretariat	30,000
<b>Educate Media Professionals and Journalists</b>	Build capacity among media professionals	Conduct training workshops and seminars for journalists	Number of journalists trained, media coverage quality and accuracy	APRM Secretariat	50,000
<b>TOTAL COST</b>					<b>1,150,000<sup>30</sup></b>

<sup>30</sup> Above is a detailed costing for the activities within the APRM Sierra Leone Office Six Year Strategic Plan, totalling USD 1,150,000. The table above serves as a dynamic blueprint for the APRM Sierra Leone Office's Six-Year Strategic Plan. It meticulously outlines each goal, paired with actionable objectives, and delineates clear strategies and steps for realization. Progress indicators are embedded to gauge advancements towards each objective, offering a quantifiable metric for evaluating the plan's efficacy. Furthermore, it assigns accountability, specifying individuals or teams responsible for the execution of each strategy and action. This table stands as a definitive guide, articulating the comprehensive strategy of the APRM Sierra Leone Office with clarity and precision.



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