



*Report 02/06*

## **Post-Conflict Peacebuilding and National “Ownership”** Lessons from the Sierra Leone Peace Process

*Executive Summary*

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International Seminar by the Kofi Annan International Peacekeeping Training Centre (KAIPTC) and the Center for International Peace Operations (ZIF) in cooperation with the UK Department for International Development (DfID)

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## Introduction

On December 1-3, 2005, the Kofi Annan International Peacekeeping Training Centre (KAIPTC) and the Center for International Peace Operations (ZIF) in cooperation with the UK Department for International Development (DfID) convened an International Seminar<sup>1</sup> on

### ***Post-Conflict Peacebuilding and National "Ownership" – Lessons from the Sierra Leone Peace Process.***

The aim of the Seminar was to assess the status of the current peacebuilding process in Sierra Leone and to develop recommendations to enhance the conduct of post-conflict peacebuilding in West Africa and beyond on the level of doctrine, planning, management, and implementation. More than forty experts from government, NGOs and research institutions as well as from ECOWAS and the UN participated.

The Seminar dealt with a number of issues that have been targeted by national and international actors since the initiation of the post-conflict peacebuilding process in 1999, in particular central and local state-building, governance, civil society enhancement, rule of law, security sector reform, local ownership, cultural transformation, and economic development. Strengthening these sectors was considered to be key for Sierra Leone's future as a viable state.

Participants shared their experience in an admirably frank and fruitful manner. International participants were in particular impressed by the profound commitment of the participants from Sierra Leone to make peacebuilding in their country a success – notwithstanding the enormous difficulties still to overcome that were thoroughly discussed during the Seminar.

It is our pleasure to present the key issues and recommendations in an Executive Summary to a wider public. We are deeply convinced that many of the lessons learned in Sierra Leone are applicable to other war-torn countries – inside as well outside Africa. A comprehensive report of the seminar will go into print shortly.

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## Executive Summary

### 1. Legitimacy and Legality

Peacebuilding efforts by the international community often constitute deep intrusion into the internal affairs of a state. Inevitably, they create a tension with the demand for national sovereignty. Two schools of thought were represented in the discussion on legality and legitimacy of modern forms of peacebuilding. Some participants felt that although intrusive forms of peacebuilding are indeed problematic from an international legal point of view, they are nevertheless legitimate due to the lack of alternative approaches to stabilize post-conflict societies in general and failed states in particular. Others argued that failed states are sovereign only in name but not in substance. A state which cannot fulfill basic internal functions such as ensuring the security and welfare of its people cannot claim full sovereignty. In such cases, the duty to protect basic human rights compels the international community to take action and work towards a peaceful solution to the conflict.

Sierra Leone, however, presented a special case insofar as the UN Mission in Sierra Leone (UNAMSIL) always acted in consent and in close cooperation with the national government under President Ahmed Tejan Kabbah. His government was first elected in 1996 in free and fair elections and was recognized as legitimate in the 1999 Lomé Accord by all parties to the conflict. The legal basis for UNAMSIL's presence as well as its acceptance and legitimacy was therefore clear and undisputed by all relevant national actors, in marked contrast to other large-scale peacebuilding operations such as the one in Kosovo where the legitimacy of the international presence has increasingly run into difficulties. While it was recognized that early elections are not feasible in every instance, participants stressed that the case of Sierra Leone exemplifies the important role a national government can play as a building block for legitimate and successful peacebuilding.

Aside from formal legal requirements, many participants felt that the true test of the legitimacy of a peacebuilding operation lies in its acceptance by the local population. This in turn is determined by its effectiveness in delivering the promised improvements. As a result, improving peacebuilding performance was identified as one of the central challenges for the international community in creating greater legitimacy for peacebuilding efforts. Different approaches have been tried in the past, from the "light footprint" approach employed in Afghanistan to more intrusive, trusteeship-like forms of international involvement furnished with broader mandates and greater financial and personnel resources such as in Kosovo. The records of both approaches, however, are mixed, and neither provides a guarantee for success. Some participants argued for a new strategy focusing on a limited number of key issues but over a longer period of time. This "leaner and longer" approach, as one participant called it, should concentrate on essential areas such as the rule of law, the security sector and a functioning civil administration.

## 2. Security Sector Reform

The starting point for the discussion on Security Sector Reform (SSR) was the well-established connection between security and economic development (security development nexus). In Sierra Leone's past, poverty has led to conflict, and conflict to more poverty. All participants from Sierra Leone emphasized the need to break this vicious circle and reform the security services with the goal of creating an enabling environment for economic development. They described both the reality and the perception of security as indispensable for the growth of domestic economic activity as well as for the attraction of foreign investment. To achieve this goal, the government of Sierra Leone has taken a crucial first step in creating strong institutional links between the national SSR program and its Poverty Reduction Strategy (PRS). Participants stressed, however, that the effectiveness of this strategy would still have to be proven in the implementation process which had to be monitored and supported by the international community after the withdrawal of UNAMSIL and its replacement by a much smaller follow-on peacebuilding mission.

The Sierra Leonean armed forces, intelligence agencies and police have to be able to guarantee the internal and external security of the country against politically motivated violence – a danger arising particularly around the presidential election in 2007 - crime, and regional threats, caused by the unstable situation in Cote d'Ivoire and Guinea. Considerable progress has been made towards this end in recent years. The roles of the security services have been clarified, the principle of police primacy in matters of internal security, including border control, is firmly established, and the army has been reduced accordingly. Cooperation between the various services has also been greatly improved.

However, numerous challenges remain, the most pressing being the acute shortage of funds for salaries, equipment, infrastructure, and capacity building measures for all security services. Access to scarce funds has in particular led to disagreements between armed forces and police service with both sides complaining about a serious mismatch between their responsibilities and the resources available to them. Some participants cautioned that this development might lead to tensions between the services in the future. Continued donor support will be crucial for sustained progress in Security Sector Reform.

Furthermore, there was general agreement that the Sierra Leonean security services had to undergo a fundamental change of mentality and complete their transformation from heavily politicized, unaccountable organizations focused exclusively on the security needs of the state and its rulers, to professional, transparent institutions addressing the much broader agenda of "human security". These changes and reforms need to be communicated to the public in an effective way as an important element of Security Sector Reform. Due to past abuses, the security services still suffer from a bad reputation. They are often perceived as more interested in protecting the state, or more so the ruling elite, from its own citizens than in responding to the security concerns of the population. A decentralization of policing powers to local units and a

community-based policing concept were put forward in the discussion as key measures to improve community involvement, service delivery, and public perception.

Some participants also stressed the importance of the link between SSR and the Rule of Law. It was pointed out that in order to make the transition from conflict to peace irreversible, the strengthening of the security sector was not enough. While “security first” has recently emerged as a doctrine for peacebuilding processes, concern was raised that a strong security sector opens opportunities for abuse if it does not go hand in hand with the rule of law. Without proper safeguards, increased effectiveness may well lead to more effective repression in a possible future crisis. Therefore, all security actors in Sierra Leone had to learn to operate with full respect for human rights and civil liberties, monitored by the courts, and under democratic, civilian control. While achievements in this area so far are generally very encouraging, concerns about the functioning of parliamentary oversight over the security sector and in particular the Ministry of Defence were raised. All participants felt that it was necessary to encourage the members of parliament to perform this role more effectively in the future. In a similar fashion the watchdog role of civil society needs to be strengthened. However, the lack of capacities and respective expertise in Security Sector issues provides a yet unresolved challenge here.

### **3. Rule of Law**

The key role of a functioning Rule of Law system was stressed time and again during the discussions. Both Sierra Leonean and international participants agreed that a Rule of Law system had to rest on four linked pillars: the police, the judiciary, the judicial administration, and the correction system. It is critically important to develop all four areas simultaneously, otherwise shortcomings in one might endanger any progress made in the others. The most professional police force is of little use if the courts are unable to charge and convict arrested criminals, or if there are no secure and humane facilities to receive the convicts. In the opinion of many workshop participants, this is precisely the situation facing Sierra Leone today.

Much attention has in the last few years been paid to police reform by local as well as international actors, and there are now encouraging signs of progress. However, many participants felt that the other sectors were lagging behind. While in the case of the correctional system a lack of funding for staff and facilities is clearly to blame, the problems in the case of the judiciary run much deeper. Here, the division of the country’s legal system into different forms of justice and in particular the dichotomy between modern versus traditional justice systems was identified as a key challenge for the long term stability of the country.

Sierra Leone’s legal system is divided into three parts: the magistrate courts, where proceedings are based on partly outdated British statutory law and conducted in English; local courts which

apply regionally varying, non-codified customary law; and technically illegal but widespread courts operated by the Paramount Chiefs, also applying customary law.

A comprehensive law reform to bring the Sierra Leonean legal code up to international standards is currently under way. Among many other benefits, this reform aims to provide a sound basis for the resumption of domestic economic activities and guarantee the safety of indigenous and foreign investments. However, further measures are needed to strengthen the legal system. The magistrate court system, which deals mostly with criminal and commercial cases, urgently requires funding for infrastructure, equipment, and capacity building measures. In certain fields crucial legal expertise is completely lacking in Sierra Leone. The drafting of bills for Parliament is currently undertaken by international experts, furthermore, international staff has been hired to work in the court system as judges and administrators. Building up sustainable local capacities to perform these functions is particularly challenging as salaries are low and attracting competent staff is accordingly difficult. Most of the few available legal professionals opt for the more lucrative employment offered in the private sector.

For the great majority of rural citizens, however, improvements to the customary law system are even more pressing. The legal disputes of fundamental importance to their daily lives are addressed in local and Chiefs' courts: questions of land ownership and tenure, inheritance, marriage, divorce, and other issues of family law. Here, standards are far from satisfactory. Even in formal local courts, many judges are illiterate and few have any legal training. There is a distinct lack of codified law which generates problems, in particular between paramount chiefs and local councilors. In the words of one participant: "Customary law often is what the judge happens to remember". Corruption is widespread and discrimination against women and children is deeply engrained in customary law, particularly in those areas of the country where it is influenced by Islamic law.

Participants furthermore saw the lack of accountability of paramount chiefs as problematic. At the same time they stressed that this is not an easy issue to overcome as cultural values make it very difficult, particularly for young people and women, to demand accountability from the paramount chiefs.

There was general agreement among participants that the establishment of a country-wide network of modern courts, based on codified law and administered by trained jurists, was unrealistic. Instead of eliminating the customary law system, it will be essential to transform it into a positive element in a rule of law framework. Capacity building measures for local judges, the standardization of customary law and the elimination of discriminatory practices against women and children are necessary steps along this way. Some experts also suggested the creation of an avenue of appeal within the customary legal system. At the moment, decisions by local courts can only be appealed to a magistrate court. This creates an impossible hurdle in a

society that is 80 percent illiterate in English and where very few people have the means to hire a lawyer.

Reforming the customary legal system is obviously much more than a technical challenge. It will involve a fundamental transformation of social and cultural traditions and ultimately a shift in the distribution of power in Sierra Leonean society.

#### **4. Administration Reform and Good Governance**

Participants from Sierra Leone reported some very promising developments in the area of administration reform and good governance. As in most African countries, all political power in Sierra Leone was formerly concentrated in the capital. A major step of reform was taken in 2004 through the devolution of responsibilities in the areas of agriculture, health, education and infrastructure to the nineteen elected local councils. It is hoped that this reform will not only free capacities in the central administration, but more importantly, also improve the efficiency of service delivery and accountability to local communities. More layers of interaction between the local councils and the population - in addition to the council meetings - are needed in order to achieve this aim.

While all participants welcomed this decentralization process, some cautioned that new arrangements for the division of power and responsibilities must not overload single institutions or individuals. Some participants wondered whether all local councilors were suitably qualified to take on these new and very demanding responsibilities. Clearly, capacity building measures would be very helpful to improve their performance. Monitoring and oversight were identified as issues needing urgent attention in various areas of the government: "Without proper monitoring, a government will always remain weak." With regard to local governmental structures, financial management was of particular concern. There was a consensus that more efforts must be undertaken to assure that public funds are properly accounted for. In addition, the legal standing of elected local councils in relation to the Paramount Chiefdoms needs to be clarified and in those cases where clear rules exist, these must be communicated and enforced.

Ambitious reforms were also undertaken with regard to the central government bureaucracy. Civil Service Reform generally has a negative reputation as it is often seen to imply retrenchment only. Awareness raising is therefore crucial as reforms are being implemented. A new Civil Service Law was passed, laying out regulations for recruitment, promotion, professional conduct etc. A corps of senior civil servants will be created to provide the necessary leadership skills throughout the lengthy period of transformation. A Civil Service Training College will help to develop the professional abilities of civil servants. Senior Sierra Leonean government officials attending the workshop stressed the importance of promoting transparency and internal democ-

racy within the bureaucratic structures. This was summed up by one participant: “Democracy cannot flourish if it is only practiced outside of government”.

There was widespread agreement that the government of Sierra Leone has made a promising start in the field of good governance. However, some civil society representatives voiced their concerns about the implementation of the reform process and pressed for the strengthening of monitoring and oversight bodies. Pervasive corruption across all levels of government was identified as a particular problem. Participants voiced concern that without proper anti-corruption measures, the devolution of responsibilities to local councils might simply lead to a “decentralization of corruption”. A very important contribution in the fight against corruption is already being made by the Anti-Corruption Commission. The Commission is currently working on the implementation of a national anti-corruption strategy which focuses both on prevention as well as active work with so called “hot spots”. Other measures, such as the Office of the Ombudsman, only exist on paper. Currently, the ombudsman has neither facilities nor staff at his disposal. This situation urgently needs to be rectified.

All participants agreed that the fight against corruption was one of the central challenges to a successful peacebuilding process in Sierra Leone. Corruption has many sources, including a culture of unaccountability of elders in positions of power. Such cultural attitudes are extremely difficult to change. In addition, the low salaries for public employees, not only civil servants but also judges, police officers, teachers, health workers and others were once more identified as a contributing factor. At the moment, salaries for these occupational groups are barely above poverty level.

Under such conditions corruption, though still inexcusable, is to be expected. Improving the living conditions and raising salaries for public employees was therefore generally seen as a potentially effective way to combat corruption. However, due to the state of Sierra Leone’s public finances, the country will not be able to afford any substantial wage increases in the foreseeable future. Therefore, some participants argued for international financial assistance to solve this dilemma. Others held against this that the donor community is usually unwilling to finance recurring expenses such as salaries of public employees in order to avoid fostering a permanent dependency on international aid payments.

One participant suggested that even more radical measures to combat corruption, similar to the Governance and Economic Management Assistance Program (GEMAP) agreed upon in Liberia might be necessary. Under such a model, continued international support would be conditional on safeguarding key sources of revenue by placing international supervisors in major ministries and lucrative sites such as the port, airport, and customs office, as well as bring in judges from abroad to hear cases of corruption.

## 5. Economic Development

Sustainable economic development holds the key to peace in Sierra Leone. At present, 70% of its citizens live in poverty, in rural areas this figure rises to over 80%. Unless these numbers can be reduced, conflict is likely to erupt again. Many participants felt that the country's rich natural resources could play an important role in poverty reduction both by creating direct employment opportunities and by generating desperately needed public income through royalty payments. Improving the management of Sierra Leone's mineral wealth was seen as a necessary precondition to realize the benefits.

Some of the companies currently engaged in the exploitation of diamonds and precious metals do not adhere to international standards on working conditions or environmental protection; furthermore royalty payments to the government are not always made. There is generally too little involvement of local communities who consequently only experience the negative impact of mining such as dislocation of whole villages or severe environmental degradation without reaping its economic benefits. This has resulted in tension between local communities and mining operations.

Clearly, the Sierra Leonean authorities must become more active in this area, beginning with a specification of the respective responsibilities of national and local government and a better coordination of the ministries involved. A new set of rules along international standards for extractive industries that takes the interests of the affected communities into account needs to be developed. Most importantly, there will have to be much more oversight of mining operations in the future and a strict enforcement of existing regulations.

Fisheries is another sector that could create both employment and income. At the moment, this resource is exploited by vessels from a number of foreign countries fishing in Sierra Leonean territorial waters without permission and in clear violation of international law. Sierra Leone currently does not have the capabilities to stop this robbery. Only through the assistance of the international community could the country acquire the necessary coast guard cutters to enforce the law.

While a better managed exploitation of natural resources could contribute substantially to economic development participants agreed that it would not substantially improve the lot of most Sierra Leoneans. Nor are tourism and industry, whether financed domestically or by foreign investments, viable options to create economic growth in the short term.

Most participants agreed that the future of the agricultural sector will in fact determine the future of the country. The vast majority of Sierra Leoneans are farmers, most of whom grow the country's staple crop, rice, at subsistence level. While the quick rebuilding of subsistence agri-

culture following the civil war is a very positive development, it is clearly not enough to lift Sierra Leone out of poverty.

A detailed plan to promote surplus production was presented at the workshop. While this plan ruled out mechanization and formal credit expansion to small farmers, it introduced a scheme to encourage farmers to save and use their gains to work more of the available land. Participants emphasized the importance of enlisting the support of local farmers' associations in promoting this program and disseminating information on improved farming techniques and seeds. Some also suggested developing pilot projects across the country to demonstrate their effectiveness, and promoting the cultivation of alternative crops which in certain areas can be produced more efficiently than rice.

A modification of the land tenure system was furthermore seen as a crucial reform measure in this context. In its current form, the system gives Paramount Chiefs and family heads complete control over land which makes land sales to foreigners with experience in commercial farming or the collateralization of land for credit extremely difficult. As a further measure, rural road construction should be prioritized to allow farmers to bring their surplus to the market.

All participants felt that the development of the agricultural sector would be a crucial step towards economic stability for Sierra Leone. However, many raised serious doubts whether it would offer a solution to what all agreed was maybe the central challenge facing the country – and the whole region - in the coming years: the crisis of youth and in particular the high juvenile unemployment rate. Two thirds of the population is under 30 years of age. Many of the young men participated in the civil war which left them rootless, without social ties, education, or marketable skills and therefore without prospects for the future. The Disarmament, Demobilization and Reintegration (DDR) program managed to take tens of thousands of weapons out of circulation. Yet the process of the reintegration of demobilized ex-combatants into society in Sierra Leone – as is also true of other countries – is still far from completed. For it to succeed, in the words of one participant, three things were necessary: “Jobs, jobs, and jobs”. Another put it even more bluntly: “What we are offering them at the moment is reintegration into poverty”.

Participants unanimously agreed on the need for a massive effort to improve literacy and education as a starting point. Currently Sierra Leone and neighboring Liberia are the only two countries in the world in which the young generations show a lower literacy rate than their parents. However, the question whether commercial farming would provide employment opportunities for this volatile group was controversially discussed. Some participants argued that farming would in many instances be the only available employment option due to the low level of technical and social skills among ex-combatants. Others cautioned that successful commercial farming demanded precisely such skills. Other critical voices questioned the attractiveness of farm-

ing for these particular individuals who mostly moved to urban centers and have little connection to the countryside.

Alternatives that were discussed included the introduction of long-term public works programs funded with international assistance. These would bring the additional benefit of improving the infrastructure. Others warned that this was yet again a type of assistance donors are generally hesitant to provide as financing recurring expenses always bears the danger of creating a long term dependency on aid payments.

Clearly, there are no easy solutions to these profound challenges. Both, the Sierra Leonean authorities and the international community will have to devote more strategic planning and funding to tackle this problem successfully, not only in Sierra Leone but also in a regional context.

## **6. Cultural Transformation and Local Ownership**

Many participants pointed out that Peacebuilding can never be only about re-building what existed before the outbreak of violence. Many of those structures are part of the root causes of the conflict. Recreating them will not lead to sustainable peace. The goal of any peacebuilding operation must therefore be to establish stable, transparent and accountable institutions able to solve the inevitable societal conflicts in a peaceful manner. Such institutions require both an appropriate legal and institutional framework as well as individuals who make them work.

The workshop made clear that Sierra Leone has achieved amazing success in this regard. There is certainly still a need for continued advice, monitoring, training and other capacity building measures which will be provided by UNIOSIL and others. But a reasonable number of committed and capable local actors exists in government and civil society organizations that can take over the functions so far exercised by international personnel of UNAMSIL.

However, the workshop also showed that Sierra Leone is a society in profound political, economic, social and cultural transformation. As in many other African societies, the role of traditional chiefs, elders, family heads and other figures of authority needs to be redefined. The position of women, the young generation, and ordinary citizens in relation to those in positions of power will have to be strengthened. This process of empowerment of currently marginalized groups is a precondition for long-term peace and stability. It has a direct bearing on more or less all of the issues discussed in the workshop: economic development, good governance, rule of law, even security sector reform. This change can only be brought about by Sierra Leoneans themselves. One of the recurring themes raised by Sierra Leonean workshop participants was the

necessity of a “change of mentality”, which they anticipate to be painful, slow, and not without dangers.

The international community must find the political will to support this transformation process over a considerable period of time. Sierra Leone must not be allowed to vanish from the agenda as other more urgent crises attract media headlines and public attention. Seeing Sierra Leone’s recovery through to completion will come at a fraction of the cost of renewed international action which would be necessary if conflict should erupt again. The examples of Haiti and Liberia should serve as a warning.

## Agenda

Thursday 1 December 2005

Time	Subject	Presenter
09:00 – 09:30	<b>Official opening</b>	Maj Gen John <i>Attipoe</i> , Commander KAIPTC and H.E. Peter <i>Linder</i> , Ambassador of Germany, Ghana
<b>Session 1: Peacebuilding – issues of theory and practice</b> Chair: Mark <i>Malan</i> , Head of Department, CPMRD, KAIPTC		
09:30 – 09:45	<b>Aims and objectives of the seminar</b>	Mark <i>Malan</i> , Head of Department, CPMRD, KAIPTC
09:45 – 10:45	<b>Peacebuilding – where do we stand? General questions and burning issues</b>	<b>Introduction:</b> Winrich <i>Kühne</i> , Director ZIF <b>Discussant:</b> Souren <i>Seraydarian</i> , former Deputy SRSR for Liberia
10:45 – 11:15	Coffee break	
11:15 – 12:15	<b>Security and development – a new approach to tackling poverty reduction in Sierra Leone</b>	<b>Introduction:</b> Graham <i>Thompson</i> , CHAD, DfID <b>Discussant:</b> Christopher <i>Rampe</i> , Advisor to ONS, SL
12:15 – 14:00	Lunch	
<b>Session 2: State-building and “good governance”</b> Chair: Winrich <i>Kühne</i> , Director, ZIF		
14:00 – 15:00	<b>Building a state administration in Freetown as the paramount priority</b>	<b>Introduction:</b> Osho <i>Coker</i> , Head of the Government Reform Secretariat, SL <b>Discussants:</b> Osman <i>Gbla</i> , Head of Department, Political Science, University of SL and David C. <i>Thula</i> , Acting Head of Department, Economics, University of SL
15:00 – 16:00	<b>Decentralization: local councils and chieftaincies – issues of accountability to the citizenry and the administration</b>	<b>Introduction:</b> Sidique <i>Brima</i> , Minister of Local Government and Community Development, SL <b>Discussant:</b> Patrick <i>Tongu</i> , Liaison Officer, Network Movement for Development and Justice, SL
16:00 – 16:30	Coffee break	
16:30 – 17:30	<b>Resourcing the state-building project in Sierra Leone and West Africa</b>	<b>Introduction:</b> Sylvia <i>Fletcher</i> , Governance Advisor, UNDP, SL <b>Discussant:</b> Jonathan <i>Sandy</i> , Chief of Staff, ONS, SL

## Friday 2 December 2005

<b>Session 3: Rule of Law and democratic security</b> Chair: Winrich Kühne, Director, ZIF		
08:30 – 09:30	<b>Legislative reform: progress in translating international human and civic rights into domestic law</b>	<b>Introduction:</b> Peter Tucker, Chairman, National Law Reform Commission, SL <b>Discussant:</b> Harruna Attah, Managing Director, Daily Mail, Ghana
09:30 – 10:30	<b>Reform of the judiciary: progress and prospects</b>	<b>Introduction:</b> Kadi F. Fakondo, Assistant Inspector-General of Police, SLP <b>Discussant:</b> Sylvia Fletcher, Governance Advisor, UNDP SL
10:30 – 11:00	Coffee break	
11:00 – 12:00	<b>Policing: safety and security at the national, individual and community levels – interface with justice</b>	<b>Introduction:</b> Brima Acha Kamara, Inspector-General of Police, SLP <b>Discussants:</b> Anthony Howlett-Bolton, Component Manager, DfID and Patrick Kwateng Acheampong, Inspector-General of Ghana Police
12:00 – 13:30	Lunch	
<b>Session 4: Security Sector Reform</b> Chair: Mark Malan, Head of Department, CPMRD, KAIPTC		
13:30 – 14:30	<b>Security Sector Reform (SSR): The coordinated approach in Sierra Leone</b>	<b>Introduction:</b> Jonathan Sandy, Chief of Staff, ONS, SL <b>Discussants:</b> Christopher Rampe, Advisor to ONS and Graham Thompson CHAD, DfID
14:30 – 15:15	<b>Democratic Security and the intelligence services in Sierra Leone</b>	<b>Introduction:</b> Abdullah Mustapha, Director-General CISU, SL <b>Discussants:</b> Christopher Rampe, Advisor to ONS and Kofi Quantson, former National Security Coordinator, Ghana
15:15 – 16:00	<b>Redefining the role of SLP post-UNAMSIL withdrawal: roles and responsibilities</b>	<b>Introduction:</b> Brima Acha Kamara, Inspector-General of Police, SLP <b>Discussant:</b> Anthony Howlett-Bolton, Component Manager, Justice Sector Programme, DfID and Ray England, SILSEP SLP Advisor
16:00 – 16:30	Coffee break	
16:30 – 17:15	<b>Rebuilding a national army: rightsizing and redefining the role of the Sierra Leone military</b>	<b>Introduction:</b> Gen Edwin Sam M'boma, Chief of Defence Staff, RSLAF <b>Discussants:</b> Brigadier David Santa-Olalla, Commander IMATT and Aldo Gaeta, DfID Civil Adviser, SL MoD
17:15 – 18:00	<b>Resourcing SSR in post-UNAMSIL Sierra Leone</b>	<b>Introduction:</b> Jonathan Sandy, Chief of Staff, ONS, SL <b>Discussant:</b> Abdul Bayoh, Director General, Ministry of Defence, SL

## Saturday 3 December 1005

<b>Session 5: Sierra Leone economic challenges</b> Chair: Samuel Ghartey <i>Amoo</i> , former Programme Director, UNDP		
08:30 – 09:30	<b>The microeconomics of sustainable livelihoods – prospects for self-sufficiency</b>	<b>Introduction:</b> <i>Sylvia Fletcher</i> , Governance Advisor, UNDP SL <b>Discussant:</b> <i>David C. Thula</i> , Acting Head of Department, Economics, University of SL
09:30 – 10:30	<b>Natural resources: a basis for economic development in Sierra Leone?</b>	<b>Introduction:</b> <i>Mark White</i> , Deputy Programme Manager, DfID SL <b>Discussant:</b> <i>Edward Felix Dwumfour</i> , Natural Resources Management Specialist, World Bank Office, Ghana
10:30 – 11:00	Coffee break	
11:00 – 12:00	<b>Interaction between private investors and government</b>	<b>Introduction:</b> <i>Alexander Benjamin</i> , PA to the Chairman, National Privatization Commission, SL <b>Discussant:</b> <i>Mark White</i> , Deputy Programme Manager, DfID SL
12:00 – 13:00	<b>Corruption and its implications: government reform or societal change?</b>	<b>Introduction:</b> <i>Nabillahi Mussa-Kamara</i> , The Anti-Corruption Commission, SL <b>Discussant:</b> <i>Edward Soyir-Yariga</i> , Conflict Management Specialist, USAID, West Africa Regional Program
13:00 – 14:00	Lunch	
<b>Session 6: Concluding debate</b> Chair: <i>Mark Malan</i> , Head of Department, CPMRD, KAIPTC		
14:00 – 15:00	<b>The ‘robustness’ of civil society and participation in decision-making</b>	<b>Introduction:</b> <i>Salieu Kamara</i> , National Coordinator, Network Movement for Justice and Development, SL <b>Discussants:</b> <i>Sahr Musa Yamba</i> , Editor, Concord Times, SL <b>and</b> <i>Edward Jombla</i> , National Coordinator SL, WANEP
15:00 – 15:45	<b>Security concerns in the region: how to work together effectively and apply the Sierra Leone experience</b>	<b>Introduction:</b> <i>Francis Poku</i> , National Security Advisor, Ghana <b>Discussant:</b> <i>Jonathan Sandy</i> , Chief of Staff, ONS, SL
15:45 – 16:15	Coffee break	
16:15 – 17:15	<b>The Sierra Leone experience: peacebuilding lessons for (West) Africa</b>	<b>Introduction:</b> <i>Abiodun Bashua</i> , Chief of Civil Affairs, UNOCI <b>Discussant:</b> <i>Margaret Novicki</i> , UN Special Adviser, KAIPTC <b>and</b> <i>James Fennell</i> , UK Regional Conflict Prevention Advisor for West Africa
17:15 – 17:30	<b>Closing remarks</b>	<i>Winrich Kühne</i> , Director, ZIF