



**Parliament of Sierra Leone (PoSL) 2009-2013 Strategic Plan  
Parliament Building, Tower Hill, Freetown**

**STRATEGIC PLAN FOR  
THE PARLIAMENT OF SIERRA LEONE  
(2009-2013)**

Parliament of Sierra Leone (PoSL) Strategic Plan, January 2009  
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## TABLE OF CONTENTS

SUBJECT	PAGE NO.
EXECUTIVE SUMMARY	1
A. INTRODUCTION AND BACKGROUND(CONT)	
MANDATE OF PARLIAMENT	4
CORE VALUES OF PARLIAMENT	4
STAKEHOLDER ANALYSIS (President Presiding Officers and Members Committees Officer) (Civil Society and Non Governmental Organisations – CSO and NGOs)	5
VISION AND MISSION	8
ENVIRONMENTAL ANALYSIS/CONTEXT	9
INTERNAL/MICRO-ENVIRONMENTAL ANALYSIS	10
STRATEGIC ISSUES AND CHALLENGES	11
OBJECTIVES AND STRATEGIES	12
STRATEGIC ISSUES/STRATEGIC CHALLENGES/STRATEGIC OBJECTIVES/STRATEGIES	13
LEGISLATIVE INDEPENDENCE	22
LEGISLATIVE FINANCIAL INDEPENDENCE	24
CONCLUSION	25
APPENDIX A - SCHEDULE OF ESTIMATES	

## **EXECUTIVE SUMMARY**

### **A. INTRODUCTION AND BACKGROUND**

Sierra Leone gained its Independence from Great Britain in 1961, and held its first post-independence elections in 1962. Its second post-independence elections of 1967 stand out as one of the rare times in post colonial history that the opposition, in this case the All People's Congress Party (APC), defeated a governing party, the Sierra Leone People's Party (SLPP). A peaceful transition was not to be and a Military coup followed these elections. Power was eventually restored to the APC a year later under Siaka Stevens, Prime Minister from 1968 to 1971 and President from 1971 to 1985.

In 1991, civil war erupted spearheaded by a former army corporal Foday Sankoh, and his Revolutionary United Front (RUF). What followed between 1991 and 2002, the formal end of the conflict, was an unparalleled period of violence. Rebels severed the limbs of thousands of people. The diamond industry, the mainstay of the economy, was meanwhile taken over by the RUF. During this period, a brief respite in the conflict allowed for the holding of general elections in February 1996. The real success of these elections was the resilience and the will for political change of the people of Sierra Leone.

In the May 2002 elections, five months after the official end of the civil war, the proportional representation system was applied as a temporary measure following massive population displacement, which had made a constituency - based electoral system impractical. The ruling Sierra Leone People's Party (SLPP) of President Ahmad Tejan Kabbah won 83 of the 112 directly elected seats, while the main opposition party, the All People's Congress (APC), secured 27. The remainder of the seats went to a small party, the Peace and Liberations Party (PLP). The former rebel group, the Revolutionary United Front Party (RUF), failed to win a seat.

In the August 2007 elections, the first-past-the-post system was re-established. In all, 566 candidates from seven political Parties contested the 2007 elections. However, only three of them had reasonable chance of entering Parliament: the ruling SLPP, the main opposition APC, and the People's Movement for Democratic Change (PMDC). The verdict of

international observers was that, for both the legislative and presidential elections, voting was generally free and transparent and the poll had met international standards. The main opposition APC won 59 of the 112 seats. The ruling SLPP emerged with only 43 seats, down from 83. The PMDC won the remaining 10 seats. In all 16 women were elected.

On 25 September 2007, the newly elected Members of Parliament were sworn in together with 12 Paramount Chiefs (influential regional rulers, whose seats in Parliament are provided for by the Electoral Law), and elected a former Appellate Court Judge, Mr. Abel Nathaniel Stronge, as its Speaker.

The aforementioned political upheavals left permanent marks in the social, economic and political landscape of Sierra Leone. A combination of rural marginalisation and urban migration are contributing factors to a deteriorating social climate in a country where about 70% of the population live in rural areas. This goes against the existence of all preconditions of the country with the potential for self-sufficiency in food production and ultimately, the potential to become a regional exporter. Sierra Leone has an unemployment rate of over 60% among youth, many of whom roam the streets of the cities of the country and are exposed to hard drugs now available in West Africa. <sup>1</sup>This situation poses a serious threat to the peace and security of the country.

Sierra Leone's health services and health delivery system are among the weakest in the world and suffer from inequitable access and unaffordability by the majority of the people. Consequently, the government faces a major challenge in the fight to reduce the impact of HIV/AIDS, malaria and other major communicable diseases. <sup>2</sup> On the other hand, Sierra Leone is experiencing high levels of corruption, crime and low capacity in the public sector, in part, because of a low literacy rate, estimated to be 35%, one of the lowest on the continent. The need for urgent public sector reform to improve public accountability, strengthen law enforcement agencies for an effective justice delivery system and good governance cannot be over-emphasized.

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1 Sierra Leone: United nations' Joint Vision pp2  
2 Ibid pp2

It is, therefore, against this background that the UN family in Sierra Leone has agreed to combine its efforts behind one overall priority to further the **consolidation of peace** in the country and four programmatic priorities: the **economic integration of rural areas**, the **economic and social integration of the youth**, an **equitable access to health services** and an **accessible and credible public service** under its **Joint Vision Working together: One & Four Priorities** framework.<sup>3</sup>

From 22 October to 1 November 2007 a joint Inter-Parliamentary Union, United Nations Development Programme and United Nations Integrated Office in Sierra Leone needs assessment mission was fielded to Freetown with the aim of assisting the authorities of the Parliament of Sierra Leone in reviewing the functioning of the Parliament, identifying bottlenecks and loopholes and proposing solutions thereto. The Mission's report identified specific needs with a view to preparing a long-term comprehensive project to assist in strengthening the capacity of the Parliament to perform its law-making, oversight and representation roles more efficiently. The Parliament of Sierra Leone approved the report in May 2008.

The UNDP funded IPU Legislative Strengthening Programme is, therefore, intended to assist the Parliament of Sierra Leone to effectively contribute to the international community's efforts of consolidating peace and promoting sustainable development in Sierra Leone. This second poverty reduction strategy is in line with the UN Joint Vision for the period 2009-2012. In addition to efforts aimed at promoting and strengthening a democratic culture and sustainable peace, such a contribution by the legislature is indeed, constituent with Parliament's mandate described below:

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3 Ibid 2 pp1

## 1. MANDATE OF PARLIAMENT

The constitutional mandate of the Parliament broadly described under Section 73(3) of The Constitution of Sierra Leone, 1991 is:

- **Legislation/Law making**
- **Oversight of the executive**
- **Representation**
- **Resource allocation**

## 2. CORE VALUES OF PARLIAMENT

The Core Values of the Parliament of Sierra Leone are informed by its *MANDATE*, derived from the Constitution and, in turn, shape the *VISION* and *MISSION* of Parliament.

Accountability

Commitment

Dedication

Effective communication

Fairness

Honesty

Honour

Inclusiveness

Integrity

Impartiality

Patriotism

Professionalism

Responsibility

Respect

### 3. STAKEHOLDER ANALYSIS

The stakeholders of the Parliament of Sierra Leone are its *CLIENTS*, also referred to as its *PUBLICS*. As beneficiaries of its products, i.e. its *CORE BUSINESS* defined as its *MANDATE*, they define its *VISION* and *MISSION*.

STAKEHOLDER	NEEDS	EXPECTATIONS
<p><b><u>The Public</u></b>            Youth            Women and            Children            Vulnerable groups            Disabled</p>	<ul style="list-style-type: none"> <li>• Accurate and up to date information</li> <li>• Well articulated role and functions of Parliament</li> <li>• Participation in legislative process</li> <li>• Emotional and social support</li> <li>• Education</li> </ul>	<ul style="list-style-type: none"> <li>• 100% availability of information on the programmes and activities of Parliament</li> <li>• 100% availability of clear role and functions of Parliament</li> <li>• 100% provision of mechanisms for participation in the legislative process</li> <li>• Provision of mechanisms for emotional &amp; social support</li> <li>• 100% outreach programmes driven by needs of public</li> </ul>
<p><b><u>Political Parties</u></b></p>	<ul style="list-style-type: none"> <li>• Accurate and up to date Information</li> <li>• Participation in legislative process</li> <li>• Well articulated role and functions of Parliament</li> <li>• Education</li> </ul>	<ul style="list-style-type: none"> <li>• 100% availability of information on the programmes and activities of Parliament</li> <li>• 100% provision mechanisms for participation in the legislative process</li> <li>• 100% availability of clear role and functions of Parliament</li> <li>• 100% outreach programmes driven by needs of public</li> </ul>

<p><b><u>Legislature</u></b></p> <p>President Presiding Officers Members Committees Officers</p>	<ul style="list-style-type: none"> <li>• Improved conditions of service and competitive compensation for MPs and Staff</li> <li>• Accurate and up to date information</li> <li>• Technical support</li> <li>• Facilities and logistical support</li> <li>• Emotional and social support</li> <li>• Conducive working environment</li> <li>• Capacity enhancement building</li> <li>• Tools trade</li> <li>• Personal and career growth for staff</li> </ul>	<ul style="list-style-type: none"> <li>• Market-related Compensation</li> <li>• 100% availability of Information necessary for policy/decision-making</li> <li>• 100% provision of technical support</li> <li>• 100% availability of facilities and logistics support</li> <li>• 100% provision of mechanisms for emotional &amp; social support</li> <li>• Working environment 100% compliant with approved standards</li> <li>• 100% needs-driven capacity building programmes</li> <li>• 100% availability of tools of trade</li> <li>• 100% provision of agreed opportunities</li> </ul>
<p><b><u>Executive Branch</u></b></p> <p>Cabinet Ministries, Departments &amp;</p>	<ul style="list-style-type: none"> <li>• Accurate and up to date Information</li> <li>• Record of proceedings of Parliament</li> </ul>	<ul style="list-style-type: none"> <li>• 100% availability of information necessary for policy/decision-making</li> <li>• 100% availability of records of proceedings of Parliament</li> </ul>
<p>Agencies Civil Servants</p>	<ul style="list-style-type: none"> <li>• Guidelines and regulations on the Mandate of Parliament</li> <li>• Technical support</li> </ul>	<ul style="list-style-type: none"> <li>• 100% availability of guidelines on Mandate of Parliament</li> <li>• 100% provision of technical support</li> </ul>
<p><b><u>Judiciary</u></b></p>	<ul style="list-style-type: none"> <li>• Acts of Parliament</li> <li>• Journals of Parliament</li> </ul>	<ul style="list-style-type: none"> <li>• 100% availability of Acts of Parliament</li> <li>• 100% availability of Journals of Parliament</li> </ul>



<b><u>International Parliamentary Organizations</u></b>	<ul style="list-style-type: none"> <li>• Subscriptions</li> <li>• Participation</li> <li>• Accurate and up to date Information</li> </ul>	<ul style="list-style-type: none"> <li>• 100% up-to-date subscriptions</li> <li>• 100% participation by MPs and Staff in scheduled meetings</li> <li>• 100% provision of accurate and up to date information on activities of Parliament</li> </ul>
<b><u>Civil Society and Non-Governmental Organisations (CSOs &amp; NGOs)</u></b>	<ul style="list-style-type: none"> <li>• Accurate and up to date Information</li> <li>• Education</li> <li>• Participation in the legislative process</li> <li>• Well articulated role and functions of Parliament</li> </ul>	<ul style="list-style-type: none"> <li>• 100% availability of information on legislative programmes and activities of Parliament</li> <li>• 100% outreach programmes driven by needs of CSOs &amp; NGOs</li> <li>• 100% provision of mechanism for participation in the legislative process</li> <li>• 100% availability and provision of clear role and functions of Parliament</li> </ul>
<b><u>Media</u></b>	<ul style="list-style-type: none"> <li>• Accreditation</li> <li>• Accurate and up to date Information</li> <li>• Education</li> <li>• Guidelines on coverage of Parliamentary proceedings</li> <li>• Logistical support</li> </ul>	<ul style="list-style-type: none"> <li>• 100% accreditation of eligible journalist</li> <li>• 100% availability of accurate and up to date public information on Parliament</li> <li>• 100% education programmes driven by needs of journalists</li> <li>• 100% availability of guidelines for coverage of parliamentary proceedings</li> <li>• 100% provision of logistical support</li> </ul>
<b><u>Religious organizations</u></b>	<ul style="list-style-type: none"> <li>• Accurate and up to date information</li> <li>• Well articulated role and functions of Parliament</li> <li>• Participation in the legislative Process</li> <li>• Emotional and social support</li> <li>• Education</li> </ul>	<ul style="list-style-type: none"> <li>• 100% availability of information on legislative programmes and activities of parliament</li> <li>• 100% availability of clear role and functions of parliament</li> <li>• Provision of mechanisms for emotional &amp; social support</li> <li>• 100% outreach programmes driven by needs of religious organizations</li> </ul>

#### 4. VISION AND MISSION

##### VISION

A Parliament that is a beacon of peace, hope, democracy and good governance

##### MISSION

Making government work for the people, by giving a voice to the voiceless through law making, transparency, accountability and equitable distribution of resources

##### ALIGNMENT OF MANDATE, CORE VALUES, VISION AND MISSION

PARLIAMENT OF SIERRA LEONE	
<b>Mandate</b>	<ul style="list-style-type: none"><li>• Legislation/Law making</li><li>• Oversight of the executive</li><li>• Representation</li><li>• Resource allocation</li></ul>
<b>Core values</b>	Accountability Commitment Dedication Effective Communication Fairness Honesty Honour Inclusiveness Integrity Impartiality Patriotism Professionalism Responsibility Respect
<b>Vision</b>	A parliament that is a beacon of peace, hope, democracy and good governance
<b>Mission</b>	Making government work for the people, by giving a voice to the voiceless through law making, transparency, accountability and equitable distribution of resources

## 5. ENVIRONMENTAL ANALYSIS/CONTEXT

### Macro/External Environment (PEST/STEP Analysis)

#### Political

- Stability
- Respect for the rule of law
- Multiparty politics
- Inclusively
- Political tolerance
- Gender prejudice

#### Economic

- Open economy (liberal)
- Bottom of the Human Development Index (HDI)
- Donor dependence
- Rich natural resources
- Vibrant informal sector
- Raw material based primary industry
- Rudimentary infrastructure
- Agrarian
- Mining
- Tourism
- Diaspora remittances

#### Social

- Young population
- High poverty levels and associated Cheap, unskilled labour
- High illiteracy rate
- High unemployment (above 60% Among youth)
- High maternal and infant mortality

- Harmful traditional practices
- Poor/inadequate sanitation  
(Majority lack safe drinking water)

- Increasing crime rate

#### Technological

- Poor road network
- Low level of science and technology
- Growing mobile network in cities and towns

#### Environment

- Water and air pollution
- Deforestation
- Environmental degradation due to bad mining practices

#### Cultural

- Good tourism potential
- Cultural and religious tolerance
- Inter-ethnic marriage
- Rich and diverse culture

## 6. INTERNAL/MICRO-ENVIRONMENTAL ANALYSIS

### Swot (SWOC) Analysis

<p><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>• The Constitution of Sierra Leone, 1991</li> <li>• Standing Orders (rev 2006)</li> <li>• Leadership committed to Parliamentary Development</li> <li>• Educated and experienced Member of Parliament</li> <li>• Membership of Parliament Representative of society</li> <li>• Staff with relevant qualifications and experience</li> <li>• Structures in place in Parliamentary Development and Organisation (PSC &amp; Ad-hoc Committee)</li> <li>• Good internal dialogue (among Members of Political Parties)</li> <li>• Dedicated and committed Members and Staff of Parliament</li> </ul>	<p><b>WEAKNESSES:</b></p> <ul style="list-style-type: none"> <li>• Inadequate budgetary allocation</li> <li>• Inadequate resources</li> <li>• lack of facilities, offices, committee rooms</li> <li>• Parliamentary Service Act (PSA) not operational</li> <li>• Poor conditions of service for Members of Parliament</li> <li>• Non-compliance of dress code by some Members of Parliament</li> <li>• No capacity building for Members of Parliament and staff</li> <li>• Poorly resourced library</li> <li>• Lack of research and archival service</li> <li>• Weak Information Management System and Information Communication Technology (ICT)</li> <li>• Weak security system</li> <li>• Uncompetitive and poor conditions of service for staff</li> <li>• Inadequate staff</li> <li>• Staff attitude towards work</li> </ul>
<p><b>OPPORTUNITIES:</b></p> <ul style="list-style-type: none"> <li>• Donor support</li> <li>• Exchange s with other parliaments</li> <li>• Membership of parliamentary Organizations</li> <li>• Government support</li> <li>• Parliamentary Service Act</li> <li>• Capacity building programmes</li> </ul>	<p><b>CHALLENGES</b></p> <ul style="list-style-type: none"> <li>• Inadequate Government funding</li> <li>• Withdrawal of donor support</li> <li>• Unattractive conditions of service for officers</li> </ul>

<sup>1</sup> Experienced: Wide range of professions within the Membership of Parliament

## 7. STRATEGIC ISSUES AND CHALLENGES

A number of strategic issues and challenges emerge from the macro/external and micro/internal environmental analyses undertaken as well as from the demands imposed by the strategic intent and mandate of Parliament. These issues and challenges shape the strategic plan developed by Parliament for the period 2009 -13.

<b>STRATEGIC ISSUE</b>	<b>STRATEGIC CHALLENGES</b>
<b>1. Resource mobilization and Management</b>	<ul style="list-style-type: none"> <li>» Management of national, donor funds and other resources</li> <li>» Securing adequate financial and material resources</li> </ul>
<b>2. Corporate Governance, Policy Development and Administration</b>	<ul style="list-style-type: none"> <li>» Implementation of the Parliamentary Service Act</li> <li>» establishment and recruitment of staff of the Parliamentary Service</li> <li>» Establishment of clear structures and functions of respective organs within the Parliamentary Service Commission (PSC) (See Fig. 1)</li> </ul>
<b>3. Facilities</b>	<ul style="list-style-type: none"> <li>» Expansion and/or securing of adequate offices for PSC, Committees, Officers</li> <li>» Efficient utilization of existing space and facilities</li> </ul>
<b>4. Legislative Process</b>	<ul style="list-style-type: none"> <li>» Review and improvement of Portfolio Committee System</li> <li>» Review of Standing Orders and practice and procedure</li> <li>» Allowing adequate time for scrutiny of legislation</li> <li>» Strengthen Parliament's legislative, oversight, representation and resource allocation functions</li> <li>» Intensification of public participation</li> </ul>
<b>5. Training and Capacity Development for Members and Staff</b>	Capacity building and improvement of skills for Members of Parliament and staff of the PS
<b>6. Conditions of Service for Members and Staff</b>	<ul style="list-style-type: none"> <li>» Improvement of conditions of service for staff of the PS to motivate them for service delivery</li> <li>» Improve conditions of service for Members of Parliament for effective performance of their parliamentary responsibilities</li> </ul>
<b>7. Information Education and Communication (IEC) management system for Parliament</b>	<ul style="list-style-type: none"> <li>» Development of an appropriate communications strategy</li> <li>» Introduction of an adequate public outreach programme to all sectors of society</li> </ul>

## 8. OBJECTIVES AND STRATEGIES

STRATEGIC ISSUES	STRATEGIC CHALLENGES	STRATEGIC OBJECTIVE	STRATEGIES
1. Resource Mobilisation and Management	<ul style="list-style-type: none"> <li>Management of national, donor funds and other resources</li> <li>Securing adequate financial and material resources</li> </ul>	<ul style="list-style-type: none"> <li>To embark upon a focused resource mobilization exercise to support programmes and activities of Parliament</li> <li>To improve financial reporting and accounting to a level acceptable to national and international standards by December 2013</li> <li>To maintain separate accounts for national and donor funds in strict compliance with set regulations</li> <li>To acquire appropriate equipment and other resources to facilitate improved performance of departments by December 2013</li> </ul>	<ul style="list-style-type: none"> <li>Compile Budget for Parliament and submit to the Budget Bureau</li> <li>Prepare Project/Programme Documents of activities</li> <li>Engage donors, Ministry of Finance and other agencies</li> <li>Account for all donor funds judiciously</li> <li>Open and maintain separate accounts for donor and local counterpart funds</li> <li>Produce monthly returns and annual Appropriation Accounts in strict compliance with donor Ministry of Finance regulations</li> <li>Identify computer and other equipment for operations of various department</li> <li>Acquire software in compliance with donor and State Procurement Procedures</li> </ul>
		<ul style="list-style-type: none"> <li>To develop and/or acquire user friendly and up-to-date financial management systems for Parliament</li> </ul>	

STRATEGIC ISSUES	STRATEGIC CHALLENGES	STRATEGIC OBJECTIVES	STRATEGIES
2. Corporate Governance, Policy Development and Administration	<ul style="list-style-type: none"> <li>Implementation of the Parliamentary Service Act</li> </ul>	<ul style="list-style-type: none"> <li>To establish and recruit suitable qualified staff of the Parliamentary Service</li> </ul>	<ul style="list-style-type: none"> <li>Determine Departmental structures, grades, salary scales and specifications for all positions of the Parliamentary Service as per the Parliamentary Service Act</li> </ul>
3. Facilities	<ul style="list-style-type: none"> <li>Expansion and/or securing of adequate offices for: PSC, Committees, Officers</li> <li>Efficient utilization of existing space and facilities</li> </ul>	<ul style="list-style-type: none"> <li>To establish clear structures and functions of respective organs within the Parliamentary Service Commission</li> <li>To improve the implementation of decisions of the PSC</li> </ul>	<ul style="list-style-type: none"> <li>Recruit professional and other necessary staff of the Parliamentary Service Commission</li> <li>Define clear roles and functions (Scheme of Service) of the Policy and Administrative organs within the Parliamentary Service Commission</li> </ul>
3. Facilities (contd)	<ul style="list-style-type: none"> <li>To determine Parliament's medium to long-term facilities requirements</li> <li>To make efficient utilization of existing space and facilities in the Parliament Building</li> </ul>	<ul style="list-style-type: none"> <li>Establish policies and regulatory procedures (general orders) for structures of Parliament</li> <li>Develop policies and relevant regulations for effective implementation of decisions of the PSC</li> <li>Undertake a thorough survey to determine medium to long term facilities and office requirements for the PSC.</li> </ul>	<ul style="list-style-type: none"> <li>Produce project proposal for medium to long term office and Committees, Members and officers of the Parliamentary Service</li> </ul>

			<ul style="list-style-type: none"> <li>Engage the President on the expansion/construction or securing of offices, committee rooms and other facilities</li> </ul>
			<ul style="list-style-type: none"> <li>Undertake a survey and produce plans for the optimum utilization of existing space and facilities</li> </ul>
			<ul style="list-style-type: none"> <li>Undertake necessary refurbishment and reorganisation of existing space and facilities</li> </ul>
			<ul style="list-style-type: none"> <li>Seek viable short term and long term funding of approved projects</li> </ul>



STRATEGIC ISSUES	STRATEGIC CHALLENGES	STRATEGIC OBJECTIVES	STRATEGIES
4. Legislative Process	<ul style="list-style-type: none"> <li>Review and improve Portfolio Committee system</li> </ul>	<ul style="list-style-type: none"> <li>To review and establish a rationalized and effective Portfolio Committee system</li> <li>To make committees more effective in their scrutiny and oversight of ministries and departments</li> </ul>	<ul style="list-style-type: none"> <li>Undertake a comprehensive review and determine appropriate number, size and mandate of the Committee system and its management</li> <li>Appoint MPs into rationalized Committees taking into account their special skills and/or interests</li> </ul>
			<ul style="list-style-type: none"> <li>Re-examine times of meetings of Committees and produce a coordinated schedule of meetings that allows more time for thorough enquires/investigation</li> </ul>
			<ul style="list-style-type: none"> <li>Chairpersons of Committees and Committee Clerks to brief the Clerk on their activities periodically</li> </ul>
	<ul style="list-style-type: none"> <li>Review of Standing Orders and practice and procedure</li> </ul>	<ul style="list-style-type: none"> <li>To review and update Standing Orders, practice and procedure of Parliament</li> </ul>	<ul style="list-style-type: none"> <li>Review Standing Orders at the end of the term of every Parliament</li> </ul>
<ul style="list-style-type: none"> <li>Strengthen Parliament's legislative, oversight, representation and resource allocation functions</li> </ul>	<ul style="list-style-type: none"> <li>To institute timely and regular consideration of Committee and other reports</li> <li>To establish a mechanism for thorough scrutiny of Bills/legislation</li> </ul>		<ul style="list-style-type: none"> <li>Review and publish an up-to-date Standing Orders</li> <li>Conduct training workshops/seminars for MPs on Standing Orders and parliamentary practice and procedures</li> </ul>
	<ul style="list-style-type: none"> <li>To establish systematic involvement of</li> </ul>		<ul style="list-style-type: none"> <li>Amend Standing Orders to</li> </ul>

		Parliament in the National budget consultation, preparation, performance monitoring and review process	make it obligatory for thorough scrutiny of Bills/legislation before and after introduction/promulgation
		<ul style="list-style-type: none"> <li>To establish systematic involvement of Parliament in the National Budget consultation, preparation, performance monitoring and review process</li> </ul>	<ul style="list-style-type: none"> <li>Create and implement a regulatory framework for t thorough scrutiny of Bills/legislation before and after introduction/promulgation</li> </ul>
			<ul style="list-style-type: none"> <li>Develop systematic involvement of Parliament in the National Budget consultation, preparation, performance monitoring and r review process</li> </ul>
			<ul style="list-style-type: none"> <li>Engage Ministry of Finance to establish systematic involvement of Parliament in all stages of the national budgetary process</li> </ul>

STRATEGIC ISSUES	STRATEGIC CHALLENGES	STRATEGIC OBJECTIVES	STRATEGIES
	<ul style="list-style-type: none"> <li>Intensify public participation</li> </ul>	<ul style="list-style-type: none"> <li>To produce and distribute information on public participation in parliamentary business</li> <li>To effectively involve the public in Parliamentary business</li> </ul>	<ul style="list-style-type: none"> <li>Produce and distribute information on public participation in parliamentary business</li> <li>Develop and maintain a data base of key stakeholder for invitation to programmes of Parliament</li> <li>Identify and adapt gender mainstreaming best practices for Parliament</li> </ul>
5. Training and Capacity Development for Members and Staff	<ul style="list-style-type: none"> <li>Capacity building and improvement of skills for members of Parliament and staff of the PS</li> </ul>	<ul style="list-style-type: none"> <li>To mainstream gender in all parliamentary structures and operation</li> <li>To enhance Members of Parliament's skills in their legislative, representative, oversight and resource allocation functions</li> <li>To train members and staff in Information Communication Technology skills</li> <li>To train members and staff in Information Communication Technology skills</li> <li>To train senior staff in relevant latest management systems within their various departments and disciplines</li> </ul>	<ul style="list-style-type: none"> <li>Establish and induct gender desk officers in gender mainstreaming best practices</li> <li>Identify best practices from other jurisdictions and adapt to own situation</li> <li>Identify needs of members and officers of Parliament</li> <li>Arrange training/capacity building programmes</li> <li>Determine suitable management systems for senior officers in the various departments</li> </ul>
6. Conditions of Service for Members and Staff	<ul style="list-style-type: none"> <li>Improve conditions for staff of the PS to motivate them for service delivery</li> </ul>	<ul style="list-style-type: none"> <li>To pay competitive remuneration to staff of the Parliamentary Service comparable to those of similar Commissions established by Acts of Parliament</li> </ul>	<ul style="list-style-type: none"> <li>Conduct a survey of grades, salary scales and allowances for officers and employees of the parliamentary service and implement</li> </ul>

<p><b>6 conditions of Service for Members and staff</b></p>	<ul style="list-style-type: none"> <li>To provide a transport facility for staff for easier access to and from parliament</li> </ul>	<ul style="list-style-type: none"> <li>Make a proposal to Government and donor agencies for provision of buses for easy access to parliament by officers</li> <li>Repair out of order vehicles for use in the interim</li> <li>Make a proposal for the introduction of a special transport allowance for officers</li> </ul>
<ul style="list-style-type: none"> <li>Improve conditions of service for Members of Parliament for effective performance of their Parliamentary functions</li> <li>To provide vehicles to Members of Parliament to facilitate their movement on constituency and other parliamentary business</li> </ul>	<ul style="list-style-type: none"> <li>Improve conditions of service for Members of Parliament for effective performance of their Parliamentary functions</li> <li>To provide vehicles to Members of Parliament to facilitate their movement on constituency and other parliamentary business</li> </ul>	<ul style="list-style-type: none"> <li>Review remuneration for members of Parliament in line with cost of living index</li> <li>Source and acquire suitable vehicles for members of Parliament</li> </ul>
<p><b>7. Information Education and Communication (IEC) management system for Parliament</b></p>	<ul style="list-style-type: none"> <li>Develop an appropriate communication strategy</li> <li>Introduce an adequate public outreach programme to all segments of society</li> <li>To undertake an aggressive public relations and education programme for an improved image of Parliament</li> </ul>	<ul style="list-style-type: none"> <li>Design and develop an Information Communications Strategy (ICT) on the information needs of Parliament</li> <li>Implement Information Communication Strategy</li> <li>Design and develop an information, education and communication management system for parliament</li> </ul>

<ul style="list-style-type: none"> <li>• Design and undertake an aggressive public relations and education programme</li> </ul>		
<ul style="list-style-type: none"> <li>• Conduct seminar and workshop for members with the stakeholders</li> <li>• Organise Radio and Television programmes on featuring members of Parliament</li> </ul>		

STRATEGIC ISSUES	STRATEGIC CHALLENGES	STRATEGIC OBJECTIVES	STRATEGIES
	<ul style="list-style-type: none"> <li>To provide a transport facility for staff for easier access to and from Parliament</li> </ul>	<ul style="list-style-type: none"> <li>To provide a transport facility for staff for easier access to and from Parliament</li> </ul>	<ul style="list-style-type: none"> <li>Make a proposal to Government and donor agencies for provision of buses for easy access to Parliament by officers</li> </ul>
	<ul style="list-style-type: none"> <li>Improve conditions for Members of Parliament for effective performance of their parliamentary responsibilities</li> </ul>	<ul style="list-style-type: none"> <li>To improve conditions of service for Members of Parliament for effective performance of their parliamentary functions</li> </ul>	<ul style="list-style-type: none"> <li>Repair out of order vehicles for use in the interim</li> </ul>
		<ul style="list-style-type: none"> <li>To design and develop an Information Communications Strategy (ICT) that meets the information needs of Parliament</li> </ul>	<ul style="list-style-type: none"> <li>Make a proposal for the introduction of a special transport allowance for officers</li> </ul>
		<ul style="list-style-type: none"> <li>To develop and establish a information, education and communication management system for Parliament</li> </ul>	<ul style="list-style-type: none"> <li>Review remuneration for members of parliament in line with cost of living index</li> </ul>
		<ul style="list-style-type: none"> <li>To undertake an aggressive public relations and education programme for an improved image of Parliament</li> </ul>	<ul style="list-style-type: none"> <li>Source and acquire suitable vehicles for Members of Parliament</li> </ul>
			<ul style="list-style-type: none"> <li>Design and develop an information Communications Strategy (ICT) on the information needs of Parliament</li> </ul>
			<ul style="list-style-type: none"> <li>Implement Information Communication Strategy</li> </ul>
			<ul style="list-style-type: none"> <li>Design and develop an Information , education and communication management system for Parliament</li> </ul>
			<ul style="list-style-type: none"> <li>Publish and distribute</li> </ul>

		information, education and communication management system for Parliament
		<ul style="list-style-type: none"> <li>• Design and undertake an aggressive public relations and education programme</li> </ul>
		<ul style="list-style-type: none"> <li>• Conduct seminars and workshops for members with the stakeholders</li> </ul>
		<ul style="list-style-type: none"> <li>• Organise Radio and Television programmes on featuring members of Parliament</li> </ul>

- **Legislative Independence**

Considering the crucial role of Parliament in law making as well as in holding the executive accountable, it is imperative that it is given autonomy to effectively discharge its functions. Accordingly, the functions and actions of Parliament should not be determined by the dictates of both the executive and the judiciary if the principle of separation of power is to be observed. The sources of Parliamentary mandate in Sierra Leone are the 1991 Constitution Act No.6, Standing Order and Customary Practices. In an overall perspective Parliament is design to provide oversight functions over the executive particularly to ensure that the Executive branch does not overstep its powers and boundaries by indulging in excesses.

Parliament can also initiate legislation on its own and does not therefore always have to originate from the executive or any other sources. In this regard, the strategic plan envisages a situation where Parliamentarians will have the capacity to initiate legislation. This requires not only training and experience but also resources in terms of required reading materials and research facilities. What the principle of legislative independence is also implying here is that there should be no political interference in the work of the legislature. In as much as there is need for an amicable working relationship between the executive and the legislature, the aspect of executive control of the legislature would in no way be tolerated.

Another crucial aspect of legislative independence is the availability of a well trained, resources, competent and professional parliamentary personnel and staff. This is required not only to facilitate the work of Parliament but to also ensure the effective discharge of functions. What is required in this regard is the speedy implementation of the Parliamentary Service Commission in terms of recruitment and training of staff. There is not only the need for adequate office space to accommodate the personnel but also



resources and required training opportunities. Capacity building and improvement of skills for members of parliament and staff of the PSC as well as improvement of conditions of service for staff and members of parliament will therefore be priority interventions.

The strategic plan also looks forward to a situation where the notion of executive superiority over the legislature will have no place. Members of Parliament need to be accorded priority in terms of improvement of conditions of service and respect. Unlike countries like Liberia where each parliamentarian is entitled to his or her own support or administrative staff, the parliamentarians in Sierra Leone do not have such support staff. There are only six clerks to service the entire Parliament including the 30 committees. Thus each clerk serves no less than five committees. This poses a serious problem in terms of their effectiveness and ability to cover all committees when they are simultaneously meeting.

The committees also suffer from lack of material resources. They do not have offices nor do they have Information Technology (IT) equipment for their work. There are neither researchers nor a well equipped resource centre. In addition, they do not have vehicles to facilitate outreach particularly to carry out visitations. The entire Parliament has only two buses that cannot be used to travel throughout the country.

## **Legislative Financial Independence**

In order to effectively discharge representative, oversight and law-making functions, the legislature needs an independent and secured financial base. This means among other things that the budget of parliament as prepared by Parliament should not be subjected to executive or judicial scrutiny. The practice of cutting down the budget of Parliament by the Ministry of Finance and Economic Development is therefore not helpful as it deprives Parliament the required funds to discharge its manifold and important functions.

An important area of legislative assistance is therefore adequate support to ensure legislative financial independence. This is the case because executive oversight requires constitutional authority, human and financial resources to investigate government programmes ad political will. Additionally, since oversight is closely linked to the use of finances. Work on the national budget is a useful point of entry as the national budget is a powerful tool for oversight. Support programmes in this regard should therefore focus attention on enhancing parliamentary capacity to review and analyses the national budget and to monitor budget spending by the executive branch. This is often done by working with the Budget Committee, the Auditor General or the equivalent through for example, training in budget analysis. Other programmes could also focus on capacitating the legislature to perform such tasks as research, analysis, and the drafting of bills which can make it more independence from the executive.

## **Conclusion**

The Sierra Leone Parliament Strategic Plan (2009-2013) has tried to articulate the background of the Sierra Leone Parliament, an examination of the mandate of Parliament as well as the discussion of strategic vision, mission, challenges and the way forward. What is very instructive in its contents is the increasing realization that there is an urgent need to capacitate and strengthen Parliament for effective discharge of the three main legislative functions. These functions are: adequate representation of the people of Sierra

Leone; oversight of the public sector and law making. These functions are particularly needed in a post-conflict context like Sierra Leone where there is not only the imperative for democratic consolidation but also for peace consolidation.

To adequately address the challenges of effective representation of the citizens, there is need for legislative assistance in the areas of enhancing the relationship between the legislators and their constituents as well as the provision of support to external actors that influence the legislature and monitor its activities. This group includes other branches of government and political parties as well as non governmental organizations, citizens groups and the media. In order to ensure effective oversight functions, there is need to improve the capacity of legislative bodies and other partners to prepare and review legislation. There is also the need to improve administrative procedures and information management systems and providing training programmes for both legislators and support personnel.

There are various programmes that could be embarked upon to enhance communication between legislators and their constituents to make the legislature truly representative. These programmes include public forums, media training for legislators and the establishment of public relations offices. It would also be helpful to open the legislature to the public and provide the media with access to legislative debates.

**SUMMARY OF ESTIMATES FOR THE YEARS 2009-2013**

**STRATEGIC PLAN - SIERRA LEONE PARLIAMENT**

USD

1	Computer, Office Equipments, Office Stationary	100,285
2	Training, Technical Support, Support Staff of PSC	2,252,000
3	Rehabilitation, Reconstruction of Offices of the PSC and water Bowser	670,000
4	Good governance, Legislative Process and Policy Development	6,366,993
5	Vehicles (Mini bus) for Oversight Facilitation	170,000
	<b>Grand Total</b>	<b>9,559,278</b>

APPENDIX A STRATEGIC PLAN - 2009 - 2013							
Strategic Issues	Activities	Expected Out come	COST ESTIMATES				
			2009 USD	2010 USD	2011 USD	2012 USD	2013 USD
(1) Resource Mobilisation and Management	Embark upon a focused resource Mobilization exercise with a view to improve performance of the PSC by December 2013 and to acquire user friendly up-to-date financial systems for the production of Parliamentary financial Reports acceptable to national and international Standards	Improvement of PSC's performance and production of efficient and effective financial report on time and obtain Legislative financial Independence	100,000	10,000	10,000	10,000	10,000
	Establish structures for policy and procedures development and recruit , train and maintain suitable qualified staff for the Parliamentary Service	Effective Service Delivery	290,400	290,400	290,400	290,400	290,400
	Create and expand adequate work environment for the PSC, Officers and Parliamentary Committees, procurement of water bowser	Productivity Efficiency	—	330,000	325,000	—	—
	Review Parliamentary Committee System, Standing Orders Practice and Procedures and provide Legislative Training including Bill Drafting for Private Members Bill for Members of						
(2) Corporate Governance Policy Development and Administration							
(3) Facilities							
(4) Legislative Process							

Strategic Issues	Activities	Expected Outcome	COST ESTIMATES				
			2009 USD	2010 USD	2011 USD	2012 USD	2013 USD
	Parliament Participation of MPs at International Conferences or forums, exposure of Ad. Hoc Committee Members to Foreign Conferences		5,000	117,450	117,450	—	117,450
(5) Training and Capacity Development for Members and Staff	Strengthen skills of Members of Parliament in Legislative, Oversight, Representation and the Budget Process, and to also improve skills of staff of Parliament on information, Communication and Technology (ICT)	Effective Service Delivery and Productivity Efficiency for the PSC					
			180,000	180,000	100,000	100,000	200,000
(6) Conditions of Service for Members and Staff	Incentive to stimulate Productivity in all functions of MPs and Staff of Parliamentary Service and to procure vehicles. (2) Toyota Vans preferred with 35 seating capacity for Outreach Programme	Improve on Service Delivery Accountability and Transparency and take Parliament to the people.					
				1,075,000	620,000	620,000	620,000
(7) Information, Education and Communication (IEC) Management System for Parliament	Visit Constituencies to acquaint Constituents with laws and work of Parliament, interaction between MPs and the people and Mass Media discussion with Civil Societies	Better understanding of the laws of the land and enhance greater communication with the people at all times					
			360,000	360,000	360,000	360,000	360,000
<b>TOTALS</b>			<b>937,409</b>	<b>2,364,860</b>	<b>1,824,861</b>	<b>1,382,412</b>	<b>1,599,863</b>

**PROPOSED ORGANIGRAM FOR POLICY AND ADMINISTRATIVE ORGANS OF THE PARLIAMENT OF SIERRA LEONE**

