

## Action Matrix

<u>OBJECTIVE</u>	<u>ACTION TO BE UNDERTAKEN</u>	<u>PARTY RESPONSIBLE</u>	<u>TIMING IN MONTHS</u>	<u>PERFORMANCE INDICATORS</u>
<b><u>Agriculture and Agro-Industry</u></b>				
<b><u>General</u></b>				
Gain understanding of regional market	Conduct survey of regional market for gari, rice, palm oil, palm kernel oil, and cashews, including size, structure, quality specifications, rural/urban, etc.	MTI	12-24 mo	Regional market survey completed.
Gain understanding of tree crop situation	Undertake survey of distribution, demography, and condition of major tree crops: oil palm, cocoa, cashew.	MAFS	0-12 mo	Tree crop survey completed and results published.
Facilitate establishment and operation of farmer organizations.	Develop protocol for managing farmer and other stakeholder groups, including minimum size requirements, location needs, etc.	MAFS	0-12 mo	Protocol developed and approved by government authority.
Facilitate use of the media to improve crop management.	Develop protocol for use of the media to disseminate best practices regarding IPM, agronomy, and crop husbandry.	MAFS	0-12 mo	Protocol developed and approved by government authority.
Create legal environment necessary for leasing.	Introduce legislation required to establish and regulate leasing companies. Encourage establishment of companies to lease rice mills and other equipment.	BOSL, Parliament	0-60 mo	Leasing legislation enacted. At least one leasing company established that handles agricultural equipment.
Reform and update phytosanitary policy and import quarantine system.	Conduct review of the existing phytosanitary policy and import quarantine system, as well as proposals for reform. Enact and implement legislation along lines of proposals for reform.	MAFS	0-24 mo	Report of review and proposals for reform published.
Build capacity of Produce Inspectorate for grading and sealing of quality produce for export.	Conduct staff and farmer training and provide grading, sealing and certification equipment and materials.	MAFS, SLSB	0-24 mo	Number staff and farmer training sessions conducted. Produce Inspectorate and SLSB fully operational.
Improve quality control and reduce transactions costs in marketing.	Farmers organizations (e.g. Farmer Field Schools) establish buying centers where members can bring their crops either for direct sale to exporters or for sale to the local Marketing Association. FFS federated into Marketing Associations, and their management and financial capacity strengthened.	NGOs, MAFS	12-60 mo	At least five buying centers are established and functioning. At least five Marketing Associations are established and functioning.
Improve quality control and reduce transactions costs in processing and marketing.	Encourage processors to invest in local buying centers.	MTI, NGOs, Private Sector	12-60 mo	At least five local processors are established and operating in buying centers.
Improve quality control.	FFS introduce grades and standards into buying centers.	NGOs, Private Sector	12-60 mo	Grades and standards introduced into five buying centers.

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Improve credit availability	Test use of warehouse receipts.	NGOs, private sector	12-60 mo.	System of warehouse receipts tested in 2 buying centers.
Improve market information.	Establish market information system.	MAFS, private Sector	12-60 mo	Market information system functioning with weekly radio broadcasts of prices.
Reduce business risk.	FFS trained in use of formal and informal systems of managing disputes.	NGOs	12-60 mo	10 FFS trained in use of formal and informal systems of managing disputes.
<b><u>Cocoa</u></b>				
Increase knowledge of how to combat black pod and other cocoa pests.	Short training courses for extension workers in non-chemical treatment and prevention of black pod and other cocoa pests.	MAFS, NGOs	0-12 mo	Numbers of participants in training courses.
Increase knowledge of fermentation and drying.	Short training courses in post-harvest treatment of cocoa for proper fermentation and drying.	MAFS, NGOs	0-24 mo	Numbers of participants in training courses.
Extend knowledge of pest control and post-harvest treatment of cocoa to farmers.	Schedule and carry out routine farmer group visits to monitor protection against cocoa pests and control of quality, and assure farmer awareness of techniques for maintaining this protection as well as of treatment of cocoa for proper fermentation and drying.	MAFS, NGOs	0-60 mo	Number of farmers visited. Pest infestation declines. Quality of cocoa improves.
Introduction of high yielding hybrid varieties of cocoa into Sierra Leone.	Trip by MAFS officials, agricultural researchers, and others involved with cocoa in Sierra Leone to Ghana and Côte d'Ivoire to explore the possibility of importing hybrid cocoa tree seedlings into Sierra Leone .	MAFS, Njala University College	0-12 mo	Trip undertaken and trip report produced. Review undertaken and report produced.
Rehabilitate clonal seed gardens for improved, high-yielding cocoa seedling trials and first-stage multiplication.	Improve status of clonal seed garden facilities for replanting using budded materials, irrigation, tools and materials, and trained nursery technicians	MAFS	0-12 mo	Clonal seed gardens rehabilitated and equipped with modern facilities for seed multiplication.
Expand production, distribution, and planting of high-yielding hybrid cocoa seedlings.	Reinforce capacity of clonal seed gardens to engage in first stage of multiplication. Work with FFS to establish system of farmer multiplication for subsequent stages. Extension agents work with farmers on replanting.	MAFS, NGOs	12-60 mo	At least 200,000 seedlings of high-yielding hybrid varieties of cocoa produced per year.
Consolidate sales of cocoa to improve quality control and reduce transactions costs.	Work through local cooperatives or other farmer groups to establish small-scale fermentaries, localized in areas of production, where cocoa pods can be delivered and output	MAFS, MTI	12-36 mo	Report produced.

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	consolidated at the earliest stage.			
Improve quality control and reduce transactions costs in cocoa processing and marketing.	FFS establish buying centers for purchasing cocoa either for direct sale to exporters or for sale to local Marketing Association. MAFS monitor differential pricing of cocoa in relation to quality.	MAFS, NGOs, FFS	12-60 mo	Three buying centers operating in the cocoa region. Some differentiation of pricing in relation to quality.
Encourage greater competition in cocoa exports.	Organize cocoa buyer visits in Sierra Leone. Facilitate expansion of volume of cocoa purchases by world cocoa buyers.	MAFS, MTI	12-60 mo	At least three world cocoa buyers operating in Sierra Leone.
Streamline and make more efficient the inspection process for cocoa exports.	Disband Ad Hoc Committee. Constitute a Task Force to study the inspection process for cocoa exports and to make specific recommendations.	MTI	0-60 mo	Task Force recommendations fully implemented.
Strengthen role of private sector in cocoa marketing.	Establish private sector association in cocoa marketing, with an office and secretariat. Association introduces differential pricing of cocoa in relation to quality; serves as source of information and effective lobbying.	Private Sector	12-60 mo	Private sector association established. At least two policies in cocoa marketing reviewed and reformed as a result of its activities.
<b><u>Oil Palm</u></b>				
Redistribute land within oil palm estates to smallholders.	Undertake a cadastral survey of land within existing oil palm estates. Enact and implement legislation providing for redistribution of some of the land within oil palm estates to smallholders.	MAFS, Parliament	0-36 mo	Cadastral survey undertaken and recommendations made for redistribution of land. 12,000 ha of oil palm estates redistributed to smallholders.
Assist in rehabilitation of oil palm plantations.	Short training courses for extension workers in oil palm rehabilitation. Dissemination to farmer groups, FFS.	MAFS, NGOs	0-12 mo	Number of farmers visited.
Encourage investment in small-scale oil palm mills.	Investigate most desirable small-scale oil-palm mills available on world market. Work with importers, traders, and financial institutions to make these available within Sierra Leone. Disseminate information	MTI, NGOs, Donors	0-60 mo	At least 5 small-scale oil palm mills established.
Encourage exports of palm kernel cake and other oil palm products.	Assist but not subsidize Marika Company in testing export shipments of palm kernel cake and other oil palm products overseas and regionally.	MTI	0-12 mo	At least two test shipments made.
Introduction of high yielding improved varieties of oil palm into Sierra Leone.	Trip by MAFS officials, agricultural researchers, and others involved with oil palm in Sierra Leone to Malaysia or Côte d'Ivoire to explore the possibility of importing improved oil palm seedlings.	MAFS, Njala University College	0-12 mo	Trip undertaken and trip report produced.

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<b><u>Cashew</u></b>				
Encourage planting of cashew trees by smallholders.	Fund production and distribution to smallholders of 200,000 cashew seedlings by the Kamcashew Enterprise. Prepare five-year plan for seedling production and sales in collaboration with Kamcashew and the national extension and tree crop research services.	MAFS, Kamcashew Enterprise, NGOs	0-24 mo	200,000 cashew seedlings produced and distributed. Five-year plan for seedling production and sales prepared and published.
Improve cashew crop production and processing management.	Hold workshops and disseminate information via farmer group visits and FFS, on cashew crop production and processing management.	MAFS, Kamcashew Enterprise, NGOs	0-60 mo	Numbr of workshop participants. Number of farmers visited.
Upgrade quality of cashew production.	Establish parent-stock orchards using high-yielding, sizable nut-grafted materials.	MAFS	0-36 mo	Size and number of parent-stock orchards established.
Investigate feasibility of cashew processing.	Conduct feasibility study of processing and exports of cashew kernels and by-products such as Cashew Nut Shell Liquid (CNSL).	MTI	12-36 mo	Feasibility study conducted and results published and disseminated
Improve processing of cashew at Kamcashew.	Arrange for practical hands-on training of the core staff either at, or by, staff from processors in Guinea-Bissau.	MTI	0-12 mo	Improved performance of Kamcashew processing plant.
<b><u>Milled Rice and Gari</u></b>				
Develop small-scale processing of rice and cassava.	Support on-going efforts to encourage investment in small-scale rice mills and equipment for gari processing. Test different models under local conditions. Provide support for purchasing of mills and provision of spare parts and servicing (e.g.leasing).	MTI	0-60 mo	Number of small-scale rice mills and gari processing equipment that are operational.
Improve marketing of domestic rice and gari.	Undertake study of constraints on rice and gari marketing for export and domestic consumption.	MAFS, MTI	12-60 mo	Study completed and results published and implemented.
<b><u>Ginger</u></b>				
Investigate best varieties for export	Monitor and test new and established varieties of ginger for the export market	MAFS	0-12 mo	Monitoring and test results published
Promote continuous seed multiplication to maintain sustainable supply of ginger to market.	Strengthen regular extension field supervision by provision of mobility, field equipment and incentives to extension workers in the ginger producing areas.	MAFS	0-24 mo	Extension agents equipped for regular field visits and interacting with ginger farmers. Ginger production increased.
Build capacity of ginger farmers to process dried ginger for export.	Conduct training workshops on processing, quality assurance, sanitation and handling. Make available community drying platforms, concrete drying floors, stoves and water.	MAFS	0-24 mo	Training sessions conducted. Drying yards, community drying platforms, and stoves constructed.
Encourage production of ginger for export.	Prepare viable interventions in the ginger sub-sector to promote production for export; include an Action Matrix.	MAFS, SLEDIC	12-60 mo	Interventions prepared and included in Action Matrix.

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<b><u>Other crops</u></b>				
Encourage diversification of export crops	Support private sector initiatives in other high-value crops without diverting government resources from priorities	Private sector, MAFS	24-60 mo.	Number of other private sector export operations launched
<b><u>Forestry</u></b>				
Improve forest management and control logging	Conduct survey and inventory of forest reserves, and develop a program for exploitation. Stop illegal chain saw operations. Design and enforce reforestation policy.	Environment Commission	0-36 mo	Strategy for forest exploitation in place. Illegal operations stopped.
<b><u>Fisheries</u></b>				
Develop a fisheries strategy in collaboration with the Strategic Partnership.	Complete initial assessment of status of fish stocks; update and define fishing effort of standard vessels by assessing typical catching capacity of selected categories of vessels. Reach internal and donor agreement on short- and long-term sector strategies, and define roles of donors in supporting and implementing such strategies; initially focus short-term strategy on MCS, port development and standards compliance – develop long-term strategy for small-scale fisheries and aqua/mari-culture.	MFMR  MFMR, Ministry of Finance, Ministry of Planning, donors	0-24 mo	Assessments completed.  Strategies developed and donor roles defined.
Improve fishery infrastructure	Prepare detailed design alternatives for the fishing port in Freetown and temperature controlled fish export facilities in Lungi airport, and reach agreement with donors on procurement, construction and funding.	MFMR, SLPA, donors	0-24 mo	Design alternatives prepared. Agreement with donors reached.
Prepare for negotiation of fisheries agreements.	Study existing fisheries agreements. Interview staff from Ministry of Fisheries in Morocco, Senegal, Namibia and Mauritius about negotiation process and strategy. Prepare for and train negotiating team – possibly with external negotiating coach/assistance.	MFMR	0-24 mo	Report on fisheries agreements prepared. Negotiating team prepared and trained.
Establish preconditions for conclusion of fisheries agreements.	Approve creation of the Joint Monitoring Authority, and arrange for sustainable funding. Study and finalize selection of Vessel Monitoring System; obtain donor support for implementation (EU or other donors). Ensure that EU agreement includes mid-term evaluation that enables review and adjustment of the agreement.	MFMR Ministry of Finance, donors	0-24 mo	JMA approved and funded. VMS selected, donor support obtained. Mid-term evaluation included.
Prepare for improved access to foreign fish markets. Complete EU access conditions List 1.	Approve and gazette Sierra Leone Fisheries Product regulations. Finalize funding, organization and operating procedures for the Competent Authority, and the Food Unit, within the Environmental Health Division of the Ministry of	MFMR, Ministry of Health, Ministry of Finance, donors	0-24 mo	Regulations approved and gazetted. Funding, organization, and operating procedures finalized.

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	Health.  Obtain additional equipment and consumables for the Ramsy Medical Laboratory in Freetown. Include Sanitary Certification and approval of industrial vessels as a condition for industrial fishing licenses.			Donor agreement obtained. Certification and approval included.
Develop a private sector support program.	Appoint a local fishery business consultant. Develop an outreach program for the Ministry of Fisheries and Marine Resources. Create a support program to assist local companies to merge, develop joint ventures with foreign companies, expand and obtain commercial funding (e.g. IFC).	MFMR  MFMR	12-36 mo	Fisheries Business Consultant appointed. Program developed. Program created.
Make MCS system effective.	Strengthen MFMR with Human Resource Development and logistics	MFMR, Office of the President, Parliament	12-36 mo	MFMR strengthened.
Construct fishing port.	Prepare tender documents, and procure contractor and supervising engineers. Organize autonomous port authority, with its own rules and regulations, in cooperation with SLPorts Authority.	SLPA, MFMR, Office of the President, Parliament	12-36 mo	Contractor and engineers procured. Port authority organized.
Evaluate effectiveness of fisheries agreements.	Conduct external, independent analysis two years after agreements have been reached;	MFMR, donors	24-48 mo	Analysis conducted and report published.
Improve sector governance.	Create effective National Dialogue Platform among stakeholders by utilizing the expanded scientific and technical committee in DFID review and by restructuring of MFMR.	MFMR	12-36 mo	Expanded scientific and technical committee operational.
Develop aquaculture	Restore basic public sector services (hatcheries, extension services, etc.) Support commercial aquaculture.	MFMR	12-60 mo.	Extension services functional. Commercial aquaculture firms established.
Develop action plan for next five years	Review results of the actions proposed in this matrix. Hold a workshop, with interested parties, to discuss results so far and to develop guidelines for an action matrix for the next 5 years. Create new action matrix, with supporting documentation, and submit all workshop participants for comments and suggestions.	MFMR, MTI	24-36 mo	Report prepared. Workshop held. New action matrix created and submitted to participants.
<b><u>Mining</u></b>				
Clarify legal rights to mining areas in an equitable and transparent fashion.	Extend Mining Cadastre System across all mining regions, and issue all mineral rights on a first-come first-served basis using the cadastre system.	MMR  MMR, LRC	0-24 mo	MCS in place in all mining regions. Mineral rights issued on first-com first-served basis.

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	Ensure that any changes required in the Mineral Act to support the operation of the Cadastre system are made. Review and clarify procedures for registering exploration & mining companies, along with the policy on awarding artisanal licenses inside other mineral rights. Develop laws and regulations for underground mining in cooperation with LRC.	MMR MMR, LRC		Mineral Act amended as necessary. Procedures and policy reviewed and clarified in a published report. Laws and regulations enacted
Separate regulatory and revenue collection functions of GOSL.	Responsibility for valuation and export of gold transferred from MMR to GDD/NRA.	MMR, GDD/NRA	0-12 mo	Transfer made.
Increase transparency in mining sector.	Establish and make operational a Public Information Unit. Make public the membership and terms of reference of the Mineral Advisory Board, as well as the licenses awarded by the Board. Develop guidelines for investment in the minerals sector and create capacity for background checks on investors. GoSL to develop and agree on an EITI implementation framework Publish information on allocations to Community Development Funds	MMR	0-24 mo	PPU established and operational. Membership and TOR made publicly available, along with licenses awarded. Guidelines issued. Capacity created. Implementation framework finalized.
Reduce environmental impact	Re-establish environmental committee to review applications for mining licenses	MMR, SLCEF	0-12 mo.	Committee meets regularly
Improve functioning of the Ministry of Mines and Mineral Resources	Develop a program of work designed to implement the recommendations of the Management & Functional Review.	MMR	0-24 mo	Recommendation implemented.
<b><u>Tourism</u></b>				
Change image of Sierra Leone.	Develop tourism marketing program.	SLNTB	0-12 mo	Marketing program developed and being implemented.
Develop long-term tourism plan.	Elaborate a Strategic Plan for Relaunching the Tourism Sector, 2006-15	Ministry of Tourism	0-24 mo	Strategic Plan elaborated.
Develop detailed plans for Key Areas.	Develop detailed Tourism Master Plans for Key Areas	Ministry of Tourism	12-36 mo	At least two detailed Tourism Master Plans developed.
Build capacity for tourism planning and implementation	Build human resource and administrative capacity within the Ministry of Tourism and the SLNTB.	Ministry of Tourism, donors	0-24 mo	Number of qualified tourism human resource planners and administrators increased

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Build tour guide capacity.	Design and implement Tour Guide Training Program	SLNTB	12-24 mo	Number of qualified tour guides increased by 100%
Improve information on attractions in Sierra Leone	Develop Museum in Freetown with a greater emphasis on disseminating tourism orientated information.	SLNTB	12-36 mo	Establishment of Museum as interpretive center.
Expand range of tourist attractions	Elaborate and implement Tourist Attraction Development Programs in key cultural, heritage and ecotourism sites (e.g. Tacugama, Tiwai, Bunce Island, Outamba – Kilimi National Park).	SLNTB	12-60 mo	At least five Tourist Attraction Development Programs elaborated and implemented.
Develop beach tourism	Conduct feasibility studies of Joint Venture Beach Resorts, involving the private sector, down the Western Peninsula.	Ministry of Tourism, private investors	12-60 mo	At least five feasibility studies conducted.
Rehabilitate existing hotels and guesthouses.	Develop program for refurbishment and improvement of existing hotel accommodation and guesthouses	Ministry of Tourism, SLNTB, private investors	12-60 mo	Program developed.
<b>Customs</b>				
Reduce clearance costs	Introduce an integrated Customs/Port automated system based on business process re-engineering (BPR), with decrease in number of steps and introduction of one stop shop for customs.  Seek alternatives to reduce or eliminate container scanner fees.	NRA, SLPA, SLSB, private sector NRA, SLMA, Intertek	0-12 mo	Integrated Customs/Port automated system in place.
			0-12 mo	Container scanner fees reduced.
Increase transparency	Revise and publish the Customs Law and Customs Tariff.	NRA, MoF, Parliament	0-12 mo	Customs Law and Customs Tariff published.
Inform traders and transporters of existing customs and trade regime.	Hold workshops, display posters and other means of education regarding applicable tariff rates and customs procedures.	NRA	0-12 mo	Number of workshops held, number of posters displayed.
Improve valuation procedures	Review the inconsistencies and lack of transparency of current valuation practices, and move toward implementation of the WTO valuation agreement.	NRA	0-24 mo	Report issued and recommendations implemented.
Build capacity of Customs service	Establish new Customs training facility with program based on the recommendations of a comprehensive training needs analysis and an expatriate training manager.  Hold a series of workshops to enhance the technical skills and knowledge of Customs officers and their private sector counterparts.	NRA, donors  NRA	12-24 mo	New training facility and program established.
			0-24 mo	At least three workshops held.

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Transfer PSI knowledge to nationals	Put in place measures that will enable retirement of the PSI contract with Intertek; involve MTI in regular appraisal meetings of PSI contract	NRA	0-36 mo	Intertek contract terminated
Improve Customs-to-Business cooperation and communication	Ensure regular meetings of Customs Consultative Committee, to provide advice to the Commissioner, including key stakeholders representing major traders and excise payers, clearing and forwarding agents, shipping agents, SLPA and MTI.	NRA	0-60 mo	Committee meets quarterly.
Maximize Customs-to-Customs cooperation	Develop a series of MOUs with the Customs services of chief trading partners.	NRA	12-60 mo	At least 10 MOUs developed and signed
Reduce cross-border smuggling	Establish flexible anti-smuggling teams (FASTs) to enhance border controls. Obtain equipment and support for the enforcement function (vehicles, equipment and running costs). Recruit an expatriate FAST expert.	NRA	12-60 mo	At least five FASTs established, equipped, and fully operational.
<b><u>Infrastructure</u></b>				
Upgrade transport infrastructure.	Develop new National Transport Strategy and Investment Plan (2006-2010), consistent with needs of priority export sectors. Complete road network to facilitate transport of cocoa and other key agricultural exports Improve capacity to maintain roads including better coordination with local government and participation of the private sector.	MTC SLRA MTC	0-24 mo 0-60 mo	National Transport Strategy and Investment Plan (2006-2010) developed and published. Roads in Eastern Region improved
Encourage private participation	Introduce enabling regulatory framework to promote and facilitate public-private partnerships in the building and operation of (dry) ports and terminals, handling and storage facilities at terminals and ports.	SLPA, SLMA, Freetown International Airport authority	0-24 mo	Regulatory framework established.
Increase planning capacity and improve co-ordination between various ministries and related agencies.	Capacity building for the staff of the Ministry of Transport and Communications and related transport institutions. Clarify division of responsibilities with other agencies, (e.g. Ministry of Works and Sierra Leone Road Authority). Set up network of transport information systems to monitor developments in the sector	MTC, Ministry of Works, SLRA, SLRTA, SLPA	0-24 mo	Number of technically qualified staff members increased by 200%. Areas of overlap eliminated. Information network established and incorporated into planning.
Train private sector transport actors.	Set up short courses and practical experience training for transport operators and drivers, logistic managers, freight forwarders, clearing agents, and terminal operators.	SLRTA, SLPA, IFFFA, donors	0-24 mo	At least 200 people trained

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Strengthen public-private dialogue in transport and trade facilitation, transit and border crossings.	Create capacity at the MTC to carry out monitoring of transport, trade facilitation, transit and border crossings, promote dialogue between the private sector and the public sector on trade and transport facilitation issues and establish a National Working Group on trade facilitation with all important stakeholders involved.	MTC	0-36 mo	Capacity created and tested. National Working Group established and holding regular meetings.
Develop cheap transport alternatives	Investigate potential for low-cost inland water transport	MTC, SLMA	0-36 mo.	Study conducted.
Improve electricity supply	Accelerate provision of adequate and reliable energy to reflect private sector needs (e.g. agro-processing, tourism)	NPA, MEP	0-60 mo.	Electricity available in Freetown and major towns
Extend cellular phone service and broad-band internet connection	Adopt a liberal policy of issuing licenses for cellular phone service and broad-band internet connection. Use licensing agreements to encourage establishment of service in rural areas.	MTC	0-36 mo	Number of licenses issued. Coverage indicators.
Improve telecom regulatory framework.	Ensure effective implementation of new regulatory authority in the telecom sector.	MTC	0-36 mo	Regulatory authority functioning well.
Improve water supply	Address urgently the water supply needs of Freetown, including tourist areas	MEP, SALWACO, GVWC	0-24 mo	No more water rationing.
<b><u>Financial Services</u></b>				
Promote the development of financial intermediation in rural areas	Promote existing MFIs, and encourage new ones by simplifying the registration process.	BOSL, FSAP, donors	0-12 mo	Number of MFIs operating.
	Encourage commercial banks to lending to processors, traders, and exporters, perhaps through structured finance.	BOSL, FSAP commercial banks	0-36 mo 0-12 mo	Increased lending by commercial banks to processors, traders, and exporters.
	Restructure the NCDB in ways that allow it to work more directly with groups of borrowers such as the barrays.	BOSL, FSAP, NCDB	0-36 mo	Restructuring takes place.
	Establish private sector apex organization so BOSL can gradually disengage from Community Banks	BOSL, FSAP	12-24 mo 12-36 mo	Apex organization established. BOSL fully disengaged
Increase banking competition	Continue to promote new entry by reliable banks, and privatize 2 state-owned banks	BOSL, FSAP	0-24 mo	Incorporated into FSAP report.
Improve legal, regulatory, and judicial environment for	Enact legislation regarding property and collateral, particularly use of land for collateral in rural areas	BOSL, FSAP, President's office,	0-24 mo	Legislation enacted Commercial courts established.

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financial services.	Expedite the setting up of commercial courts.	Parliament	0-12 mo	
Improve functioning of non-bank financial institutions.	Assist in education and dissemination of importance of regulations and requirements regarding non-bank financial institutions, as well as the implications of non-compliance. Train staff of these financial institutions.	BOSL, FSAP	0-24 mo	Information disseminated. Staff trained.
Improve banking information.	Encourage the establishment of a credit rating bureau.	BOSL, FSAP	0-12 mo	Credit rating bureau established.
Adopt leasing legislation.	Enact leasing legislation to the extent required beyond what is already covered in the Other Financial Services Act.	BOSL, FSAP, Parliament	0-24 mo	Legislation enacted.
Promote lending to SMEs	Explore regulations to encourage commercial banks to lend a certain minimum amount to SMEs	BoSL, MoF	0-12 mo	Lending to SMEs increased
<b><u>Trade Policy</u></b>				
Restructure the MTI	Disband the Trade Division and establish a new Industry and Commerce Division and an International Trade Division. Attach the PPRD to Office of the Minister,	MTI	0-12 mo	MTI restructured.
Build capacity within the MTI	Hire senior civil servant to head PPRD, recruit additional qualified staff, and establish a capacity-building program, including support for IF implementation	MTI, donors	0-12 mo	Staff recruited.
Improve access to data	Build and maintain a reliable data base on trade and trade-related issues in collaboration with other agencies	MTI, BoSL, SSL, MF	0-24 mo	Data base available and being updated
Develop trade and export strategy	Build on DTIS to design a trade and export strategy that has buy-in from all stakeholders	MTI and relevant stakeholders	0-12 mo	Strategy designed and adopted
Improve export and investment promotion	Restructure SLEDIC, establish realistic strategy for export and investment promotion focused on solving problems of exporters	MTI, SLEDIC, ITC	0-12 mo	SLEDIC restructured, strategy in place
Increase participation in trade negotiations	Make strategic assessment of priorities for Sierra Leone and focus more on EPA negotiations	MTI, MDEP, EU	0-24 mo	EPA capacity-building project designed and implemented
Clarify mandate and strengthen capacity of the SLSB	Develop strategy for exports focused on awareness raising, assessment, accreditation, and certification of enterprises and products. Transfer budget and some staff from Ad Hoc Committee. Establish reference laboratory and provide equipment to Fourah Bay College.	MTI, SLSB, donors	0-24 mo	Strategy developed, budget and staffing increased, laboratory established.
Strengthen trade research capacity	Establish PPRD documentation center. Develop work program with BoSL and EPRU. Identify suitable academics and consultants. Obtain funding to contract out.	MTI, EPRU, universities, BoSL, donors	12-24 mo	Documentation center established; funding obtained; Four research papers produced.