DECLARATION

I do hereby declare that, this dissertation is the original research of Hashim, Muhammed Musa towards the award of Master of Art Degree in International Affairs and Diplomacy in the Legon Centre for International Affairs and Diplomacy (LECIAD), University of Ghana except for other people’s work which have been duly cited and acknowledged and thus, neither part nor whole of this dissertation has been presented elsewhere for another award.

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(STUDENT)               (SUPERVISOR)

Date:..............................  Date:..............................
DEDICATION

This dissertation is wholly dedicated firstly to the Lord God Almighty for His divine guidance and protection, and then to the ‘she’ of my heart, my lovely and dearest wife, Mrs. Finda Musa Hashim, for her support and prayers.
ACKNOWLEDGEMENTS

I wish to firstly be thankful to God Almighty, for His guidance, and for granting me the knowledge, wisdom and understanding to successfully complete this exercise. I am particularly thankful to my resourceful supervisor, Dr. V. Antwi-Danso, for providing me the guidance, supervision through constructive criticism and relevant materials for the purpose of this work. I pray that the good Lord graciously rewards him.

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To my cherished wife, Mrs. Finda Musa Hashim, I say a very big thank you as she has been a source of courage and inspiration in my pursuit of higher knowledge. I am also happy to thank Miss Fatmata Musa Hashim, my daughter, of the University of Makeni for calling, checking and consoling me always that; “Dad, it shall come to pass”. My family, may you never grow weary! And may the good Lord bless all whom time did not permit me to mention your names, but who in diverse ways contributed in making this work a reality.
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ABSTRACT

Good governance engenders participatory democracy, it ensures the rule of law, public accountability and creates the requisite state institutions and economic environments that will make the private sector thrive well. Good governance and sustainable development are indivisible. Governance, especially when it assumes a normative dimension of being qualified as good, is generally believed to be a basis for the reconstruction of the state, especially societies shattered by war and policy in Africa. It is a means through which the people’s voices and expressions input into their life chances as it avows the principles of dialogue, consultation, consensus, and popular consent in decision-making and public policies. Without the people being the driving force of development, which good governance exposes, development can hardly take place and if it does, it cannot be sustainable. The aim of this study is to examine the progress, prospects and challenges of governance in post-conflict Sierra Leone. The overarching purpose is to enhance our understanding of why efforts should be made to monitor and evaluate governance in post-conflict countries with a view of making policies and democratic institutions better. Recognizing that lack of democratic governance results in the marginalization of citizens; who then pose a threat to peace and security, the current regime has defined its main objective in Sierra Leone as the promotion of good governance and transparency. The study tries to identify the opinions of governance experts, civil society activist, parliamentarians intellectuals and political parties on what governance in Sierra Leone has look like since the war ended in 2002. One thing that came out clearly was that governance and democracy are central to Sierra Leone’s social, political and economic renewal. Some recommendations or suggestions have been proffered to government and civil society based on the findings of the research which need to be addressed especially when Sierra Leone is approaching the milestone general elections in 2010. It is therefore the fervent hope of the researcher that this piece of work will not only be useful to political leaders, but also to academicians, professional, civil society organizations to name but a few.
CHAPTER ONE
RESEARCH DESIGN

1.1 Background of the Study

Governance and democracy are central to Africa’s search for social, political and economic renewal. However, the concept of “Governance” is highly contested; its definition and application are not without problems. Since its appropriation into the development discourse in the late 1980s, governance has not just become associated with its normative partner, “good”, but is also highly politicized. Beginning from 1980s, there has been gradual, but concerted attempt to reverse the trend of political despair and disillusionment, which hitherto characterized the political landscape in Africa. This attempt manifests in the demand for political pluralism and democratization. The long years of political misrule and bad governance exemplified by personalized political regimes contributed immensely weakening the economies of Africa thereby causing the bulk of the population to be ravaged by poverty, illiteracy and diseases. Regrettably, some researchers have proven that Africa harbours the highest stock of the world’s poorest people.

The relationship between governance and development has raised up the international policy agenda. There is widespread agreement that governance matters - intrinsically and for improvements in economic and social outcomes.

‘Good governance is perhaps the single most important factor in eradicating poverty and promoting development.’ UN Secretary General, Kofi Annan, 1998

‘Of all the ills that kill the poor, none is as lethal as bad government.’ The Economist, 1999
‘The issue of good governance and capacity-building is what we believe lies at the core of all of Africa’s problems.’ Commission for Africa, 2005

‘There is no excuse for any country, no matter how poor, to abuse its citizens, deny them equal protection of the law or leave them victims of corruption, mismanagement or economic irrationality.’ UN Millennium Project, 2005

The debilitating poverty of the people accentuated by the economic crises seems to have provided a basis and a common platform in the demand for democratic change by the people. Thus, the struggle for democratization in Africa has relevance not only in liberalizing the political arena and achieving civil and political liberties, but also towards achieving object of good governance.

The war in Sierra Leone for example was largely the result of failures in governance and government institutions. Successive governments diminished the state’s capacity to meet such critical challenges as the security and livelihood of its citizen, let alone to provide for democratic participation indecision-making processes.

Also, the 1990s witnessed the gradual emergence of the promotion of democracy and the strengthening of good governance as both an objective and a condition for development cooperation. The international donor community has responded to the challenges of the new “wave” of democratization in the late 1980s by embracing democracy. Re-oriented post-Cold War foreign policies and broadened concepts of development aid led Aid Agencies to reconsider their policies and approaches for promoting political reform in developing countries and transitional democracies.
The African Charter on Democracy, Elections and Governance, adopted by the Eighth Ordinary Session of the Assembly, held in Addis Ababa, Ethiopia, 30th January 2007, states that state parties shall implement the Charter in accordance with the following principles:

- Respect for human rights and democratic principles;
- Access to and exercise of state power in accordance with the constitutions of the state party and the principle of rule of law;
- Promotion of a system of government that is representative;
- Holding of regular, transparent, free and fair elections.
- Separation of powers;
- Effective participation of citizens in democratic and development processes and in governance of public affairs;
- Transparency and fairness in the management of public affairs;
- Condemnation and rejection of acts of corruption, related offences and impunity;
- Strengthening political pluralism and recognizing the role, rights and responsibilities of legally constituted political parties, including opposition political parties, which should be given a status under national law.

This means that military intervention into politics in Africa is discouraged and the promotion of democratic good governance is becoming an accepted norm for the continent.

1.2 Statement of the Problem

Bad governance in Sierra Leone, before the war, was evidenced by abuse of democratic processes, disregard for the rule of law, mismanagement of resources, centralization of political power and pervasive corruption. These characteristics provided fertile grounds for the breeding
of discontent which erupted in political turmoil. Lack of human rights, persistent endemic corruption and unelected and unaccountable governance, all subsumed under bad governance characterized Sierra Leone’s under-development for over three decades.

It is popular belief by peace researchers, development planners, policy makers and the public at large that the pernicious effects of bad governance which were largely believed to be responsible for the war, in Sierra Leone in 1991, still persist. There is the nagging fear that if corrective actions are not taken to promote good governance, there is very likelihood that the country will relapse into another bloody conflict.

In a democratic dispensation, the ability to ensure good governance and development in Sierra Leone remains an issue of conjecture. In other words, the future of democracy and good governance in Sierra Leone becomes guesswork. This guesswork partly constitutes the focus of this research which is to investigate how ‘good governance principles’ can promote and impact local development in Sierra Leone within a post-conflict setting without degenerating into another malevolent war. To achieve this, the national consultations in Sierra Leone identified five broad development priorities:

i. Security and war related issues

ii. Education and emphasis on basic education;

iii. Good governance and justice;

iv. Agriculture, especially food security

v. Health with emphasis on primary health care.

These development priorities are clear indication of government’s commitment to consolidate good governance in a post-war Sierra Leone in order to reduce poverty and foster sustainable development.
1.3 Research Questions

This research paper seeks to answer the following questions

- What are the main components of good governance?
- Do the components of good governance exist in Sierra Leone?
- What are the ‘good governance’ challenges faced by Sierra Leone as a post-conflict country?
- How can Sierra Leone maintain ‘good governance’ as a prerequisite for local development?

1.4 Objectives of the Study

This main objective of this study is to discuss how ‘good governance principles’ impact local development in post-conflict Sierra Leone. The specific objectives are to:

The objectives of the study are to:

- Identify the components of ‘good governance’.
- Examine the present situation of good governance in Sierra Leone.
- Find out the challenges faced by government in implementing ‘good governance’ principles in Sierra Leone.
- Make suggestions on how to maintain the components of ‘good governance as a prerequisite strategy for local development in post-conflict Sierra Leone.
1.5 **Significance of the Study**

This study is designed to fill in the research gap in the intractable relationship between good governance on the one hand, and development on the other. It is intended to be of importance to societies shattered by bloody conflicts and the international community. The research will also help to identify the relationship between governance and sustainable development in Sierra Leone.

It is well established that aid flows have greater impacts on development in countries with ‘good’ governance. There is, of course, a correlation between governance and development. Recommendations and findings from this study will be of immense benefit to policy makers, development planners, intellectuals, politicians and succeeding governments in Sierra Leone as it will assist them to identify obstacles to good governance and will be able to identify corresponding measures to address these obstacles. It will also contribute to existing theories in political science and it will serve as useful reference material for future studies.

1.6 **Scope and Limitations of the Study**

The scope of the study is to investigate the impact of good governance including Progress, Prospects and Challenges in post-conflict Sierra Leone from 2002-2012. This was the period when democracy in Sierra Leone was allowed to reign in governance without any military intervention through coup d’états. And it was the period which marks the commencement of the end of the rebel war which previous governments used as a screen to cover their flaws in governance that begot underdevelopments in Sierra Leone.

The research faced the following limitations:
i. Since few people have written on this topic, there are limited written materials available to write a more detailed research work.

ii. The busy schedules of sample respondents especially government officials to help the researcher with most needed information initially hampered the progress of my research, especially when the researcher is miles away from Sierra Leone.

However, unstructured interviews through phone calls, emails and relevant reading materials helped the researcher to corroborate his findings with adequate materials in collating this work.

1.7 Hypothesis

This study seeks to affirm or negate that: “Good Governance is a prerequisite to sustainable development in Sierra Leone”.

Justification to this test empirically revealed the study that using the appropriate quantitative and statistical techniques to determine whether good governance is a policy tool to sustainable development in Sierra Leone.

- The null hypothesis states that governance is a policy instrument to sustainable development.
- The alternative hypothesis on the other hand stated that sustainable growth has a significant impact on governance stability and output determination in Sierra Leone.

1.8 Theoretical Assumption

The research is guided by the reference to the linguistic confusion concerning the concept of good governance and development. The linguistic confusion which relates to good governance and sustainable development invariably centers on the close examination and analysis of
governance opinion and strategy in relation to development and sustainability. This relates in particular to the question as to whether good governance should be regarded as instrumental for or an independent objective of development. If the concept is employed in the former sense the approach then rests on an empirical foundation and the question arises as to which components of the concept are or are not conducive to development.

1.8.1 Theories of Governance and Development

There are several theories of governance and development emanating from various disciplines in the social sciences, as well as from interdisciplinary perspectives. Thus, several schools of thought (loosely defined) already exist, as well as others that are emerging. However, this part of the paper outlines relevant theoretical perspectives or theories advanced by leading academics. The three main economic schools of thought on the role of governance in development (with several sub-schools of thought within each school) are:

(1) the ‘successful society’;

(2) the governance for growth school, which has recently emerged as (what I call) the ‘cautionary school of governance for growth’; and

(3) the ‘social order’ school.

The first school of thought centres around shaping the governance and development agenda with a focus on key features and characteristics of a ‘successful society’ – in other words, what key aspects of governance in developed countries should be mimicked, emulated or adapted by developing countries. Bloom et al.’s (2004) survey of the major theories of governance with respect to economic development (and with special reference to Asian countries) suggests that
the successful society possesses the following key characteristics in terms of ‘good governance’ and exemplary economic development:

(1) competitiveness – that is, the successful nation is competitive, and one of the main issues in this respect is the various ways that governments can facilitate the competitiveness of firms and industries;

(2) strong institutions and rules-based conduct – as effective, adaptable, stable, rules-based and accountable institutions are crucial for successful development; and

(3) social capital – for actions to facilitate competitiveness and build strong institutions occur within a social context.

Furthermore, these pivotal aspects of governance require three conditions to facilitate economic development: clear definition of roles for institutions and other players; responsiveness of governance arrangements to existing conditions, plus adaptability to change; and a consistent focus on the public interest. Importantly, this way of thinking about governance and development also results in the pursuit of broad-based governance interventions or reform.

The second school of thought, which may be referred to as the ‘cautionary school of governance for growth’, emerged from research that showed a link between good governance and economic growth (Knack & Keefer 1995; Easterly 1996; Hausmann et al. 2004) – that is, countries with ‘good’ governance have higher rates of economic growth in comparison to those with poor governance. Indeed, for many economists and political economists, therefore, the main theories of governance and development are found in the interpretation of the dynamics of the relationship between governance and economic growth. Furthermore, not only are growth and increases in per capita income viewed by some academics as the raison d’être of development, but enhanced governance is viewed to be at the heart of the development puzzle. One leading
An economist has even declared that ‘good governance is development itself. Combine it with material well-being, and we attain what Rodrik has termed the Nirvana of advanced societies’ (Rodrik 2008).

In recent years however, the literature on the pursuit of governance for growth has increasingly taken a cautionary tone, highlighting risks, pitfalls and limitations. This shift reflects the myriad of problems encountered by developing countries in the pursuit of governance for growth. Another possible reason is that the validity of this theory was open to question the face of generally widespread positive rates of economic growth during the few years immediately preceding the current international financial and economic crises. Interestingly, Rodrik (2008) offers a measured and cautionary conclusion to his recent paper on governance by noting that economists have little to say about ‘good governance’, but much to contribute to the governance for growth agenda.

J. Acemoglu (2008) argues that the link between enhanced governance and governance for growth is neither clear-cut nor can it be confidently pursued as a policy.

He offers five additional recommendations that are essentially cautionary points (directed in the first instance to World Bank economists):

a) there is no general recipe for improving institutions;

b) the pitfalls of policy reform should be avoided, and the political economy constraints should be recognised;

c) policies can create new and potentially dangerous political constituencies;

d) public goods are indispensable; and (5) openness and transparency are important.

The third school of thought – and perhaps the most creative, robust and interesting theory on the overall subject – is provided by North et al. (2008). They divide the world’s 200 countries
into two parts: 175 countries with 85% of the world’s population have a social order that first appeared about ten millennia ago, and exists to this day in various forms or stages that are part of the ‘natural state’ (which replaced the primitive or first social order). The remaining 25 countries, representing about 15% of the global population, are characterized by the third social order, which first emerged in a few societies at the end of the eighteenth and beginning of the nineteenth centuries – the ‘open access’ society.

There are at least three other key points to the thesis presented by North et al. (2008). First, social order is maintained through the interplay between competition, institutions and beliefs. Second, with respect to the transition to open access, the historical and institutional context is important, but the specific details of change and the specific institutions that are the agents of change differ across societies. Therefore, they believe that modern economics fails to understand that interventions and proposed reforms supported by international organisations must conform to existing beliefs about economic, social and cultural systems in the natural state (i.e. the developing country) to be appropriate and successful. Failure to recognise this produces new institutional forms that are less effective than the ones they replace; and specifically because the broad prescriptions that mimic the open access orders are prescribed, including less regulatory control, absence of monopolies, more secure property rights and improved provision of public goods such as education, and more complete markets (North et al. 2008). Third, institutions and organisations help to reduce the threat of violence and disorder. It is these key insights that are central to this thesis on governance, development and social order. Governance and Development. However, the common feature in these three schools of thought is that institutions do matter. Yet, the profound differences in each theory also lie in the perspectives on, as well as the context and approach to, institutions, societies and the dynamics of development
progress Policies on governance and development The policy shift although the neoliberal ideology gradually emerged in the late 1980s and early 1990s, with its good governance and free-market agenda, the first clear official policy shift on governance matters in international development was announced in 1996 through a seminal address at the Annual Meeting of the World Bank and the International Monetary Fund (IMF), which placed good governance and tackling corruption as priority issues (World Bank 1996). However, while the World Bank Group (WBG) was an early leader, the critical turning-point occurred at the United Nations (UN) in the year 2000. The Millennium Development Goals (MDGs) were adopted by UN member nations for political and politico-economic reasons – that is, as a result of the interaction between political and economic forces that shaped the MDGs. And this form of global consensus provided a major boost to governance as a central aspect of development. To be sure, the neoliberal ideology also played a contributory role in the shaping and adoption of the MDGs, especially for the largest donor nations (the United States and Britain in particular). As a result, the major international development institutions – multilateral and bilateral development organisations – along with many of their partners (governments in particular) have officially embraced governance matters as a key policy and strategic thrust. In addition to the WBG, the United Nations Development Programme (UNDP) has governance as one of its core areas of focus (UNDP 2007), the United Kingdom’s Department for International Development (DFID) has placed governance at the centre of its work (DFID 2006), and developing countries are de facto including governance as a critical dimension of development policy. If in the broader sense democracy, human rights and the rule of law are regarded as independent objectives of development policy, the approach becomes more normative. This approach does not in principle rest on empirical relationships but on an ideal concerning human development.
The relevance in both cases is the extent to which policies and institutions can be put in place or encouraged by means of help from outside – in the form of development assistance – that are of importance in themselves or for economic growth and combating poverty. Various theoretical and empirical questions may therefore be posed. The first is whether the components of good governance in the broad sense are in fact correlated with development and what the nature of that causality is. If for example there is a relationship between democracy and economic development this does not necessarily mean that democratization results in economic growth, since economic development could also be a precondition for democratization. The second question is whether there are any theoretical or empirical indications suggesting that good governance lends itself to ‘constructivism’: is it possible for governmental institutions to be purposefully brought into being with assistance from outside or is their development primarily an ‘endogenous’ growth process?

Amongst the essential theories of governance the growth school model is focused in this study. As earlier stated, the growth school model centers around shaping the governance and development agenda with focus on key characteristics of a successful society.

The theoretical framework used in this study is modeled on the performance measurement models of the theories of good governance including performance appraisal tools. In the last few years, a number of government departments had to place greater premium on good governance as a strategy to sustainable development; as part of government’s push towards improving quality and valuable governance and public policy. This had led to the introduction of certain forms of theories of governance including measurement and associated performance assessment framework, as well as certain key performance indicators that ministries, departments and agencies (MDAs) have to meet.
This piece of research will not only be of immense importance to the public sector’s management cadre but will also serve as an eye opener to the relevance of sustainable development and performance management in the public sector. The research outcome presents a number of recommendations that will guide and inform the governance personnel department of the need for sustainable development and current key indicators used in governance measurement.

The research will also serve basis for further research in the field of Human Resource Management in governance and public policy; hence it will be of importance to this very institution.

As reflected in the study’s theoretical framework, the relationship between the dependent and independent variables rest on the fact that governance and sustainable development are empirically at par. These variables work simultaneously. The issues concerning good governance and sustainable development are quite enormous, most especially, in this modern and contemporary business world. In the public sector, (“people as the most valuable asset”) is cliché which no member often any senior management team can contend with or would disagree with. Yet the reality for many organizations or institutions is that there people remain undervalued, undertrained, underutilized poorly motivated and consequently performed well below their capacity. Thorough look at governance and sustainable development, employee motivation, rewards, incentives, staff retention, delegation, staff appraisal, personnel training and development, planning and controlling have been cardinal issues during the study. This will confirm that the success or profitability of any institution or organization depends on how best the issues surrounding the ‘people’ are handled.
These issues motivate well-thought personnel with the precision and default of sustainable development and governance strategy; can and probably leads to failure in the governance process itself. These set of resources are offered to promote thought, stimulate discussion, diagnose the organizational environment and develop a sound resource management strategy for a country or organization.

The findings of these study in enhancing good governance and sustainable development, there is need to give an insight on various aspects of the study which confirmed the theoretical framework. It is worth noting that the methods of sustainable development and processes are the major cause of present day achievements since the policy of governance and procedures had been strictly flowed.

1.9 Review of Existing Literature

The literature on governance and development is essential to be reviewed, because related research work have been done in the past, this will provide a theory base survey of published works that pertain to this investigation of this study.

According to Nzongola-Ntalaja (2002), governance is a very broad concept, and operates at every level, such as household, village, municipality, nation, region or globe. The study reviews the literature on the concept of governance when it is applied to a nation-state, with a focus on data and methodology. Furthermore, it synthesizes the various perspectives on public governance to present a comprehensive understanding of this issue.

The role of governments should be to provide a stable political and economic environment. Government policies throughout the world should aim to promote fiscal
responsibility, remove barriers to competition, ensure a legal framework for property rights and regulatory oversight, and ensure transparency of the law and policies.

Governance should not be reduced to government, as the three aspects of governance are interdependent in a society. Indeed, social governance provides a moral foundation, while economic governance provides a material foundation, and political governance guaranties the order and the cohesion of a society [Nzongola-Ntalaja 2003].

However, the differences in the importance given to each of these three actors lead to some nuances in the definition of governance. On the one hand, considering these three actors at the same level leaves the concept of governance neutral. Thus, governance is the process whereby a society makes important decisions, determines whom they involve, and how they render account [Graham, Amos, Plumptre 2003]. More precisely, governance comprises complex mechanisms, processes, relationships, and institutions through which citizens and groups articulate their interests, exercise their rights and obligations, and mediate their differences [Cheema 2005]. On the other hand, identifying some differences in the role and importance of public, social and economic governance in a society leads to accepting the preeminence of public governance. As it provides the organizational dynamics and political and jurisdictional systems for both social and economic governance, the State plays a more important role than the civil society or the private sector.

Therefore, Graham, Amos, Plumptre (2003), said governance is not just about how a government and social organizations interact, and how they relate to citizens but it concerns the State’s ability to serve citizens and other actors, as well as the manner in which public functions are carried out, public resources are managed and public regulatory powers are exercised [European Commission 2003].
Kebbay, (2010) defined governance as a multifaceted situation of institution, systems, structures, processes, procedures, practices, relationships, and leadership behavior in the exercise of social, political, economic, and managerial/administrative authority in the running of a state, public or private affairs.

In this study, governance can be viewed as the traditions and the institutions by which authority in a country is exercised for the common good. This includes the process by which those in authority are selected, monitored and replaced, the capacity of the government to effectively manage its resources and implement sound policies, and the respect of citizens and the state for the institutions that govern economic and social interactions among them [World Bank b].

According to Rotberg (2004-05) and Besancon (2003), good governance represents more than a means of providing common good, as it can be related to the government capacity to help their citizens’ ability to achieve individual satisfaction and material prosperity. Therefore, governance could be compared to the management, supply, and delivery of political goods to citizens of a nation-state. Political goods are various, and they include human security, rule of law, political and civil freedoms, medical and health care, schools and education, communication networks, money and banking system, fiscal and institutional context, support for civil society, or regulating the sharing of the environmental commons.

Rotberg (2004-05), said governance is “good” when it allocates and manages resources to respond to collective problems, in other words, when a State efficiently provides public goods of necessary quality to its citizens. Hence states should be assessed on both the quality and the quantity of public goods provided to citizens.
Cheema (2005) confirmed that the policies that supply public goods are guided by principles such as human rights, democratization and democracy, transparency, participation and decentralized power sharing, sound public administration, accountability, rule of law, effectiveness, equity, and strategic vision. Nzongola-Ntalaja (2002) opined that the Human Development Report issued in 2002 insists on “good” governance as a democratic exigency, in order to “rid societies of corruption, give people the rights, the means, and the capacity to participate in the decisions that affect their lives and to hold their governments accountable for what they do.”

Cheema (2005), on the other hand said, “Good” governance promotes gender equality, sustains the environment, enables citizens to exercise personal freedoms, and provides tools to reduce poverty, deprivation, fear, and violence. The UN views good governance as participatory, transparent and accountable. It encompasses state institutions and their operations and includes private sector and civil society organizations.

In practice, such principles should translate into “strengthening democratic institutions” by free, fair and frequent elections, a representative legislature, some judiciary and media independence from the State, the guarantee of human rights, transparent and accountable institutions, local governments that possess decentralized authority, a civil society which sets priorities and defends “the needs of the most vulnerable people” Nzongola-Ntalaja (2002) and Cheema (2005).

Good public governance also underpins good corporate governance. Good public governance is the bedrock for stable and successful economies. The same underlying principles that are found in public governance also apply in their standards for good corporate governance.
According to the ninth African Partnership Forum on Governance and Development; Sub Theme: Governance in Development, Algiers, Algeria, and 12-13 November 2007 (pp.19-20) affirmed that for many countries in Africa emerging from war, the governance challenges are even daunting. It is important to keep in mind that although many of the characteristics of post-war countries are similar in terms of the consequences of conflict, the causes may be context specific and thus approaches to addressing the challenges must be context specific.

Overall, some of the major challenges include addressing the human rights issues, particularly the rights of women and children. The elimination of corruption; poor service delivery; independence and effectiveness of oversight functions of regulatory bodies; peace and stability, integration of traditional institutions into modern governance system; need by civil society organizations internal governance; prevalence of capacity deficits. In governance institutions, especially electoral institutions, judiciary, parliament, civil service and media organizations need to be addressed as a matter of urgency.

According to the Fifth report of the Secretary-General on the United Nations Integrated Peace Building Office in Sierra Leone, (17th September 2010), it was observed that while Sierra Leone had clearly made important progress in consolidating peace and advancing a comprehensive development agenda, it was evident from his discussion with stakeholders that many challenges remain. He stated that addressing youth unemployment, reinforcing weak democratic institutions, combating corruption and promoting national cohesion and unity are among the key milestone elections in 2012.

The works reviewed have contributed immensely to the outcome of this research which has revealed that for almost thirty years, governance in Sierra Leone was characterized by over-centralized system of administration, an overburden and ineffective judicial system, weak and
inefficient public and local government institutions, thriving corruption, mismanagement, inappropriate fiscal policies and ill-conceived economic policies. However, the reviewed literatures were silent on the ‘over-centralization’ of political power and public financial resources management in Freetown, which precipitated exclusive governance and lack of access to basic social services for the majority of the populace. This helped to create an environment conductive for bad governance.

Other major governance issues include a relatively weak parliamentary oversight, lack of policies to protect the vulnerable, the conclusion of women in governance and decision-making, the fight against corruption, human rights, and the rule of law. The cumulative effect of all these factors result in weak and ineffective service delivery mechanisms that contribute to the high levels of poverty in the country.

The extent approaches to resolving these problems, as championed by the international donor community and the Government of Sierra Leone, may not be adequate. There is need to find more acceptable modalities for improvement in governance that will recognize, respect and incorporate legitimate concerns of Sierra Leone. It is this gap in the reviewed literatures that this work seeks to address, and it is the fervent hope of the researcher, therefore, that this study will add to the body of literatures on addressing the myriad of governance in Sierra Leone.

1.10 Methodology

The researcher was able to collect piece of information related to his topic from the following: Fourah Bay College library, British Council Library, African peer Review Mechanism reference library, personal libraries, world wide web/Internet, related reports, magazines journals newspapers and periodicals to accredit this piece of work. These laces no
doubt have relevant materials related to the study and the rapport between these institutions and the researcher was cordial.

The adoption of a phenomenological, interpretive an inductive stance has led to a number of methodological choices. The resultant use of the case study approach of a quantitative method is outlined and explained in this study. Interviews were selected to capture original data from respondents. These include focus group discussion held and conducted at regular intervals. A random sampling method was used for selection and inclusion.

1.10.1 Sources of Data

The researcher was able to limit his data into t forms.

- Primary Data
- Secondary Data.

**Primary Sources of Data:** Here, data was orally collected from resource personnel such as intellectuals, social commentator, government officials, governance Experts, Editors of print media and civil society activities. Also, Focus Group Discussions (FGDs) were conducted to sense the different angles of governance. Again, questionnaire were distributed to Non-Governmental Organizations, civil society groups, government officials (Executive), Parliamentarians, Judiciary, human rights workers, and press workers. Respondents to the questionnaires responded differently which were carefully recorded.

**Secondary Sources of Data:** these amounted to data collected from reference materials such as textbooks, journals, official publications, seminars and workshop papers as well as policy
documents through visits to the libraries of Ghana Armed Forces Command and Staff College (GAFCSC) and the Sierra Leone National Library in Freetown. Recorded archives of the United Nations (UN) were used. Internet websites were also consulted. Conflict in Sierra Leone.

1.11 Research Instruments

The researcher employed the questionnaire interview, documentary evidence, observations and Focused Group Discussions as the key instruments to collect data. Three sets of questionnaire were prepared for this study for respondents, civil society and the Medias, Non-Governmental Organizations (NGOs) and parliament and government officers. The instruments used to ensure that the data collected reflect expected results are; the researcher studied very closely the responses of various respondents in quantitative d qualitative manner.

1.12 Data Presentation

Data collected through questionnaires and Focus Group Discussions are tabulated and targeted key factor of the various sample groups. The results will be expressed in both narrative form and in number displayed by percentages, pie chart, histogram and Bar chart.

1.13 Organization of the Study

The study is organized into four chapters. Chapter one outlines the Research Design. Chapter two of the study is centered on the profile of the components and challenges of good governance and development in Sierra Leone. Chapter three brings out the impact and prospects of good governance, and chapter four is the summary, conclusion and recommendations.
References


CHAPTER TWO

THE CONCEPTS OF GOOD GOVERNANCE AND HOW THEY INFLUENCE DEVELOPMENT IN SIERRA LEONE

2.0 Introduction

Governance is the processes by which institutions manage their affairs through which decisions are made and authority in a country is exercised. Governance rests on the twin values of inclusiveness and accountability. Inclusiveness means that all the people, not just some of them, have the opportunity to participate in governance process and to hold government accountable (governance is not inclusive if some, say women, cannot vote or if only small elite decide on laws. Inclusiveness also means that governments treat all citizens equally, without exclusion or discrimination, whether in the application of social services (governance is not inclusive if either policy or bureaucratic effectively excludes, say, minorities from public education).

2.1 Meaning of Good Governance

Good governance, as we know, is a pillar of democracy. Finding a consensus on a definition of the concept of good governance has not been easy. Does good governance apply to just sound administration and management or does it also refer to the political domain and political leadership? Is it a universal principle or does it vary according to context? In the context of a political and constitutional environment that upholds human rights, democratic principles and the rule of law; good governance is generally accepted as the transparent and accountable management of human, natural, economic and financial resources for the purpose of equitable and sustainable development. Good governance entails clear decision-making procedures at the
level of public authorities, transparent and accountable institutions, the primacy of law in the
management and distribution of resources and capacity building for elaborating and
implementing measures aimed in particular at preventing and combating corruption. Whatever
the case, it is agreed that good governance is above all domestic issues and inadequate domestic
policies have played a role in widening the gap between the rich and the poor in Sierra Leone,
and achieving good governance is a process which must be come from within and steps must be
taken to support and recognize genuine initiatives to attain it.

Since the 1990s, the concept of “good governance” has taken center stage in development
thinking and practice. This is reflected not only by Kofi Annan’s statement, that: “Good
governance is perhaps the single most important in eradicating poverty and promoting
development,” but also by donors’ increasing dependence on governance performance indicators
for allocating overseas development assistance (ODA). The international development
community is of the opinion that the effectiveness of financial aid depends on “a good policy
environment” (Burnside and Dollar 1997; World Bank 1998: 2). In the 1992 report entitled
“Governance and Development”, the World Bank set out its definition of good governance. This
term is defined as “the manner in which power is exercised in the management of a country’s
economic and social resources for development”, and according to World Bank, development
can only take place and sustained if a predictable and transparent framework of rules and
institutions exists for the conduct of private and public business.

To be precise, governance has to do with the manner in which responsibility is
discharged. Such a responsibility may be acquired through election; appointment or delegation in
the public domain or in the area of commerce-corporate governance. Thus, good governance in
this sense means a condition whereby such responsibility is discharged in an effective,
transparent and accountable manner whiles bad governance is associated with maladministration in the discharge of responsibility (Kempe Ronald Hope Sr., 2003).

2.2 **Principles of Good Governance**

Good governance has basic principles which include free and fair elections, independent judiciary and the rule of law, freedom of speech and press, fighting corruption, accountability and transparency and investing in people. The efficient application of these principles has ripple effect on the people and economic growth and development is bound to occur. In Sierra Leone, good governance is a strategy in the fight against underdevelopment and poverty. “Development cannot flourish where people cannot make their voices heard, human rights are not respected, information does not flow, and civil society and the judiciary are weak” (Paula Dobriansky 2003).

Good governance promotes fundamental and universal human rights. It allows people to pursue their lives in a just, equitable and democratic way. It also allows for the efficient building up of the human capacity to harness the country’s resources. Good governance creates the opportunity to eradicate corruption and leads to equal protection for women and minorities and an open and fair access to judicial and administrative systems.

To preserve the integrity of democracy, Sierra Leone must strive to rid itself from corruption, as corruption damages economic development and impedes the ability of developing countries to attract foreign investment and hinders the growth of democratic institutions. Worst still, it concentrates power in the hands of a few ruthless dictators. Putting the principles of good governance into practice demands a free and open society where people can pursue their hopes and dreams unhindered.
2.2.1 Institutional Building in Sierra Leone

One of the crucial and significant features of good governance is institutional building, and its effectiveness has to do largely with strengthening the capacities of the institutions with legal instruments. In Sierra Leone, the enactment of the Anti-Corruption Commission (ACC) Act in 2000, the Anti-Money Laundering Act in 2004, the new public Procurement Act in 2004 and the Government Budgeting and Accountability Act in 2005 is a step in the right direction for institutional building. The passing of Legislations or enactment of Acts by the Sierra Leone Peoples’ Party (SLPP) and the current All Peoples Congress (APC) regimes is an effort aimed at adopting international governance best practices. In post-conflict Sierra Leone, the governance landscape in the last eight years has a revamping of several institutions. For example, the revised Anti-Corruption Commission (ACC) Act 2008 provides a greater opportunity for the ACC to be able to prosecute its cases and also makes it possible for the MDAs to comply with the recommendations made by them during preventive exercises. Therefore, the lynchpin of good governance is transparency and accountability. For this, the Public Procurement Act (2004) provides the basis for accountability in the public sector. Misprocurement, nepotism in contracting and gross abuse of procurement ethics and procedures led to huge financial loss to the government of Sierra Leone and has promoted bad governance especially in the provision of services to the public.

In Sierra Leone, ‘bad governance’ and corruption has been catalogued as one of the root causes of the eleven years civil war. The Truth and Reconciliation Commission (TRC) of Sierra Leone concluded “that the central cause of the war was endemic greed, corruption and nepotism that deprived the nation of its dignity and reduced most people to a state of poverty. Successive
political elites plundered the nation’s assets, including its mineral riches; at the expense of the national good… government accountability was non-existent. Institutions meant to uphold human rights, such as the courts and civil society, were thoroughly co-opted by the executive. This context provided ripe breeding grounds for opportunists who unleashed a wave of violence and mayhem that was to sweep through the country. Many Sierra Leoneans, particularly the youth, lost all sense of hope in the future. Youths became easy prey for unscrupulous forces who exploited their disenchantment to wreak vengeance against the ruling elite” (TRC, vol. 2: p. 27, arts. 13-17).

2.2.2 International Development Association

The International Development Association (IDA) emphasized that sustainable poverty reduction depends on sound policies, effective partnerships and systematic inclusion of the poor, affected groups and women in the development process. Good governance was seen as being critical to the development process and to the effectiveness of development assistance, and thus merited a specific inclusion in the institutions performance assessment methodology. This assessment process has been officially renamed the Country Policy and Institutional Assessment and sets out the key factors affecting effective resource use in the pursuit of the ultimate goal of poverty reduction.

2.3 Major Pillars of Governance

There are four major pillars against which governance can be judged, these are stated to be:
2.3.1 Accountability

At the macro level this includes financial accountability, in terms of an effective, transparent and publicly accountable system for expenditure control and cash management, and an external audit system. It encompasses sound fiscal choices, made in a transparent manner, that give priority to productive social programmes – such as basic health services and primary education vital to improving the living standards of the poor and promoting economic development – over non-productive expenditures, such as military spending. At the micro level it requires that managers of implementing and parastatal agencies be accountable for operational efficiency. Auditing systems should meet international standards and be open to public scrutiny. Accountability therefore means establishing criteria to measure the performance of public officials as well as oversight mechanism to ensure that the standards are met. In Sierra Leone the introduction of the Anti-Corruption Act in 2000 and the National Public Procurement Act 2004 have developed their own self-regulatory mechanisms and set examples for others to follow. Defaulters arrested and punitive measures taken them, for example, the arrest, detention, conviction and fine of Five Hundred million Leones of Haja Hafsatu Kabba, former minister of Energy and Power, is a clear indication of Sierra Leone moving into the right direction of accountability of stewardship.

2.3.2 Transparency

Transparency on the other hand, is a key element of bureaucratic accountability that entails, among other things, making available for public scrutiny of all public accounts and audit reports. Transparency protects against government error, the misallocation of resources, and corruption. Efforts by external contributors to promote transparency have been directed at
helping governments make budgets and public expenditure programmes more transparent. Private-sector investment decisions depend on public knowledge of the government’s policies and confidence in its intentions, as well as in the information provided by the government on economic and market conditions. Transparency of decision-making, particularly in budget, regulatory and procurement processes, is also critical to the effectiveness of resource use and the reduction of corruption and waste. Environmental protection and all forms of procurement are other areas in which transparency is critical to effectiveness and the containment of corruption. Procurement in particular offers considerable opportunity for malfeasance. The media can exert significant influence in this domain. To enhance transparency and accountability in Sierra Leone, the Public Expenditure Tracking Survey (PETS) forms were introduced. PETS is the systematic tracking of the flow of resources through various layers of government bureaucracy to determine how much of the originally allocated and disbursed resources reach each layer and how long resources take to get there. The survey therefore, assesses the leakage of public funds in all MDAs and hence, the efficiency of pro-poor public spending.

2.3.3 The Rule of Law

A fair, predictable and stable legal framework is essential so that businesses and individuals may assess economic opportunities and act on them without fear of arbitrary interference or expropriation. This requires that the rules be known in advance, that they be actually in force and applied consistently and fairly, that conflicts be resolvable by an independent judicial system, and that procedures for amending and repealing the rules exist and are publicly known. The Primacy of the Rule of Law is maintained through impartial and effective Legal System. Rule of law means that no individual or private citizen stands above the
law. Democratic governments exercise authority by way of law and are themselves subject to law’s constraints. Law should express the will of the people, not the whims of kings, military officials, religious leaders or self-appointed political parties.

However, viewing the rule of law from the context of democracy, Sierra Leone has made remarkable inroads; noting the implementation of the decentralization process (involving ordinary people in decision making), eradicating arbitrary arrest and detention, and promoting the conduct of free, fair and regular elections. These principles have been applicable due to the level of awareness amongst Sierra Leoneans about their rights and obligations to the state.

2.3.4 Participation

Good governance requires that civil society has the opportunity to participate during the formulation of development strategies and that directly affected communities and groups should be able to participate in the design and implementation of programmes and projects. Even where projects have a secondary impact on particular localities or population groups, there should be a consultation process that takes their views into account. This aspect of governance is an essential element in securing commitment and support for projects and enhancing the quality of their implementation.

In the past decade, good governance has become part of the dialogue between western states and countries of the developing world; it refers to both the nature and capacity of Governments and the relationship that governments have with communities that they govern. Good governance includes the provisions for participatory democracy, the rule of law, and transparent government; the capacity of government which is concerned with effective public sector management and the ability to deliver devices, maintain law and order, and provide
security for contract and property; the development of civil society which envisages a strong private sector in the economy, but also respect for human right a significant role for voluntary organizations including trade unions, political parties and Non-Governmental Organization (NGOs) and an independent media; and a market-friendly economy which implies policies and infrastructure to encourage private sector development. Participation of citizens in decision-making process is a precondition for development. In Sierra Leone, the decision to determine who governs is the domain of the entire citizenry and it is done through national presidential, parliamentary and local council elections. Such elections must be free from violence, intimidation and exclusion. This is manifested in the 2007 and 2012 Presidential, parliamentary and local elections respectively. This element therefore, makes the government that is development-oriented, accountable to its people. This has promoted development in agriculture, education, health and security.

2.4 Difference between Government and Governance.

“Governance encompasses every institution and organization in society from the family to the state”. This view of governance recognizes the importance for development of institutions, particularly private property and the rule of law. Governance has been defined as a network of private non-governmental bodies that have a role to play in the formulation and implementation of public policy and the delivery of public services. Governance is government plus the private and third (not for profit) sectors (Smith, 2007). Government is one of the most important actors in governance. The other actors involved in governance vary depending on the level of government that is under discussion.
Government means legislative executive judiciary as three elements of its roles and also includes law and order machinery. People’s growing disenchantment with post-colonial government in delivering rapid socio-economic development of the masses has led to the emergence of the concept of governance. Governance is seen as the joint responsibility of the governments, private business and civil society.

According to the governance working group of the International Institute of Administrative Sciences “Governance refers to the process whereby elements in society widely power an authority and influence and enact policies and decisions concerning public life and economic and social development. Governance is a broader notion than Government. Governance involves interaction between these formal institutions and those of civil society”. Governance is as the traditions and institutions by which authority in a country is exercised. This includes:

- the process, by which authority governments are selected, monitored and replaced,
- the capacity of the government to effectively formulate and implement sound policies and
- the Impact of Good Governance on Development

Governance, on the other hand, is the sum of cumulative practice of behavior and attitude of the government as seen in the manner they create and use the said evolutionary instruments. Form, style, systems, methods and procedures of government generally reflect the pattern of governance in a nation or city. The quality and effectiveness of governance depend mostly on how judiciously the government uses the said instruments to help people achieve the ultimate goal of their progress- justice, equity and peace. (IDPAA PRIA, 2001)
2.5 Other Views about Good Governance

It is argued that the “capture” of the institutions of the state by elites implies that they can benefit from the lack of good governance, and therefore are likely to resist demand for change. While in some areas empirical evidence tends to suggest that good governance leads to positive growth outcomes, other evidence suggests that it may not be so.

Steven Gruzd, (April 2009) stated that although governance issue were deeply imbedded in the structural adjustment programmes foisted on African countries from the early 1980s, it was only at the turn of the millennium that African leaders themselves began publicly acknowledging that governance is intrinsically important, and not just because outside powers say it should be. He went on to affirm that there was recognition by African leaders that what happens internally in states as and how governments rule, regulate and relate to their citizens and are vital for peace and prosperity, development, and growth, and that Africans themselves needed to “own” and drive this process.

This impetus spawned many new institutions, including the African Union (AU), the pan-African parliament, the New Partnership for Africa’s Development, (NEPAD), the Mo Ibrahim Governance Index and the African Peer Review Mechanism, (APRM). The latter is the continent’s home-grown self-monitoring and peer learning tool for promoting good governance.

This reiterates the fact that good governance is increasingly becoming an important requirement for sustainable development. Against this background, the African Peer Review Mechanism (APRM) encourages member states of the African union to review governance processes, practices and institutions with a view to make them better. Sierra lone acceded to the APRM process in 2008 inaugurated the APRM National Governing Council. The four thematic
strands of the APRM are: democracy and good political governance; economic governance and management; corporate governance; and social-economic development.

2.5.1 Evaluation of Governance

The evaluation of governance is important for a number of reasons. First, donor and reforms take into consideration good governance when assessing the impact of policies and determining future development projects. Second, good governance evaluations determined the investment climate. Research had proven that aid flows have greater impacts on development in countries with good governance.

Governance can be examined at three levels. On global, level, governance can be compared across countries and on over time. Standardized data could be applied to diverse cultures, economic and political systems. Most global governance evaluations have focused on standardized principles of administration that are believed to be fundamental to the development of effective public administration. Governance data can enable robust benchmarking between countries, using units of analysis. On a national level, governance can be analyzed more comprehensively; more flexible and specific features are used. On a local level, governance assessment is targeted in a geographical region. This research focuses on the global and national perspectives, but the importance of local perspective data is not overlooked.

The Report of Sierra Leone Truth and Reconciliation Commission (TRC 2004 Vol. 2, 2004: 7-8), affirmed that the war in Sierra Leone was largely the result of failures in governance and institutional processes in the country. Successive governments diminished the state’s capacity to meet such critical challenges as the security and livelihood of its citizens, let alone to provide for democratic participation in decision-making processes.
The researcher share this view with the commission that it was unsound governance that provided a context conducive for the interplay of poverty, marginalization, greed and grievances that caused and sustained the conflict. It is therefore the hope of the researcher that treatment of governance issues in this research – by identifying the past distortions, evaluating the adequacy of current remedies and making recommendations and suggestions for improving good governance in Sierra Leone, will enhance efforts towards national recovery, stability and reconciliation and development.

The instruments of proper governance include laws, institutions, due processes and human practices that lead to such desired ends as security, justice, enhanced livelihoods and democratic participation. The perception adduced by the commission during its hearings indicate that Sierra Leonean yearn for a principled system of governance. They want a system that upholds the rule of law over the rule of strong patrons and protects the people from the abuse of rulers through a system of checks and balances. The report further went on to say that Sierra Leonean wish to see horizontal and vertical accountability through the effective operation of such institutions the anti-corruption commission, the judiciary, the auditor general’s office, the electoral commission, the media and civil society.

Despite, challenges in developing it rules and systems; gaining the confidence of leaders, citizens and donor; and administrative difficulties, the Agenda for change and the African Peer Review Mechanism (APRM) have evolved as a key building block in Sierra Leone’s governance architecture and notched up some notable achievements. Sierra Leone has completed their initial reviews of the APRM and the Agenda for Change and real policy changes are gradually occurring.
2.5.2 Relationship Between Good Governance and Development

The World Bank Human Development indicators coupled to the MO Ibrahim Governance Index illuminates the complex relationship between governance and development in general and particularly in the African context. Scholars and practitioners such as Joseph Stiglitz and Amartya Sen have presented intricate arguments demonstrating the causal connections between and democracy on growth and development.

Good Governance as Patrick Chabal (1992:169) rightly noted, is a scarce commodity in the history of the world especially in developing countries like Sierra Leone. The process of its evolution within the context of plural politics will be fraught with serious tensions, conflicts and contradictions. The capacity of the political rulers to manage the process effectively, the resilience of the civil society and the nature of the international political economy are some of the important factors that will ultimately determine the extent to which democracy could cohabitate with good governance and whether both will survive in Sierra Leone.

‘Governance ‘is at the centre of the African Union/New Partnership for African’s Development, (AU/NEPAD) programme, not only as one of the principles and conditions identified for sustainable development, but it is also among the priorities of the programme. According, with NEPAD/s Democracy and political governance initiative, African leaders committed themselves to creating and consolidating basic governance processes and practices; leading in supporting initiatives that foster good governance.

On the other hand, the United Nations has considered “good” governance as an essential component of the Millennium Development Goals, (MDGs) because “good” governance establishes a framework for fighting poverty, inequality, and many of humanities other
shortages. This fact has motivated researchers to try to assess governance, and this effort is an attempt to synthesize the result of the ever-expanding body of literature.

2.5.3 Development

In understanding the element of development, it is plausible to note that the relationship between the government and the governed in Africa, especially in Sierra Leone is becoming one of distrust and disillusionment. Development is the most fashionable word for both developed and developing countries and for a country to achieve development, both its citizens and state institutions need to work together to rebuild this relationship. Hence, citizens’ participation in decision-making process at local and international levels is necessary precondition for development.

In Sierra Leone, one of the state’s institutions is the ‘National Public Procurement Authority (NPPA) which came into existence in 2004. The fact is that procurement is a key channel through which government’s revenue flows for development purposes. Sierra Leone would have developed far more than it is today, if it were not the burden of misprocurement in the Ministries, Departments and Agencies (MDAs). Also Sierra Leone’s Accountability and Transparency tools use in donor funds for development projects are weak, and until remedial actions are taken complimented by sanctions for defaulters, the problem of corruption in public procurement would continue.

The government of Sierra Leone, from 1996 to 2007, makes billions of Leones in yearly revenue generation but the government loses at the same time billions of Leones yearly due to leakages of funds to personal coffers, this would have been a plus on government revenue affecting both economic growth and development. The tax systems in Sierra Leone by then were
very poor and entwined with corruption. The Anti-Corruption Commission (ACC) was very impotent in the pursuance of corrupt government officials, but in 2008 the revised Anti-Corruption Act gave abundant powers to the Commission to prosecute its cases in court, and sanction those who do not comply with best practices. The court system in Sierra Leone was restructured between 2002 and 2008 through the effort of the Justice Sector Development Project (JSDP) and United Nations Development Programme (UNDP). Conditions of Service for both Magistrates and Judges have improved, this means that the efficiency in the discharge of their responsibility will be enhanced to promoting justice for development.

2.6 Sustainable Development

Sustainable development is development that "meets the needs of the present without compromising the ability of future generations to meet their own needs." To have a sustainable future, the needs of people must be met equally. Needs are things like access to medical care, suitable housing, food, and sanitation. Additionally, people will want as high a standard of living as possible and this must be achieved in a way that does not harm or exploit others. Sustainable development addresses these needs by promoting equality, education and participation in local communities.

Sierra Leone, by the mid-1980s was looked as a failed state because government ministers and other bureaucracies simply centralized and monopolized important functions, thereby siphoned public revenues for their selfish use. In the process they deprived the local authorities of adequate revenues and responsibilities necessary to nurture grassroots social development and democratic culture. The lack of funds and continued centralization of authority by the central government meant that such basic but necessary functions as garbage collection,
maintenance of public toilets, and supervision and maintenance of public markets, were eventually abandoned. Freetown, the capital city suffered a decrease in the scope of service deliveries. These deteriorating social and economic conditions in Sierra Leone added value to the cause of the rebel war in 1991.

However, the present government of the All Peoples Congress (APC) under the leadership of His Excellency, Dr Ernest Bai Koroma, embarked on the restoration of providing the basic necessities such as education, health, good roads, electricity, and water supply as an effort to demonstrate the attainment of good governance for sustainable development. The Sierra Leone government embarked on the construction of new roads and repairs of old ones (both main and feeder) nationwide since 2011 and this has enhanced movement of people and goods within the country and it is economical to both vehicle owners and users. Transportation cost is susceptible to decrease while farmers are sure of accessing market centers for the sale of their agricultural products. Medical centers and educational institutions were increased rapidly at Chiefdom level from development assistance as a characteristic of good governance. The level of development is expected to increase and rate of poverty reduce. Citizen’s participation in policy making is high encouraged by the present government and contributes immensely to sustainable development. In 2007 the Sierra Leone government signed mining contracts of ninety-nine and fifty years with African Minerals Limited and London Mining respectively. These companies have employed more than two thousand skilled workers and more than three thousand unskilled labour of which about 75% of this is from the unemployed youths in Sierra Leone. There is also Cape Lambert Mining Company which has over one thousand workers nationwide, this contribute to poverty reduction, improved standard of living and create more jobs and income in Sierra Leone for a sustainable national development.
People throughout the world deserve the best standard of living that is sustainable. Improving medical care, sanitation, education, and enabling people to support themselves with a good standard of living requires the generation of wealth by economic activity. Sustainable economies also need to be competitive in a world market. Products that are too expensive to buy cannot be sustainable, even if they are environmentally friendly.
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United Nations, 1992 Agenda 21 (United Nations, New York)

CHAPTER THREE
GOOD GOVERNANCE AND SUSTAINABLE DEVELOPMENT IN SIERRA LEONE
CHALLENGES AND PROSPECTS

3.0 Introduction

This chapter examines good governance and sustainable development in Sierra Leone. It commences with brief background information on Sierra Leone taking into consideration the Geography, History and Economy of Sierra Leone. It looks at of good governance and the challenges that militate against the implementation of the principles of good governance for sustainable development in Sierra Leone. It will finally highlight the prospects of good governance as a prerequisite for development in Sierra Leone.

This chapter provides answers to the following research questions:

a. What are the main components of Good governance?
b. Do the components of good governance exist in Sierra Leone?
c. What are the challenges faced by the government in implementing good governance principles in Sierra Leone? And
d. How can Sierra Leone maintain good governance principles for sustainable development in Sierra Leone?

3.1 Geography, History and Economy of Sierra Leone

For a very vivid understanding of Sierra Leone, it is prudent that brief geography, history and economy of the country be introduced. This will enhance the reader’s knowledge on the tenets of good governance and development.
3.1.1 Geography of Sierra Leone

Sierra Leone (country), independent nation in western Africa, bounded on the north and east by Guinea, on the southeast by Liberia, and on the southwest and west by the Atlantic Ocean. The total area of the country is 71,740 sq km (27,699 sq mi). Freetown is the capital and largest city.

A low-lying coastal plain in Sierra Leone extends inland from the Atlantic Ocean for about 80 km (about 50 mi). The area closest to the ocean is a largely swampy region; however, the Sierra Leone Peninsula, where Freetown is situated, is dominated by hills. To the east the land rises from the coastal plain to a plateau in the north and to hilly terrain in the south. Several small mountain ranges are located near the northern and eastern borders and reach a maximum elevation of 1,945 m (6,381 ft) in Bintumani (Loma Mansa) in the Loma Mountains. Of the numerous short rivers that drain the country the most important are the Kolenté (Great Scarcies) and the Kaba (Little Scarcies), and the Rokel, Jong, Sewa, and Moa. Most are navigable only in the rainy season. Much of Sierra Leone’s wealth is derived from rich mineral resources, including diamonds, chromite, bauxite, iron ore, rutile, and gold.

3.1.2 History of Sierra Leone

The country was named Sierra Leone (Lion Mountains) by Portuguese explorer Pedro da Cintra, who visited the coast in 1460. The British established a colony at Freetown in 1787 for slaves repatriated from Britain and the United States and for slaves rescued from shipwrecks. The land of the original settlement, where the city later developed, was purchased from local chiefs. The Sierra Leone Company, formed in 1791, administered the settlement until 1808, when it became a crown colony. Britain set up a protectorate over the hinterland of Freetown in
1896. The first elections for the legislative council were held under the constitution of 1924. The ministerial system was introduced in 1953, and Sir Milton Margai, a former physician and leader of the Sierra Leone People’s Party (SLPP), was appointed chief minister in 1954 and prime minister in 1960.

Siaka Stevens was appointed prime minister of Sierra Leone in 1967. He became president in 1971 and served until his retirement in 1985. Sierra Leone became an independent nation on April 27, 1961. The constitution of 1961 extended the right to vote to women. Following the elections of 1962, Margai remained prime minister. Margai died in 1964 and was succeeded by his half-brother, Albert Margai. In 1967, as a result of disputed elections, in which Siaka Stevens, leader of the All People’s Congress (APC), was elected prime minister, the army staged a coup and organized a National Reformation Council. After a second army revolt in 1968, civilian government was restored, and Stevens was returned to power.

Sierra Leone was declared a republic on April 19, 1971, and Stevens was sworn in as executive president. Opposition to the government was gradually eliminated; in elections held in May 1973, the APC was unopposed. In 1975 Sierra Leone signed a trade and aid agreement with the European Community (now the European Union) and helped form the Economic Community of West African States. The next year Stevens was reelected president. In 1985, president Stevens handed power to a military general, Maj-Gen JS Momoh as a civilian president and head of state. During his era, corruption multiplied with bad governance which resulted to the 11 years war in Sierra Leone.

The root causes of Sierra Leone’s 11-year civil war revolve around bad governance. The country’s Truth and Reconciliation Commission (TRC) concluded “that the central cause of the war was endemic greed, corruption and nepotism that deprived the nation of its dignity and
reduced most people to a state of poverty. Successive political elites plundered the nation’s assets, including its mineral riches; at the expense of the national good… government accountability was non-existent. Institutions meant to uphold human rights, such as the courts and civil society, were thoroughly co-opted by the executive. This context provided ripe breeding grounds for opportunists who unleashed a wave of violence and mayhem that was to sweep through the country. Many Sierra Leoneans, particularly the youth, lost all sense of hope in the future. (TRC, vol. 2: p. 27, arts. 13-17). However, the war was declared finished in 2002.

Since 2002 the country, with the help of the international community, has been rebuilding itself. A democratic election in May 2002 reappointed Ahmad Tejan Kabbah as president with 70% of the vote (he had previously been elected in 1996) and gave his Sierra Leone Peoples Party (SLPP), which had been ousted from power by the APC in 1967, a big majority in Parliament. Voting patterns in many ways mirrored those from the 1960s where the SLPP had attracted most of its support from the South and East of the country, particularly Mendeland.

The performance of the SLPP government after 2002 seems to have been mixed to say the least, and it was freely replaced by the Sierra Leonean people by the APC in the elections in August 2007. The APC’s presidential candidate, Ernest Bai Koroma, won 44% of the votes in the first round of the presidential election (55% in the run-off) and the APC took 59 of the 112 seats in Parliament.

3.2 Presentation of Findings

The findings presented here illustrate the responses of respondents on the researcher’s topic Good Governance, a strategy for sustainable development in Post-Conflict Sierra Leone: Tables are used in order to analyze the data collected. Analysis of data is done on pie chart,
histogram and Bar chart. The literature squarely focused good governance and sustainable
development. But findings in this study revealed that it is the economic gap between governance
and sustainability that forms the features of the literature which is inter-linked with development.

1. Findings in the study confirm the study’s theoretical framework.

2. The interviewees’ statements or responses should not be left to chance but rather had
given thorough facts by close investigation with the interviewer.

3.3 Findings of the questionnaires distributed to the Targeted Civil Society Groups

Table 1: Civil Society Groups in Sierra Leone

<table>
<thead>
<tr>
<th>Name of Civil Society Groups</th>
<th>No. of Respondents</th>
<th>Percentage %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Campaign for Good Governance</td>
<td>5</td>
<td>25</td>
</tr>
<tr>
<td>Coalition of Civil Society</td>
<td>5</td>
<td>25</td>
</tr>
<tr>
<td>Society for Democratic Initiatives</td>
<td>5</td>
<td>25</td>
</tr>
<tr>
<td>National Coalition on Economic Partnership Agreement</td>
<td>3</td>
<td>15</td>
</tr>
<tr>
<td>Health for all Coalition</td>
<td>2</td>
<td>10</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>20</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Survey Data March 2014

Table 1 above describes the targeted civil society groups in Sierra Leone. There are five
targeted civil society groups the researcher dealt with. Campaign for Good Governance has five
respondents having a 25 percent. Coalition of Civil Society has five respondents having 25
percent. Society for Democratic Initiative also has 5 respondents with a 25 percent. National
Coalition on Economic Partnership Agreement has three respondents with a 15 percent and
Health for all Coalition has only two respondents with a 10 percent. This means that the targeted
civil society groups in Sierra Leon are working towards the ensuring the promotion and practice of good governance.

Table 2: Socio-economic views of civil society groups

<table>
<thead>
<tr>
<th>Types of Respondents</th>
<th>No. of Respondents</th>
<th>Percentage %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Governance and Democracy</td>
<td>5</td>
<td>25</td>
</tr>
<tr>
<td>Disarmament, Demobilization and Reintegration</td>
<td>5</td>
<td>25</td>
</tr>
<tr>
<td>Peace Consolidation and Development</td>
<td>10</td>
<td>50</td>
</tr>
<tr>
<td>Others</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>20</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Survey Data March 2014

The table above illustrates respondents from civil society groups in Sierra Leone who in their diverse opinion indicates the most important factor for the social and economic renewal of post-conflict Sierra Leone. Twenty sample respondents with a percentage of 100 percent of the targeted civil society groups affirmed that the most crucial factor for social economic renewal of post-conflict Sierra Leone includes governance and democracy.

Table 3: Responses of civil society groups in Sierra Leone on the causes of Sierra Leone war

<table>
<thead>
<tr>
<th>Civil Society Groups</th>
<th>No. of Respondents</th>
<th>Percentage %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bad Governance</td>
<td>13</td>
<td>65</td>
</tr>
<tr>
<td>Greed</td>
<td>7</td>
<td>35</td>
</tr>
<tr>
<td>Ethnic division</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Exploitation of natural resources</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>20</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Survey Data March 2014
The table above indicates the sample of responses of civil society groups in Sierra Leone who affirmed the critical factor for the outbreak of the war in Sierra Leone. According to the responses bad governance was the most crucial factor for the war in Sierra Leone with 13 respondents having 65 percent. Secondly seven targeted social groups agreed that another factor for the outbreak for the war greed with 35 percent.

Table 4: Civil society views on good governance and sustainable development

<table>
<thead>
<tr>
<th>Responses of on the characteristics of good governance</th>
<th>No. of Respondents</th>
<th>Percentage %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transparency and accountability, citizen’s participations, vibrant civil society and free media</td>
<td>18</td>
<td>90</td>
</tr>
<tr>
<td>Rule of law and human rights</td>
<td>2</td>
<td>10</td>
</tr>
<tr>
<td>Others</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>20</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

**Source: Survey Data March 2014**

The table above gives a vivid picture of the general characteristics of good governance as practiced in post-conflict Sierra Leone. 18 respondents from targeted civil society groups in Sierra Leone with 90 percent affirmed that transparency and accountability, citizen’s participation, vibrant civil society and free media are being practiced in Sierra Leone. Two of the targeted civil society groups with a 10 percent affirmed that the rule of law and the promotion of human rights is also been practiced in Sierra Leone after the war. They all confirmed that these are main components of good governance.
Table 5: Civil Society Groups who affirmed or negate whether Sierra Leone is on the road to good governance

<table>
<thead>
<tr>
<th>Civil Society Groups</th>
<th>No. of Respondents</th>
<th>Percentage %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Affirmation</td>
<td>20</td>
<td>100</td>
</tr>
<tr>
<td>Negation</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total</td>
<td>20</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Survey Data March 2014

The table above illustrates the responses of civil society groups who agreed or disagreed whether Sierra Leone is on the road to good governance. According to the respondents 20 agreed that Sierra Leone is on the road to good governance which has a percent of 100.

Table 6: Civil Society Groups who believe that Sierra Leone is on the road to good governance

<table>
<thead>
<tr>
<th>Names of civil society groups</th>
<th>Campaign for Good Governance</th>
<th>Coalition of Civil Society</th>
<th>Society for Democratic Initiative</th>
<th>National Coalition Economic Partnership Agreement</th>
<th>Health for all Coalition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Responses from targeted civil society groups why they say Sierra Leone is on the road to good governance</td>
<td>- Justice - Peace - Democracy</td>
<td>- Periodic election - Fight against corruption - Citizens’ participation in governance - Decentralization of local representation</td>
<td>- Transparency and accountability -Infrastructural development</td>
<td>• Civil society vibrant • Setting up the anti-corruption to genuinely. Fight against corruption. • Setting up of the Human Rights Commission. Setting up of the Law Reform Commission</td>
<td></td>
</tr>
</tbody>
</table>
The table above indicates the reasons why targeted civil society groups in Sierra Leone believe that Sierra Leone is on the road to good governance. It could be observed that over 60 percent of targeted civil society organizations confirmed with reasons that Sierra Leone is on the road to good governance.

Table 7: Civil Society Groups who believe Sierra Leone is not on the road to good governance.

<table>
<thead>
<tr>
<th>Civil society groups targeted in Sierra Leone</th>
<th>Campaign for Good Governance</th>
<th>Coalition of Civil Society</th>
<th>Society for Democratic Initiatives</th>
<th>National Coalition on Economic Partnership Agreement</th>
<th>Health for All Coalition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Responses from targeted civil society groups why they say Sierra Leone is not on the road to good governance</td>
<td>. There is political violence</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>. Marginalization of women and youth</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>. Undemocratic process of electing paramount chiefs</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>. Polarization of the country</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of respondent from each targeted</td>
<td>4</td>
<td>5</td>
<td>5</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>Percentage</td>
<td>20%</td>
<td>25%</td>
<td>25%</td>
<td>10%</td>
<td>20%</td>
</tr>
</tbody>
</table>
Table 7 above indicates with reasons why some civil society groups believe that Sierra Leone is not on the road to good governance. For instance one respondent from the Campaign for Good Governance disagreed that Sierra Leone is on the road to good governance sitting the following reasons for their answer; there is political violence, marginalization of women and youth and undemocratic processes of electing paramount chiefs.

Table 8: The table below illustrates what respondents say are the principles of good governance

<table>
<thead>
<tr>
<th>Civil society groups targeted in Sierra Leone</th>
<th>Campaign for Good Governance</th>
<th>Coalition of Civil Society</th>
<th>Society for Democratic Initiatives</th>
<th>National Coalition on Economic Partnership Agreement</th>
<th>Health for All Coalition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Responses from targeted civil society groups why they say Sierra Leone is not on the road to good governance</td>
<td>. There is political violence</td>
<td>. Marginalization of women and youth</td>
<td>. Undemocratic process of electing paramount chiefs</td>
<td>. Polarization of the country</td>
<td></td>
</tr>
<tr>
<td>Number of respondent from each targeted civil society in Sierra Leone</td>
<td>1</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

Source: Survey Data March 2014
Table 8 above illustrates what respondents from the Civil Society Groups consider to be the principles of good governance in Sierra Leone. These principles above vary from one civil society group to another. For instance it was observed that Campaign for good governance agreed that citizens’ participation in decision making processes is fundamental to good governance, while other civil society groups targeted in the research identified equity and equality, peace and security and sustainable development as critical factors to the promotion of good governance in Sierra Leone.

Table 9: Different Types of Organization Targeted

<table>
<thead>
<tr>
<th>Civil society groups targeted in Sierra Leone</th>
<th>Campaign for Good Governance</th>
<th>Coalition of Civil Society</th>
<th>Society for Democratic Initiatives</th>
<th>National Coalition on Economic Partnership Agreement</th>
<th>Health for All Coalition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Responses from targeted civil society groups that show key principles to good governance</td>
<td>. When citizens participate in decision-making process</td>
<td>. When equity and equality are promoted</td>
<td>. Peace and security</td>
<td>. When there is sustainable development</td>
<td>. Others</td>
</tr>
<tr>
<td></td>
<td>. When there is sustainable development</td>
<td>. Peace and security</td>
<td>. Sustainable development</td>
<td>. When citizens participate in decision-making process</td>
<td>. When there is economic and social development</td>
</tr>
<tr>
<td></td>
<td>. Peace and security</td>
<td>. Equity and equality are promoted</td>
<td>. When citizens participate in decision-making process</td>
<td>. Peace and security</td>
<td></td>
</tr>
<tr>
<td></td>
<td>. When there is sustainable development</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Survey Data March 2014
This table illustrates from various Non-Governmental Organizations, Journalist, Human Rights Organizations and none returned questionnaires to which questionnaires were distributed in Sierra Leone. Non-governmental organizations had 10 respondents with 18.2 percent, Print/Media Houses had 20 accounting for 36.3 percent, Human Rights organizations had 15 respondents having 27.3 percent and none returned questionnaires 10 respondents with 18.2 percent.

<table>
<thead>
<tr>
<th>Civil Society Groups</th>
<th>No. of Respondents</th>
<th>Percentage %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non-Government Organizations</td>
<td>10</td>
<td>18.2</td>
</tr>
<tr>
<td>Media/Print Houses</td>
<td>20</td>
<td>36.3</td>
</tr>
<tr>
<td>Human Rights Organizations</td>
<td>15</td>
<td>27.3</td>
</tr>
<tr>
<td>Non Returned Questionnaires</td>
<td>10</td>
<td>18.2</td>
</tr>
<tr>
<td>Total</td>
<td>55</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Survey Data March 2014

Table 10 above gives the view of targeted organizations about progress in governance in post-conflict Sierra Leone. Non-Governmental Organizations has 40 respondents with 72.7 percent, Human rights organizations 5 respondents with 9.1 percent and percent Non returned questionnaires with 18.2 percent. This means that over 70 percent of non-Governmental Organizations targeted for the research affirmed that Sierra Leone is making progress in post-conflict governance.
3.3.1 Findings and Analysis of Targeted Non-Governmental Organizations Journalists and Human Rights Organizations in Sierra Leone

This section of this research paper indicates the findings of responses from targeted non-governmental organizations journalists and human rights organization.

Meanwhile, the Non-Governmental Organizations are: West African Network for Peace Building Sierra Leone; Plan International Sierra Leone and Action Aid Sierra Leone and the press houses include: Awareness Time, Standard Time, Global Time, Awoko and Vision Newspapers, human Rights Organization include: Amnesty International and the National Human Rights Commission in Sierra Leone.

The research investigated that some of these organizations targeted confirmed that governance in post-conflict Sierra Leone is progressing; while others maintain that there are prospects though, there are huge challenges to this phenomenon of governance as it has to do with its own system, institutional capacity and implementations for the betterment of its citizens.

Table 11: Shows respondents thought about progress in Governance in post-conflict Sierra Leone

<table>
<thead>
<tr>
<th>Designated organizations targeted</th>
<th>Print Houses/Broadcasting:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non-governmental organization:</td>
<td>Awareness Times</td>
</tr>
<tr>
<td>. West Africa Network for peace Building Sierra Leone.</td>
<td>Standard Times</td>
</tr>
<tr>
<td>. Plan International Sierra Leone.</td>
<td>Global times</td>
</tr>
<tr>
<td>. Action Aid Sierra Leone</td>
<td>Awoko Newspaper</td>
</tr>
<tr>
<td></td>
<td>Vision Newspaper</td>
</tr>
<tr>
<td></td>
<td>Sierra Leone Broadcasting Corporation.</td>
</tr>
<tr>
<td></td>
<td>. Amnesty International</td>
</tr>
<tr>
<td></td>
<td>. Commission for Human Rights</td>
</tr>
<tr>
<td>University of Ghana <a href="http://ugspace.ug.edu.gh">http://ugspace.ug.edu.gh</a></td>
<td></td>
</tr>
<tr>
<td>Responses given why the targeted organizations think there is progress in post-conflict Sierra Leone</td>
<td>Establishment of an independent media commission</td>
</tr>
<tr>
<td>-----------------------------------------------</td>
<td>-----------------------------------------------</td>
</tr>
<tr>
<td>. Capacity building of national electoral commission</td>
<td>. Political will to fight against corruption</td>
</tr>
<tr>
<td>. Reform of registration on the formation and financing of political parties</td>
<td>. The 2008 new anti-corruption act passed</td>
</tr>
<tr>
<td>. The 2008 new anti-corruption act passed</td>
<td>. Massive education on corruption related issues</td>
</tr>
<tr>
<td>. Massive education on corruption related issues</td>
<td>. Loan to purchase of vehicles to carry out over sight function.</td>
</tr>
<tr>
<td>. Loan to purchase of vehicles to carry out over sight function.</td>
<td></td>
</tr>
</tbody>
</table>

Source: Survey Data March 2014

The above table can also be represented using the number of respondents from each targeted group and percentages assigned to each group. 10 respondents from Non-Governmental Organizations accepted that there is progress in governance having 18.2 percent. 20 respondents from the Print Media affirmed that there is progress in post-conflict governance in Sierra Leone with a percentage of 36.3. On the hand, 15, respondents from Human Rights Organizations in
Sierra Leone confirmed that Sierra Leone is making progress in governance which indicated 27.3 of the respondents. However, there are 10 non respondents whose views are unknown because the questionnaires were not returned and this constitutes 18.2 percent.

Table 12: Describes the responses of various organizations on reasons why respondents think that there is progress in Governance in Sierra Leone

<table>
<thead>
<tr>
<th>Types of Organizations</th>
<th>No. of Respondents</th>
<th>Percentage %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non-Government Organizations</td>
<td>10</td>
<td>18.2</td>
</tr>
<tr>
<td>Media/Print Houses</td>
<td>20</td>
<td>36.3</td>
</tr>
<tr>
<td>Human Rights Organizations</td>
<td>15</td>
<td>27.3</td>
</tr>
<tr>
<td>Non Returned Questionnaires</td>
<td>10</td>
<td>18.2</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>55</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Survey Data March 2014

The table above shows why targeted organizations think that there is progress in governance since the war ended. Organizations targeted included West Africa Network on Peace Building (WANEP), Plan International- Sierra Leone and Action Aid- Sierra Leone, the print and Electronic media and human rights organizations. Non-Governmental Organizations had 10 respondents with 18.2% who confirmed that Sierra Leone is making progress in governance, the print and Electronic media had 20 respondents accounting for 36.3% of those sample respondents who think that there is progress in post-conflict governance in Sierra Leone. Human Rights base organizations had 15 respondents with 27.3% of respondents who confirmed there is progress in governance in Sierra Leone. 10 questionnaires with 18.2% were not returned and
therefore their views cannot be reflected here. This means that 81.8% of sample respondents affirmed that Sierra Leone is making progress in governance since the war ended.

**Figure 1**
Pie Chart of sample Respondents who think that Post-Conflict Sierra Leone has prospect for Good Governance

![Pie Chart](image)

**Sources:** Researcher’s Research Survey, March 2014.

From the above figure or table twelve (12), it was observe that Sierra Leone has prospect for good governance (Non-Governmental Organizations – 18.2%, Print/ Media Houses – 36.4%, Human Rights Organizations – 27.2% and Non Returned Questionnaires – 18.2%). The Print Media had the highest percentage of sample respondents who confirmed highlighted in Sierra Leone has prospects for good governance due to the set of factors highlighted in table 12 of the research. This also indicated that 81.8% of sample respondents agreed that Sierra Leone has brighter prospects for governance.
Table 13: Reasons why targeted respondents in this research maintain that there are challenges to governance in post-conflict Sierra Leone

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Responses given by respondent from targeted organisation why they think there are challenges in governance in post-conflict Sierra Leone.</td>
<td>To make civil servants motivated in their work. The attitude of Sierra Leone to change for the better. Vibrant monitoring of MDA</td>
<td>The genuine fight against corruption. Strengthening of electoral systems. The independent of the judiciary. Job creation for the youths and women</td>
<td>Political intolerance. Weak Parliamentary over-sights. Political Interference. Delay in justice delivery</td>
<td></td>
</tr>
</tbody>
</table>

Source: Survey Data March 2014
From the above, it was observed that though Sierra Leone has prospects for good governance, there are still huge governance challenges the country needs to address. 36.4% of sample respondents representing print and media houses in Sierra Leone affirmed that there are huge governance challenges in Sierra Leone. The second highest percentage (27.2%) came from
human rights organizations who maintained that governance in Sierra Leone has challenges including political intolerance, weak parliamentary oversights and delay in justice. Non-Governmental organizations and non

**Table 14: The table below illustrates recommendations/suggestions given by respondents targeted in this research toward good governance in post-conflict Sierra Leone**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Responses given by respondent from targeted organisation why they think there are challenges in governance in post-conflict Sierra Leone.</td>
<td>To make civil servants motivated in their work. The attitude of Sierra Leone to change for the better. Vibrant monitoring of MDA</td>
<td>The genuine fight against corruption. Strengthening of electoral systems. The independent of the judiciary. Job creation for the youths and women</td>
<td>Political intolerance. Weak Parliamentary over-sights. Political Interference. Delay in justice delivery</td>
<td>Source: Survey Data March 2014</td>
</tr>
</tbody>
</table>
From the table and figure above, the researcher was able to tabulate and analyze the various recommendations/suggestions made non-governmental organizations, print/media, human rights organizations and non-returned questionnaires on improving governance in post-Conflict Sierra Leone. Non-governmental organizations had 10 respondents which identified review mining policies, improvement in the judiciary system, lack of capacity for parliamentary oversight, corruption and the non-respondents identified poverty, lack of consultation, uneven distributions of national cake and the polarization of national issues as major challenges to governance to Post-Conflict Sierra Leone. The remaining 10 questionnaires of the sample respondents were not returned and therefore, their views could not be reflected in the research.
### 3.3.2 Findings and analysis of Targeted Government/Ministries and Parliament of Sierra Leone

This section of the research aim to show the findings of targeted officials of government ministries and parliament of Sierra Leone. Meanwhile, the researcher attempted to prove whether or not good governance is processing, has prospects and challenges in post-conflict Sierra Leone. Twenty six questionnaires were distributed within the government ministries and parliament of Sierra Leone, and twenty five were collected and analyzed below:

**Table 15: Responses of Government Officials in Sierra Leone.**

<table>
<thead>
<tr>
<th>Designated government ministries parliament of Sierra Leone</th>
<th>Ministry of Finance and Economic Development</th>
<th>Ministry of Works</th>
<th>Ministry of Information and Communication</th>
<th>Sierra Leone Parliament</th>
<th>Non-retuned Questionnaires</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of respondents from government ministries and Sierra Leone Parliament</td>
<td>10</td>
<td>15</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td><strong>Percentage</strong></td>
<td><strong>38.5%</strong></td>
<td><strong>57.7%</strong></td>
<td><strong>3.8%</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Table 16: Government ministries and parliament who affirmed or negates that post-conflict Sierra Leone is progressing in governance

<table>
<thead>
<tr>
<th>Responses from government targeted ministries and parliament</th>
<th>Affirmed</th>
<th>Negation</th>
<th>Sometimes</th>
<th>Non-returned questionnaires</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of respondents from government ministries and parliament of Sierra Leone</td>
<td>25</td>
<td>-</td>
<td>-</td>
<td>1</td>
</tr>
<tr>
<td>Percentage</td>
<td>96.2%</td>
<td>-</td>
<td>-</td>
<td>3.8%</td>
</tr>
</tbody>
</table>

Source: Research Survey Data, March 2014.

Table 17: Government ministries and Sierra Leone Parliament reasons given why they think government is progressing in good governance in post-conflict Sierra Leone

<table>
<thead>
<tr>
<th>Designated government ministries parliament of Sierra Leone</th>
<th>Sierra Leone Parliament</th>
<th>Non-retuned Questionnaires</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ministry of Finance and Economic Development</td>
<td>Devolution of powers to local councils</td>
<td>-</td>
</tr>
<tr>
<td>Ministry of Works</td>
<td>Capacity building.</td>
<td></td>
</tr>
<tr>
<td>Ministry of Information and Communication</td>
<td>Institutional strengthening of parliament</td>
<td></td>
</tr>
<tr>
<td>. Promotion of civil society awareness</td>
<td>. Citizens parliament to some extent</td>
<td></td>
</tr>
<tr>
<td>. The introduction of freedom and information bill to parliament</td>
<td>. Establishment of the National Human Rights</td>
<td></td>
</tr>
<tr>
<td>. Cooperation and co-ordination among local authorities</td>
<td>. Establishment of the PRRC</td>
<td>-</td>
</tr>
<tr>
<td>. Establishment of the PRRC</td>
<td>. Net working with parliamentary</td>
<td></td>
</tr>
<tr>
<td>. The establishment of open parliamentary</td>
<td>. The establishment of open parliamentary</td>
<td></td>
</tr>
<tr>
<td>. Establishment of open parliamentary</td>
<td>. Establishment of open parliamentary</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Number of respondents targeted from government ministries and Sierra Leone Parliament</th>
<th>10</th>
<th>15</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage</td>
<td>38.5%</td>
<td>57.7%</td>
<td>3.8%</td>
</tr>
</tbody>
</table>

Table 18: Government Ministries and Sierra Leone Parliament reasons given why they think there is prospect in governance in post-conflict Sierra Leone.

<table>
<thead>
<tr>
<th>Designated government ministries parliament of Sierra Leone</th>
<th>Ministry of Finance and Economic Development</th>
<th>Ministry of Works</th>
<th>Ministry of Information and Communication</th>
<th>Sierra Leone Parliament</th>
<th>Non-retuned Questionnaires</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reasons given by targeted ministries and parliament why they think there is prospect in post-conflict Sierra Leone</td>
<td>10</td>
<td>15</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percentage</td>
<td>38.5%</td>
<td>57.7%</td>
<td>3.8%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Table 18: Government Ministries and Sierra Leone Parliament reasons given why they think there is prospect in governance in post-conflict Sierra Leone.

<table>
<thead>
<tr>
<th>Designated government ministries parliament of Sierra Leone</th>
<th>Ministry of Finance and Economic Development</th>
<th>Ministry of Works</th>
<th>Ministry of Information and Communication</th>
<th>Sierra Leone Parliament</th>
<th>Non-retuned Questionnaires</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reasons given by targeted ministries and parliament of what they think challenges of governance in post-conflict Sierra Leone</td>
<td>. Unemployment rate</td>
<td>. Improvement on the economy</td>
<td>. Quality education to meet with the needs of the 21st century agenda</td>
<td>. Involvement of 30% quota of women in governance and other MDA.</td>
<td>. Ensure that state resources are spend judiciously</td>
</tr>
<tr>
<td>Number of respondents targeted from government</td>
<td>10</td>
<td>15</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ministries and Sierra Leone parliament</td>
<td>Percentage</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>---------------------------------------</td>
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<td></td>
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<td></td>
</tr>
<tr>
<td></td>
<td>38.5%</td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td>57.7</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>3.8%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

3.4 Conclusion

From the research or study, the following came out clearly:

- That the most important issue for the social and economic renewal of post-conflict countries, as Sierra Leone is the promotion of good governance and re-building of democratic.

- Some of the factors that led to the eleven years war in Sierra Leone include agreed, corruption and the exploitation of the country’s natural resources, but most critical for the war was decades of bad governance which succeeding regimes need to address as a post-conflict strategy.

- It was found out that for a country to be on the road to democratic good governance, certain characteristics or principles need to be fulfilled.

These according to this research include all or some of the following:

a. transparency and accountability,

b. citizen’ participation,

c. the rule of law and human rights,

d. free and fair periodic elections,

e. a vibrant civil society and an

f. effective communication and media.
Considering those principles, most of the respondents agree that Sierra Leone is making significance strides towards attaining good governance notwithstanding the remaining governance challenges. The reasons for this improvement in governance in post-conflict Sierra Leone according to the research, includes the establishment of the anti-corruption commission and the political will to fight against corruption, the strengthening of local governance through decentralization and the institutional strengthening of parliament. Others also include the ongoing reforms in the judiciary and our laws, the establishment of the national Human Rights Commission, the office of the Ombudsman, the enactment of an Impendent Media Commission, the transformation of the Sierra Leone Broadcasting Station into a public broadcaster and the Open Government Initiative (OGI), which brings the government closer to the people.

The country had clearly made important progress in consolidating peace and advancing democratic good governance, it was evident from the research that many challenges remain. Addressing youth unemployment, reinforcing weak democratic institutions, combating corruption and promoting national cohesion and unity require special attention, in particular as the country is preparing to sustain its developments.
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CHAPTER FOUR

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

4.0 Introduction

The emphasis of the development community on governance and good governance in Sierra Leone reiterates the fact that governance is the bedrock for stable peace and successful economic development especially for countries shattered by violent conflict.

The evaluation of the quality of governance is important for a number of reasons. First, donors and reformers take into consideration when assessing the impacts of policies and determining future development projects. Second, good governance evaluation determine the investment climate. It is has been well established that aid follows have greater influence on development in countries with good governance. The idea is not that good governance is good in itself and deserves been constructed in countries, but that good governance will have a development spin-off for the country. Good governance engenders participatory democracy. Ensures the rule of law, public accountability and creates the requisite state institutions and economic environment that will make the private sector thrive.

4.1 Summary

The researcher was able to find out from the analysis that:

a. That the most important issue for the social and economic renewal of post-conflict countries, as Sierra Leone is the promotion of good governance a re-building of democracy.
b. Some of the factors that led to the eleven years war in Sierra Leone include greed, corruption and the exploitation of the country’s natural resources, but most critical for the war was decades of bad governance which succeeding regimes need to address as a post-conflict strategy.

c. It was found out that for a country to be on the road to democratic good governance, certain characteristics or principles need to be fulfilled.

These according to this research include all or some of the following:

- transparency and accountability,
- citizen’ participation,
- the rule of law and human rights,
- free and fair periodic elections,
- a vibrant civil society and an effective communication and media.

Considering those principles, most of the respondents agree that Sierra Leone is making significance strides towards attaining good governance notwithstanding the remaining governance challenges.

The reasons for this improvement in governance in post-conflict Sierra Leone according to the research, includes the establishment of the anti-corruption commission and the political will to fight against corruption, the strengthening of local governance through decentralization and the institutional strengthening of parliament. Others also include the ongoing reforms in the judiciary and our laws, the establishment of the national Human Rights Commission, the office of the Ombudsman, the enactment of an Independent Media Commission, the transformation of the Sierra Leone Broadcasting Station into a public broadcaster and the Open Government University of Ghana http://ugspace.ug.edu.gh
Initiative (OGI), which brings the government closer to the people. While the country had clearly made important progress in consolidating peace and advancing democratic good governance, it was evident from the research that many challenges remain. Addressing youth unemployment, reinforcing weak democratic institutions, combating corruption and promoting national cohesion and unity require special attention, in particular as the country approaches the milestone elections come 2018.

The aim of the study was therefore to examine post-conflict governance in Sierra Leone with the view of investigating the progress, prospect and challenges during the period under review. More especially the research was to:

- Identify the most important factors for the social and economic renewal of post-conflict Sierra Leone.
- Identify the critical factors responsible for the war in Sierra Leone.
- Identify the principles of good governance, which Sierra Leone is on track to achieve.
- Identity why Sierra Leone is considered to be on a positive stride towards good governance in Sierra Leone.
- Identify the progress, prospects of governance in Sierra Leone.
- To attempt at proffering recommendations of suggestions to addressing the remaining governance challenges in Serra Leone based in the findings.

The review of relevant literature was definitions, conceptualization, and empirical evidence were examined under the main heading of:

- World Bank Perception of governance and good governance.
- Aspects of governance in Sierra Leone.
Progress and prospects in promoting good governance in Sierra Leone.

Addressing the special governance challenges of post-conflict countries. Based in this review the following results were expected:

- Most respondents agreed that the country is making positive strides towards the attainment of good governance.
- Even when corruption is prevalent, the anti-corruption agenda has been strengthened.
- Increased civil society participation in governance.
- The establishment of an Independent Media commission.

During the research, the following limitations were observed. The absence of some indications, the constraint of defining good governance based in the respondents perceptions, lack of resources and low enthusiasm due to their busy schedules. To confirm or otherwise disapprove these expected results, the study was conducted in Freetown, the capital city of Sierra Leone. The research was designed to collect data that will examine the progress, prospects and challenges of post-conflict governance in Sierra Leone. To carry out this a total population of 100 respondents were randomly selected form civil society organizations and the media, non-Governmental Organizations, parliamentarians, and government officers were sampled and treated with questionnaires. Techniques of data collection were observations, interviews and focused Group Discussions. Other sources of information were secondary and primary data from books, libraries, journals, periodicals and the worldwide Internet. Analysis of findings was done by the use of statistical models – use of tables, percentages, pie chart, histogram and Bar chart.
In summary, for there to be sustainable development, there is need for good governance. Now, some writers see a conflict between the two phenomena. According to them, a country cannot pursue both. Development should be pursued before attention is paid to good governance. Other writers see a relationship between the two phenomena. They put emphasis on good governance, which forms the basis of, and accompanies, sustainable development.

However, according to the researcher, the pursuit of the two faces many problems such as impatience on the part of the governed and, in some cases, the political masters; greed and corruption. The researcher is of the conviction that, if the various parties in the country should adopt a number of strategies this will help to solve these problems and ensure continued good governance and sustainable development. Examples include the following. If the State actors and non-state sectors/ that is actors of all kinds in Sierra Leone, should devise ways and means of sharing national wealth transparently and equitably, it would increase good governance and development for sustainability. The government should identify the various elements that constitute patriotism and nationalism, and then promote and protect them. The private sector and civil society should increase investments so as to reduce unemployment and poverty; and also increase their capacity to monitor public policy management - so as to check actual or potential abuse of power by governments. Individuals themselves should be patriotic and self-less, despite problems in governance. Lastly, development partners and friends of Sierra Leone, both state and non-state, should encourage the country to be self-reliant; and insist that grants and loans be used for purposes for which they were given and lent.
4.2 Conclusion

The findings of this research lend credence to the assertion that examining the progress, prospects of post-conflict governance in Sierra Leone and addressing remaining governance challenges could lead to good governance and subsequently sustainable peace and development. On a disaggregated basis, the confirmed hypothesis summarized in the literature review of this research mandated the researcher to conclude that at the period of collecting data, through analysis of findings for this research.

In conclusion, Good governance and sustainable development are important but complex phenomena.

Citizens cannot eat or drink good governance. They require food, drinks, etc – which are associated with development. However, with patience, good governance is likely to bring about the kind of development that is durable.

By contrast, attractive though it might be, the suppression or disregard of good governance in an effort to pursue development [with plenty of food and drink] is likely to give a false picture - of development, even stability. This is because these are likely to be temporary. In the end, people will want and seek freedom, sometimes at all costs, including the destruction of persons, property, and institutions, so as to get a new order – one that will, hopefully, guarantee them good governance. Hence, the emergence of the rebel war of Foday Sankoh.

Good governance and sustainable development are intertwined. Therefore, to the extent possible, they should be pursued simultaneously. If that is not possible, emphasis should be on good governance.
4.3 **Recommendations**

Based on the study findings the following recommendations/suggestions were made; some to the government of Sierra Leone and other to the civil society organizations.

**To the Government**

The researcher is recommending to government to:

- identify the various elements that constitute patriotism and nationalism – and then promote and protect them;
- strengthen national defence;
- work out, adopt and maintain, a wise foreign policy that includes honourable peace with neighbouring countries;
- ensure that the stability resulting from law and order serves all peace loving citizens rather than a minority;
- practise discipline in financial and other aspects of management;
- ensure that elections are held at regular intervals – and that there is a level playing field; and also review electoral systems in the country to remove “complete” win-lose and encourage “largely” win-win ones.
- strengthen regulatory agencies so that competition among enterprises and organizations is fair; and the consumers are not ripped off;
- the findings also call upon government to institute and/ or strengthen free and compulsory education – initially up to high school level and, later, up to the tertiary level.
The findings demand that government proactively identifies violent spots and issues emanating from geographic and ethnic divisions with the aim of addressing them promptly.

The finding urged government to reconsider the 30% quota for women in political leadership and decision-making based in their competencies.

Government to continue facilitating a meaningful dialogue between government and the civil society and the people especially through the Open Government Initiative (OGI) address critical national issues.

To the Civil Society

The finding urge civil society organizations working in the area of governance to intensify capacity building for parliamentarians, councilors and traditional authorities to carry out their oversight, decision-making and representative functions in a democratic and transparent manner.

Those civil society organizations that are involved in monitoring governance issues should prioritize monitoring the declaration of assets in their plan of activities and make their findings known to the public. They should strengthen transparency and accountability in financial matters;

The findings urge civil society organizations to reduce dependency on foreign aid since such tends to make governments justifiably suspicious of their agendas and intentions;

They should strengthen internal democracy; and
The findings also urge civil society organizations to increase their capacity to monitor public policy management so as to check actual or potential abuse of power by governments.

To the individuals

The findings also urge individuals themselves should:

- be patriotic and self-less, despite problems in African countries, including some shortcomings on the part of the leaders;
- work very hard/ avoid laziness – instead of hoping that “government will do everything for them”;
- adopt a culture of systematic saving for the future;
- learn to participate actively in the affairs of their countries through debating the issues of the day and voting when elections are due;
- refuse to be bought by prospective representatives to legislative bodies;
- challenge representatives to deliver or quit;
- avoid making unrealistic demands on the government (such as, for public servants, demanding remuneration similar to that payable in developed countries);
- be patient when dealing with their representatives and officials; and if elected leaders, stop making politics their source of livelihood but, instead have an exit strategy (in case the people get tired of them) (Nkuuhe, 2005).
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D. NEWSPAPER

E. UNPUBLISHED WORK