

SIERRA LEONE FOREIGN SERVICE TRANSFORMATION STRATEGY (SLFSTS) 2014-2018

*Sierra Leone Foreign Service Renaissance in
the 21st Century*



**MINISTRY OF FOREIGN AFFAIRS AND INTERNATIONAL COOPERATION
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ACKNOWLEDGEMENT

This endeavour is an outcome of the collective commitment and efforts of the entire Foreign Service staff at headquarters and abroad to develop and articulate, for the first time ever, a comprehensive strategy to guide and re-invigorate the national approach to foreign policy and international cooperation in a rapidly changing global environment. This product which is already being tried in little doses even as it was being developed is a clear manifestation of the axiom, ‘where there is a will, there is way’ and that with purposeful direction, no team is incapable of achieving a desired goal. This is exactly what the staff at headquarters and the missions abroad have accomplished, drawing from past reform efforts by former Ministers of Foreign Affairs, in particular, Mrs Zainab Hawa Bangura (2007-2010) and Mr. Joseph Bandabla Dauda (2010-2012), and in collaboration with some of the retired Foreign Service Officers, especially Mr. George Coleridge-Taylor, who provided an overview of the evolution of Sierra Leone’s Foreign Service.

First and foremost, our sincere appreciation goes to His Excellency the President of the Republic of Sierra Leone, Dr. Ernest Bai Koroma, for his vision, inspiration and directive to transform the Sierra Leone Foreign Service into a modern and first class diplomatic entity capable of responding to the changing trends in the international system while also delivering for the people of Sierra Leone.

This Medium Term Strategic Framework was conceptualized and outlined by the Minister of Foreign Affairs & International Cooperation, Dr. Samura M.W. Kamara, whose reform oriented leadership advanced the pace for change management in the Ministry and launched a holistic transformation process for the Foreign Service in accordance with the vision and directive of H.E the President. His appreciation of the urgent need to re-energize the Foreign Service and mainstream its relevance was inspirational in designing this roadmap with its stated milestones and objectives. The comments, support and commitment of the Deputy Minister, Dr. Ebum Strasser-King were also invaluable during this planning exercise.

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ABBREVIATIONS AND ACRONYMS

A4P	-	Agenda for Prosperity
ACC	-	Anti-Corruption Commission
AfDB	-	African Development Bank
AFRC	-	Armed Forces Revolutionary Council
AU	-	African Union
AusAID		Australian Agency for International Development
BADEA	-	Arab Bank for Development in Africa
CEN-SAD	-	Community of Sahel-Saharan States
DEPAC	-	Development Partnership Committee
DfID	-	Department for International Development
ECOTEC	-	Economic & Technical Cooperation
ECOWAS	-	Economic Community of West African States
EPASL	-	Environment Protection Agency Sierra Leone
EU	-	European Union
FAO	-	Food and Agriculture Organisation
FDI	-	Foreign Direct Investment
FOCAC	-	Forum on China Africa Cooperation
FSO	-	Foreign Service Officer
GNI	-	Gross National Income
GoSL	-	Government of Sierra Leone
HIPC	-	Heavily Indebted Poor Countries
HR	-	Human Resources
HRMO	-	Human Resources Management Office
ICT	-	Information and Communication Technology
IDB	-	Islamic Development Bank

IFIs	-	International Financial Institutions
IMO	-	International Maritime Organisation
JICA	-	Japan International Cooperation Agency
KOAFEC		Korea Africa Forum for Economic Cooperation
LDC	-	Least Developed Countries
LES	-	Locally-Engaged Staff
M & E	-	Monitoring and Evaluation
MDAs	-	Ministries, Departments and Agencies
MDGs	-	Millennium Development Goals
MDRI	-	Multilateral Debt Relief Initiative
MFAIC	-	Ministry of Foreign Affairs and International Cooperation
MFR	-	Management and Functional Review
MoFED	-	Ministry of Finance and Economic Development
MoU	-	Memorandum of Understanding
MRU	-	Mano River Union
NEPAD	-	New Partnership for Africa's Development
NGO	-	Non-Governmental Organizations
ODA	-	Official Development Assistance
OECD	-	Organization for Economic Cooperation and Development
OIC	-	Organization of Islamic Cooperation
OPCW	-	Organisation for the Prohibition of Chemical Weapons
PPRU	-	Policy, Planning and Research Unit
PRSP	-	Poverty Reduction Strategy Paper
PSC	-	Public Service Commission
PSRU	-	Public Sector Reform Unit
PTT	-	Performance Tracking Table

SADC	-	Southern African Development Community
SDGs	-	Sustainable Development Goals
SLIEPA	-	Sierra Leone Investment and Export Promotion Agency
TICAD	-	Tokyo International Conference on Africa's Development
UN	-	United Nations
UNDP	-	United Nations Development Programme
UNECA	-	United Nations Economic Commission for Africa
UNEP	-	United Nations Environment Program
UNIPSIL	-	United Nations Integrated Peacebuilding Mission in Sierra Leone
VCCR	-	Vienna Convention on Consular Relations
WAMA	-	West African Monetary Agency
WTO	-	World Trade Organisation

MESSAGE FROM HIS EXCELLENCY DR. ERNEST BAI KOROMA PRESIDENT OF THE REPUBLIC OF SIERRA LEONE

I am delighted to write a Forward for this initiative, which comes at a time when my Government is taking bold and transformative actions to consolidate the gains the country has accomplished in post-conflict reconstruction, following the grievous experiences of a devastating 10-year civil conflict (1991-2002), and our subsequent ambition to move the country to a middle income status within the next two decades, latest by the year 2035.

Today's world is undergoing a dynamic transformation. Subject diversity in international dialogue for securing global peace, stability and development has expanded exponentially. The multiplicity of themes and issues calling for international consultations and consensus continues to grow ever wider. There is an extensive and diverse understanding of world multi-polarity and greater democracy in international relations. Globalization, economic power shifts and information technology are changing the global landscape in a profound way whilst countries are edging toward greater interdependence and nationals continuously challenging the status quo. There are recurring traditional and non-traditional threats to peace, stability and development, exacerbated by a digital age with a very active youth population that has demonstrated a force of influence never before seen. South-South cooperation and Triangular Arrangements are gaining a deeper momentum over the more traditional North-South relationships.

The processes of global negotiations, reconciliation and international relations have become even more complex and challenging than ever before, as states increasingly seek reliable and mutually respectful and beneficial partnerships among each other, not only on diplomatic and political issues but also in relation to economic and other areas of internal and external priorities. Global governance requires renewed attention if it is to meet contemporary challenges and the demands of the 21st century.

The United Nations remains at the heart of multilateralism, and the purposes and principles of its Charter are still the cornerstone of global peace and security. However, current geo-political and economic realities have compelled fundamental changes in the organization, especially in the Security Council in terms of correcting for unrepresentation and under-representation.

On the continent, the African Union is the epicentre of Africa's resolve to consolidate and promote Africa's common positions on the wide range of geo-political and thematic challenges confronting the world, including human rights violations, military coups d'états, terrorism, religious extremism, trafficking in drugs, arms and people, violence against women and children, marine piracy, cybercrime and the call for a new multilateralism and a rule based international system, in particular, a more equitable representation in the UN Security Council, which for the continent, is about "correcting a historical wrong".

This catalogue of evolving internal and international challenges and the urge to transform Sierra Leone into an indispensable voice in promoting global understanding, peace, security and cooperation in the service of diplomacy compel my Government to scope the whole

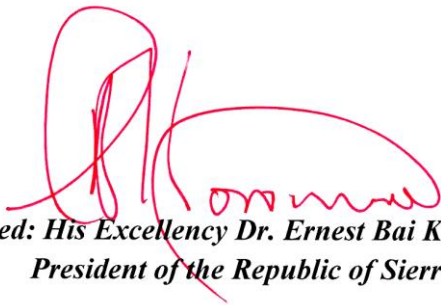
spectrum of our relations with the rest of the world. As a country, Sierra Leone is an integral part of the global family of nations and whatever the country does has an impact on the family. This national position obviously requires a reinvented Foreign Service. Accordingly, in my address at the State Opening of Parliament in 2010, I announced my strong conviction and resolve in our Foreign Service as a major driver of my Government's contribution to regional and global peace, security and development while pursuing the national interests. The overarching challenge for achieving this notable ambition is the urgent need to transform the Ministry of Foreign Affairs and International Cooperation, which is the epicentre of our Foreign Service, into a first class institution with a strong and highly professional human capital base capable of articulating and employing the instruments of modern diplomacy, international politics and cooperation to the greatest advantage for Sierra Leone.

Sierra Leone's achievements in international diplomacy have been remarkable, and the overall outlook for the country is optimistic. In this ground-breaking initiative – the medium term **Sierra Leone Foreign Service Transformation Strategy (2014-2018)**, I am committing my Government and the country to a solid foundation for strengthening our global posture within the context of the demands of 21st century diplomacy. In the main, the Strategy lays the stage for pursuing a sustainable policy stance with the longer-term objective of strategically broadening and deepening Sierra Leone's engagement in bilateral and multilateral diplomacy and international cooperation, based on the core principles of mutual respect and mutual benefit. In this respect, the Strategy urges the need to (i) strategically expand Sierra Leone's diplomatic frontiers with a view to narrowing the representational gap that currently exists in many parts of the world, in particular, Africa, the Pacific and Latin America; (ii) exploit South-South and Triangular Cooperation; (iii) strengthened engagement in traditional and emerging geo-political alliances between Africa and such major powers as China, Japan, US, South Korea, South America and India, and a fuller exploitation of the benefits flowing therefrom; and (iv) build a deeper sense of professionalism and national commitment in the Foreign Service.

The Ministry of Foreign Affairs and International Cooperation, which is the heart of the diplomatic process, and its outposts - embassies and consulates- will undergo extensive reform and adaptation to build capacity to react more readily to the paradigm shift in international affairs while repositioning as active agents in promoting the transformative socio-economic changes in the country. These institutions will leverage best global diplomatic standards to adequately continue with the traditional activities of outreach, promotion, and negotiation, as well as to proactively embrace the new themes of modern diplomacy, more especially economic diplomacy and public diplomacy.

Overall, Sierra Leone firmly commits itself to continue to be a trusted and strategic partner in the global community. Global partnerships will be forged and consolidated in the spirit of peaceful co-existence, cooperation and mutual understanding. A new cadre of solid and highly motivated professional ambassadors as well as responsible envoys and consular representatives will form the backbone of a transformed Foreign Service. I will continue to build upon my networks of goodwill and take a holistic perspective to managing and fostering bilateral and multilateral engagements while advancing the national interests.

This medium term Strategy is thus a commendable beginning of the journey to transform and reposition the Sierra Leone Foreign Service within the context of the demands of 21st Century diplomacy, and as we continue to promote friendly relations and deeper shared interests with neighbouring countries, while actively advocating the spirit of equality, mutual trust, inclusiveness, mutual learning and win-win cooperation in international relations. I am optimistic that achieving the Strategy's stated goals and objectives will significantly strengthen Sierra Leone's voice, representation and legitimacy in the international arena as well as effectively mainstream the Foreign Service into the national development perspectives. We will build on past achievements, maintain general stability in Sierra Leone's external relations, actively seek new progress, and open up new prospects for Sierra Leone's diplomacy and international cooperation.



*Signed: His Excellency Dr. Ernest Bai Koroma
President of the Republic of Sierra Leone*

EXECUTIVE SUMMARY

The Foreign Service is Sierra Leone's principal international voice and, as such, has responsibility for the pursuit of the Government's aims and objectives in relations with international partners, as well as the promotion in global and regional fora of the national commitment to worldwide peace, security and economic wellbeing. It is as old as the country since independence in 1961 and has been growing steadily, amidst major changes and demands in the international and regional diplomatic and political landscapes that necessitate its repositioning in the years ahead to improve delivery on its stated goals and objectives as well as within the context of modern diplomacy.

Structurally, several recent studies have identified a number of recurring perennial operational deficiencies in the epicenter of the Foreign Service, i.e. the Ministry of Foreign Affairs and International Cooperation, which are also inherent in its outpost, i.e. missions and consulates. These include:

- ineffective organizational structures;
- inadequate financial resources and logistics;
- a weak combination of professional disciplines and technical competencies;
- lack of effective international communication and networking;
- weak internal and external co-ordination with other government ministries, departments and agencies;
- weak operational IT capabilities;
- a combination of an inappropriate wage structure and poor working conditions, especially in respect of home-base Foreign Service Officers relative to their counterparts in overseas missions;
- weak productivity in overseas missions and consulates largely due to inherent tensions among personnel and inability to undertake thematic and functional strategic planning.

The **Foreign Service Transformation Strategy (2014-2018)** is therefore a strategic policy and operational framework in the medium term, aimed at launching a systematic and profound transformative recalibration of the country's diplomatic landscape through an incremental institutional reform agenda, focusing on the structural, functional and organizational capacities of the Ministry of Foreign Affairs and its Missions and Consulates overseas within the context of an assessed need to respond effectively and efficiently to a rapidly changing global environment while pursuing also the national interests.

The Foreign Service will be professionalized and enabled to increase the country's voice and representation, respond to geopolitical trends and create a sustainable delivery pathway that is adaptive and beneficial to the development aspirations of Sierra Leone.

The SLFSTS is designed to transform the Foreign Service into a professional entity and to optimise its efficiency in delivering on the foreign policy objectives of Sierra Leone while providing a strategic direction for achieving this outcome. During the implementation phase, the Ministry will constructively engage internal and external processes to catalyse change and

transform itself into a modernized first class professional institution. These will include the reconfiguration of the Ministry's administrative and professional structure, closing human resource/capacity gaps and related systemic weaknesses to optimize performance, strengthening diplomatic representation and enacting a legal framework for the regulation of the Foreign Service.

Part One of the Strategy recognises the opportunities and challenges of modern diplomacy and emerging themes in contemporary international relations, which situate the fundamental values of Sierra Leone in the midst of a changing geopolitical landscape while locating the centrality of the Foreign Service as the fulcrum point for operating the country's international relations; thus creating the thrust for the Medium Term Strategic framework of the Foreign Ministry.

Part Two secures the historical perspective of Sierra Leone's diplomatic interactions, retracing the trajectory that gave the diplomatic service and national foreign policy outlook their general form and character.

Part Three lays out the mandate, vision and mission of the Sierra Leone Foreign Service as well as the milestones and medium term deliverables, the general outlines of which are to transform the Ministry and its overseas missions and consulates, ensure that Sierra Leone's voice is recognized, its relevance and legitimacy asserted, and its interests better secured.

Part Four is the operational part of the document and discusses strategic priorities framed into the pillars that support the entire transformational agenda and are summarized as follows:

Pillar 1: Broadening Diplomatic and International Political Representation

Increasing the footprint of Sierra Leone's diplomatic missions is quintessential to strengthening voice and representation and for deriving optimal benefits from bilateral and multilateral partnerships. The strategy for expanding Sierra Leone's global reach through overseas resident representation will be unfolded in incremental steps in the short and medium term. The proposed expansion will be permuted within existing fiscal limitations to target strategic high impact geographic destinations and will extensively employ the principle of multiple accreditations to accentuate reach and spread.

Pillar 2: Strengthening International Development Cooperation

Analogous to the current development trajectory of Sierra Leone, in particular, creating pathways towards attaining middle income status by 2035, the SLFSTS will diversify its approach to international cooperation aiming at maximising both traditional and non-traditional avenues of development cooperation partnerships. The SLFSTS aims to enhance Government's resource mobilization capacity beyond traditional development assistance by injecting a boost in cooperative arrangements at both the continental and wider South-South Cooperation levels. Furthermore, the Strategy will entreat favourable circumstances present in emerging economic power

hubs of the South, leveraging investment opportunities and market access potential for Sierra Leone. This distribution of emphasis from political diplomacy to economic diplomacy will be powered by the new operational structure of the Ministry and matched by accompanying professional and technical competencies.

Pillar 3: Strengthening Internal Diplomatic and Consular Relations

The opportunities presented through the Ministry's locus in facilitating diplomatic formalities and other processes for accredited representatives of foreign governments are to be properly leveraged to improve on the quality and depth of relations with sending states/organizations and their accruing benefits. While bilateral interactions define the modus operandi for contacts between the Ministry and foreign missions (embassies, consulates and international organisations), this group, comprising the diplomatic and consular corps, will also be engaged as a collective to leverage synergies necessary for relations-deepening as well as to create a platform for information exchange and dissemination of general messages. This pillar outlines ways to explore such cooperation.

Pillar 4: Strengthening Functional Relations with other National Governance Institutions

Working within the context of foreign policy as an extension of the national domestic policy, the pillar focuses on strengthening coordination between the Ministry and its counterpart MDA's, interfacing with the full spectrum of government machinery to initiate action and consolidate national response in the governance of global public goods.

Pillar 5: Appointment of Ambassadors and Special Envoys: Eligibility, Roles and Responsibilities

Leading the charge in defending and promoting Sierra Leone's interests overseas, Ambassadors in the frontline of diplomatic representation will play an important function in deploying their skills for the successful implementation of the objectives of the SLFSTS. This pillar addresses ambassadorial level appointments and, while cognisant of the standing prerogatives regarding the appointment of Sierra Leone's Plenipotentiaries, provides a general reference point for eligibility and responsibilities. The criteria follow international best practice and set the bar for efficiency and effectiveness in the deployment of the requisite skillset to promote Sierra Leone's external interests.

Pillar 6: Appointment of Honorary Consuls: Eligibility, Roles, Responsibilities and Processes

Honorary Consuls, seen as is a sub strand of diplomatic representation within the limits of their status, play a useful role in delivering consular services and promoting commercial interests where the country does not have a diplomatic presence. This pillar recognises the potentials of Consuls when properly coordinated and lays

important foundation for the rationalization of appointment processes of Honorary Consuls for Sierra Leone as well as their terms of reference.

Pillar 7: Organizational and Functional Reconfiguration of MFAIC

The Institution strengthening component of the SLFSTS is the lifeblood upon which the overall reform initiative draws capital. The sweeping reconfiguration of the Ministry's management and operational structure proposed under this pillar is the end product of a management and functional review and a SWOT analysis as well as comparative studies of the operational layout of modern foreign ministries. The newly reconfigured organogram is in currency with emerging subjects matter diversification in geopolitical governance and correspondingly ushers in three broad functional subjects matter/thematic Departments namely, Operations and Services, Planning & Technical Cooperation, and Bilateral, Multilateral & Legal Affairs. Headed by Assistant Directors-General, these new Departments project a clearer dichotomy between operations and policy and rationalize the management space necessary for strong oversight of the Ministry's new strategic direction. Eight functional Directorates are either reconfigured or newly created to replace the increasingly obsolete geographic divisional configuration hitherto employed by the Ministry. New directorates include, Economic and Technical Cooperation (strongly supportive of economic diplomacy priorities), and Communications Information Technology. Sections/bureaus/units are introduced to cater for the many strands representing a variety of functions in the spectrum of our international relations. It also, for the first time in the Ministry's history, caters for the necessary complement of multidisciplinary and professional competencies needed to drive specific technical aspects of our diplomatic machinery.

As a direct result of the reviewed command structure having added newer features relevant to the national foreign policy priorities which focuses on a more demand-driven approach to attaining the national foreign policy objectives, there is a projected increase in activities and processes of the Ministry, and in corollary, an anticipated risk of overburdening the political/decision making level in its current state as manned by one Minister and one Deputy Minister. A recommendation is therefore being made under this pillar for the creation of the position of a second Deputy Minister (Deputy Minister II).

Pillar 8: Diplomatic Recruitment, Training and Overseas Postings

Delivering on the principal objective of this reform, which is, to create a competent, competitive and professional foreign service will, without doubt, be predicated on recruiting and retaining the right staff along with the full complement of disciplinary backgrounds necessary to posture Sierra Leone to respond to the complex multiplicity of issues and challenges in the global system and capable of efficiently mainstreaming the country's priorities and projecting the national interest. This pillar, corrective of previous human resource gaps in the Ministry, adopts a demand driven recruitment and training framework and reviews appropriate remuneration to reflect regional

standards. It also draws linkages between training and overseas postings deployment and will emphasize on a postings policy that assesses among other things appropriateness of staff and suitability of skillsets to mission requirements before deployment.

Pillar 9: Recruitment/Appointment of Attaches

This pillar captures the practice in diplomacy of direct deployment into missions overseas of officials of MDA's as attachés to manage specific sector profiles ranging from Defence (Defence Attachés), Financial Management (Finance Attachés) Information/Media (Information/Press Attachés), Education (Education Attachés), Tourism & Culture (Cultural Attachés), Economic/Trade/Investment (Economic Attachés) to others as deemed necessary. It intends to rationalize the appointment of Attachés and to maximize their effective utilization in pursuit of Government's objectives within the chain of communication and command of both the Foreign Service and the national public service.

Pillar 10: Enactment of a Sierra Leone Foreign Service Law

The rationale for proposing a distinct legal framework for the Foreign Service of Sierra Leone is consistent with international best practice and is linked with the preservation and strengthening of the institution in relation to its core responsibilities to respond to the challenges of modern diplomacy and international relations. While the Foreign Service has morphed into a much larger establishment than envisaged at its creation in 1961, it is yet to be founded upon specific legislation for its regulation as is the practice the world over. The proposed Foreign Service law will reinforce the relevance, legitimacy, efficiency and ultimately autonomy of the institution in the context of its national and international perspectives.

Part Five discusses the implementation, monitoring and evaluation as well as risk management aspects of the SLFSTS. Implementation, monitoring and evaluation will be the direct responsibility of the MFAIC and its missions overseas while among active partners are listed as the Office of the President, the Public Service Commission, the Human Resource Management Office and the Ministry of Finance & Economic Development. An implementation matrix showing milestones, baselines and targets, is presented in the form of a Results Framework. The Result Framework is consistent with the Performance Tracking Table (PTT) in the Performance Contract signed annually by the Minister of Foreign Affairs with His Excellency the President thus making it easily monitorable. This format will also be replicated in Performance Contract Frameworks between the MFAIC and its outposts.

Risks identified that could pose threats to the successful implementation of the SLFSTS include weak human resources and institutional capacity and inadequate financing are mitigated with appropriate proposals and mechanisms.

The SLFSTS has also developed extensive guidelines on some of the major operational elements including for the recruitment of local staff in overseas missions.

PART ONE

MODERN DIPLOMACY IN PERSPECTIVE

Sierra Leone attaches great importance to upholding dignity and honour in the conduct of foreign affairs. Sierra Leone became the 100th member of the United Nations immediately after attaining independence in 1961. Since then, successive Governments set the country on a path of widening multilateral and bilateral relations and influence, and have demonstrated active membership and participation in several other major international institutions, including the International Monetary Fund, the World Bank Group and the African Development Bank Group. Furthermore, by virtue of its colonial past, Sierra Leone joined and has remained an active member of the Commonwealth, whose membership has grown to some 53 nation states. Sierra Leone is also a member of the key Islamic organizations and development institutions including the Organization of Islamic Cooperation (OIC), the Islamic Development Bank, Arab Bank for Development in Africa (BADEA) and Kuwait Fund. Sierra Leone has progressively established several overseas diplomatic missions and consulates in many countries across the world irrespective of their economic, political, religious and cultural underpinnings. The main objective of these missions and consulates is to promote Sierra Leone's bilateral and multilateral political ties and economic interests.

The United Nations is at the heart of multilateralism and therefore represents the main instrument of political regulation of global peace, security and stability. As a member of the family of nations, Sierra Leone shares the same fundamental values and priorities, including the promotion of international peace and security; respect for and promotion of human rights and fundamental freedoms, democracy, equality and the rule of law; elaboration of international cooperation and sustainable development goals; and the strengthening of the United Nations organs and all other international organizations to which the country remains an active member. In this context, the political leadership of His Excellency President Dr. Ernest Bai Koroma is strongly committed to leveraging Sierra Leone's voice, legitimacy and representation in support of these global objectives, while advancing the country's national interests. These concepts are inseparable and mutually reinforcing and, for Sierra Leone, they are anchored on the core principles of mutual trust, mutual respect and mutual benefit.

The opportunities and challenges in modern diplomacy are largely driven by the widening dimensions and continuous directions in globalization and in an increasingly volatile and unpredictable world, characterized by a diverse range of situations of violence, inequity, vulnerability and fragility, and these have compelled fundamental reforms and rethinking of the directions of foreign policy and international relations world-wide. For Sierra Leone, there is a firm determination in Dr. Ernest Bai Koroma's visionary leadership, since becoming President of the country in 2007, to deliver strong results through the performances of all ministries, departments and other government agencies of Government (MDAs), including the Foreign Service, comprising the Ministry of Foreign Affairs and International Cooperation (MFAIC), and its outposts (embassies and consulates).

Recent diagnostic studies of the nerve centre of the Foreign Service, the MFAIC, including a functional review and SWOT analysis, have identified several potential strengths and

opportunities which could be exploited by the Foreign Service to effectively mainstream itself into multilateralism, bilateralism and the national development effort. The studies have equally listed a number of structural weaknesses in the Foreign Ministry which, unless effectively addressed, would continue to undermine the efficiency of the Foreign Service. These weaknesses include the following:

- i. a narrow competency base;
- ii. poor staff management and training;
- iii. misaligned behavioural and technical competencies;
- iv. weak internal and external communications and coordination;
- v. a chronic lack of resources and misaligned budgeting and financial management;
- vi. deeply de-motivated staff due to low pay and poor working conditions;
- vii. poor information and communications technology (ICT) system;
- viii. weak operational rules and procedures.

In addition, the overall functioning of many overseas missions and consulates remains relatively weak, while prospects for opening new ones are severely constrained by the lack of financial resources. Furthermore, linkages between the Foreign Service and other MDAs as well as between diplomatic missions and consulates accredited to Sierra Leone with the national foreign policy themes and development effort remain functionally weak and therefore deserve urgent attention. Consequently, the overarching focus of the MEDIUM TERM Sierra Leone Foreign Service Transformation Strategy (SLFSTS), 2014-2018 is to effectively address these structural weaknesses, especially of the Foreign Ministry while positioning the entire national Foreign Service as a valued partner in promoting modern diplomacy.

The Strategy draws from recent reform initiatives in public sector administration, which have emphasized the importance of institutional strengthening and human resource performance management to enable the country to better achieve its internal and external aspirations. The Strategy seeks to create a system that links organizational goals and efficiency to strategic planning and policy analysis, capacity building and appropriate remuneration. It also benefits from earlier efforts by the Former Minister of Foreign Affairs and International Cooperation, Mrs. Zainab Hawa Bangura (2007-2010), which were aimed at improving the productivity of the Foreign Service, focusing on creating an enabling environment that would facilitate the work of the Foreign Ministry. During Mrs. Bangura's tenure, the concept of "partnership for work shadowing" was introduced while a diagnostic review of the Ministry led to the establishment of a new Policy, Planning and Research Unit (PPRU), supported by the UNDP.

These initial efforts were advanced by Mr. Joseph Bandabla Dauda, who succeeded Mrs Bangura as Foreign Minister (2010-2012). Mr Dauda hosted the first ever Foreign Affairs Seminar in February 2012, which brought together the country's diplomatic heads, both present and past, to exchange experiences and ideas on ways to strengthen the formulation and direction of Sierra Leone's foreign policy and professionalization of the Foreign Service consistent with the requirements of diplomacy at the time. The learning curve that emerged from these efforts laid the foundation for a more comprehensive and holistic examination of

the intellectual and institutional capacity and preparedness of the Foreign Service to take on the challenges of contemporary international relations.

A stronger Foreign Service reform impetus was derived from the reiteration by His Excellency President Koroma during the State Opening of Parliament in 2011 of his determination and commitment to transform the Ministry of Foreign Affairs and International Cooperation (MFAIC) into a first class institution that is capable of:

- i. strengthening the country's diplomatic relations;
- ii. formulating and implementing sound foreign policies;
- iii. improving diplomatic outreach, image management and effective diplomacy;
- iv. making meaningful contribution to regional and global governance, peace, security and stability, while seeking also the national interest.

These themes and objectives form the thrust of the new comprehensive SLFSTS (2014-2018), which aims to lay a solid and sustainable foundation for the '*Renaissance of the Sierra Leone Foreign Service* in the 21st Century. The Strategy outlines the underpinnings of modern diplomacy, provides a historical sketch of the evolution of the Sierra Leone Foreign Service, and concentrates on the strategic priorities for its transformation based on the challenges and opportunities in modern diplomacy.

1.1 EMERGING THEMES IN CONTEMPORARY DIPLOMACY

The early years of the 21st century might not have been the worst but unfortunately they are not the best of times either. We continue to witness an increasingly volatile and unpredictable world. There are global crises of several types with varied intensity. In particular, the protracted nature of armed conflicts and violations of human rights, and the emergence of new hotspot issues including climate change and international organized crimes, which are occurring at the same time as ever-more devastating disasters and pandemics, have combined to put additional strain on the delivery of traditional diplomacy. These challenges are compounded by high vulnerability to systemic shocks by a number of countries as well as weak and sometimes, slow and uncoordinated systems of global response to threats to peace, security and development.

As times continue to change, and the Treaty of Westphalia notion of International society, hitherto based on the interaction of states through the agency of governments, is no longer the sole determinant of international discourse. Decision-making processes of contemporary global politics now involve an array of non-state actors and a diversity of thematic subjects, bringing together organizational arrangements of either a multinational or transnational character. For instance, the last half-century has witnessed the creation and strengthening of supra-national institutions such as the European Union, African Union, the G-7+1 of rich and industrialized nations, the G20 and varied Islamic groupings. Powerful and growing economic giants consisting of multinational corporations and highly influential transnational interest groups [representing civil societies] like Human Rights Watch (HRW), Greenpeace,

Amnesty International, the International Committee of Red Cross [and Red Crescent societies] and the International Crisis Group (ICG) have changed the course of international interactions tremendously with far reaching consequences on global decision-making. These non-state forces are playing significant roles in shaping the conduct and outcomes of global politics and processes. “Countries can no longer operate in isolation from the broader global environment” as events elsewhere may have a serious effect upon a country’s politics.

Furthermore, tied with globalization and its chequered promises are the issues of poverty and the widening gap between the rich and the poor. The 2013 United Nations Human Development Report highlights the enduring nature of broader development challenges in this context and the estimated 1.57 billion people, or more than 30% of the population of the 104 countries studied for this Report, living in multidimensional poverty. Many countries have shown significant GDP growth rates but for many populations these have not translated into welfare gains.

Recent reviews and diagnostic studies of the global governance architecture have also identified a spate of even-handed approaches to such major areas as the gender dimension; enhancing greater voice and participation of citizens, including youth; confronting climate change and environmental pressures; and managing demographic change; gay rights; and human rights violations. Dealing with the spread and magnitude of transnational organized crimes and marine criminal activities as well as with the difficulties in controlling small arms and light weapons continue to challenge modern diplomacy.

Diplomacy has consistently evolved into a multi-dimensional vocation and a range of engagements involving a plethora of relevant issues of bilateral and multilateral nature, spanning from outer space to the seabed. This Strategy will focus on the two major themes in Diplomacy: Political Diplomacy and Economic Diplomacy.

1.1.1 Political Diplomacy: Promoting Global Peace, Security and Stability

The political aspect of the *métier* constitutes an important pillar of relations between nations and has essentially been anchored on peace, security and stability at the national, regional and global levels. Human history has been replete with conflicts, often violent and destructive, due largely to access and control over limited resources, including the power or authority to control and influence the distribution of resources. Addressing the Commission on Human Rights in April 2003, the former Secretary-General of the United Nations, Kofi Annan, tersely described our present reality:

“..as leaving through a time of global tensions and divisions, a time when states and peoples around the world are witnessing great upheavals in the global system, and in their own lives. War, terror and threat of political violence have become a much greater part of many people’s lives. Their human rights are under siege, their fundamental sense of security shaken.”

Little wonder that even at the time of writing the Charter of the United Nations, the concept of collective security, which seeks to ensure peace through enforcement by the international

comity of nations, was still the primary goal and, even after over sixty years of its inception to date and, in a unipolar world, it remains the organization's key pre-occupation.

Indeed, one could not agree more with Mr Annan's predecessor, Dr. Boutros Boutros Ghali, when he declared, at the launch of the Agenda for Peace in 1992:

"...the concept of peace is easy to grasp [but] that of international security is more complex...and demand the concerted effort of individual States; of regional and non-governmental organizations and all of the United Nations system"

This is why a considerable amount of the resources of the international community are devoted to the maintenance of peace and security - the reason being that there is a strong nexus between peace and development. No society prospers when there is instability and no society is assured of peace when there is massive poverty and underdevelopment. A cursory glance at the global conflicts map as well as the successive publication of the UN Human Development Report depicts the marked divide between the conditions of life in societies living in situations of instability and war and those enjoying security and stability. The Mano River Basin, the Great Lakes region, the Horn of Africa, the Middle East and Caucuses, the Asian Rim and parts of Latin America are some of the contemporary axis of instabilities which those nations have had to grapple with and, albeit, all had their share of the international community's attention at different stages to date.

Whereas emergencies such as violent strife, wars, and terrorism as well as natural disasters culminating from the effects of climate change and environmental degradation continue to consume a greater proportion of the political engagements of the métier, the preventive and development realm of political diplomacy, consisting mainly in seeking to enhance democracy, legitimacy and accountability within global governance structures, promotes and protects human rights and fights against corruption, transnational organized crimes, trafficking in narcotic drugs and humans, and the illicit transfer of small arms and light weapons. Peacekeeping operations remain a critical international engagement in the search for lasting global peace and security.

1.1.2 Economic Diplomacy: Promoting Global Trade, Investment and Financial Stability

The promotion of the national economic interests remains at the core of foreign policy and the conduct of diplomatic relations of every nation. This has always been evident in all transnational engagements, be they for purposes of political occupation/annexation and/or exploration, undertaken by nations, dating even as far back as the 15th century. Historically, the search for resources (raw materials) to feed the burgeoning industries in Europe and the markets for the finished or manufactured products had always been at the heart of the international relations among states in Europe and Africa.

Contemporary diplomacy and international cooperation is not entirely different from what obtained in those moments, particularly within the context of the promotion of trade and

investment and the mobilization of support and resources to implement national development agendas, which today, are aligned in the attainment of internationally agreed development goals including the Millennium Development Goals (MDGs) and several other regional longer term development visions. The variation primarily lies in the fact that States are, in principle, presumed to be interacting as sovereigns, on a seemingly level playing field.

Often, the goals of economic diplomacy are quantitative with specific targets and timelines and are accorded political commitment and agreement. These requirements made the MDGs, which were internationally agreed at the UN in 2000 for the ensuing 15 years, the new force for change and for accelerating the pace of human development. Economic diplomacy puts poverty and human development at the heart of the agenda for international cooperation while underlining macro-economic and financial stability, expanding trade and, more importantly, ensuring inclusive economic growth as the means of reducing global poverty. It thus challenges rich and poor nations to focus on aid, trade, investment and financial policies in improving the quality of life, especially of people living in extreme poverty.

As Foreign Policy is the indispensable voice in promoting global understanding and cooperation – in the service of diplomacy, so are international financial institutions and regional banks positioned to promote understanding and cooperation- economic diplomacy in the service of global growth, poverty reduction and financial stability. The nexus therefore between Foreign Policy and Economic Diplomacy is that both are on the same side in the never-ending struggle for a better, peaceful and more economically secured world. Undoubtedly, diplomacy is in the DNA of all international financial institutions and regional development banks, and their stock-in-trade is by and large, economic and financial expertise. By assisting member states to better manage their economies, while surveilling destabilizing risks in the global economy, these institutions including the IMF, World Bank Group and the African Development Bank Group, are also champions of multilateralism - providing a unique platform for global economic dialogue and employing the instruments of economic diplomacy, namely, financing, analysis and technical assistance, to bolster global confidence for international trade and investment.

In Sierra Leone, the effects of the decade long civil conflict and the society's demands for quick restoration of peace, security and economic recovery required intensive and extensive internal and international political, economic and diplomatic partnerships. The political aspects of diplomacy were undoubtedly very critical to bring all partners together to put the country on the path of sustainable peace, security and stability and thereby complementing the instruments of economic diplomacy for pursuing post-conflict reconstruction and achieving economic growth. The establishment and strengthening of key institutions to advance the post conflict reconstruction effort was compelling. First, the UN supported missions led the recovery of peace, security and democracy. Simultaneously, a number of Consultative and Roundtable meetings were held at home and overseas to rally support and mobilize resources toward implementation of economic recovery programmes. The Development Partnership Committee (DEPAC) was subsequently created as a mechanism for high level policy dialogue and exchanges between the Government and its development partners on development and cross cutting issues. The Sierra Leone Investment and Export

Promotion Agency (SLIEPA) was established to promote foreign direct investment while the Anti-Corruption Commission (ACC) and several other fiduciary institutions were set up with strong donor assistance to promote accountability and transparency in public service delivery. The Foreign Service has had the epic responsibility of rallying friendly countries and diplomatic communities in building multilateral and bilateral understanding and cooperation in alignment with the country's development aspirations – in the service of economic diplomacy.

1.2 Drivers of Contemporary Diplomacy

Leveraging the key drivers of diplomacy namely, the media, the diaspora, civil society and non-state actors, is critically important for international image building and rebranding as well as for promoting the national interest relative to voice, representation and economic cooperation. This topic concentrates on three very important driving forces: public diplomacy, diaspora diplomacy and cultural diplomacy, which are equally essential for trade and investment promotion, transfer of knowledge and technology, and the preservation of the national cultural heritage.

1.2.1 Public Diplomacy

Engaging in official communication with foreign publics, through public diplomacy and/or propaganda, to eliminate negative perception gaps, build a good national image and cultivate foreign cultural relations, is an old diplomatic practice. In terms of definition, there is a very thin line between public diplomacy and propaganda. Both concepts are essentially geared toward the transmission of information and ideas to foreign publics with a view to changing attitudes towards the country from which such communication originates. Often times, the effort also seeks to reinforce existing norms and beliefs.

The dividing line however between the two concepts is that while public diplomacy views communication with foreign publics in the context of changes in the contemporary world, propaganda is mainly preoccupied with nation-branding. The cold war era was much more characterized by propaganda involving a frenzy of campaigns and the communication on the behavioural partners and ways of life of the two competing powers with the objective of winning the hearts and minds of foreign publics to each other's side.

Ambassador Kishan Rana (2011) defines public diplomacy as involving activities through which governments work with non-state agencies to reach out to publics and non-official actors abroad, with specific focus on culture, education and country image. Paul Sharp in *the New Public Diplomacy (2007)* describes public diplomacy as a 'process by which direct relations are pursued with a country's people to advance the interest and extend the values of those being represented'. He added that the effective application of this technique has been made possible due largely to the increasing economic interdependence and the

communication revolution of the present global environment. Richer nations use public diplomacy extensively as the basis of their soft power paradigm.

Many other studies on the subject have further revealed that public diplomacy has long been recognized in diplomatic practice as one of the key potent instruments of soft power and an integral component of the foreign policy implementation process. It is a very powerful branding mechanism for perception and image building as well as the promotion and management of a country's interest and development agenda. For many developing countries like Sierra Leone, their brands or reputation hugely influence their external economic relations in terms of trade and investment flows, tourist attraction, foreign direct investment (FDI), and development assistance. In some circumstances, these countries have also had to resort to the use of "celebrity personalities" as instruments of public diplomacy.

There have of course been exceptional instances of public diplomacy being triggered by specific crisis situations such as the Bali Bombing in Indonesia in 2002, 9/11 in the US, and the outbreak of epidemics - SARS in South East Asia. Sierra Leone's most profound case in point has been the need for strong advocacy to end the decade long civil conflict, and negate the 'blood diamond' perception. Lately, Sierra Leone and its neighbours – Guinea and Liberia, have had to apply effective public diplomacy to attract international attention to the outbreak and rapid spread of the deadly Ebola Virus Disease (EVD) in their communities. In these special circumstances, public diplomacy is given top priority and attention, and thus, tasking Foreign Ministries to embrace it as a critical function. It is however important to note that many Foreign Ministries are still grappling with putting the concept into practice in the present multi-stakeholder and highly interdependent transnational environment. At this juncture and in view of Sierra Leone's longer term vision to attain a middle income status by 2035, it is critically important to also calibrate the Foreign Ministry's strategic focus to optimize the utility of public diplomacy and to develop the requisite skills, techniques and attitude to sustain its integration into the country's foreign policy outlook.

Projecting the national brand is extremely critical for national development as well as for acceptability within the comity of nations. All nations are today living in a highly interdependent and competitive global environment for investment opportunities, market access and tourism as well as for political influence. Indeed, a country's image and reputation is a public good capable of creating an enabling environment to promote the country as a desirable destination that influences the actions of others, ranging from governments and individuals or to non-state actors, such as corporate entities and non-governmental organizations.

An informed critique of how many governments have handled public diplomacy is that they try 'to do too much too quickly'- meaning that more often than not, many national branding programmes are often taken up enthusiastically and then dropped. Wally Olins (2007) is of the view that national programmes requiring public diplomacy need to be managed between the public and private sectors through making them lean, dedicated and highly coordinated and with a long term focus, if they are to be effective and create the intended impact.

1.2.2 Diaspora Diplomacy

Diaspora communities represent people or descendants of people who through migration are residents or citizens of a country different from their ancestral homelands. This phenomenon is a product of the natural human tendency to migrate from one country to another for varied reasons, though mainly out of the sheer instinct to flee from threat of danger, insecurity or persecution or to search for greener pastures.

A noteworthy instance of mass egression of peoples relevant to the Sierra Leone context included the Transatlantic slave trade and labour movements adopted by colonial regimes to develop plantations and build infrastructure in the United States and the Caribbean until the abolition of the trade in the late 18th and early 19th centuries. More recently, there has been a surge of migration from many developing countries in particular to the west due ostensibly to the labour shortage in the wake of the expanding economic opportunities in North America. The post-1973 oil boom in the oil rich Arab states also witnessed the exodus of expatriate communities migrating to the Arabian Gulf mainly for employment. This has since the 1980s, also been followed by the more critical contemporary professional and skilled migration, driven by opportunities such as the demand and supply pull factors and the search for top-end talents, in the wake of the profound socio-economic and political challenges that confront many developing countries, including Sierra Leone.

Whereas flight into diaspora of the critical proportion of a nation's population often leads to grave consequences to the socio-economic progress of the country of origin, this phenomenon does have its merits. As information multipliers for the country of origin, diasporas have gained an increasingly important factor in advancing external relations. The potentials for diaspora contribution to the socio-economic development of countries of origin are equally tremendous. In Sierra Leone for instance, remittances from diasporas have constituted a significant proportion of the household income base in the country, especially during the conflict period, and in the promotion of small artisanal businesses (example; hair dressing saloons, boutiques, petty trading) after the war. There has been no comprehensive survey of the true size of diaspora remittance to Sierra Leone, including unrecorded flows through formal and informal channels. However, in a UNDP study (2009) it was estimated that these inflows were considerable, amounting to US\$168 million or 12 percent of GDP. Government calculations placed the figure between \$250 million and \$400 million, or 20-25 percent of GDP, which would be among the highest in Africa.

On the negative side however, the section of a society in distress that has the greatest propensity to flee is the skilled workforce, often times culminating in brain drain and a corresponding capacity gap. The world has continued to witness this outflow of high-grade talent, which unfortunately, is heavily skewed against the poor developing countries relative to the rich advanced countries. In Sierra Leone, the decade-long civil conflict characterized by periods of protracted unrest and war depredation, led to a sharp and unsustainable migration. Over a quarter of the country's population went into displacement and flight for safety into refuge in neighbouring countries and beyond. The implications of that mass movement especially of the critically active population, have been far-reaching and with imports of both negative and positive consequences.

There are now active diaspora links with the countries of origin and there are also many archetype practitioners of diaspora diplomacy including India and Israel. Experience in many parts of the world where diaspora linkages have been formalized and positively exploited illustrates that businesspersons among the diaspora are more likely to readily respond to investment opportunities in the home country, as well as to being entry points for exports through partnership with home-based entrepreneurs. Indeed, the untapped potential in Diasporas by many countries could, with an explicit diaspora outreach policy, yield several net advantages to policymakers in the countries of origin.

1.2.3 Social and Cultural Diplomacy

The development and preservation of the cultural heritage of a people play a critical role in the overall socio-economic evolution of that society. The advancement of a nation's culture is an integral component of diplomacy as each nation is identified by its distinct cultural identity. There however exists a very strong affinity between Cultural Diplomacy and the other strands of diplomacy, in particular, public diplomacy and diaspora diplomacy. The three phenomena are inextricably interconnected and mutually reinforcing.

Culture is defined loosely as the sum total of a people's life style – translated or transmitted largely in the way a set of people behave, talk and act – in almost everything they do including technology. It is a very strong and potent connecting rod between peoples and societies and, by extension, a vehicle for building and/or strengthening international relations. Advanced economies such as the US, France and the United Kingdom, maintain and operate well-resourced and organized cultural outfits or centres as part of their diplomatic outreach. It is normal practice for countries to organize study tours as well as cultural festivals and exhibitions to showcase their culture, language and educational values. The knock-on effects of those outreach efforts are that they promote tourism and the economic interests of those states while also building strong national coalitions or followership, which for those countries, often times serve as outreach leverage at all levels.

A vivid example can be found in Sierra Leone's cultural milieu, which is a rich mixture of ethnic diversity with an equally diverse array of unique traditional practices that include folklore, music and dance. Additionally it does sustain a repertoire of defining historic moments in African renaissance. Exploring and preserving these relics as well as sustaining linkages between Sierra Leone and countries like the United States, Canada, Jamaica and Equatorial Guinea in Africa would be a potent bridge for the country's cultural diplomatic outreach.

Another Sierra Leonean example of cultural diplomacy in practice is the strong ethnic ties that have developed between the Gullahs of South Carolina in the United States and the Mendes of southern Sierra Leone on the back of enduring effort by Prof Joseph Opala in tracing cultural and linguistic traits between these sets of people. There is strong complementarity between diaspora diplomacy and cultural diplomacy in that the diaspora are naturally ambassadors of the country of origin and do play a special role in the development

of its soft power in the target country. In other practical circumstances, cultural diplomacy is also driven by national film and art industries. The Foreign Service usually provides the enabling environment for its spread.

PART TWO

SIERRA LEONE FOREIGN SERVICE -A HISTORICAL SKETCH

Like all fledging independent states, Sierra Leone had no Foreign Service on the 27th of April 1961 when the National flag was unfurled. The rudiments of an external relations mechanism had begun to emerge, however, with plans being formulated to attain the semblance of a Ministry of External Affairs.

Foremost among these was the selection and training of the personnel to form the nucleus of the new Ministry that would be responsible for conducting the nation's external relations. In a two-pronged approach, the pre-independence government had offered a range of scholarships to serving civil servants for specialized training as successors to the colonial administrators. Some of these were to be absorbed into the external service later.

Simultaneously, training opportunities were offered to carefully selected, young intellectuals already learned in the law, political science, communications and media operations to prepare them for the challenges of the brave new world beyond the national borders. During a period when Sierra Leone was still the prime exporter of learning to Anglophone West Africa, a perceptive and adventurous corps of young intellectuals was emerging, prepared to transcend the local horizon, invade the world and engage the brightest and best everywhere. The first Minister of External Affairs, Dr. John Karefa-Smart, although a medical doctor, had already been an international civil servant. Beyond that, he was an intellectual and a visionary. His first line of support staff consisted of veteran teachers skilled in personnel selection and training.

This triumvirate (Minister and two top officials), guided and assisted by the experience of Whitehall (the seat of the colonial government), promptly obtained training scholarships from older Commonwealth and other countries. Britain, Canada, Australia and the Nordic countries were ready benefactors. The initial training consisted of compressed courses lasting three (3) months on average, designed to unfold the environment in which diplomats were to operate and grow. As a newly independent state, Sierra Leone's foreign ministry was initially hatched as an appendage to the Commonwealth and Foreign Office in London, with the Queen as Head of State, represented locally by a Governor General.

With a skeletal staff partially trained at their disposal, the initial architects endeavoured to design a Ministry to engage with International organizations, protocol duties, diplomatic correspondence and the establishment of diplomatic missions. Even the functional design of a Foreign Ministry was itself an initial challenge. The first configuration consisted of four main divisions, namely, Political, International Organizations, Administration and Protocol, with the sub-divisions of Communications, Passports and Consular Relations. Although the staff were predominantly generalists, the lawyers were more involved with accession to treaties and conventions whilst the teachers and administrators were designing the structure and functions of the missions abroad, embryonic communication links, and conditions of service for diplomatic operations.

Seeking familiar ground, Sierra Leone's initial representation was limited to the United Kingdom, West African neighbours, the United States of America and the United Nations. Being the 100th member of the UN and carrying the accolade in Education as the "Athens of West Africa" inspired Sierra Leone's representatives to exhibit intellectual leadership in the various fora in which they were engaged. The country soon earned places in the UN Committees on Apartheid and Decolonization as principal spokespersons. Within the first decade of its inception, the Ministry of Foreign Affairs had recorded an impressive history for the country, which included:

- i. Membership and chairing of the Security Council;
- ii. Leadership of the West Africa Steel Community;
- iii. Spokesperson of the 24 member committee on Decolonization;
- iv. Spokesperson of the 21 member committee on Apartheid;
- v. Drafting Committee in Law of the Sea Commission;
- vi. Senior Positions in the UN Institute for Training and Research, including its Directorship

The real texture of Sierra Leone's foreign policy was not unveiled until the Republic came into existence on 19th April, 1971. Until then, Sierra Leone was implementing in large measure the foreign policy of Great Britain.

At independence, Sierra Leone acceded to the Agreements which had been contracted on her behalf by the colonial power. At that initial stage, diplomatic ties with Cuba and other communist states like North Korea were not even on the cards. It was also standard Commonwealth practice for Britain to represent the interests of newly independent members where they had no Embassies or High Commissions. Policies inconsistent with British Policy could hardly be expected to be articulated in such circumstances.

By 1971, it was clear that the initial pronouncement of "An Open Door Policy and Friendliness towards All Nations" was inadequate to address the complex association of independent states of which the Republican Sierra Leone was now a full member. The challenges were enormous. The cold war was hot; the iron curtain firm and unyielding; and nuclear arms threatened the antagonists with self-destruction. In this context, Sierra Leone joined the Afro Asians to occupy a middle ground between both blocks and in doing so consolidated her identity among like minds. She became openly anti-colonialist, anti-apartheid, more visibly independent and non-aligned. The Commonwealth bond was flexible enough to accommodate the intrinsic identity and outlook of its members.

The end of apartheid, the ebbing of the colonial tide and the dismissal of nuclear war as a geo-political option provided space for new policy options that Sierra Leone could not readily convert in view of the civil war that coincided with this period of global détente and would occupy the entire focus of its foreign policy actions.

Henceforth, bilateral and multilateral trade and aid would guide the direction of Sierra Leone's foreign policy but these opportunities could not be optimized during the period of war instability and uncertainty.

Arguably thus far, Sierra Leone has not been able to fully maximize the potential benefits of the utility of diplomacy in the attainment of its development aspirations and on the same token, has not fully evolved its foreign policy to be strategically aligned with development objectives and priorities. Despite some impressive strides since independence, the country's Foreign Service, like the wider public service, has not delivered as it should for the citizenry of this nation. While it has hitherto stood out in international decision making processes, the last time Sierra Leone served on the UN Security Council was over four decades ago in 1971.

Two subsequent attempts between 2006 and 2009 were prematurely aborted in preference to Ghana and Nigeria respectively, even though the chances of Sierra Leone were highly favourable within the sub-region at the time. In the same vein, the furthest Sierra Leone had been at the helm of leadership of the UN General Assembly in more than two decades was within the rotational Vice Presidency – a provision that allows for Member States to serve in that capacity and to assist the President in conducting the business of the Assembly during each session. Logistics constraint has also restricted Sierra Leone's leadership of the Economic Community of West African States (ECOWAS) on no less than two occasions. To its credit however, Sierra Leone has in recent years been able to make some appropriate policy adjustments in the context of the changing international environment and pressing internal challenges.

At present, Sierra Leone's global relevance is increasingly being recognized. It is a member of the Human Rights Council with diplomatic representation in Geneva. Sierra Leone's President is Coordinator of the African Union Committee of Ten Heads of State and Government to canvass the African Common Position in the reform of the United Nations Security Council. The ambassadorial and representative offices in the multilateral stations - AU, Commonwealth, ECOWAS, EU and UN, have particularly demonstrated maturity and effectiveness in contributing to the achievements of the institutions' stated goals and objectives. In the 21st century, the foreign policy and international relations trajectory of Sierra Leone points toward a genuine ambition of the country to visibly and productively align itself with the aspirations of the nation and the complex realities of the global diplomatic environment. The new Sierra Leone Foreign Service Transformation Strategy 2014-2018 is geared to help fulfil this grand vision.

PART THREE

SIERRA LEONE FOREIGN SERVICE: MANDATE, VISION, MISSION AND 21ST CENTURY MILESTONES

3.1 MANDATE

The primary responsibility of the Ministry of Foreign Affairs and International Cooperation (and accredited Missions) is to pursue Sierra Leone’s foreign policy objectives as enshrined in Chapter II, Section 10 of the 1991 Constitution of Sierra Leone and as the Government may dictate.

3.2 VISION

To build a strong, dynamic and professionally charged Foreign Service capable of advocating and positioning Sierra Leone as an effective partner in building regional and global peace, security and development while pursuing the national interests.

3.3 MISSION

The Ministry aims to:

- Mainstream the Foreign Service into national objectives particularly in the promotion of peace, security and development domestically and within sub regional and overall international contexts;
- Enhance Sierra Leone’s voice, legitimacy and representation in diplomacy and international relations;
- Promote Sierra Leone’s economic, political, social, cultural, scientific and technological interests as key elements toward building a sustainable future for all Sierra Leoneans.

3.4 MILESTONES AND MEDIUM TERM DELIVERABLES

The Sierra Leone Foreign Service Transformation Strategy (SLFSTS) is a “step change” in how the Sierra Leone Foreign Service will operate in a constantly changing politico-socio-economic national and international environment, especially in the 21st Century.

3.4.1 MILESTONES

The overarching goal in the 21st Century is to broaden and deepen Sierra Leone's foreign diplomatic and economic relations. The key milestones include the following:

- a) Sierra Leone's voice is recognized in global debates and decision-making on global challenges viz, peace, security and prosperity.
- b) Sierra Leone becomes a relevant and legitimate influence in conducting regional international foreign policy.
- c) Sierra Leone's bilateral and multilateral relations achieve significant directions and international leverage.
- d) Attract and build strong mechanisms for enhancing development cooperation in Sierra Leone.

3.4.2 MEDIUM TERM DELIVERABLES

In its medium term perspective, the SLFSTS aims to reposition the Sierra Leone Foreign Service to achieve the following:

- i. Transform the MFAIC into a strong, modernized and first class foreign service institution through institutional capacity enhancement, focused staffing and a range of training and skills development activities;
- ii. Mainstream the MFAIC as a key interlocutor in rebranding the country while collaborating with other MDAs;
- iii. Build effective advocacy and international cooperation mechanisms toward the accomplishment of the Agenda for Prosperity (2013-2018);
- iv. Proactively facilitate the President of Sierra Leone's role as Coordinator of the African Union Committee of Ten Heads of State and Government on the Reform of the United Nations Security Council;
- v. Ensure Sierra Leone becomes a strong collaborator in the fight against global challenges such as poverty and pandemic diseases, human rights violations and violence against women and children, trafficking in drugs and people, terrorism and illicit transfer and proliferation of small arms and light weapons;
- vi. Facilitate effective coalitions with Sierra Leone for contributing to regional and international initiatives geared towards the maintenance of peace and security;
- vii. Ensure regular payments of assessed contributions and other financial obligations to international organizations to ensure Sierra Leone's continued membership and participation;
- viii. Promote Sierra Leone's candidature for high level positions in intergovernmental organizations while ensuring the welfare and effective participation of recruited Sierra Leoneans;
- ix. Strengthen Sierra Leone's international relations with regional and sub-regional integration mechanisms notably at the levels of the Mano River Union, (MRU) the Economic Community of West African States (ECOWAS) and the African Union (AU);
- x. Promote good neighbourliness through constructive engagement and entry into Cooperative agreements and representational activities aimed at improving market access and foreign direct investment;

- xi. Strategize Sierra Leone's diplomatic representation, focusing on establishment of new embassies and honorary consulates in Africa, Pacific, Asia, Latin America and Scandinavian countries.

PART FOUR

SLFSTS PILLARS

Part IV describes the key priorities of the SLFSTS in terms of institutional limitations and proposed policy prescriptions. There are 10 strategic priorities:

- Pillar I: Broadening Diplomatic and International Political Representation
- Pillar II: Strengthening International Development Cooperation
- Pillar III: Strengthening Internal Diplomatic and Consular Relations
- Pillar IV: Strengthening Functional Relations with other National Governance Institutions
- Pillar V: Appointment of Ambassadors and Special Envoys: Eligibility, Roles and Responsibilities
- Pillar VI: Appointment of Honorary Consuls: Eligibility, Roles, Responsibilities and Processes
- Pillar VII: Organizational and Functional Reconfiguration of the Ministry
- Pillar VIII: Diplomatic Recruitment, Training and Overseas Postings
- Pillar IX: Recruitment/Appointment of Attachés
- Pillar X: Enactment of a Sierra Leone Foreign Service Law

4.1 PILLAR 1: BROADENING DIPLOMATIC AND INTERNATIONAL POLITICAL REPRESENTATION

4.1.1 Diplomatic Representation: Overseas Missions and Honorary Consulates

Diplomatic representation at both bilateral and multilateral levels is pivotal in the management of international relations and often times, takes the form of resident and non-resident representation, depending on the intensity of relationships, strategic relevance and fiscal capacity to deploy diplomatic personnel. Beyond the two types, there is also the practice of appointing Honorary Consuls or dispatching emissaries or special envoys. The effectiveness of representation is gauged by the range of coverage of local contacts and the currency updates of the mission's key contact list. Sierra Leone's diplomatic engagements and activities obtain within the context of bilateral and multilateral relations and accordingly, the establishment of resident and non-resident missions thereof. Bilateral relations or bilateralism typically refers to the direct state-to-state relationship between Sierra Leone and other countries, while multilateral relations involve relations between Sierra Leone and countries within organizational/institutional context, both regional and international such as the United Nations, African Union, ECOWAS and the World Trade Organization among others.

Sierra Leone typically employs a system of multiple accreditations to maximize reach and spread of its diplomatic representation overseas. Within this context, a bilateral mission may also be accredited to one or more international organization/s particularly if such multilateral bodies are headquartered in the same capital as the bilateral mission or within reasonable

proximity. This is the case for our missions in Addis Ababa (AU, UNECA, UNEP in Nairobi) Berlin (United Nations agencies in Vienna and the FAO in Rome) Geneva (UN Office in Geneva, WTO) Brussels (the EU, the OPCW in the Hague, UNESCO in France) London (Commonwealth, IMO) etc.

Multilateral missions are analogous with conference diplomacy, involving inter-governmental processes leading to the resolution of issues of thematic or regional, continental and global interests. Much as these missions are therefore considered multilateral in nature, they do also serve specific bilateral accreditations in countries within proximity or on the basis of political exigencies.

Given also the very limited number of resident diplomatic missions serving the country's interest around the world, multilateral missions with broad membership provide opportunities for an expanded outreach of the Sierra Leone Foreign Service. These missions are of tremendous importance as all the consular outposts, except Nairobi, are mainly honorific, meaning that the consuls have regular and primary engagements that gainfully preoccupy them and often times take precedent over the consular assignments. It is also important to note that Freetown currently hosts two sub-regional organizations as the headquarters, the Mano River Union (MRU) and West Africa Monetary Authority (WAMA). With the growing stability and other posture developments in the country, including infrastructure, the Government should aim to attract more resident international organizations and embassies so as to transform the country into a sub-regional diplomatic hub.

As shown in Annex 5, Sierra Leone's Foreign Service currently operates twenty-one (21) resident missions, with the majority anchoring a multiple accreditation system, leading to a total of about 113 countries with which Sierra Leone has resident and non-resident representation. Over the years, economic realities facing the country led to the closure of a number of diplomatic missions as the government was no longer capable of coping with the obligations in maintaining these 'front doors'. The few surviving resident missions are based primarily on grounds of strategic interest and the principle of reciprocity. The system provides for the establishment of a range of honorary consular missions operated to ensure affordable basic global outreach. There are currently a total of 44 Honorary Consuls representing Sierra Leone including two Consuls-General. Some of these Honorary Consulates are however operationally ineffective over years and a new policy for the engagement of Honorary Consuls in the near term is therefore articulated as a separate Pillar in the SLFSTS.

4.1.2 Establishment of New Diplomatic Missions

In broadening the country's diplomatic relations and international development cooperation, the SLFSTS has considered strategic geographic positioning of missions in order to balance global outreach within the context of the present challenges of the International system. This means that because of its limited financial strength and small size, Sierra Leone cannot support full diplomatic presence in every country with which it has established diplomatic

relations and will therefore continue to rely on a system of multiple accreditations while optimizing the national interest. In the medium term, consideration will be given to the following actions:

- reopening of some of the missions that were closed in the past, more particularly Cuba, Egypt, France and Italy;
- establishment of new full diplomatic missions in Latin America, Pacific, Asia, Morocco Scandinavia and South Africa;
- upgrading the Consulates in Kenya and Côte d’Ivoire to full diplomatic status;
- Expanding consular representation.

Table 1: Proposed New Diplomatic Missions

Country	Justification
Egypt	Is considered the diplomatic capital of the Arab World; long standing fruitful bilateral relations; great potentials for increased technical cooperation and capacity building opportunities. Has always maintained resident Embassy in Freetown.
France	Remains the only P5 Member country in which we do not have an Embassy. The absence of such has continued to be a low point in our bilateral relations. We cannot profoundly tap into the influence of France as a global power without a representation in Paris
Kenya	Complete lack of presence in East African Community zone. Kenya is the hub in this region and would increase our reach to cover more effectively Uganda, Tanzania, Rwanda, among others.
South Africa	No representation in Southern Africa; Failed to capitalize on the considerable investments made into our C-24 membership and other national policy stance in supporting Southern African decolonization and nationalist movements. Regional player and strategically located for multiple accreditation to Lesotho, Mozambique, Swaziland, Zambia and Zimbabwe.
Morocco	This country is increasingly becoming a pivotal hub for transcontinental air travel with the regular flight of Air Maroc Royal into the country, including technical cooperation and potential for more investment opportunities in various sectors.
Cote d’Ivoire	Replicating the establishment of a mission in Cote d’Ivoire in the light of that country’s adherence to the Mano River Union
Latin America (Brazil, Cuba or Argentina)	The region is gaining increasing global significance economically and politically. Argentina and Brazil are the two major emerging economies. Brazil is an economic giant with the 7 th largest economy in the world; There are significant trading opportunities considering maritime and air transportation proximity; strategic geographic positioning for multiple representations to Latin American countries; Brazil or Cuba may be first option based on existing relations with Sierra Leone.
India	Significant opportunities for tapping into South-South Cooperation and easing pressure from the traditional partners, including its strategic

	geographic positioning for multiple accreditation in the East Asia region.
Italy	Opportunities for reviving and expanding development cooperation as a traditional development partner of Sierra Leone. The proposed mission will also serve to tap into the influence of the Vatican in Rome as well as work with the FAO in line with our agricultural priorities.
Pacific Region Australia	Extends our representation and visibility to the Asia Pacific/Oceania region where Sierra Leone has remarkably never had a diplomatic presence. A High Commission in Australia will serve to eliminate this ‘blind-spot’ in our diplomatic outreach, extending accreditation to cover New Zealand, Indonesia and Timor-Leste (a country Sierra Leone works closely with on the g7+ initiative).

4.2 PILLAR 2: STRENGTHENING INTERNATIONAL DEVELOPMENT COOPERATION

Sierra Leone is changing and with it, the demands on Ministries, Departments and other Government Agencies (MDAs), including the Foreign Service has increased. This Pillar outlines how the Foreign Service could extensively exploit the country’s bilateral and multilateral diplomatic and consular outreach to mobilize development financing, including trade and investment relations. An understanding of this role has evidently been lacking as are the systems and functional capacity to support collaboration with other MDAs in this direction. With almost all developing countries undergoing transformation, there is an apparent heightened competition for external resources in terms of aid flows, access to markets and private foreign investment to support development efforts. That is why a change in the posture and perspectives of the Foreign Service with greater emphasis on economic diplomacy is critical. The key elements for achieving this objective include the Foreign Service’s convening power, goodwill missions, strength in international advocacy and offer of unparalleled legitimacy for global engagement. In this context, the Foreign Service as the national gateway for partnership opportunities with the rest of the world will in the ensuing five years undertake to strengthen international development cooperation to enhance resource mobilization and capacity building in furtherance of the Agenda for Prosperity.

4.2.1 Modalities for Enhancing International Development Cooperation

The Sierra Leone Foreign Service will strengthen existing international cooperation mechanisms, expand diplomatic relations and engage in a wide range of joint commissions with friendly countries. It will undertake a range of re-engineering processes to shore up the international system on the domestic front by exploiting the developmental aspects of the United Nations, the diplomatic and consular community as well as other international organizations operating in the country. It will enhance its role in strengthening regional and sub-regional political and economic integration, notably at the levels of the Mano River Union (MRU), the Economic Community of West African States (ECOWAS) and the African Union (AU), thereby benefiting from related economic and social investment initiatives and activities.

The key ingredients include:

- a) Scaling up national diplomatic efforts by collaborating with all stakeholders in supporting international efforts to fight transnational criminal activities such as drug trafficking and trafficking in humans, terrorism, the illicit transfer and proliferation of small arms and light weapons, marine piracy, cross border spread of endemic diseases, etc.
- b) Promoting good neighbourly relations and constructive engagement for stronger bilateral cooperation; entering into Cooperative Agreements and representational activities aimed at improving market access and foreign direct investment for socio-economic development; building effective coalitions, collaborations and alliances; and contributing to regional and international partnership initiatives geared towards national, regional and global prosperity.
- c) Ensuring an efficient, transparent, rule-based and mutually transparent and accountable international cooperation.
- d) Seeking to comply fully with international treaty obligations as well as ensuring timely payment of contributions to international organizations to which Sierra Leone is member.

4.2.2 Traditional Partners in Development Cooperation

Development partnership with Sierra Leone dates as far back as the intervening years following the attainment of independence in 1961 when the country started opening its doors to new networks of cooperative engagements and relationships at both the bilateral and multilateral levels. In almost all newly independent countries, the key donors were mainly the respective erstwhile colonial rulers, the United Kingdom, in the case of Sierra Leone. In addition to this, our traditional development partners have predominantly consisted of developed economies of the North which include the Organization for Economic Cooperation and Development (OECD) countries of Western Europe, North America and Canada, Australia, New Zealand, Japan and the Russian Federation, led by the Group of Eight (G-8) industrialized countries as well as the international financial institutions (IFIs).

Since the end of the war, the Government has been receiving substantial international bilateral and multilateral aid through the UK Department for International Development (DfID), European Union, IMF, World Bank, Arab Institutions, UN Agencies, AfDB, and the Commonwealth as well as from Japan, United States, Ireland, Canada, Australia, Germany, Italy, France, etc. Notably, assistance from OECD countries and several international financial institutions is often linked to conditions bordering on human rights and principles of good governance, transparency and accountability, thereby limiting quantity and/or slowing down actual disbursements relative to aid commitments.

4.2.3 South-South Cooperation and Triangular Arrangements

As already stated, the global economic and development landscape is changing and this transformation has led to a tectonic shift in the distribution of global wealth towards the South, particularly with the rise of Brazil, China, India, South Korea and South Africa, among others. While this is happening, countries of the North are experiencing financial and

economic uncertainties and imminent slowdown. The 2013 Human Development Report projects that by the end of this decade, the combined economic output of three leading developing countries, Brazil, China and India, will exceed the aggregate production of Canada, France, Germany, Italy, United Kingdom and United States. The report further reveals that much of this expansion is propelled by the growing level of trade and technology partnerships within the South.

The emergence of new economic powers and hub in the South is continually offering new opportunities for harnessing knowledge, expertise and useful development lessons, based on common features and historical circumstances. Beyond the development assistance available within this realm, strengthening South-South and Triangular Cooperation does not only facilitate the transfer of knowledge, expertise and the development thinking of the South but also opens a new window of opportunity for unfettered investment and market access potential within the greater proportion of the global demographic configuration. It is within this framework that the notion of ‘aid-for-trade’ is better nurtured and realized. Evidently, there has been a substantial inflow of venture capital into Sierra Leone over the last five years and over 60 percent of the investments are generated from the South.

Furthermore, fostering greater regional and sub-regional integration can also offer potent sources of innovative social and economic cooperation, trade and investment. It is against this backdrop that the SLFSTS aims to enhance Government’s resource mobilisation capacity in consistently nurturing and entering into mutually beneficial and cooperative arrangements at both the continental and wider South-South Cooperation levels. The benefit of these arrangements have notably been evident in the implementation of flagship programmes of the Agenda for Change, including in agriculture, healthcare, education, energy, human and institutional capacity development. Many more landmark achievements are emerging on implementation of the Agenda for Prosperity.

A unique characteristic of South-South Cooperation is that it is anchored on the principle of mutual trust and mutual respect as well as on quantity and speed. It is relatively without conditionality. Sierra Leone has benefitted and stands to acquire further gains through South-South Cooperation and triangular arrangements in the following ways:

- i. Enhanced and wider access to markets leading to more opportunities in promoting trade relationships, and by extension, opening the economy to foreign investment;
- ii. Technical support and transfer of knowledge for national capacity building.
- iii. Provides a negotiating platform, including through the broader framework of developing countries known as the Group of 77 & China – a mechanism that collectively negotiates financial and trade terms with International Financial Institutions such as the IMF and the World Bank as well as trade and development negotiations to support growth sectors of the economy;
- iv. Guarantees the active pursuit of relationships based on long-term programs, closely linked to national strategies of partner countries, rather than a focus on fragmented and isolated activities.

The role therefore of the Sierra Leone Foreign Service in strengthening and deepening the established partnerships and cooperation alliances between Sierra Leone and countries of the South to achieve the national development objectives cannot be overemphasized. Empowering the Ministry, embassies and consulates to refocus themselves and pull synergies with each other as well as with other MDAs in mobilizing much needed support within the confines of regional integration and South-South configuration will certainly re-position the country on the path of achieving sustained growth and development, supported by effective development cooperation.

4.2.4 Technical Cooperation for Capacity Building

Building capacities in developing countries goes beyond improving people's knowledge and hardware; it also involves ensuring greater accountability, transparency and participation in processes and decision-making in institutions. Sierra Leone, like several other developing countries, requires significant investment in public sector institutions and human capital to increase the efficiency and effectiveness of public service delivery.

Today, however, the size of investment is grossly limited due to resource constraints. The Strategic Plan will therefore strengthen technical cooperation engagements for wide range private sector and public sector, academic, technical and professional skills development by canvassing and advocating for sponsorships. The re-establishment of the Economic and Technical Cooperation directorate in the MFAIC as an integral component of the revised and reconfigured structure is a move toward strengthening capacity to further explore and exploit goodwill and economic potentials of our diplomatic partners.

4.3 PILLAR 3: STRENGTHENING INTERNAL DIPLOMATIC AND CONSULAR RELATIONS

There are currently 35 diplomatic missions fully accredited to Sierra Leone, representing less than 20 percent of the total number of countries in the world (193). Of these, 17 are resident in the country while the remaining 18 are non-resident but have established honorary consulates in the country, currently totalling 21. The majority of the non-resident missions are resident in Accra and Abuja. At the multilateral level, almost all UN and UN-related agencies do have representative offices in Sierra Leone. The World Bank, IMF and the African Development Bank have resident offices in the country. In addition, some countries have also established resident offices for their international development agencies, in particular, DFID (UK). The European Commission is represented by the EU Delegation; Japan is represented by JICA; and China operates an expanded Economic Counselor's Office. Sub Regional institutions with resident offices in Sierra Leone include the Mano River Union and the West African Monetary Agency. Notably, however, Sierra Leone has established diplomatic relations with quite a number of countries by **Exchange of Notes** with a potential to upgrade to full diplomatic status. These 'basic' diplomatic relations also allow for the commencement of joint cooperation arrangements.

In general, Sierra Leone's diplomatic and consular relations with countries and international organizations are defined by the provisions under the Vienna Convention for Diplomatic

Relations and the Vienna Convention for Consular Relations. Additional to these Conventions, Sierra Leone also established strong, strategic and focused diplomatic and international cooperation with a number of countries on mutually beneficial collaboration in response to global issues as well as on economic cooperation. This Pillar outlines ways to deepen such cooperation in particular, by the establishment of a joint **Forum for Diplomatic and Consular Relations**, while providing effective logistics support and simplicity and better clarity on related administrative and bureaucratic processes.

4.3.1 Forum for Diplomatic and Consular Relations

The Forum, jointly established in 2013 by the MFAIC and the Diplomatic Community in Sierra Leone and officially launched by His Excellency the President in January 2014, provides an institutional mechanism that engages collaborative dialogue and exchanges best practices for ensuring mutual partnerships to effectively confront local and global challenges and opportunities. It has the following key objectives:

- a) Discuss different themes pertinent to foreign policy and international cooperation, encompassing promotion of global peace and security; ensuring human development; protection of human rights;
- b) Identify and address ways for a more effective communication and regular engagement between the MFAIC and the Diplomatic Community, given that there are mutual interests to explore and exploit;
- c) Operate a “Diplomatic Clinic” where the diplomatic community and the MFAIC can discuss and exchange ideas on pertinent logistical, administrative and bureaucratic issues on a regular basis;
- d) Provide updates and encourage political dialogue on internal and regional developments in the realm of politics, economics and diplomacy;
- e) Harness international cooperation to support implementation of the Agenda for Prosperity including resource mobilization;
- f) Build mutually beneficial, cooperative relationships and alliances.

Modalities and Timelines

The Forum will:

- i. comprise high level representation at all its meetings.
- ii. hold quarterly meetings in March, June and September each year, to be co-chaired by the Minister (MFAIC), Deans of the Diplomatic and Consular Corps and the UN Resident Coordinator.
- iii. hold a Presidential Dialogue each year (preferably in December), to be co-chaired by His Excellency the President and the Dean of the Diplomatic Corps, who will present a joint statement for and on behalf of the Diplomatic Community.

4.4 PILLAR 4: STRENGTHENING FUNCTIONAL RELATIONS WITH OTHER NATIONAL GOVERNANCE INSTITUTIONS

This Pillar is about the interface between foreign policy and other government functions and how this could be translated into a functional relationship between the Foreign Service and other MDAs, given the fragmented and often institutionally driven nature of foreign policy and other domestic policy-making processes of Government and the corresponding implementation modalities. A more practical conceptualization of our national foreign policy to give Sierra Leone greater international posture and recognition requires an intuitive, collaborative and coordinated response involving the Foreign Service and other national institutions, including Parliament. This wider dimension of foreign policy-making and implementation brings out the collective ‘national interest’ that is necessary to better define and promote the country’s diplomatic relations and international cooperation. In practice, every institution manipulates foreign policy in the direction that corresponds to its particular interests. It is therefore the responsibility of the Foreign Service to always focus on the diplomatic and international political ramifications of these institutional interests to consolidate them into the national foreign policy interest.

As a service institution, the Foreign Service will continue to provide the generic consular and protocol services as well as technical assistance and capacity building, trade, cultural and investment facilitation to all institutions. It will engage all MDAs on ways to ensure greater efficiency in these functions, which will also be extended to the private sector. The MFAIC and its outposts will intensify inter-ministerial and inter-agency exchanges and coordination on the range of diplomatic and international cooperation issues and programmes including international advocacy for resource mobilization. Efforts will be made to correct some of the institutional lapses and capacity gaps that are currently inherent in the very weak coordination between the MFAIC and other MDAs, especially in ensuring effective MDA representation at international activities and institutions as well as in ensuring compliance with Treaty and Protocol obligations particularly with respect to ratification, domestication and enforcement/implementation. The relationship with Parliament will be strengthened within the context of the Parliamentary Oversight Committee on Foreign Affairs through more regular exchanges and briefings. An institutional mechanism will be established in the MFAIC to act as first Point of Contact between the MFAIC and MDAs.

In this context, the MFAIC will forge and strengthen:

- inter-ministerial and interagency exchanges (re-emphasize MFAIC’s coordinating role, given that all MDAs and private sector activities have diplomatic and international political ramifications)
- thematic and operational relationships

4.5 PILLAR 5: APPOINTMENT OF AMBASSADORS AND SPECIAL ENVOYS: ELIGIBILITY, ROLES AND RESPONSIBILITIES

The importance of hosting resident embassies cannot be overemphasized in contemporary diplomacy. As earlier indicated in this Strategy, bilateral embassies and multilateral permanent missions are at the heart of diplomatic engagements between sovereign states. The Embassy reports and advises the home government on developments in the host country that are relevant to the national interest and ideally, of mutual benefit to both nations. In this regard, the most visible state representative personifying diplomatic practice and interactions is the Ambassador/High Commissioner Extraordinary and Plenipotentiary.

The appointment of Ambassadors, High Commissioners (for Commonwealth countries) and other envoys with ambassadorial status is the sole prerogative of His Excellency the President of the Republic of Sierra Leone. Hence, like all other career and professional engagements, the ultimate goal for these high level appointees in the Foreign Service is not only the attainment of the highest rank of external representation in the diplomatic tradecraft but also and, more importantly, the ability to provide intellectual leadership, direction and commitment for the achievement of the Government's foreign policy goals while winning the President's confidence.

4.5.1 Criteria for the Appointment of Ambassadors

In line with international best practice, appointments to ambassadorial positions are reserved for nationals with proven knowledge on the rudiments of foreign policy, how foreign policy is made and what influences foreign policy processes and procedures. Indeed, many countries have in several instances adopted the patronage method for appointing envoys, and despite some successful political or nonprofessional appointments, this practice has generally weakened diplomatic networks and needs for change. In modern times, however, political credentials are no longer the only criteria for Ambassadorial appointments, neither is length of service the yardstick for diplomatic career advancement. Today's Ambassadors/High Commissioners must undergo brief courses of induction to better prepare them become effective representatives of the nation. Increasingly, demonstrated experience in diplomacy, intelligence, advocacy, trade and investment negotiations, an excellent appreciation of cross-cultural communication, extensive international networking, and a good grounding of national and international socio-economic and political issues now represent a very useful knowledge base to inform such appointments. These qualitative specifications may be varied relative to the type of overseas mission. Bilateral missions are driven more by reasons of political expediency and therefore almost invariably characterized by patronage or political appointments. These are generally "non-career" appointees. On the other hand, multilateral representation to institutions like the AU, EC, HRC and UN, do require an ambassador and/or Permanent Representative with significant knowledge and understanding of the thrust and workings of the institutions in addition to bilateral diplomatic and political functions.

4.5.1.2 Duties/responsibilities of Ambassadors

In an interconnected and changing geopolitical landscape influenced by information communications technology and a wide range of international political themes and challenges for maintaining global peace, security and development, the representational role of Ambassadors is a defining and critically demanding one. The centrality of their role is that they serve as the country's public face abroad while at the same time demonstrating a clear understanding of the customs, traditions and policy dimensions of the countries they serve in and coordinating their governments' presence in those countries. Because diplomacy is highly bound up in tradition and formality, ambassadors must be conversant in those rules, written and unwritten, as well. Upon appointment, ambassadors are expected to carry out the following key responsibilities:

- Representing the Head of State
- Advancing the country's interests including national policy strategies
- Reporting back with relevant information to Government on developments about the countries in which they are deployed.
- Managing and coordinating all operations of the Mission so that the different agencies represented and Foreign Service staff with different tasks work seamlessly together.
- Protecting, seeking and promoting the welfare of the country's Diaspora and commercial interests.

4.5.2 Special Appointees

Besides Ambassadors, the Foreign Service also has a number of Special Appointees including Ambassadors-at-Large, who are also appointed by the Head of State to undertake special assignments. These appointees would however need to be better mainstreamed into the operational guidance of the Foreign Ministry.

4.5.3 Widening Diplomatic and Plenipotentiary Career Paths for Foreign Service Officers (FSOs)

In Sierra Leone, of the 21 Ambassadors currently representing the country, only three are incumbent "career diplomats" (Ambassadors in Senegal, The Gambia and Deputy Ambassador in Washington DC). The rest are taken from various fields including security, architecture, law and politics. This group of appointments nonetheless reflects a relatively good intellectual mix but it does require significant prior exposure to Foreign Service operations and/or a faster pace of adjustment to the varied arts and elements of modern diplomacy and international cooperation whilst in office. To start with, the need to enhance the knowledge and skill base of envoys in the core Foreign Service operational guides i.e., the 1961 and 1963 Vienna Conventions on Diplomatic and Consular Relations and Protocols, is central and this is a major responsibility of the Foreign Ministry as soon as diplomatic appointments are made. "Patronage" appointment practices, combined with weak intellectual capacity and integrity as well as a lack of a mentoring policy framework in the past have also led to some missions performing at sub-standard levels, resulting in noticeable management and service delivery inefficiencies. Additionally, commitment on the part of most

Ambassadors, as is the case with all other Foreign Service officers, has been significantly undermined by the very poor conditions of service relative to their counterparts elsewhere.

The first three decades of the establishment of the post-independence Sierra Leone diplomatic service was perhaps the ‘golden age’ of the development of the Foreign Service when that generation of Foreign Service officers grew through the ranks to become Ambassadors and High Commissioners. This was how foreign service officers like Ambassadors Francis Karemo, Eya M’bayo, Sahr Matturi and Victor Sumner (all of blessed memory) and Ambassadors Dauda S. Kamara (rtd) and Malcolm Cole (rtd) attained the position of Heads of Mission and served at various intervals in various Missions including Addis Ababa, Bonn, Brussels, Conakry, London, Monrovia, New York, Paris and Washington DC. The recent effort by His Excellency President Ernest Bai Koroma to appoint senior Foreign Service Officers to Ambassadorial positions including the current Director-General (Ambassador Andrew G. Bangali), the State Chief of Protocol (Ambassador Mrs. Rasie B. Kargbo), Ambassador Mrs. Khadijatu Bassir (Senegal) and Ambassador Soulay B. Daramy (The Gambia) is a commendable step towards institutionalizing once again the class of career Ambassadors. This is the international good practice that obtains in many parts of the world, including neighbouring countries such as Ghana, Guinea, Liberia, Mali, Nigeria and The Gambia.

Overall, there is a need to reconsider diplomatic appointment processes, focusing more on an appropriate combination of competencies and disciplines that enable them not only to respond immediately to emerging problems, but also to look beyond their immediate organizational boundaries to take advantage of partnership opportunities with parties that can offer resources, expertise and authority for solving national challenges. Preference may be given to the appointment of career Ambassadors with respect to multilateral diplomacy, in recognition of especially distinguished service as senior FSOs in multilateral and/or big bilateral Missions over a sustained period.

Another perennial problem in the foreign missions requiring reconsideration is the recurring conflict and tension existing between the Head of Mission and Deputy Head of Mission. Often, the working relationship between the two leaders is unwieldy and untenable, driven largely by the lack of emphasis on the substantive elements of diplomacy and a greater reliance on patronage. This undermines the potential impact of foreign missions. As a matter of principle, a certain percentage of Ambassadorial/High Commissioner appointments may be allotted to career diplomats, especially with respect to multilateral stations and positions of deputy heads in general. This provides a good mix of political expediency and the relevant expertise and experience to engage with sophisticated international institutions and foreign nations. The table below provides the current status of missions and also provides possible reconfiguration in this context.

Table 2: Status of Missions - Career and Non-Career Representation

Country	Multilateral	Political	Career	Deputy	Comments
Belgium (EU)	√		√	None	
China		√		None	
Ethiopia (AU)	√		√	√ (career)	Significance of AU
Gambia		√		None	
Germany (UN Organizations in Vienna and Rome)	√	√		None	
Ghana		√		None	
Guinea		√		None	
Iran		√		None	
Kuwait (BADEA, ICF)	√	√		None	
Liberia		√		None	MRU
Libya		√		None	
Nigeria (ECOWAS)	√	√		√ (career)	Special/historical relations
Russia			√	None	
Saudi Arabia (OIC, IDB)	√	√		None	
Senegal		√		None	
South Korea		√		None	
United Arab Emirates (Irena)		√		None	
United Kingdom (Commonwealth, IMO)	√	√		√ None or career)	Special/historical relations and size of Diaspora
United Nations (New York and Geneva)	√		√	√ (one), (career)	Significance of UN
USA (Bretton Words Institutions)		√		√	Size of Diaspora and global significance

4.6 PILLAR 6: APPOINTMENT OF HONORARY CONSULS: ELIGIBILITY, ROLES, RESPONSIBILITIES AND PROCESSES

4.6.1 Consular Diplomacy: An Overview

Consular diplomacy is an important aspect of diplomatic representation and has in practice, been carried out by consulates. This practice predates the establishment of embassies as diplomatic outposts, going as far back as the days when merchant ships were plying high seas, and the countries that maintained consulates then did so to protect their commercial interests in those jurisdictions. In broad terms, Consular diplomacy takes two main forms. First, there are consular tasks that are normally undertaken at the Foreign Ministries to protect and assist nationals and corporate entities of one's own country that are resident in a foreign country. Consular duties also involve the facilitation of travel through issuance of regular visas and/or emergency travel documents. The second major element of consular diplomacy is that of complementing the central role of Embassy work in enhancing one's own country's global diplomatic, political and economic partnerships. Consular accreditation

is to promote trade and investment, while filling in a vacuum and/or complementing full ambassadorial representation overseas.

The operations of Consulates are principally governed by the 1963 Vienna Convention on Consular Relations (VCCR) and are headed by Honorary Consular Officers. In accordance with the provisions of Article V of the Convention, the Consulates replicate Embassy work in countries without full resident diplomatic presence at ambassadorial level with the sole purpose of furthering commercial, economic, media, cultural and scientific relations and to report, on a regular basis, to the home capital on the ensuing developments, through an accredited Embassy. Consulates also engage in minimal ‘political contacts’ in their areas of accreditation or on matters of national interest. The need to maintain confidentiality and loyalty to the sending country is a critical requirement in all consulates.

According to Kishan Rana (2011), consular diplomacy is the “citizen service” end of diplomacy and, for the sending country, honorary consuls offer an almost zero-cost option for minimal representation. The location of honorary offices and appointment of honorary consuls is a priority of one’s own country and subject to approval by the receiving state. In practice, like ambassadorial representation, honorary consular relations must be preceded by the establishment of bilateral diplomatic relations, and by and large, consular offices are normally subsidiary to embassies, in hierarchy and in operation. The appointee may be either a national of the accredited country or a long-term resident national from the appointing state. Where an Embassy exists, consulate offices are located in cities other than the capital.

There are four categories of Consulates, namely, consulates-general, consulates, vice consulates and consular agencies. Geographically, consulates general cover an entire territory while a consulate, vice-consulate and consular agencies are restricted to consular districts within any given country. Consular agencies are now relatively inexistent.

4.6.2 Sierra Leone’s Consular Representation Overseas

There are currently 44 Sierra Leonean consular offices, spread in some 35 countries, with the largest number being in the United States, outside Washington DC and New York. There are only two consulates-general, Kenya and UAE. Over the years, operations of many of Sierra Leone’s Consulates around the world have been fraught with challenges, including the lack of clarity and executive legitimacy over establishment and appointment of honorary officers as well as of adequate and regular coordination and supervision. The Ministry and the embassies have also not provided meaningful authority over the consulates, often resulting in misuse of the stated functions of consulates. These two supervising institutions have generally lacked strong and focused capacity to ensure that consulates fulfil their reporting obligations to capital, granted that consulates themselves do have limited capacity to perform their roles. Another limitation has been the failure to undertake the requisite due diligence prior to the appointment of applicants consistent with the above-stated objectives. Consequently, many consuls have resorted to using their privileged status mainly to seek personal interests at the expense of the nation’s core interests and values. Overall, only very few consulates are

satisfactorily active while more than a quarter are totally inactive in terms of representation, promoting trade and investment opportunities in Sierra Leone, maintaining relations with Sierra Leonean nationals in their areas of accreditation, and meeting reporting obligations. There are currently about 30 honorary consular applications under consideration.

4.6.2.1 Criteria for Appointment of Consuls and Honorary Consuls-General for Sierra Leone

Eligibility Criteria

Given the typically unstructured management of processes and procedures relating to the establishment of our consulates and consequently, the related appointment of Honorary Consuls and Consuls-General, this Pillar lays down corrective measures and guidelines, going forward. Accordingly, and at the minimum eligibility criteria for Sierra Leone's Consuls must include the following:

Honorary Consuls must

- I. be residents in their specific areas of jurisdiction and of high standing with proven integrity, good reputation; possess proven and mutually gainful enterprise credentials, with no previous criminal record;
- II. be qualified and experienced; capable and available to represent Sierra Leone at international conferences and provide protection and assistance to Sierra Leone nationals corporate entities in their jurisdictions;
- III. possess convenient and strategically located facilities befitting a consulate and the requisite staff component for day-to-day administration;
- IV. be capable to submit written regular (at least quarterly) reports (and as appropriate) on the political and economic situation in the areas of jurisdiction and their activities to Headquarters directly and/or through accredited embassies;
- V. understand that their appointment can be terminated at any time for inability to perform their duties, or for misconduct, or for financial malpractices, or at the discretion of the Government of Sierra Leone through the Ministry of Foreign Affairs and International Cooperation;
- VI. note that they offer an almost zero-cost option for minimal representation;
- VII. maintain and operate office premises whose addresses, emails, telephone and fax numbers should be made available to the supervising missions for circulation to Headquarters and all REPLEONES.

4.6.2.2 Submission of Applications for Consular Appointment

With respect to the procedures for submitting applications, all prospective applicants for consular appointment must apply to the Minister of Foreign Affairs and International Cooperation through the Embassy of accreditation. Applications must be supported by curriculum vitae, evidence of performance record in their countries of accreditation and an indicative work plan for the initial period of appointment. A thorough reference check would be undertaken on each applicant by the Ministry and as is also standard practice, by the Foreign Ministry of the receiving state. All appointments are for an initial period of two

years, subject to renewal based on performance of duties and/or at the pleasure of His Excellency the President.

4.6.2.3 Duties and Responsibilities of Honorary Consuls

In general, Honorary Consuls are required upon appointment to comply fully with the Vienna Convention on Consular relations of 1963 vis-à-vis duties, responsibilities, privileges, immunities and limitations, and strictly adhere to the Laws and dictates of the receiving State. Letters of Commission will outline any special duties that might be assigned including;

- a) promote and facilitating trade fairs, cultural shows and other sector enhancement missions and activities;
- b) promote investment opportunities;
- c) protect and provide assistance to Sierra Leone citizens and businesses resident in their areas of jurisdiction.

4.6.3 Relations with Resident Consular Representatives in Sierra Leone

Sierra Leone is host to 22 Consulates, 6 of which are headed by Consuls-General. In accordance with Article 4 of the 1963 Vienna Convention on Consular Relations, the establishment and classification of any consular post within the territory of Sierra Leone requires the Government of Sierra Leone's prior consent and approval. It is also required that all such requests must emanate from the Ministry of Foreign Affairs of the sending state and channelled through an accredited diplomatic mission to Sierra Leone. Requests and appointments are subjected to approval by His Excellency the President of the Republic of Sierra Leone. Executive approval would be guided by assurances that consulates and officers accredited to Sierra Leone will carry out the duties of office in a manner consistent with the provisions of the 1963 Vienna Convention on Consular Relations and the obligations, privileges, immunities and **inviolability** contained therein, while also promoting the interests of their countries and of Sierra Leone in mutually respectful and beneficial ways.

Under the provisions of the Vienna Convention on Consular Relations, the following are inviolable:

- i. the consular premises;
- ii. the consular archives;
- iii. the official correspondence of the post;
- iv. the consular courier;
- v. consular officers, to a limited extent.

It must be further noted that in accordance with the 1963 Vienna Convention, consular officers who are nationals of or permanently resident in the receiving state only enjoy immunity from jurisdiction and personal inviolability in respect of official acts performed in the exercise of their duties. On the issuance of the **Exequatur** admitting the head of a consular post to the exercise of his/her functions (Article 12), under the seal

and signature of His Excellency the President, the agent assumes full responsibility to operate. This empowers the Consul to:

- a) display the national flag and coat of arms of the sending state, including the use of car pennants on specific occasions when the transportation is used solely for official purposes; and
- b) register official transportation of the Honorary Consul with a special number plate as determined through the Protocol Division of the Ministry of Foreign Affairs and International Cooperation. Currently, Honorary Consuls are entitled to register no more than two vehicles for official use. Such vehicles can be purchased on duty free basis once every four years – any exceptional dispensation must be on the approval of the Minister. The award of all other facilities to consulates including tax concessions is consistent with the 1963 Vienna Convention and the Laws, rules and regulations of Sierra Leone, based largely on reciprocity.

4.7 PILLAR 7: ORGANIZATIONAL AND FUNCTIONAL RECONFIGURATION OF MFAIC

The new strands of diplomacy and the demands on Foreign Service systems and operations in the last two decades have compelled fundamental rethinking of the existing Foreign Service institutional structures, i.e. Ministries and their outposts. Strengthening Sierra Leone’s voice in the realm of international affairs is the cornerstone of the new Sierra Leone Foreign Service Transformation Strategy in the next five years, 2014-2018. Consequently, the Strategy emphasizes the need to significantly improve and sustain the quality of foreign representation and service delivery. It is against this background that the organizational and functional structure of the Ministry is being reconfigured in three broad aspects: (i) adequacy and appropriateness of the current organizational structure; (ii) modalities for recruitment and retention of a competent and professionally diversified team; and (iii) appropriateness of current personnel remuneration. This Pillar addresses the first aspect.

4.7.1 Current MFAIC Organogram

As shown in Figure 1 below, the MFAIC currently has eight (8) directorates, four of which reflect a continental block approach: Africa, Asia & Middle East, Europe, and Americas, Caribbean & South Pacific. Two of the remaining four directorates, namely, International & Legal, and Policy, Planning & Research (PPRU), have multidisciplinary and analytic bias while the last two, Protocol, and Administration & Finance largely provide logistics support. The present structure of the Ministry is an improvement to an older structure that was essentially regional. Hence, the PPRU was created and added to it while still maintaining the regional orientation, which has continued to operate in ‘silos’ with little room for intra-ministerial thematic exchanges and coordination. The International & Legal Directorate operates as one without a clear functional distinction between the two sub themes – International and Legal, each of which requires significant attention and analysis in modern diplomacy.

Politically, the Ministry has a Minister and one Deputy Minister while administratively; there is only a Director General and a Deputy. The next lower level is the departmental Director. The majority of the directors are below Permanent Secretary Level compared to their counterparts in other countries. There is an apparent over-centralization of decision-making. Reporting and delegation arrangements are weak and administratively too bureaucratic to enable the Ministry to respond promptly and adequately to the demands of modern diplomacy. Perhaps the single most important concern is the limited focus given to the international cooperation function of the Ministry in particular and the Foreign Service in general. The current structure does not accommodate the desired interface and cohesion between foreign policy and international cooperation, with the latter taking a subsidiary role.

With globalization, modern diplomacy is now largely based on thematic issues, which cut across geographic locations. Foreign policy and international cooperation are intricately linked and mutually integrated, thus requiring in one institution a political diplomat, an economic diplomat, a business diplomat and a public policy diplomat. An organizational and functional structure is required that allows adequate space for intensive thematic qualitative and quantitative analysis as well as for carrying out routine administrative responsibilities.

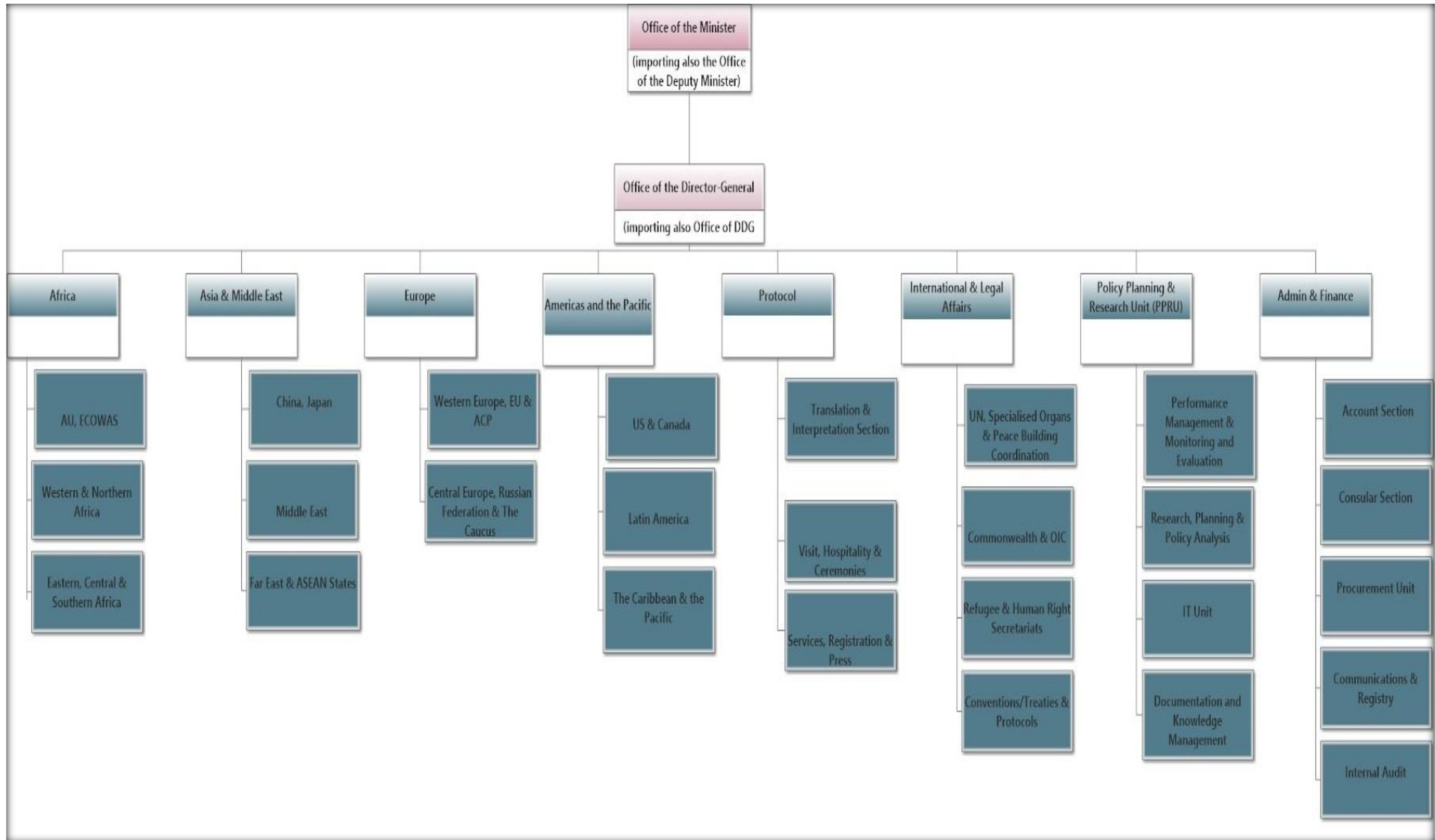


Figure 1: MFAIC Current Organogram

4.7.2 Reconfigured MFAIC Organogram

Accordingly, the revised MFAIC Organogram as shown in Figure 2 below represents a synthesis of a strong thematic and regional nexus, focusing on a more realistic approach to advancing modern diplomacy as outlined in the previous sections of the Strategy and the national development interest as defined in the country's medium-term development trajectory - the *Agenda for Prosperity 2013-2018*. It provides for broader inter-departmental diversity necessary for sustaining achievements, actively seeking further progress, and opening up new prospects for Sierra Leone's external relations. The key features of the new structure include the creation of three new directorates, ECOTEC, Legal Affairs and Communications Information Technology, while the rest of the directorates are reconfigured.

- Reviving the Economic and Technical Cooperation Directorate (ECOTEC). This directorate was apparently phased out over the years arguably due to lack of Foreign Service officers with strong competencies in the fields of economics, finance and development cooperation. The new department accommodates the perfect interface between foreign policy and international cooperation.
- Creating a new Legal, Protocols and Treaties Directorate. This will correct the noticeable absence of a dedicated legal support mechanism, which is a compelling function to support the plethora of legal instruments in any Foreign Service establishment.
- Creating a new CIT directorate. This function has been very much neglected over the years even though the last 2-3 years have laid a solid foundation for the setting up of a new directorate. The directorate will narrow the internal and external communications gap within the Foreign Service.
- Consolidating work on all international organizations and institutions in one directorate
- Consolidating all regional directorates into one Directorate to allow for inter-regional cross referencing. Three new Departments, headed by Assistant Director Generals, have been created, first, to mitigate the apparent over-centralized decision-making hierarchy in the Ministry, and second, to create space for a much clearer internal diplomatic career succession path.

With this new organogram capturing the fine details of the operational and functional strands relevant to the efficient management of the country's international relations, there will be a significant and corollary increase in duties at the political/decision-making tier corresponding with the positions of the Minister and the Deputy Minister. In order to reduce overburdening at this level, it is recommended that a position be created for a second Deputy Minister (Deputy Minister II).

Annex 7 provides a further elaboration of the functional details of the new management structure introduced under the SLFSTS.

- New Posts in the Proposed Structure**
- 3 Departments- Headed by Assistant Director-General
 - 8 Reconfigured Directorates including 3 New Directorates (i.e. CIT, EcoTech and Legal Affairs)- Headed by Directors
 - 29 Reconfigured Sections including 10 new Sections- Supervised by Heads
 - HOS = Head of Section

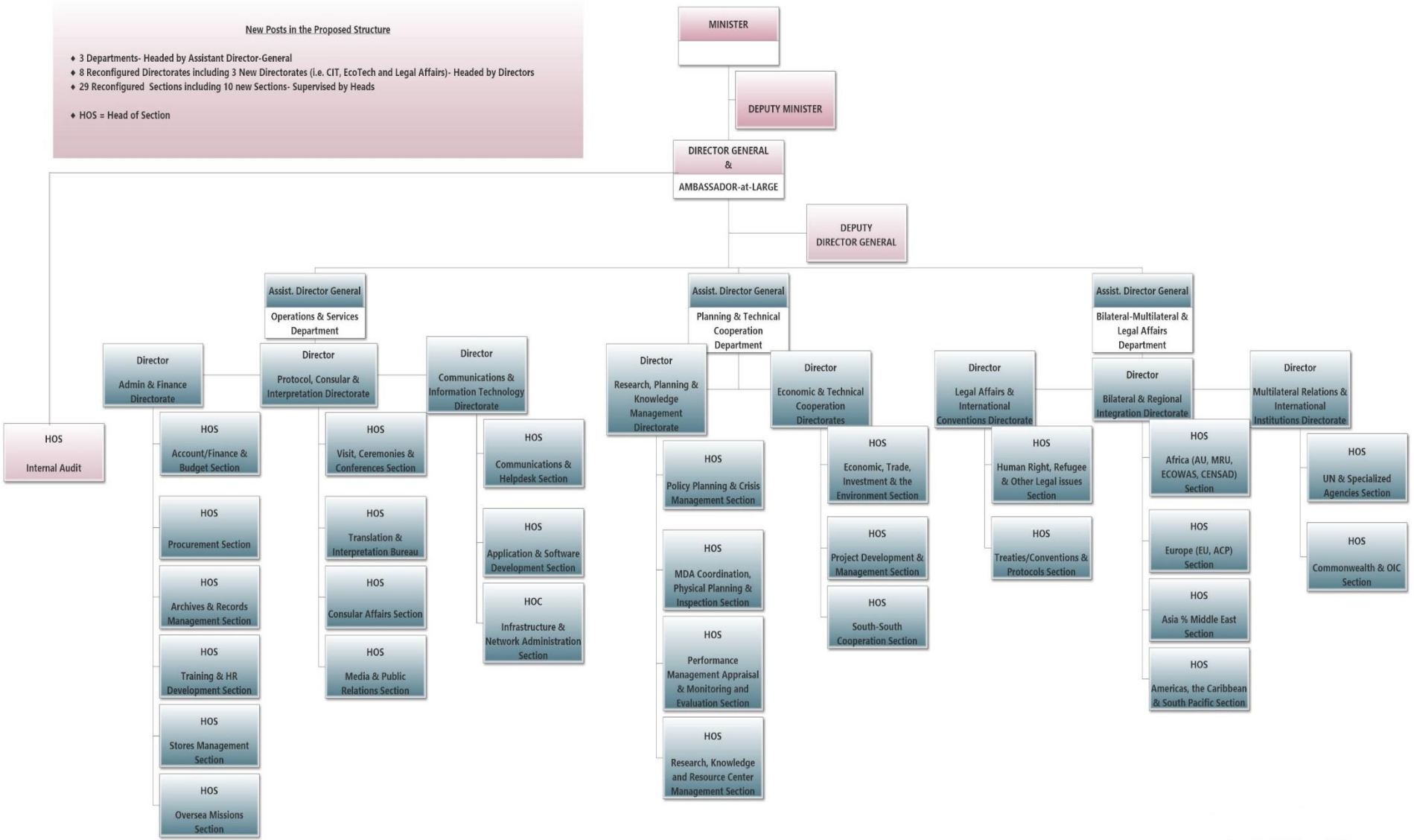


Figure 2: Reconfigured MFAIC Organogram

4.7.3 Generic Structure of Sierra Leone Overseas Missions

A real Embassy/High Commission is much more than an Ambassador/High Commissioner. Below the Ambassador/High Commissioner is the Deputy Head of Mission, who stands in as Chargé d’Affaires/Acting High Commissioner in the absence of the Ambassador/High Commissioner. The Ambassador is the de facto political counsellor or senior political officer in the Embassy, representing the Head of State in the countries of accreditation. Next in the hierarchy is the Head of Chancery (HOC), who is effectively the Embassy’s chief professional and technical adviser and operating Officer, in charge of policy execution, mission programming, financial management, logistics and other diplomatic responsibilities. The HOC is also responsible for personnel matters as well as managing the Embassy’s property and procurement. In larger missions, a Finance Attaché is a staff of the Accountant General’s Department, who works directly with the Head of Chancery in ensuring that proper public financial management systems are in place including budgeting, disbursements and accounting records. Missions in countries with strong potential for trade and investment relations are often provided with a special Economic/Commercial Counsellor, who undertakes economic, trade, investment and financial analyses and appropriate briefings for the Embassy and home country. The Consular Officer manages visa services while, where deployment is considered appropriate, sector attachés in embassies promote their respective promotional, analytic, and advisory roles. The key sectors include information, culture, defence and education.

Figure 3 below shows the proposed generic structure of staff in a foreign mission requiring full staff complement. Smaller missions may require no more than an Ambassador, a Head of Chancery and a 1st Secretary as core diplomatic officers. The full staff complement must be based on the nature, size and strategic importance of the mission.

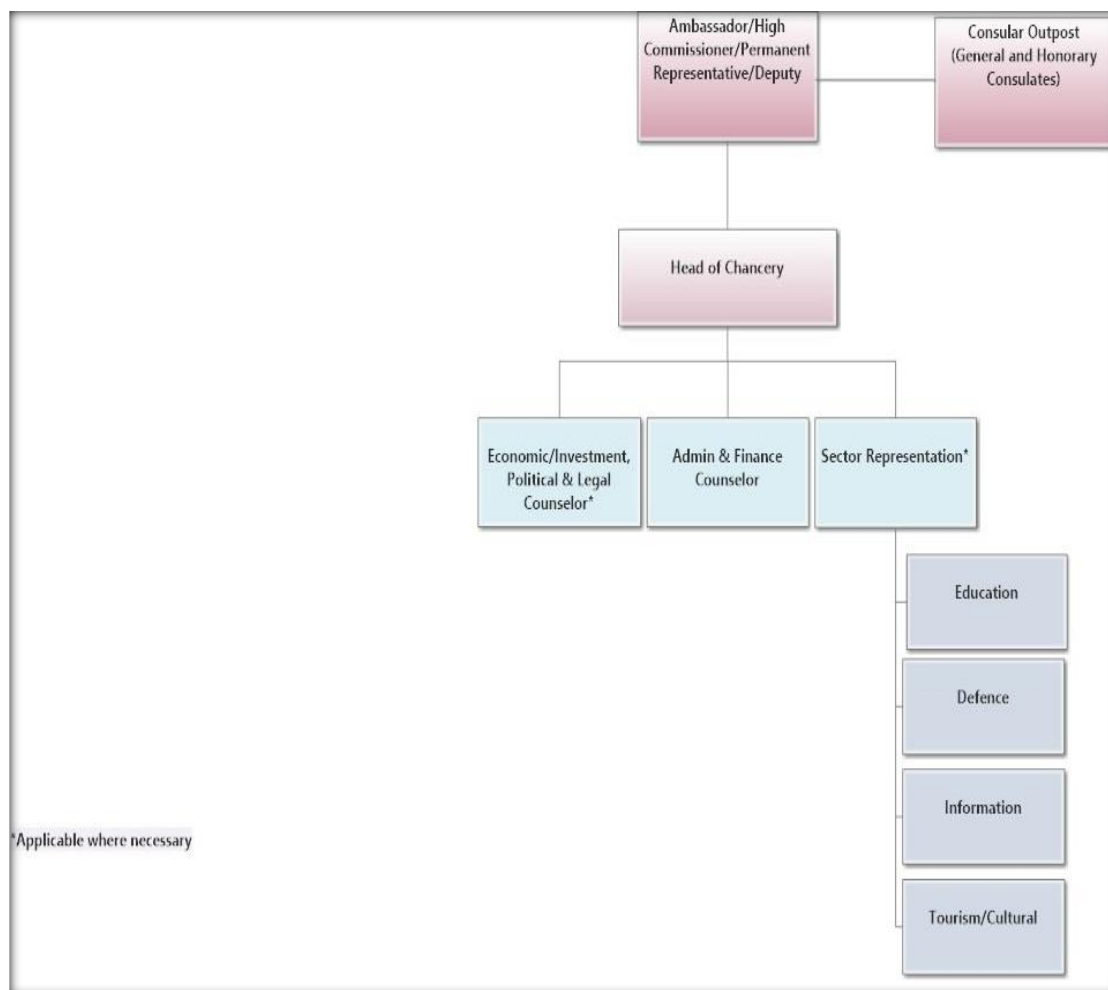


Figure 3: Generic Structure of Overseas Missions

4.8 PILLAR 8: DIPLOMATIC RECRUITMENT, TRAINING AND OVERSEAS POSTINGS

As already noted, present day diplomacy operates in an ever-changing global environment and entails managing multiple and complex tasks. The processes thus require highly competent, well-focused, disciplined and committed professionals. The level of quality, preparedness and dedication of the human resource management base of any organization, society or country constitutes its greatest asset, without which there can be no real progress. The medium term strategic plan is therefore designed to inject a results-based ethos into the system and to facilitate the establishment of a vibrant and competent foreign service, comprising a highly motivated, disciplined and well trained professional cadre of diplomats with diverse and relevant disciplinary backgrounds along with other supporting staff components, capable of facing the challenges of 21st century diplomacy and international cooperation.

The human resource management of the Foreign Service of Sierra Leone has evolved over the years. Changing geopolitical challenges and threats as well as the expansion of national

programmes have provided opportunities for quality recruitment and specialized training of Foreign Service officers and the harnessing of diplomats in a manner that makes the foreign service more legitimate and responsive to national and international diplomatic demands. These opportunities would now need to be fully exploited within the context of this new Strategy.

In this regard, the Ministry of Foreign Affairs and its overseas Missions must be professionally staffed by personnel with multi-disciplinary backgrounds in order to respond appropriately and adequately to the demands of the diplomatic environment. The emphasis on diversified professionalism in terms of competencies will be emphasized and maintained to sustain the quality of performance of Sierra Leone's Foreign Service and to ensure its competitiveness in a very demanding international geo-political environment.

4.8.1 Recruitment and Retention of Foreign Service Personnel

Recent and previous recruitments of staff for the Foreign Service still leave fundamental gaps in the skills set required to adequately mainstream the service into the national development priority focus as well as its ability to withstand the challenges and demands of the contemporary international system. Efforts have been made, though rudimentary, in collaboration with the Public Service Commission and the Human Resource Management Office, to narrow the behavioural and technical competency gaps in such areas as information technology, internal audit, procurement, monitoring and evaluation, translation and interpretation (Arabic, Chinese and French languages). There has however hardly been any focus on recruitment in the core disciplines that make up a successful multidisciplinary diplomatic engagement covering—economics, law, diplomacy and international relations, etc.

Staff retention especially after recall from overseas diplomatic assignment has been a key human resource challenge within the Foreign Service. The reason for this is due largely to low remuneration and the inordinate disparity in pay and conditions of service of staff between headquarters and overseas missions. Other substantiating factors are poor career progression opportunities and low motivation, combined with the relative exclusion of career diplomatic officers in the appointment of Ambassadors.

Furthermore, Civil Service promotions have generally eluded Foreign Service officers while on postings abroad and sterling performances have hardly been recognized through fast track or accelerated promotion. While special schemes exist for some category of staff members in other MDAs, staff in the Foreign Service, even of similar competence or grade level, remain deeply ill-motivated as a result of the poor pay conditions in the present Foreign Service and, more especially, in light of the misalignments between the pay structures in the overseas mission vis-à-vis headquarters.

For instance, the Foreign Ministry has over the years seen a high turnover of Foreign Service Staff due largely to the inappropriate remuneration and grading system in the civil service. Additionally, much of the training opportunities offered by the Foreign Service partners to close the existing capacity gap are either few or far between or are not directly aligned to the required training needs. In other words, such training can best be described as supply-driven

rather than demand-driven and often ends up in not adequately addressing the challenges of the Foreign Service; hence there is a need for a solid competency mapping exercise.

Posting of Foreign Service Officers to overseas Missions has had no clear eligibility and implementation criteria. By and large, postings have been relatively erratic and inconsistent with little or no reference to appropriateness of staff grade level or competence, mission human resource requirements, and financial affordability. Decision is often without due consultations with either Senior Management in the Ministry or the beneficiary Missions abroad.

Addressing these challenges, gaps and systemic defects require the adoption of bold and timely actions including appropriate policy options, to respond to His Excellency the President's clarion call for the establishment of a Sierra Leone Foreign Service made up of highly skilled, disciplined, well trained and professional cadre of diplomats. In this regard, the SLFST Strategy aims to achieve the following outcomes:

- i. **Recruitment of a diplomatic cadre on competitive basis** reflecting broad-based mix of academic and professional competences and gender balance. Recruitment and promotion will be conducted through competitive examinations and rigorous screening process by the Public Service Commission, and the Human Resource Management Office in collaboration with the Foreign Ministry. Special Foreign Service examinations and screening will be effected after the general civil service examinations intake.
- ii. **Putting in place appropriate grading system and remuneration framework** that will not only help to retain experienced, tested and highly skilled and competent staff but also enhance effectiveness and efficiency. Diplomatic post classifications will be mainstreamed. A new remuneration scheme is necessary to reflect international standards, especially at the regional level. Given that the salaries and allowances structure at post were last adjusted in 2003- over a decade ago, there is a need for an urgent review of the remuneration structure taking into consideration the Cost of Living Adjustment (COLA). Consideration would also be given to the adoption of a new Spousal Allowance, since spouses for the most part are not allowed to work at duty stations.
- iii. **Ensuring that the wide disparity between salary structures obtaining at post and at capital (headquarters) is narrowed;** this has been one of the key reasons for the demotivation of staff returning from postings and/or going the extra length to influence policy to delay departure from post at the end of their tour of duty.
- iv. **Develop guidelines for the recruitment and remuneration of local staff in overseas missions** based on necessity, the national manpower policy and affordability while mainstreaming to a large extent (automatically or through negotiation) the legal terms and conditions of service of the country of recruitment, including minimum wage and social security requirements.

4.8.2 Training and Professional Development

The overarching goal of the new SLFST Strategy is building a platform on which the Sierra Leone Foreign Service is driven by personnel with highly competitive educational and

professional backgrounds and wide ranging training facilities to enhance knowledge, skills and competencies for further career development and progression in specific and relevant disciplines. Staff professional development and training consist in the policies, practices and procedures used to develop the knowledge skills and competencies to improve staff effectiveness and efficiency, thereby enhancing the professionalism of the Foreign Service.

The Strategy will fully adopt and implement a Training Strategic Framework developed in 2011 with support from the Australian Government through AusAID following a training needs analysis. The main thrust of this policy and framework is a shift from a supply-driven approach to training and professional development to a demand-driven approach based on informed data and skills gap analysis. It will further recognize the importance of knowledge sharing among staff as well as between overseas missions.

Four broad training themes have been identified:

- Improving Outreach-Rebranding and Image Management;
- Sustaining a Learning Culture;
- Developing Effective Diplomacy;
- Improving Divisional Operations.

Drawing from international best practice, the core skills set for the system of human resources management in the Foreign Service will, among others, be based on six precepts that are predictors of success in the Foreign Service:

- i. Leadership: innovation, decision making, teamwork, openness to dissent, community service and institution building;
- ii. Interpersonal skills: professional standards, persuasion and negotiation, workplace perspectives, adaptability, representational skills;
- iii. Communication skills: Writing communication, oral communication, active listening, public outreach, foreign language skills (multilingualism);
- iv. Management skills: Operational effectiveness, performance management and evaluation, customer service;
- v. Intellectual skills: information gathering and analysis, critical thinking, active learning, leadership and management training;
- vi. Substantive knowledge: understanding of Sierra Leone's history, politics, economy, culture etc.

The importance of induction is abundantly stressed in the policy. It will be mandatory for all new staff to undergo an induction program, thus sending a strong message that training and learning culture are an individual's responsibility, in principle, with recognition that current staff may also benefit from an induction which will significantly contribute to enhancing the capacity of the workforce. Induction will also be extended to newly appointed Ambassadors before taking up office in their respective missions. A Training Management Committee (TMC) - a cross divisional committee, will be responsible for the overall management, monitoring and evaluation, and reporting of the outcomes of the annual training plan. This

committee will be responsible for the approval of all training activities to ensure consistency and equity in the allocation of training programs and resources to meet the Ministry's training objectives. Annex 2 defines the key parameters for MFAIC Staff training and development.

4.8.3 Overseas Postings

Overseas postings is a privilege and training opportunity. Postings will be based on necessity, staff competence and affordability. A Postings Policy has been developed (as elaborated in Annex 9), as a guideline which addresses previous gaps and locks-in a predictable postings pattern based on set criteria with the overall objective of optimizing the efficiency of Missions and improving quality and output of Foreign Service Officers (FSOs) serving abroad.

4.9 PILLAR 9: APPOINTMENT AND ASSIGNMENT OF ATTACHÉS TO OVERSEAS MISSIONS

4.9.1 Deployment of MDA Attachés in Overseas Missions

The Foreign Service accommodates personnel from various line ministries, MDAs to complement its roles and responsibilities with emphasis in their areas of responsibility. The reason for this cross-pollination is the increasing level of attention to thematic diversity and corresponding involvement of countries in the handling of international political, security and development issues such as trade and investment, tourism and culture, defence, education, health, information, migration, human rights, environment, finance and economic development.

Deployment of MDA representation in overseas missions has, until 2007, specifically been limited to a handful of defence, financial and information attaches in selected missions, notably, London, New York and Abuja. The deployment of attachés should be policy driven.

In the wake of the ascendancy of President Dr. Ernest Bai Koroma to power in 2007, there has been a surge in MDA representation in more than half of the 21 missions abroad, involving particularly the information, finance and defence sectors of the Government. Whereas, the finance and defence attachés are drawn specifically from the Accountant-General's Office and the Ministry of Defence, information (press) attachés have largely been extracted from private media houses through the Ministry of Information, thus making them more detached from both the Ministry of Foreign Affairs and International Cooperation and their parent Ministry and continue to operate relatively independently and unsupervised accordingly. Key Ministries such as Tourism & Culture and Trade & Industry have had no effective representation in overseas missions.

This current policy direction is intended to regulate the process and attempt to appropriately mainstream these sector attachés as well as inject coherence and a smooth chain of communication and command within the Ministry of Foreign Affairs and International Cooperation and the Foreign Service and/or the national public service.

Newly appointed attachés will undergo a diplomatic induction training conducted by the Foreign Ministry which will ensure that they have a basic understanding of diplomatic procedure and processes as well as the general foreign policy profile of Sierra Leone. Attachés should understand the seamless consistency and contemporaneousness in the foreign policy of Sierra Leone and their respective sector profiles in the discharge of their responsibilities.

Upon mission deployment, attachés will be subject to the authority of the Head of Mission through the Head of Chancery.

4.10 PILLAR 10: ENACTMENT OF A SIERRA LEONE FOREIGN SERVICE LAW

Draft Sierra Leone Foreign Service Legal Framework

Throughout this Strategy, the case has been made for an expanded and professional foreign service that will serve the national interests of Sierra Leone in an integrated fashion and provide qualified personnel to serve the President, the Minister and other agencies of government as a matter of urgency.

The Foreign Service of Sierra Leone which was established after independence need to be preserved, strengthened and improved in order to carry out its Mission effectively in response to the complex challenges of modern diplomacy and international relations.

International best practice dictates the enactment of a customized Foreign Service law to better secure and maintain the relevance, legitimacy, efficiency and ultimately autonomy of the institution in the context of its national and international perspectives. Sierra Leone currently has none. It is against this background that the MFAIC Strategic Plan is advocating for a legislation for the regulation of the Sierra Leone Foreign Service. Elements of such a law are outlined in this section. They reflect what obtains in most other Foreign Service laws.

4.10.1 General Provisions

4.10.1.1 Pursuant to Chapter 2 section 10 of the 1991 Constitution and Chapter 9 of the Civil Service Code Regulations and Rules (2010) as well as the ongoing wider public sector reform, the present legislation shall seek to ensure the establishment of a first class, high quality Foreign Service made up of highly competent diplomatic cadre with diverse professional background deployed both at Headquarters and abroad. It further seeks to ensure that all overseas diplomatic missions perform their duties in accordance with the law and all relevant instruments regulating the conduct of Foreign Service Officers (FSOs) during the course of their diplomatic duties.

4.10.1.2 The term ‘foreign service officer’ refers to the personnel performing official diplomatic and consular duties for and on behalf of the Republic of Sierra Leone abroad and possess diplomatic ranks.

- 4.10.1.3** The term ‘diplomatic missions abroad’ refers to the embassies and consulates of the Republic of Sierra Leone in a receiving state and the Permanent Missions to the United Nations, the African Union and other inter-governmental organizations and representative institutions.
- 4.10.1.4** The term “Minister” shall refer to the Minister of Foreign Affairs and International Cooperation.
- 4.10.1.5** The provisions herein shall apply to the obligations, rights and administration of diplomatic personnel stationed abroad. That which is not provided for in these provisions shall be governed by the revised Civil Service Code.
- 4.10.1.6** The diplomatic personnel stationed abroad shall be protected by law in the discharge of their duties according to International law.
- 4.10.1.7** The Ministry of Foreign Affairs and International Cooperation shall be the nerve centre for the management of all diplomatic missions abroad, including the diplomatic personnel stationed abroad as well as other dispatching departments.

4.10.2 Duties, Conditions, Obligations and Rights

- 4.10.2.1** Diplomatic personnel accredited to missions abroad shall, in accordance with the relevant constitutional mandate, the Civil Service Codes of Conduct and the Operational Manual of Processes and Procedures, perform the following duties:
- i. Promoting and protecting the national sovereignty, security, honour and interests;
 - ii. Implementing the national diplomatic guidelines and policies;
 - iii. Making the diplomatic representations on behalf of the state;
 - iv. Furthering the relations between Sierra Leone and the receiving states, participating in the activities of the international organizations, and promoting bilateral and multilateral friendly exchanges and cooperation;
 - v. Protecting the legitimate rights and interests of Sierra Leone citizens and legal persons living abroad;
 - vi. Reporting the happenings of the countries of residence and the relevant regional and international situation;
 - vii. Introducing Sierra Leone as well as its domestic and foreign policies of Sierra Leone, and promoting the understanding of the countries of residence to Sierra Leone; and
 - viii. Performing other diplomatic or consular duties.
- 4.10.2.2** The Ambassadors Extraordinary and Plenipotentiary and/or High Commissioners shall be the accredited representatives of the Republic of Sierra Leone in the countries of residence.

4.10.2.3 For any individual to be eligible for appointment as a Diplomatic personnel serving in overseas missions, he/she shall:

- i. be a citizen of the Republic of Sierra Leone;
- ii. be a confirmed officer not less than 23 years old;
- iii. uphold the constitution of the Republic of Sierra Leone;
- iv. possess good political awareness and ethics;
- v. have the requisite expertise, working capability and language skills necessary for the work;
- vi. have the physical conditions, psychological qualifications and adaptability required for permanently residing abroad as medically cleared by a registered entity; and
- vii. meet other requirements as prescribed by law.

4.10.2.4 Without prejudice to any Sierra Leonean of any ethnic or gender background, religious faith or otherwise, any person falling under the following circumstances shall not be eligible for appointment as a diplomat stationed abroad if such a person;

- i. has criminal record and punishment for a crime;
- ii. has been discharged from public employment;
- iii. has been dismissed by a state organ;
- iv. is holding a foreign long-term or permanent residence permit of the country to which he/she is to be deployed;
- v. has a spouse of a foreign nationality or holding a long-term or permanent residence permit; or
- vi. other circumstances under which he/she may not be appointed as a diplomat stationed abroad.

4.10.2.5 Diplomatic personnel accredited abroad shall be bound by the following obligations:

- i. loyalty to the nation and the people and safeguarding national dignity;
- ii. respect for the customs, constitution and laws of the Republic of Sierra Leone and those of the receiving state;
- iii. dedication and commitment to and, performance of duties with due diligence, including compliance with the rules, regulations and the disciplinary codes of the Sierra Leone Foreign Service as spelt out in the Operational Manual of Processes and Procedures;
- iv. strict adherence to the confidentiality of state secrets and work- related secrets;
- v. the avoidance of compromising national integrity by resigning during the period of accreditation abroad or upon recall;
- vi. reporting major personal issues at the duty station abroad for the attention of headquarters and;
- vii. other obligations as prescribed by the law.

4.10.2.6 Diplomatic personnel posted abroad shall enjoy the following rights:

- i. the enabling working conditions required for performing their duties;
- ii. the requisite emoluments or wages, insurance benefits and treatment conducive for their work and living in the receiving state;
- iii. participating in training prior to dispatch and during their tour abroad; and
- iv. other rights as prescribed by law.

4.10.2.7 Diplomatic personnel serving abroad shall be entitled to the enjoyment of corresponding privileges and immunities in full compliance with the provisions of all relevant international treaties concluded or acceded to by the Republic of Sierra Leone, including the laws of the receiving state. No diplomatic personnel serving abroad shall, under any circumstance, abuse their privileges and immunities, nor give up privileges and immunities without prior approval of the sending state.

4.10.3 Posts and Ranks

4.10.3.1 The posts of diplomatic personnel stationed abroad shall be divided into diplomatic posts and consular posts.

4.10.3.2 The diplomatic posts shall comprise:

- Ambassador Extraordinary and Plenipotentiary/High Commissioner;
- Ambassador - Deputy Chief of Mission or Deputy Representative;
- Minister Plenipotentiary;
- Minister counselor;
- Counselor;
- First secretary;
- Second Secretary;
- Attaché.

4.10.3.3 The consular posts shall be divided into:

- Consul-General (or Honorary Consul-General)¹;
- Deputy Consul-General;
- Consul;
- Vice Consul;
- Consular Attaché.

¹ Currently, the Sierra Leone diplomatic service has more Honorary Consulates in almost all consular posts abroad

- 4.10.3.4** Diplomatic personnel stationed abroad shall be governed by the system of diplomatic ranks in 3.2 above².
- 4.10.3.5** The diplomatic ranks of diplomatic personnel stationed abroad shall be determined in accordance with the posts they hold in the diplomatic institutions stationed abroad, their posts and ranks for civil servants and the need for diplomatic work.
- 4.10.3.6** The basic relationship of correspondence between diplomatic posts and diplomatic ranks shall be:
- i. Ambassador extraordinary and plenipotentiary: the rank of ambassador
 - ii. Representative or deputy representative: the rank of ambassador, the rank of a Minister Plenipotentiary, or the rank of counselor;
 - iii. Minister counselor; the rank of minister counselor;
 - iv. Counselor: the rank of counselor;
 - v. First secretary: the rank of first secretary;
 - vi. Second secretary: the rank of second secretary;
 - vii. Attaché: the rank attaché.
- 4.10.3.7** The basic relationship of correspondence between the consular posts and the diplomatic ranks shall be:
- i. Consul-General: the rank of ambassador, the rank of minister plenipotentiary, or the rank of counselor
 - ii. Deputy Consul-General: the rank of counselor;
 - iii. Consul: the rank of counselor, the rank of first secretary;
 - iv. Vice Consul: the rank of second secretary, or the rank of attaché and;
 - v. Consular attaché: the rank of attaché.
- 4.10.3.8** The corresponding alignment levels between the posts and ranks of diplomatic personnel stationed abroad and their civil service posts and ranks at home shall be prescribed separately.
- 4.10.3.9** The posts of diplomatic personnel stationed abroad shall be determined in accordance with the following powers:
- i. The Ambassadors Extraordinary and Plenipotentiary and Permanent representatives and Deputy Permanent representatives who are

² the ranks of Ambassador, Minister Plenipotentiary, Minister Counselor, Counselor, First Secretary, Second Secretary and Attaché

- Ambassadors Extraordinary and Plenipotentiary shall be determined by His Excellency The President;
- ii. The Consuls-General and Honorary Consuls-General shall be determined by the Minister of Foreign Affairs and International Cooperation and submitted for Executive Clearance by His Excellency The President;
 - iii. The posts of Minister Plenipotentiary, Minister Counselor, Counselor, Deputy Consul-General, and other diplomatic personnel stationed abroad shall be determined by the Director-General with the approval of the Minister of Foreign Affairs & International Cooperation or other departments that dispatch them.

4.10.4 Promotion

Eligibility for promotion from one level to another shall be determined by the means of selecting the best for promotion based on a set of prescribed objective conditions and/or through a special examination(s) as may be determined from time to time. If a diplomat is not qualified for promotion upon assessment, he/she may later be considered if deemed eligible.

4.10.5 Heads of Mission

- 4.10.5.1** There shall be a Head of Mission in each resident diplomatic mission, who shall act as the Chief Executive charged with the overall responsibility of furthering and overseeing the interest of Sierra Leone in the accredited state. Such a person shall be the Ambassador Extraordinary and Plenipotentiary, designated either as Ambassador, High Commissioner or Permanent Representative. He/she shall be the Head of the Embassy, High Commission or Permanent Mission. A Consul-General shall be the head of a Consulate General. A Consul shall be the head of a Consulate.
- 4.10.5.2** The Head of Mission shall be assisted by the Head of Chancery, the administrative head responsible for the day-to-day activities and running of the mission.
- 4.10.5.3** Where a Head of Mission fails to perform his/her duties due to certain reasons or the office is vacant, someone else shall be assigned to perform the duties of the head of the mission ad interim.
- 4.10.5.4** All home based officers, including Heads of Mission posted shall return to the country on schedule to report at headquarters at the end of their tour of duty.

4.10.6 Dispatch, Recall and Call Back

- 4.10.6.1** Ambassadors Extraordinary and Plenipotentiary and Permanent Representatives or Deputy Permanent Representative also designated as Ambassadors Extraordinary and Plenipotentiary or Ambassadors shall, at the pleasure of the President of the Republic of Sierra Leone, be dispatched and recalled.

4.10.6.2 Diplomatic personnel and Attachés stationed abroad shall be dispatched and called back by the Ministry or the dispatching departments at the end of a stipulated period of tour of duty not exceeding two tours of two (2) years each or for a period as may be defined from time to time by the Minister.

4.10.6.3 However, in accordance with the needs of work, the term of office of a diplomat stationed abroad may be properly shortened or extended upon the approval of the Minister or by the dispatching MDA.

4.10.6.4 Where a diplomat stationed abroad falls under any of the following circumstances, he shall be called back in advance:

- i. Being assigned a different job;
- ii. Failing to perform his duties;
- iii. Violating the law or seriously violating discipline;
- iv. His spouse becomes the citizen of another country, or obtains a Foreign long-term or permanent residence permit;
- v. Any other circumstance that makes it inappropriate for him to continue working in the diplomatic institution stationed abroad;
- vi. The state may, where necessary, urgently recall, call back or withdraw some or all the personnel of the relevant diplomatic institutions/stations abroad.

4.10.7 Assessment, Training and Exchange

The assessment of diplomatic personnel stationed abroad shall be divided into unofficial assessment and periodic assessment, which shall be organized and implemented by the overseas mission or the dispatching departments and in accordance with the relevant provisions of the Civil Service Code, Regulations and Rules of Conduct and Operational Manual on processes and procedure.

PART FIVE

IMPLEMENTATION, MONITORING AND RISK MANAGEMENT

5.1 RESULTS-BASED FRAMEWORK

The cornerstone of a successful achievement of the strategic priorities and partnerships of the SLFSTS is the efficient and effective implementation of the Strategy. Implementation, monitoring and evaluation are the direct responsibility of the Ministry of Foreign Affairs and International Cooperation and its outposts, i.e. embassies and consulates. Each of these entities will ensure that it carries out its stated policies and activities as articulated in the Strategy. A key lesson learnt in the implementation of several other MDA strategies has been the weak coordination between the various entities, departments and/or units within the MDA as well as amongst the MDAs themselves. The Foreign Service Strategy will complement the efforts of all other government entities to fulfil the Agenda for Prosperity. It will benefit from focused and regular coordination mechanisms. The Foreign Service Strategy will also benefit from close collaboration with the Diplomatic and Consular Corps in the country. The MFAIC will undertake broad based consultations to ensure that maximum value is obtained in the implementation of the Foreign Service Strategy. The implementation matrix, showing milestones, baselines and targets, is shown in the form of a Results Framework as defined in Annex 1. The monitorable indicators are consistent with the Performance Tracking Table (PTT) under the annualized Performance Contract signed by the Minister of Foreign Affairs with His Excellency the President. This format will in due course be reflected in Performance Contract Frameworks between the MFAIC and its outposts.

5.2 MONITORING AND EVALUATION

The M&E framework will assess responsiveness, effectiveness, efficiency and sustainability of interventions against expected outcomes. An M&E framework, gauging indicators, processes and activities, depends heavily on the access and reliability of data generated as well as on the strength of analysis to inform and design roadmaps and ways of improving future interventions through the planning processes. Accordingly, an M & E Unit will be established within the new Organogram of the MFAIC. The Unit will:

- a) Ensure target setting for the Senior Management, Directors and other Units Heads within the Ministry
- b) Monitor the implementation of targets and related work plans with a view to highlighting slippages
- c) Provide periodic reports on slippages for the attention of all Directorates and Units
- d) Evaluate processes and procedures against targets and milestones with a view to providing recommendations on better ways of delivering on targets
- e) Monitor human resource capacity development, succession planning and allocation of personnel in accordance with skills and competencies

5.3 RISK MANAGEMENT

The MFAIC will encourage and promote national ownership and leadership in the implementation of the Foreign Service Strategy. A realistic explanation of the Foreign Service’s inability to perform to its potential relative to many other countries points to its intricate institutional relationship within the civil service structure. The very strict adherence to civil service practices, especially in terms of open service recruitment and human resource management, has severely, though inadvertently, limited the functional capacity of the Sierra Leone Foreign Service to modernize as well as relate to the changing diplomatic environment, which puts greater emphasis on geo-political tracking and analyses, and economic diplomacy. The dynamics of modern diplomacy requires strong expertise in a wide range of disciplines in FSOs, more especially in economics, law, international relations, multilingualism and information technology. The Sierra Leone Foreign Service will not function at par unless these strengths are consciously built in the new Foreign Service system and practices- recruitment of FSOs and diplomatic and consular representation. The recommendations in the Foreign Service Strategy are significant milestones to help mitigate and respond to those emerging risks or challenges that may confront the Foreign Service in the 21st Century. Efforts will be made to ensure regular and timely monitoring of all other associated risks and challenges to avoid weak and/or derailed implementation of the Foreign Service Strategy. The risk mitigation strategies will focus on strengthening communication with national MDA counterparts, the Parliamentary oversight committee, Office of the President, Diplomatic and Consular Corps, and civil society.

A risk identification and mitigation matrix is shown in Table 3 below:

Table 3: RISK IDENTIFICATION AND MITIGATION MATRIX

NO	RISK	RISK MITIGATION
1	Continued political will and commitment	The MFAIC plan is aligned with the Agenda for Prosperity The President has committed to building a first class Foreign Service Create a fine balance between the appointment of political and career envoys of the Foreign Service
2	Continued Public Service Leadership support	Fully involve Cabinet Secretariat, Secretary to the President and integrate the MFAIC Plan into PSC, HRMO and PSRU policy frameworks
3	Weak Human resources and institutional capacity in MFAIC	Fully integrate an important HR training framework supported by AUSAID MFAIC Leads recruitment, training, promotion and performance assessment of Foreign Service Officers; Improve the terms and conditions of service for Foreign Service Officers
4.	Inadequate Financing	Develop and agree on a sustainable MTEF Foreign Service Budget Profile; Complement government with effective development cooperation budget support through technical assistance, grants, concessional financing, trade and investment promotion

ANNEX 1: IMPLEMENTATION FRAMEWORK

Expected Outputs	Planned Activities	Time Frame & Progress Indicators					Responsible Party and Partners
		2014	2015	2016	2017	2018	
Outcome One: Building a strong, dynamic, mainstreamed Professional Foreign Service capable of repositioning Sierra Leone as an effective global partner in peace, security and development							
Output 1: An efficient and effective Foreign Service built and mainstreamed Baseline: Weak planning and policy development system with a heavily centralized, protracted and inefficient resource management and lack of effective	1.1 Transform the Ministry into a professional Foreign Service with enhanced and strengthened engagement with the resident and non-resident diplomatic and consular community, and MDAs.	a. Current structure, processes and procedures of the Foreign Service reviewed b. The revised structure approved and operationalized with phased staffing within the available resources. c. The Forum on Diplomatic and Consular Relations launched and quarterly meetings and engagements intensified	a. A capacity audit undertaken against the personnel strength and skills requirement of the revised organizational structure. b. Coordination and collaboration with MDAs strengthened and deepened. c. Foreign Service Legislation enacted.	Staffing gap improved through the recruitment of skilled and competent personnel, taking into account gender and ethnic diversity	a. Linkages with MDAs, overseas missions and consulates as well as the Forum on the Diplomatic and Consular Relations strengthened and intensified. b. Other measures adopted to strengthen the capacity of staff to participate effectively in the institution's policy and decision-	Identify Areas For A Successor Plan	PSC, HRMO, Cabinet Secretariat, MoFED

divisional program management.					making processes.		
	1.2 Policy development, planning, research, performance management including monitoring and evaluation systems strengthened and enhanced While ensuring that each division prepare and manage its own budget line under the overall supervision and monitoring of the Director-General.	<p>a. Suitable Office space and logistical facilities provide for the Policy, Planning and Research Unit.</p> <p>b. Resource and Learning Centre set up, equipped and operational guidelines developed.</p> <p>c. Training and learning programs commenced.</p> <p>d. Knowledge exchange programs and networking with other think tanks undertaken</p>	<p>a. Comprehensive Foreign Policy Guide developed in line with the evolving global diplomatic environment and emerging issues.</p> <p>b. Communications and knowledge sharing systems enhanced and intensified.</p>	Foreign Policy Guide reviewed periodically in line with the evolving global diplomatic environment and emerging issues	Foreign Policy Guide review continued.	Identify areas for a successor plan	Director-General and all Directors/Heads of Chancery
Outcome Two: Strengthening voice, representation and relevance at the sub-regional, regional and global levels to promote and enhance democratic values and legitimacy in global governance							
Output 2 Expanding global outreach	2.1. Open new missions – Embassies/High	a. Open new Embassies in the Republic of Korea (ROK) and the United Arab Emirates (UAE)	a. Ensure that the missions in ROK and UAE are fully	A biennial consultative meeting /retreat of	Follow-up mechanisms and/or	Identify areas for a	Office of the President and

<p>and repositioning Sierra Leone as a trusted and effective strategic global partner by maximizing the country's contribution to international peace, security, stability and development</p> <p>Baseline: Sierra Leone's potentials in this direction has not been fully exploited</p>	<p>Commissions, General and Honorary Consulates in strategic locations as well as strengthening South-South and Triangular Cooperation mechanisms</p>	<p>b. Develop guidelines for establishing future missions and consulates</p> <p>c. Develop criteria/guidelines for appointing/assigning Ambassadors /Consuls</p>	<p>operational</p> <p>b. Undertake feasibility and recommendations for new missions</p> <p>c. Ensure new missions are adequately staffed and effective</p>	<p>Ambassadors/High Commissioners and Heads of Chancery held in Freetown for a comprehensive assessment of the expansion and outreach, especially South-South Cooperation.</p>	<p>recommendations taken up Cabinet for approval and implementation</p>	<p>successor plan</p>	<p>MoFED</p>
	<p>2.2 Strengthen the human and institutional capacities of existing missions by also refurbishing and/or constructing new chancery buildings and residential facilities as well as acquiring lands for such purposes</p>	<p>a. The construction of the Addis Ababa Chancery building and residence as well as the refurbishment and expansion of the Chancery building in New York.</p> <p>b. Construction of the perimeter fence of the land acquired in Accra completed.</p> <p>c. Acquisition of the property adjacent to the Sierra Leone Embassy in Brussels</p>	<p>a. More efforts made to acquire land and property in other areas for the construction of chanceries and residences.</p> <p>b. The security of Embassy premises and facilities upgraded against terrorist threats.</p>	<p>Construction works and security upgrades continued.</p>	<p>Construction and property acquisition work as well as security upgrades continued</p>	<p>Identify areas for a successor plan</p>	<p>MoFED</p>

<p>2.3 Prompt and regular payment of assessed contributions and outstanding arrears in contributions be ensured for the full and effective participation at all levels</p>	<p>A comprehensive assessment and update on the current and outstanding arrears in contributions to all international organizations compiled.</p>	<p>A regular budgetary allocation plus payment plans be established and tranche payments effected.</p>	<p>Backlog of arrears in Assessed Contributions reduced by 50%</p>	<p>Backlog of Arrears in Assessed Contributions reduced by 75%</p>	<p>Backlog cleared</p>	
<p>2.4 Scale up the advocacy, canvassing and defense of the African common position on the reform of the UN Security Council</p>	<p>a. The reschedule Summit of the C-10 Heads of State convened in the first week of May 2014 b. Outreach by the Coordinator broadened and intensified</p>	<p>Outreach continued within the context of the intergovernmental negotiations</p>	<p>Outreach continued within the context of the intergovernmental negotiations</p>	<p>Outreach continued within the context of the intergovernmental negotiations</p>	<p>Outreach continued within the context of the intergovernmental negotiations</p>	
<p>2.5 Promote, facilitate and enhance the increased participation of Sierra Leone in international organizations and institutions</p>	<p>a. The deployment of more suitably qualified Sierra Leone nationals in statutory and other positions improved. b. A comprehensive update of inventory of treaties, agreements and other related instruments along with status of ratification and/or domestication or implementation/enforcement established for further action where applicable.</p>	<p>a. A timetable or schedule of membership of subsidiary organs of the UN (such as ECOSOC, the Executive Boards of Specialized Agencies, the Peace and Security Council of the African Union) prepared and cleared with Cabinet for implementation.</p>	<p>a. Preparation of bid for memberships such as the non-permanent seat of the Security Council and/ or ECOSOC, the Executive Boards for the year 2017/2018 commenced. b. Compendium of Treaties/Conventions and Agreements updated for</p>	<p>Campaign/lobby for Statutory Positions and Membership of Organs and Subsidiary bodies intensified.</p>	<p>UN Security Council seat in the non-permanent category obtained.</p>	

			<p>b. Compendium of Treaties/conventions and agreements compiled</p> <p>c. Presidency of the African Development Bank as well as that of the Assembly of States Parties of Rome Statute Secured</p>	compliance.			
<p>Outcome Three: Developing the human resources management system to attract and retain the best brains and to establish an effective training and professional development system</p>							
<p>Output3. The Foreign Service be transformed into a professionally and ethnically diversified effective and efficient Government Agency</p> <p>Baseline: the Foreign Service still operates</p>	<p>3.1. A central role of the Ministry established and maintained in the recruitment, retention, career development and succession planning to enhance performance, greater inclusiveness and synergy</p>	<p>a. New recruits selected and engaged based on the manpower requirement of the Ministry through competitive examination and rigorous interviews</p> <p>b. A Standing Committee on Career Development and Succession Planning charged with the responsibility of effecting a well- defined, predictable and transparent postings, promotion and reward systems established</p>	<p>a. Memoranda of Understanding signed with relevant institutions and bilateral partners for capacity building (example, MDAs, Fourah Bay College Government of the Federal Republic of Nigeria)</p> <p>b. Job rotation, work shadowing and mentoring regulated</p>	<p>A six-monthly Inter-ministerial shadowing and rotation of staff commenced to broaden the scope and knowledge base of the lower level cadre staff on national development policy formulation and implementation</p>	<p>a. Foreign Service Academy established</p> <p>b. Conditions of service improved</p> <p>c. Modalities developed for the establishment of a Foreign Service Commission.</p>	<p>Appointment of more career Ambassadors/High Commissioners</p>	

<p>under the general terms and conditions of the civil service despite its slightly peculiar outlook.</p>	<p>developed in dealing with the Diaspora community to leverage their own contributions to nation building and productivity.</p>	<p>and Operationalized. c. An Operational Manual of Processes and Procedures developed and validated. d. Pay and salary conditions reviewed ensuring that salaries Overseas and headquarters are aligned.</p>	<p>and institutionalized. c. Revised pay conditions fully implemented d. More career ambassadors appointed</p>				
	<p>2. Develop a comprehensive framework for training and capacity enhancement at all levels.</p>	<p>A framework of demand-driven training system aimed at improving divisional operations; outreach; rebranding and build image; building as well as developing a learning and culture rolled out for effective diplomatic engagements</p>	<p>a. Induction programmes conducted for newly appointed ambassadors- and high commissioners- designate and posted officers in preparation for their respective assignments</p>	<p>In-house training and learning activities covering wide disciplinary areas regularly conducted side-by-side with the off-shore fellowships supported by bilateral partners</p>	<p>Ditto</p>		
<p>Outcome Four: Promoting and mobilizing international support for the implementation of the Agenda for Prosperity for sustained economic growth and human development for improved quality of life of the citizenry</p>							
<p>Output 4. Economic diplomacy strengthened to promote</p>	<p>Constructive engagement and entry into Cooperative Agreements and</p>	<p>a. Greater synergies developed with other MDAs for the effective implementation of the</p>	<p>a. Follow-up actions on JCC and investment promotion and</p>	<p>Follow-up actions on JCCs and bilaterals agreements</p>	<p>Follow-up actions on JCCs and bilateral agreements</p>	<p>Review of follow-up actions</p>	

and enhance significant inflow of trade, tourism, foreign direct investments (FDI) including the flow of grants and aid, technical assistance programmes and concessional loans	representational activities intensified to enhance foreign direct investment, market access and resources mobilization.	Agenda for Prosperity. b. Joint Commissions of Cooperation arrangements reviewed to make them more result-oriented and implementable. c. Investment promotion and protection agreements signed and/or implemented where applicable	protection agreements and related memoranda of understanding implemented b. Greater inclusiveness and synergy developed in dealing with the Diaspora community to leverage their own contribution to nation building.	continued.	continued.		
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Outcome Five: Enhancing Communications, Outreach and Media Relations and Knowledge Management and Sharing Systems

Output 5. A well-resourced and coordinated communication outfit developed and managed within the Foreign Service for effective public diplomacy and outreach.	5.1 The Information Technology expert deployed from the Ministry of Information and Communications strengthened and mainstreamed within the MFAIC	a. A full directorate of Communication and Information Technology comprising well trained and skilled IT expert team integrated within the reconstituted mechanism of the Ministry. b. The Communication strategy rolled out.	a. The full complement of the IT team recruited and capacity further enhanced to ensure retention of staff. b. Spokesperson for MFAIC recruited and trained.	Collaboration Linkages and collaboration with think tanks, academia, advocacy groups, civil society NGOs and 'foreign affairs communities' established and improved			
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	management structure for coherence, consistency and sustainability.						
	5.2 An effective modern communication and information technologies (CIT) architecture linking the various overseas missions (and at a later stage other MDAs) for the effective management of communications for the purpose of improved and intensified outreach, rebranding and image building	A web-based Local Area Networking (LAN) architecture built with full Internet access and an effective and reliable data back-up system operationalized and sustained.	<p>a. An active and regularly updated web portal established.</p> <p>b. Incoming and out-going mail management well streamlined and confidentiality classification levels created and enhanced.</p> <p>c. Resuscitation of diplomatic pouch.</p>	<p>a. Electronic archiving of documentation launched.</p> <p>b. Link with various overseas missions established.</p> <p>c. Link with other MDAs established under the ECOWAN project to be rolled-out by MIC.</p>	Public diplomacy strengthened and enhanced through effective outreach mechanisms and strong media relations.	Continue program of enhancing public diplomacy mechanisms through effective outreach and strong media relations.	

ANNEX 2: TRAINING FRAMEWORK

<p><i>Training Themes</i></p>	<ul style="list-style-type: none"> - (The MFA Training Focus for 3 years) - Defining MFAIC professionalism, and describing needs and training purposes 	<ul style="list-style-type: none"> - Improving outreach-rebranding and image management - Effective diplomacy - Developing, and sustaining a learning culture - Improving divisional operations -
<p><i>Training Group</i></p>	<ul style="list-style-type: none"> - (Who is being trained?) - Two groups of ministry personnel defined by grade classification and responsibility 	<ul style="list-style-type: none"> - Administrative and Support Staff (Grades 1-5) - Professional and Diplomatic Staff (Grades 6-13)
<p><i>Training Categories</i></p>	<ul style="list-style-type: none"> - What are the training needs? - Defining training needs and matching training with the needs of each grade grouping. - These needs are described as Categories and will respond to all four training themes 	<ul style="list-style-type: none"> - INDUCTION: Compulsory Training to help staff transition into the work of the Ministry and its culture and practices - CORE: Needs based training that helps staff do my job better - CROSS CUTTING: Needs based training that helps enhance staff career
<p><i>Training Topics and Training Programmes</i></p>	<ul style="list-style-type: none"> - (What are employees being trained in and for?) - Defining our specific learning requirements for each year. - Each Training topic will be identified by Training Category, and one or more Training Themes - 	<p>Topics and Programs (i.e. programs are grouping of topics) identified annually with specific expected learning and training outcomes stated and measured</p>
<p><i>Training Approach</i></p>	<ul style="list-style-type: none"> - (How is the training being conducted?) - Defining the learning and training approach 	<p>The training approach will be appropriate for the learning outcomes of the topic-e.g. A practical focused topic will be predominately activity focused and ‘hands on’. A topic which</p>

		has strong cognitive requirements such as in knowledge of treaties, may be lecture focused. A topic which for example is about improving Directors leadership skills may use a mentoring approach. The Training mode will be 'fit for purpose'
<i>Training Location</i>	<ul style="list-style-type: none"> - (Where is the training to be conducted?) - Determine where the training is to be conducted 	<p>80% of training should be conducted 'in-house' using the new resource facilities. Bringing facilitators and trainers in to the ministry and using local expertise as much as possible.</p> <p>20% of training can be conducted 'off site' e.g. regional courses, overseas study programs.</p>

ANNEX 3: NOTE ON MISALIGNMENT IN BASIC WAGE: FOREIGN SERVICE OFFICERS ON POSTING AND ON RETURN TO HEADQUARTERS

As shown in Pillar 7, the career and rank structures, and correspondingly the compensation system, of the Sierra Leone Foreign Service are embedded within the general structures of the Civil Service in the country. Generally, the current Civil Service structures do not compare favourably with those in many of the key sectors of the economy including the private sector and NGOs. Consequently, the Civil Service in general has over the decades witnessed reduced retention rates. The discontentment among the ranks is that although many might have viewed their jobs in the Civil Service as a lifetime career when they first entered, only a few had continued with that same objective. There are two major factors: better financial remuneration outside the Civil Service and greater potential career advancement outside the Service. The resulting moral hazard largely explains the perceived inefficiency of the Civil Service in general.

The situation is relatively worse in the Foreign Service where the number of officers leaving the Service especially after their first posting has continuously risen. There is an acute lack of promotion within the Foreign Service compared with other ranks in the Civil Service. If these trends are allowed to continue in the 21st century, then the concept of career diplomats will be a thing of the past. The implication for Government is that it is investing valuable resources in providing necessary training for Foreign Service officers, yet it is failing to reap the benefits of its investments. Low retention rates over the years indicate that Foreign Service officers are demonstrating an overarching dissatisfaction with the Service, especially when recalled from overseas posting.

The Table and Graph below provide a quantitative explanation of one major factor for this awkward trend, i.e. the huge disparity in compensation between FSOs in posting overseas and FSOs upon their return to HQ (Ministry). A Senior Permanent Secretary or Minister Plenipotentiary on posting earns a basic salary of about US\$2420 (Le12.4 million) a month net. On recall to HQ at the end of tour duty, the salary sharply reduces by over 300 percent to Le2.9 million monthly gross. Similarly, the Second Secretary's monthly wage drops by more than 582.42 percent, from Le6 million (net) to much less than Le1 million (gross). The sharp decline in basic wage across the grades ranges from 330 percent to 768 percent. This picture is a strong disincentive for FSOs to return to base at the end of their tour.

In addition to salaries, FSOs also receive a number of allowances (health, education, pension, etc) that also require a clear policy framework including application and some form of realignment.

The development of strategic foreign policy is contingent upon having competent, trained, appropriately exposed and able FSOs. There is a direct link between how much pride FSOs take their work and how Sierra Leone's image and interests are reflected overseas. There is

however a huge gap in the expectations of FSOs for personal growth within the Foreign Service and these are the unfavourable aspects of their career. It would be appropriate, as a new Foreign Service (FS) recruitment policy is advocated for, so also is the articulation of a new stand-alone Foreign Service Pay policy. Such a policy option will certainly help to reduce the inordinate push by staff to use undue influences for posting or urge to prolong their stay abroad beyond the stipulated duration of tour of duty. Another important aspect of this policy measure is that it has the potential of opening a new window of opportunity for Foreign Service Officers to choose between serving abroad and at home with the same level of anxiety and commitment as opposed to the current urge to gravitate more intensely to overseas posting than a stay at headquarters.

ANNEX 4: COMPARISON OF LOCAL & FOREIGN MISSION SALARY

MINISTRY OF FOREIGN AFFAIRS AND INTERNATIONAL COOPERATION							
COMPARISON OF LOCAL & FOREIGN MISSION SALARY							
NO.	DESIGNATION	GRADE	LOCAL SALARY (Le)	FOREIGN SALARY		DIFFERENCE (Le)	PERCENTAGE (%)
				DOLLAR (\$)	Leones equivalent (Le) (Ex-rate Le 4,700)		
1	Senior Permanent Secretary (Minister Plenipotentiary)	12	2,886,645.00	2,640.00	12,408,000.00	9,521,355.00	329.84
2	Permanent Secretary (Minister Counsellor)	11	2,315,989.00	2,420.00	11,374,000.00	9,058,011.00	391.11
3	Deputy Secretary	9	1,412,838.00	2,112.00	9,926,400.00	8,513,562.00	602.59
4	Financial Attaché	9	1,412,838.00	2,112.00	9,926,400.00	8,513,562.00	602.59
5	Senior Assistant Secretary	8	1,234,851.00	1,689.60	7,941,120.00	6,706,269.00	543.08
6	Assistant Secretary	7	930,612.00	1,351.20	6,350,640.00	5,420,028.00	582.42

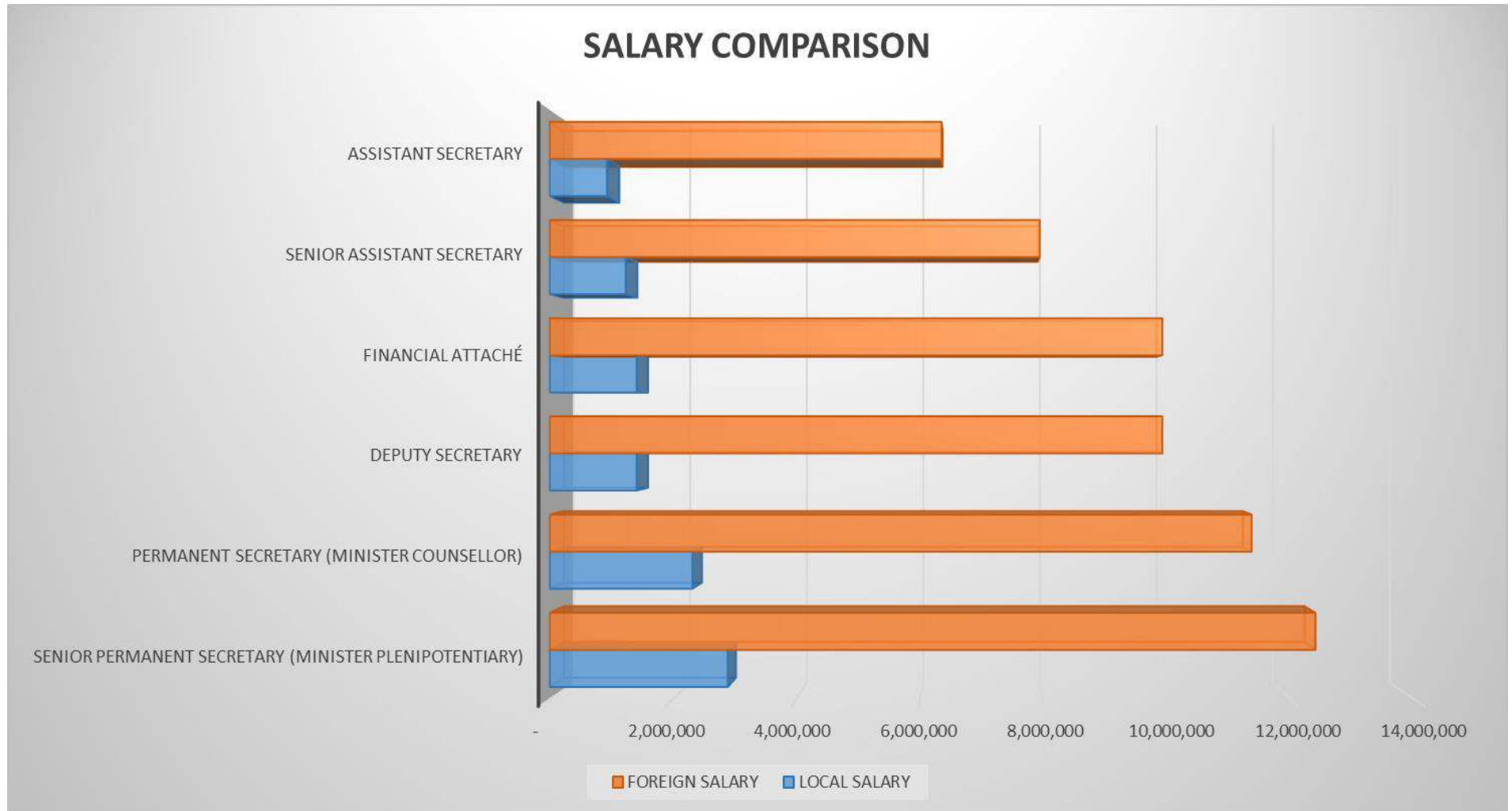


Figure 4: Salary Comparison between Local & Foreign Staff

ANNEX 5: RE-ALIGNMENT OF MULTIPLE ACCREDITATIONS

No.	Missions	Accreditation Pre 2010 (CP)	Accreditation approved by the 2010 (CP)	2014 Proposed Accreditations	Remarks
1.	Sierra Leone High Commission, Abuja, Federal Republic of Nigeria	<p style="text-align: center;">Nigeria</p> <ul style="list-style-type: none"> - Benin - Cameroon - Equatorial Guinea - Angola - Democratic Republic of Congo Central African Republic - ECOWAS 	<p style="text-align: center;">Nigeria</p> <ul style="list-style-type: none"> - Benin - Cameroon - Equatorial Guinea - Angola - Democratic Republic of Congo Central African Republic - ECOWAS 	<p style="text-align: center;">Nigeria</p> <ul style="list-style-type: none"> - Cameroon - Equatorial Guinea - Angola - Democratic Republic of Congo* - Republic of Congo - Gabon - Central African Republic - ECOWAS 	*will be moved once the Mission in South Africa opens.
2.	Sierra Leone High Commission, Accra, Republic of Ghana	<p style="text-align: center;">Ghana</p> <ul style="list-style-type: none"> - Togo - Burkina Faso 	<p style="text-align: center;">Ghana</p> <ul style="list-style-type: none"> - Togo - Burkina Faso 	<p style="text-align: center;">Ghana</p> <ul style="list-style-type: none"> - Togo - Burkina Faso - Benin* 	*Mission in Ghana instead of the Mission in Nigeria will now cover Benin.
3.	Embassy of Sierra Leone, Addis Ababa, Federal Democratic Republic of Ethiopia and Permanent Mission to the AUC and ECA	<p style="text-align: center;">Ethiopia</p> <ul style="list-style-type: none"> - ECA - AU - East and Southern African Countries - Israel 	<p style="text-align: center;">Ethiopia</p> <ul style="list-style-type: none"> - ECA - AU - East and Southern African Countries - Israel 	<p style="text-align: center;">Ethiopia</p> <ul style="list-style-type: none"> - Israel* - ECA (Economic Community of Africa) - AUC (African Union Commission) - Djibouti - Somalia 	*Israel will be moved to be under the Egypt Mission once it reopens.
4.	Embassy of Sierra Leone, Beijing, Peoples				

	Republic of China	<p>China</p> <ul style="list-style-type: none"> - Thailand - DPRK - Japan - New Zealand - Singapore - Malaysia - Indonesia - Australia - India - Sri Lanka 	<p>China</p> <ul style="list-style-type: none"> - Thailand - DPRK - Japan - New Zealand - Singapore - Malaysia - Indonesia - Australia - Sri Lanka 	<p>China</p> <ul style="list-style-type: none"> - Thailand - DPRK (Democratic Peoples Republic of Korea) - Japan - New Zealand - Australia - Vietnam - India - Sri Lanka - Vanuatu - Fiji - Samoa - Solomon Islands - Papua New Guinea - Cook Islands - Nauru - Tonga - Tuvalu - Kiribati - Marshall Islands - Niue 	
5.	Embassy of Sierra Leone, Banjul, The Gambia	<p>The Gambia</p> <ul style="list-style-type: none"> - Guinea Bissau - Senegal - Mauritania 	<p>The Gambia</p> <ul style="list-style-type: none"> - Guinea Bissau - ACHPR 	<p>The Gambia</p> <ul style="list-style-type: none"> - Guinea Bissau - ACHPR 	
6.	Embassy of Sierra Leone, Berlin, Federal Republic of Germany	<p>Germany</p> <ul style="list-style-type: none"> - Austria - Italy - Switzerland - Spain 	<p>Germany</p> <ul style="list-style-type: none"> - Austria - Italy - Switzerland - Spain - Latvia - Lithuania - Moldova - Poland - Hungary 	<p>Germany</p> <ul style="list-style-type: none"> - Austria - Italy - Latvia - Lithuania - Moldova - Poland - Hungary - Bulgaria - Georgia 	

			<ul style="list-style-type: none"> - Bulgaria - Georgia - Estonia 	<ul style="list-style-type: none"> - Estonia - Czech Republic - Slovak Republic - Serbia - Montenegro - Slovenia - FAO - IFAD - IAEA - UNIDO - WFP - UNSC - UNICRI - UNCITRAL - UNIDO - UNDCP - UNOV - UNPA - OOSA - IAEA - UNCCD - UNFCCC - UNV 	
7.	Embassy of Sierra Leone Brussels, Kingdom of Belgium	<p>Belgium</p> <ul style="list-style-type: none"> - France - The Netherlands - Luxembourg - The Vatican - The European Commission 	<p>Belgium</p> <ul style="list-style-type: none"> - France - The Netherlands - Luxembourg - The Vatican - The European Commission - UNESCO - WCO - ICJ - ICC - ACP - OPCW - CTA - CDE 	<p>Belgium</p> <ul style="list-style-type: none"> - France - The Netherlands - Luxembourg - The Vatican - Greece - EU (The European Union) - Monaco - UNESCO - WCO - ICJ - ICC - ACP - OPCW - CTA - CDE 	

8.	Embassy of Sierra Leone Conakry, Republic of Guinea	<p>Guinea</p> <ul style="list-style-type: none"> - Mali - Niger - 	<p>Guinea</p> <ul style="list-style-type: none"> - Mali - Niger 	<p>Guinea</p> <ul style="list-style-type: none"> - Mali - Niger 	
9.	High Commission of Sierra Leone, London, UK and Northern Ireland	<p>UK and Northern Ireland</p> <ul style="list-style-type: none"> - Denmark - Ireland - Sweden - Norway - Cyprus - Finland 	<p>UK and Northern Ireland</p> <ul style="list-style-type: none"> - Denmark - Ireland - Sweden - Norway - Cyprus - Finland 	<p>UK and Northern Ireland</p> <ul style="list-style-type: none"> - Denmark - Ireland - Sweden - Norway - Iceland - Cyprus - Finland - Malta - Portugal - Spain - The Commonwealth - ICCO - IMO - UNWTO 	
10.	Embassy of Sierra Leone, Monrovia, Republic of Liberia	<p>Liberia</p> <ul style="list-style-type: none"> - La Cote D'Ivoire 	<p>Liberia</p> <ul style="list-style-type: none"> - La Cote D'Ivoire 	<p>Liberia</p> <ul style="list-style-type: none"> - La Cote D'Ivoire 	
11.	Sierra Leone Permanent Mission to the United Nations New York, USA	<p>The United Nations and all United Nations Agencies based in New York</p> <ul style="list-style-type: none"> - Cuba, - Mexico 	<p>The United Nations and all United Nations Agencies based in New York</p> <ul style="list-style-type: none"> - Cuba - Mexico 	<p>The United Nations and all its specialised agencies based in New York</p> <ul style="list-style-type: none"> - Cuba - Mexico 	
12..	Embassy of Sierra Leone, Washington DC, USA	<p>United States of America (USA)</p> <ul style="list-style-type: none"> - Canada - Brazil - Jamaica 	<p>United States of America (USA)</p> <ul style="list-style-type: none"> - Canada - South American Countries and 	<p>United States of America (USA)</p> <ul style="list-style-type: none"> - Canada - All Caribbean countries 	

		<ul style="list-style-type: none"> - Trinidad & Tobago - Guyana - The Bahamas 	Central American Countries	<ul style="list-style-type: none"> - All Central, Latin and South American countries with the exception of Cuba and Mexico - World Bank Group (IBRD, IFC, IDA) - IMF - ICAO 	
13.	Embassy of Sierra Leone, Riyadh, Kingdom of Saudi Arabia	<ul style="list-style-type: none"> - Saudi Arabia - Bahrain - Syria - Qatar - United Arab Emirates (UAE) 	<ul style="list-style-type: none"> - Saudi Arabia - Bahrain - Syria - Qatar - United Arab Emirates (UAE) - Organisation of Islamic Countries Secretariat (OIC) 	<ul style="list-style-type: none"> - Saudi Arabia - Yemen - Bahrain - Syria - *Egypt - OIC - Arab Development Bank 	*Saudi Arabia will cease to cover Egypt once the Mission in Egypt is reopened.
14.	Embassy of Sierra Leone, Moscow, Russian Federation	<ul style="list-style-type: none"> - Russia - Albania - Armenia - (Yugoslavia, Serbia and Montenegro) - Azerbaijan - Belarus - Georgia - Kazakhstan - Kyrgyzstan - Moldova - Tajikistan - Ukraine - Uzbekistan - (Slovak and Czech Republics) - Poland - Hungary - Bulgaria 	<ul style="list-style-type: none"> - Russia - Albania - Armenia - Azerbaijan - Belarus - Kazakhstan - Kyrgyzstan - Tajikistan - Ukraine - Uzbekistan 	<ul style="list-style-type: none"> - Russia - Albania - Armenia - Azerbaijan - Belarus - Kazakhstan - Kyrgyzstan - Tajikistan - Ukraine - Uzbekistan - Mongolia 	

15..	Embassy of Sierra Leone, Tehran, Islamic Republic of Iran	<p>Iran</p> <ul style="list-style-type: none"> - Turkey - Lebanon - Iraq - Brunei 	<p>Iran</p> <ul style="list-style-type: none"> - Turkey - Lebanon - Iraq - Brunei 	<p>Iran</p> <ul style="list-style-type: none"> - Lebanon - Pakistan - Bangladesh 	
16.	Embassy of Sierra Leone Tripoli, State of Libya	<p>Libya</p> <ul style="list-style-type: none"> - Tunisia - Chad - Algeria 	<p>Libya</p> <ul style="list-style-type: none"> - Tunisia - Chad - Algeria 	<p>Libya</p> <ul style="list-style-type: none"> - Tunisia** - Chad ** - Algeria** - South Sudan* 	<p>*Proposed to be accredited to the new Mission to be opened in Kenya.</p> <p>** All these countries will be moved to the new Mission to be opened in Egypt with the Libya Mission closed due to the prevailing security situation.</p>
17.	Embassy of Sierra Leone Kuwait City, Kuwait	<p>Kuwait</p> <ul style="list-style-type: none"> - Jordan - Oman 	<p>Kuwait</p> <ul style="list-style-type: none"> - Jordan - Oman 	<p>Kuwait</p> <ul style="list-style-type: none"> - Jordan - Oman - Kuwaiti Fund 	
18.	Embassy of Sierra Leone Dakar, Republic of Senegal		<p>Senegal</p> <ul style="list-style-type: none"> - Morocco - Mauritania - Cape Verde 	<p>Senegal</p> <ul style="list-style-type: none"> - Morocco - Mauritania - Cape Verde 	
19	Sierra Leone Permanent Mission to the United Nations Geneva, Switzerland*			<p>Switzerland</p> <ul style="list-style-type: none"> - Permanent Mission to the United Nations in Geneva - WTO - WIPO - ICRC - UNHCR - UNHCHR - UNIDIR - UNITAR - UNCTAD 	<p>*Mission opened in 2012</p>

				<ul style="list-style-type: none"> - UNRISD - ILO - ITU - UPU - WHO - WMO - UNAIDS - CCPOQ - ISCC - IBE - JIAMCATT - JIU 	
20.	Embassy of Sierra Leone Seoul, Republic of Korea*			<p style="text-align: center;">Republic of Korea</p> <ul style="list-style-type: none"> - Malaysia - Singapore - Brunei Darussalam** - Indonesia - Philippines 	<p>*Mission opened in 2014</p> <p>**Brunei was originally under the purview of the Iran Mission</p>
21.	Embassy of Sierra Leone Abu Dhabi, United Arab Emirates (UAE)*			<p style="text-align: center;">United Arab Emirates</p> <ul style="list-style-type: none"> - Qatar - Turkey - Iraq IRENA 	<p>*Mission opened in 2014</p>
NEW MISSION TO BE ESTABLISHED BY THE END OF 2015					
22.	Embassy of Sierra Leone Cairo, Arab Republic of Egypt*			<p style="text-align: center;">Egypt</p> <ul style="list-style-type: none"> - **Libya - **Tunisia - **Chad - **Algeria - **Sudan - ***Israel 	<p>*New Mission to be opened in 2015</p> <p>**countries are presently covered by our mission in Libya.</p> <p>***Israel is presently covered by the Mission in Ethiopia.</p>

23	Sierra Leone High Commission Pretoria Republic of South Africa*			<p>South Africa</p> <ul style="list-style-type: none"> - Namibia - Botswana - Swaziland - Lesotho - Angola - Mozambique - Zambia - Zimbabwe - Madagascar - Mauritius - Seychelles - Comoros Islands 	*New Mission to be opened in 2015
24	Sierra Leone High Commission Nairobi, Republic of Kenya*			<p>Kenya</p> <ul style="list-style-type: none"> - Rwanda - Burundi - Uganda - Tanzania - Eritrea - Central African Republic - ***Democratic Republic of Congo - **South Sudan - UN Office Nairobi (UNON) - UNEP - UN-Habitat 	<p>*New Mission to be opened in 2015</p> <p>**South Sudan presently covered by the Mission in Libya</p> <p>*** Democratic Republic of Congo presently covered by the Mission in Nigeria</p>

ANNEX 6: GUIDELINES FOR RE-ALIGNMENT OF MULTIPLE ACCREDITATIONS

Cabinet approves Multiple Accreditations. The last approval was in 2010. The proposed re-alignment as shown in the Annex 5 is based on the findings and recommendations of a special Management sub-committee in the MFAIC in May 2014:

The SLFS Strategy notes:

- that more often than not, in many of the Missions with multiple accreditations, it has been the practice for Ambassadors/High Commissioners to only jet in and present credentials and only return, if possible, to bid farewell at the end of their tour, with hardly any meaningful engagement with their countries of accreditation. Much as financial constraints have been cited as the major stumbling block, it is also evident that some of the Missions do not even have the capacity in terms of staff strength and financial resources to reach out and project the country's image and voice, and opportunities for trade and investment.
- that as Sierra Leone continues to expand and intensify its diplomatic outreach as way of building the national image and rebranding itself in a rapidly changing and competitive international environment, now is the time to develop a strategy outlining the nature and level of the country's diplomatic representation at both the bilateral and multilateral levels with a medium and longer term import.

It further notes that:

- a) The establishment of two new resident missions in Senegal and Switzerland in 2010 led to an increase in representation abroad from sixteen (16) to eighteen (18) missions.
- b) The expansion, which resulted from Cabinet consideration and adoption of a Cabinet Paper presented to Cabinet by the erstwhile Foreign Minister, Mrs. Zainab H. Bangura on November, 23 2010, entitled "**Strategic Re-alignment of Sierra Leone's Embassies and High Commission**" laid the foundation for the existing multiple accreditation arrangements.
- c) The recent establishment of two additional resident missions in Seoul, Republic of Korea and Abu Dhabi in the United Arab Emirates in 2014 and the need to evaluate the efficacy of some of the existing multiple accreditation of certain missions have compelled the need to revisit the reconfiguration and alignment of overseas missions.
- d) The proposed multiple accreditation and coverage of missions as shown in Annex 5 has been based **not only on proximity but also in the capacity of missions and the**

strategic linkages between the country of residence of a particular Embassy/High Commission or Permanent Mission and the countries to be placed under the missions' jurisdiction – i.e. a combination of institutional capacity and geo-political considerations. In addition the proposed multiple accreditation and coverage of missions in Annex 5 takes into consideration three new missions that are envisaged to be opened in late 2015 early 2016: i.e. Republic of South Africa, Republic of Kenya and the Arab Republic of Egypt.

ANNEX 7: FUNCTIONAL DETAILS OF THE NEW MFAIC DEPARTMENTS, DIRECTORATES AND SECTIONS

DEPARTMENT OF OPERATIONS AND SERVICES

The Department of Operations and Services as the name depicts constitutes the bolts and nuts that keep the wheel of the Ministry running by (a) facilitating operations both at headquarters and the overseas missions and (b) ensuring the delivery of essential services to the diplomatic, consular and international communities, the public as well as the MDAs. The three directorates constituting the department are:

a) Administration, Finance and Budget Directorate

- Accounts and Budget Section
- Training and Human Resources Development
- Archives and Record Management Section
- Procurement Unit
- Stores Management - Storekeeping

b) Protocol, Consular and Interpretation Directorate

The Directorate of Protocol is the clearing house for all state ceremonies and protocol formalities relating to State matters and also provides support to the Offices of the State Chief of Protocol in the office of the President and the Head of Protocol in the Offices of the Vice President and the First Lady respectively.

The **Directorate of Protocol** performs a range of activities and functions including:

- i. Facilitation of state and official visits involving Heads of State, Royalties, Conferences, high-level officials and ceremonial functions and courtesies, preparation of orders of missions and enabling powers for representatives and delegations attending conferences and summits overseas;
- ii. Provision of services to the diplomatic and consular communities, including eligible constituents of the international community in accordance with the Vienna Conventions on diplomatic and consular relations of 1961 and 1963 respectively, including the Additional Protocols;
- iii. Ensuring timely communication of Agrément, Letters of Accreditation and Commission and the presentation of Credentials of Ambassadors and High Commissioners as well as the registration of other diplomatic and consular officers accredited to the Government of the Republic of Sierra Leone;
- iv. Facilitating the registration and licensing of vehicles that belong to members of the diplomatic community, as well as the processing of duty free concessions and flight clearances;
- v. Facilitation and processing of passports, visas for government officials and members of the diplomatic community;

- vi. Drafting of Congratulatory and Condolence Messages for the appropriate Signatory;
- vii. Provision of translation and interpretation services.

c) Communications and Information Technology Directorate

- i. Internal and External Communications
- ii. IT Networking
- iii. Applications and Software Development

DEPARTMENT OF POLICY, PLANNING AND TECHNICAL COOPERATION

This department is designed to serve as the Ministry's think tank, working closely with the Minister, the Deputy Minister and the Director-General as follows:

- a) Collaborates with other sectoral ministries, departments and agencies (MDAs) to develop overarching political and economic policy proposals in accordance with Sierra Leone's foreign policy objectives and in line with the Executive and Legislative arms of the Government;
- b) Provides high-quality evidence-based advice on all traditional and emerging foreign policy matters, and coordinating policy inputs among directorates;
- c) Generates policy options, as and when required, on international issues for the Minister to consider in recommending positions;
- d) Provides analytical support to the Government in projecting the country's business opportunities and attracting private foreign investment and inward capital flows;
- e) Provides guidance and support to directorates in the preparation and implementation of performance contracts and, monitoring and evaluating their performance;
- f) Oversees the completion of updated procedures for all aspects of the Ministry's work, including overseas diplomatic missions;
- g) Developing a robust system to store and manage information and data for policy analysis and improved communications among the Ministry's functional divisions and between headquarters and missions;
- h) Evaluating periodically the country's diplomatic representation, as well as issues emanating from other MDAs, as they relate to international relations, and providing expert advice on how to improve relationship with other MDAs and between the Ministry and its missions abroad;
- i) Works in close collaboration with the Protocol and Communication and Information Technology (CIT) Directorates to ensure constructive engagement with the domestic and international media to provide a clear understanding of what the Ministry is seeking to achieve and respond promptly to all media questions and internet stories of relevance to the government's international policies, in consultation with the Office of the President and Ministry of Information and Communication.

This Department is sub-divided into two directorates - Research, Planning and Knowledge Management, and Economic and Technical Cooperation

a) The Directorate of Research, Planning and Knowledge Management

- i. Policy Planning and Crisis Management Section
- ii. MDA Coordination, Physical Planning and Inspection
- iii. Performance Management Appraisal, Monitoring and Evaluation
- iv. Research, Knowledge and Resource Centre Management

b) The Directorate of Economic and Technical Cooperation (newly re-established)

- i. Trade, Investment and the Environment
- ii. Project Development and Management
- iii. South-South Cooperation

DEPARTMENT OF BILATERAL, MULTILATERAL AND LEGAL RELATIONS

The principal role of this Department as the name implies will entail the overall management and supervision of matters relating to regional integration, the country's bilateral partnerships, multilateral relations as well as all legal issues and ensuring that the country is in compliance with all legal obligations including bilateral and multilateral agreements, treaties and conventions.

a) Bilateral Relations, African Union and Regional Integration Directorate

- Africa Section – AU, ECOWAS, MRU, CENSAD, etc.
- Europe – EU, ACP
- Asia and Middle East
- Americas and the South Pacific

b) Multilateral Relations and International Institutions Directorate

- UN & Specialized Agencies Section
- Commonwealth and OIC
- Legal Affairs and International Conventions and Protocols Section
- Treaties/ Conventions and Protocols Section

ANNEX 8: ALIGNMENT BETWEEN DIPLOMATIC CLASSIFICATIONS AND CIVIL SERVICE RANKS

The categorization (by title) of senior staff positions in the civil service, i.e. PS, DS, SAS, and AS can easily be aligned to the generally adopted Diplomatic classification: Minister Plenipotentiary, Minister Counselor, Counselor, First Secretary, Second Secretary, etc.

i.	Ambassador	-	None
ii.	Senior Permanent Secretary	-	Minister Plenipotentiary
iii.	Permanent Secretary	-	Minister Counselor
iv.	Deputy Secretary	-	Counselor
v.	Senior Assistant Secretary	-	First Secretary
vi.	Assistant Secretary	-	Second Secretary

ANNEX 9: POSTINGS POLICY

POSTINGS POLICY TO OVERSEAS MISSIONS OF THE MINISTRY OF FOREIGN AFFAIRS AND INTERNATIONAL COOPERATION

Objective

Guided by the strategic and policy narrative of the Sierra Leone Foreign Service Transformation Strategy (SLFSTS), the Postings Policy intends to address previous gaps and to lock-in a predictable postings pattern based on set criteria with the overall objective of optimizing the efficiency of Missions and generally to improve the quality of Sierra Leone's diplomats.

Vision

Diplomatic Missions are established primarily to maximize opportunities for Sierra Leone relative to its external environment with the aim of delivering on its core foreign policy objectives. The postings policy of the Ministry of Foreign Affairs therefore envisages representation in diplomatic missions manned by qualified staff with appropriate and where necessary specialized skills to deliver desired outcomes/objectives.

To achieve this vision, a policy for the deployment of officers must reflect the following elements;

1. Predictability; Postings policy should, to the extent possible, create clear career paths for officials at entry point. This should indicate at which time officers will be sent on postings and where they will be sent on postings.
2. Diversity; Postings exercise must be conscious of competency balance in its distribution of officers to foreign missions. An efficient competency mix in the postings process enhances delivery of Sierra Leone's foreign policy objectives in a wider perspective.

The following elements will guide policy in determining the type and quality of officers to be posted to Mission's abroad:

Categories of Overseas Missions:

Due cognizance is taken of the currently existing diplomatic Missions abroad classified into the following three categories:

- Class A Stations – defined as stations with multiple accreditations to international organizations and countries that are highly developed.
- Class B Stations – defined as stations that are bilateral with accreditation to five and more countries that are developing countries.

- Class C Stations – defined as stations that are bilateral with accreditation to less than five countries that are least developed countries.

Diplomatic Posts and Ranks in Missions abroad

Posts to be filled and duties to be performed in the diplomatic Missions are divided into the following eight classes: -

- Ambassador/High Commissioners/PR
- Deputy Head of Mission/DPR
- Minister Plenipotentiary
- Minister Counselor
- Counselor
- First Secretary
- Second Secretary
- Attaché

Staff Strength in Overseas Missions:

Staff strength will be determined and required information obtained for consideration by the postings committee to guide the placement of officers to be posted.

Criteria for Postings:

Optimal delivery of outcomes in a duty station requires certain levels of skills, specialized knowledge and other competencies. Criteria for postings must therefore follow along these lines;

- An officer`s contextual experience, internal deployment, schedule specialization may be taken into consideration in making a deployment decision in his/her favour.
- Level of the officer in the Foreign Ministry and within the Civil Service;
- Training needs and experience in accordance with the requirements of the duties in the station;
- Expert Knowledge acquired and understanding of issues to be dealt with in the Mission;
- Officer(s) to be retained with institutional memory to guide new officers being posted;

- Having the expertise, working capability and language skills necessary for the work in the duty stations;
- Having the physical conditions, psychological qualifications and adaptability required for permanently residing abroad during the tour of duty;
- Categories of Missions abroad and levels of human resources needed;
- Meeting other requirements as prescribed in the Civil Service Code of Conduct and other government regulations.

All Foreign Service postings are to be restricted to Administrative grade levels only. Staff below Assistant Secretary Grade level, i.e. Higher Executive Officer or Third Secretary level, cannot be posted to any overseas mission, unless on very exceptional circumstances, defined by an acute shortage of staff at the mission and subject to staff having the appropriate competences.

Principally, a postings exercise will commence with a determination that all officers to be posted are confirmed in the civil service before overseas deployment.

Tour of Duty/ Duration of Postings:

1. The period of tour of duty for each officer to serve abroad in the various Missions will be four years.
2. Recruits into the Ministry and officers posted from other ministries will be considered for postings after four years. This will allow time to adequately prepare the officer for diplomatic assignment and in consequence lower the reputational risk of sending out inexperienced and inadequately prepared diplomats.
3. An officer should be posted for four (4) years at the end of which he/she must be recalled to Headquarters. Extensions are strongly discouraged. The Ministry will determine sensitive schedules in consultation with overseas Missions. Sensitive schedules must suit the criterion of having an exceptionally high impact on the prevailing trajectory of the country's foreign policy to such an extent that a sudden recall of an officer managing a process may create a loss of momentum. In order to forestall such management incongruences, an officer holding a sensitive schedule will have his replacement posted one year to the end of his tour, so that a year-long space is created for shadowing and smooth handover of work schedule.
4. Where there is a situation of officers at post having reached postings completion point at four years an appropriate replacement will be considered by the postings

committee consistent with the purpose of relative predictability in the postings process

Cross Postings

Cross-posting of officers from one station to another is determined and done on the basis of necessity to strengthen a particular Mission abroad with the right calibre of officer(s) who must have completed 2 years in one post and shall be given a further 3 years to complete the period of tour to the new station where he/she is cross-posted.

Movement of Recalled and Posted officers

Taking into consideration the potential for movement of officers to and from overseas posts to create gaps, and in order not to leave any station or HQ undermanned/understaffed, it is recommended that recalled officers and those posted move to their new assignments simultaneously. Overlapping of officers may be encouraged where necessary to ensure seamless transition.

Postings Schedule

A schedule for posting and recall of officers is an integral component of a postings policy in any foreign Ministry. A schedule will be prepared for officers to be aware of the period of tour of duty and must be strictly adhered to for purposes of planning, monitoring and easy movement of Officers between posts abroad and Headquarters.

Overseas Postings Committee

A standing Overseas Postings Committee will be established within the Foreign Ministry with the Director-General as Chairperson. Other members of the Committee include the Deputy Director-General and Assistant Directors-General. The Committee shall evaluate officers periodically to determine suitability for continued service to the Missions during the period of the tour duty.

Postings Approval

All postings recommendations are subject to the approval of the Minister prior to its submission for Executive Clearance.

Return of Officers:

To maximize optimal gain from the experience of returning officers, a debriefing will be held with particular emphasis on recommendations regarding best practice and learning curves that may be put into practical use in the Ministry.

ANNEX 10: GUIDELINES FOR FOREIGN SERVICE BUDGETING

The Budget Profile for the Foreign Service comprises the key components of public sector budgeting, i.e. Revenue and Expenditure. The Sierra Leone Foreign Service, rightly staffed and structured, has tremendous capacity to mobilize international resources to support the general government budget – Consolidated Revenue Fund, through its convening powers, diplomatic outreach and advocacy, goodwill visits, and trade and investment promotion activities. These functions are facilitated by the wide network of diplomatic relations, development cooperation agreements and institutions (Ministry, embassies and consulates), at home and abroad. From an internal revenue perspective, most of the foreign missions have capacity to generate revenues through consular fees and other attestation charges (e.g. birth certificates, marriage certificates, etc). The Foreign Service advocates on behalf of other MDAs and receives a wide range of Technical Assistance programmes especially for capacity building; thus providing additional fiscal space in the government budget for this purpose.

The expenditure profile of the Foreign Service comprises three major Heads:

- Headquarters (Ministry)
- Overseas Missions
- Contributions to International and Intergovernmental Organizations

Expenditures for the Ministry and overseas missions have both recurrent and capital obligations. Some of the key spending obligations include the following:

- Travel: attendance of statutory and ad hoc meetings (largely determined by the Head of State);
- Diplomatic staff salaries and allowances;
- Local staff wages;
- Diplomatic staff postings and recalls;
- Ambassadorial appointments and related salaries and allowances;
- Ambassadorial recalls and related entitlements;
- Office support, transportation, equipment, etc;
- Staff capacity development;
- Construction and rehabilitation of chanceries and residential accommodation;
- Contributions to International Organizations
- Assistance to destitute Sierra Leonean Diaspora.

As stated in Annex 4, the SLFST Strategy envisages a realignment of basic salaries between staff posted to overseas missions and staff at headquarters. This is to correct the huge mismatch and to motivate and encourage staff to return home at the end of their tour of duty overseas. It will also be obligatory for all FSOs on posting to meet NASSIT obligations. Foreign Service annual budgets will continue to be prepared within the MTEF process, based on MOFED guidelines.

ANNEX 11: GUIDELINES FOR RECRUITMENT AND TERMS AND CONDITIONS OF LOCALLY-ENGAGED STAFF IN MISSIONS

Practically in all Foreign Service institutional settings, it is clearly understood that external actors play an invaluable role in foreign policy development outside their countries of origin. Recourse to Locally-Engaged Staff (LES) in foreign missions to perform basic jobs like administrative assistants and drivers has the advantage of cost minimization relative to what it would cost importing similar staff on posting. Given the skill set of these personnel, this policy can be undertaken without undermining the need to maintain state confidentiality. Thus, in most Foreign Service settings, it is found to be uneconomical and grossly inefficient, for instance, to send staff such as drivers, secretaries and even those below administrative rank on posting, given the huge cost and logistical implications.

In this context, it is also found to be more appropriate and economically advantageous to monetize some of the other essential service entitlements due senior FSOs, in particular, Ambassadors, such as maids, stewards, security, and handyman.

With respect to procedures for recruitment, all vacancy requirements in respect of LES for Diplomatic missions must be duly notified to Headquarters and approved accordingly prior to recruitment. This is necessary for efficient budgeting purposes.

Appointments are to be made following the usual processes of vacancy announcements, interviews and the issuance of letters of appointment by the Head of Chancery, stating very clearly the terms and conditions of service against which appointments are made. Some of the critical elements include negotiated salary, period of engagement, leave, health insurance, and other personal emoluments. It would be advisable to agree 3-year fixed term contracts, renewable subject to performance. LES must not be engaged on pensionable terms basis since it would be their responsibility to make private pension arrangements. Mandatory health insurance, where this applies must be monetized as part of an LES composite salary. Missions must always hold contract negotiations within the context of the labour market regulations of the country in which the mission is located and LES are accordingly appointed. It is not the responsibility of Missions to secure residential status of LES; hence all LES must hold and show legal residence status before appointment. Missions must also ensure that the sovereignty and reputation of Sierra Leone are sufficiently protected and maintained at all times during the term of LES, especially in terms of any factors leading to contract termination, whenever this becomes inevitable. All LES contracts must be forwarded to the Director-General & Ambassador-at-Large for vetting and approval. LES must function within the laws of the Republic of Sierra Leone and as specified in the provisions of the agreed Engagement Contract.

ANNEX 12: CLIENT SERVICE DELIVERY CHARTER



MINISTRY OF FOREIGN AFFAIRS AND INTERNATIONAL COOPERATION OF THE REPUBLIC OF SIERRA LEONE

CLIENT SERVICE DELIVERY CHARTER

This Charter sets out the standards of service the Ministry aims to provide to the citizens and institutions of the Republic of Sierra Leone, at home and abroad.

MANDATE

The primary responsibility of the Ministry of Foreign Affairs & International Cooperation (and accredited Missions), is to pursue Sierra Leone's foreign policy objectives as enshrined in Chapter II Section 10 of the 1991 constitution and as the Government may dictate.

VISION

To build a strong, dynamic and professionally charged Foreign Service capable of positioning Sierra Leone as an effective partner in regional and global peace, security and development while pursuing the national interests.

MISSION

The Ministry aims to:

- mainstream the Foreign Service into national objectives particularly in the promotion of peace, security and development domestically and within sub regional and international contexts;
- enhance Sierra Leone's voice, legitimacy and representation in diplomacy and international relations;
- promote Sierra Leone's economic, political, social, cultural, scientific and technological interests as key elements toward building a sustainable future for all Sierra Leoneans.

CLIENTELE

The Ministry provides services to the general public, the Executive arm of Government, elected representatives, the Judiciary, the Fourth Estate, other Government Ministries, Departments and Agencies, the Embassies and Consulates of other countries, international organisations and many other voluntary and representative bodies and institutions, the Sierra Leonean Diaspora and Staff of the Ministry and its Missions.

PERFORMANCE PLEDGE

The Ministry is committed to the core values of love of country and excellence and integrity in the provision of its services:

VISITORS TO THE MINISTRY

The Ministry will treat all visitors with utmost courtesy and respect. Special attention will be given to persons with disabilities.

INFORMATION DISSEMINATION

The Ministry will strive to provide comprehensive and timely information on its policies and services through our website, print and oral formats. The Ministry welcomes comments and suggestions on how it can improve its services in the future. The Ministry also welcomes complaints relative to the fulfillment of its services.

EQUALITY AND DIVERSITY

The Ministry is committed to serving the nation in a manner that upholds the rights of the citizens to equal treatment, professionalism and ethnic diversity in national institutions.

PERFORMANCE ASSESSMENT

The Ministry will measure and evaluate its performance against the commitments outlined in this Charter.

WHERE TO FIND US

The Ministry's Headquarters is located at:

- OAU DRIVE, TOWER HILL, FREETOWN, SIERRA LEONE
- WEBSITE: www.foreignaffairs.gov.sl
- E-MAIL: info@foreignaffairs.gov.sl
- TEL. No:

Point of Contact

- Director General - 0023276606441
- Director of Administration- 0023279802883

SERVICES PROVIDED	BENEFICIARIES	USER FEES (CHARGES)	TIMEFRAME FOR SERVICE PROVISION
Protocol Services	Government Ministries, Embassies	No Charge	Notification should be received at least 3 working days in advance of the event
Consular (Service and Diplomatic Passports)	Government Officials	No Charge	2-3 working days subject to issuance by the Immigration Department
Consular (authentication of documents) Birth Certificates, Marriage Certificates, Academic Certificates and Business Agreements	Sierra Leoneans	Le 10,000 per document	Within 24 hours
Consular (Landing Visas)	Foreign Diplomats and other official visitors	Gratis	2-3 working days before date of arrival in Sierra Leone
Identity cards, Drivers Licences, Over-Flight Clearance, Vehicle Registration and Duty Free Concessions	Foreign Diplomats, Consuls, International Organizations	Gratis	3 working days subject to issuance by the relevant entity
Request for Agrément	Foreign Ambassadors	No Charge	1-2 Months subject to Executive Clearance
Letters of Credence	Sierra Leonean Ambassadors	No Charge	5 working days subject to Executive Clearance
Settlement of Disputes between Sierra Leoneans and Diplomatic Community	Sierra Leoneans, Foreign Diplomats, International Organizations	No Charge	Subject to Nature of Disputes and Negotiations
Order of Mission for Official Representation	Government Officials	No Charge	2-3 working days

ANNEX 13: KEYNOTE ADDRESS OF HIS EXCELLENCY DR ERNEST BAI KOROMA, PRESIDENT OF THE REPUBLIC OF SIERRA LEONE AT THE LAUNCH OF THE FOREIGN SERVICE TRANSFORMATION STRATEGY (SLFSTS) 2014 – 2018

Mr. Vice President,
Ministers of Government,
Honourable Member of Parliament and Chair of the Parliamentary Oversight Committee on Foreign Affairs,
Excellencies and Members of the Diplomatic and Consular Corps and the International Community
Distinguished Ladies and Gentlemen

When we met at the inaugural meeting of this Forum in this same room on the 17th January last year, Sierra Leone was brimming with the promise and reality of positive transformation. We were about to graduate from the agenda of the United Nations Security Council and lauded as a symbol of post conflict recovery and peace; we were affirming our commitment to global peace by deploying peace keeping contingents in less secured countries; our economy was the second fastest growing in the world; we were ensuring hundreds of millions of dollars of private sector investments, creating thousands of jobs; and our health sector was being primed to meet the known ailments of land through the free healthcare programme and other projects, improving hospital visitations by mothers, pregnant women and children, and registering significant reductions in maternal and infant mortality rates and incidence of malaria.

We still faced huge challenges, but positive transformation has been visible, and we are a government that has not shied away from making visible the successes already highlighted, as well as the challenges. We inaugurated and strengthened several transparency and accountability processes, including the unhindered publications of the Auditor General's report in record time, the enactment of access to information law, granting the Anti-Corruption Commission the powers to expose corruption, bring to trial and get the highest number of conviction for corruption offences which before now, no other government brought to light. We still face challenges on all these fronts, but we moved this country further than ever before towards economic growth, job creation, increased school attendance, hospital visitation, transparency, upholding our international commitments and many other indicators of steady progress.

And then we had Ebola. This is a disease unknown to West Africa and our health infrastructure was not primed for effective response to it. Our international partners were not primed to support us combat the outbreak at the initial stages. The result has been great panic, suffering and tragedy for our people, devastation for our economy, and trauma for our children. But with support from our international partners, with support from your countries,

we fought back. Ebola cases are going down drastically; but we cannot declare victory until there are no more cases in the land; until there are no more cases in the sub-region.

The greatest effect of Ebola is the fear it spreads, the panic it causes, and paralysis it brings about into almost all other area of life. To defeat Ebola and its effects, we must stop this paralysis. Our meeting here today is part of our efforts to responsibly stop this paralysis; our designing of a Post Ebola Recovery Plan is part of our efforts to responsibly stop this paralysis; our removal of some of the restrictions of movement is part of our efforts to responsibly stop this paralysis, our implementation of plans to re-open schools is part of our efforts to responsibly stop this paralysis. There is life outside Ebola; we must fight Ebola, but we must not allow this fight to continue to paralyze our responsible efforts in the other areas of life.

Today I call on you all, as friends of Sierra Leone to support us stop this paralysis. This today is the thrust of our engagement. We must not allow Ebola to continue to paralyze the country's actions for economic growth, investment, debt relief, widening our fiscal space, revamping of the health and education sectors and building networks of goodwill in our bilateral and multilateral engagements.

Sierra Leone remains an active and committed member of the United Nations, the African Union, ECOWAS and the Mano River Union and we will continue to support their work and adhere to related resolutions, treaties, conventions and protocols. We support the African Common Position on the reform of the UN Security Council as defined in the Ezulwini Consensus and Sirte Declaration.

My Government condemns acts of terrorism and terrorist threats everywhere in the world. We are dismayed at the current turn of events in the, Republic of Libya, South Sudan, Syria, Ukraine, Iraq, and elsewhere in the world, the Boka Haram and Al Shabab terrorist insurgencies, and support efforts to defeat them. My Government will continue to contribute troops to international peacekeeping operations and support for international efforts against acts of trafficking in persons and drugs, cybercrime, marine piracy and all other forms transnational organized criminal activities posing threats to global peace, stability and development.

Excellencies, ladies and gentlemen, my Government firmly supports a 'ONE CHINA' policy as well as a 'TWO INDEPENDENT STATES' solution in the Israeli-Palestinian conflict. We are also prepared to work partners to promote peace, unity and reconciliation in the Korean Peninsula, and we uphold the purposes and principles of the Nuclear Non-Proliferation Treaty (NPT). We support the rapprochement between Cuba and the United States, and the on-going negotiations between the Islamic Republic of Iran and the P5 Plus One to end sanctions against Iran and ensure the use of nuclear technology for peaceful purposes.

Sierra Leone remains committed to the promotion of human rights in accordance with the Universal Declaration of Human Rights and the Charter of the United Nations and relevant provisions of the international instruments on human rights, taking into account the respective national conditions of member states. Government will continue to support and

play a constructive role in the work of the UN Human Rights Commission (HRC). The moratorium on capital punishment remains solidly intact. We remain committed to promotion of women and youth's rights at the political, social and economic levels.

I hereby wish to assure you that my Government will continue to support the candidacy of global partners and their citizens for pivotal international responsibilities, but we will also insist on the principle of reciprocity in this area.

These are our strategic international objectives; and we are gathered here today to re-affirm them in front of our friends. Ebola must not paralyze unto not acting on them. Ebola must not stop us from building strategic alliances to meet our national and international objectives. You have been great friends of Sierra Leone in our fight against Ebola, we seek the continuation of this friendship in defeating the paralysis of Ebola; we seek your partnership in revamping our health and education sectors; we seek your actions for recovery unto sterling economic growth, investment, job creation, and social protection. We are transforming our Foreign Service for better engagements to ensure the achievements of these goals. That is the essence of the document we are here to launch today; thank you for your support; thank you for being with us here today, and thank you also Minister and Deputy Minister of Foreign Affairs and International Cooperation and your staff for putting together this wonderful document. It is now my singular honour to launch the Sierra Leone Foreign Service Transformation Strategy 2014-2018 (SLFSTS).

I thank you for your kind attention.

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