INVESTING IN SIERRA LEONE:

CONDITIONS, SETBACKS, AND PATHS FORWARD

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CENTRE ON GOVERNANCE RESEARCH PAPER SERIES

RESEARCH PAPER NO. 03/16/EN
Investing in Sierra Leone:
Conditions, Setbacks, and Paths Forward

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Centre on Governance Research Paper Series
Research Paper No. 03/16/EN

ISBN: 978-0-9949034-4-0

Qatar National Priority Research Program
NPRP No.: 6-1272-5-160

September 2016
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1. Introduction

Sierra Leone was a country in transition to middle income status before the recent setbacks in the form of the Ebola crisis and the price drops in commodities worldwide. Well known for its diamonds and iron ore as well as other minerals, the state was making remarkable gains in GDP. Newly discovered off shore oil fields have already provided the government with substantial revenue, despite the fact that production has not yet begun. However, the state is still in transition out of fragility and the exploitation of natural resources has been fraught with conflict, corruption, and environmental degradation.

In recent years the literature on responsible natural resource governance, Corporate Social Responsibility (CSR), Free, Prior, and Informed Consent (FPIC)\(^1\) local partnerships, and community and civil society involvement has burgeoned in an attempt to establish a formula to transform what has come to be known as the “resource curse,” into a “resource blessing.” Conscious, responsible, and careful investment by foreign corporations in states in Sub-Saharan Africa such as Sierra Leone, can and should be a successful endeavor for both the investor and the state, in particular the mining communities, but also the local population in general. Yet the success of the investment relies heavily on the corporation, primarily due to the fact that the majority of states in Sub-Saharan Africa continue to qualify as fragile countries (Fund for Peace 2015) which are still building the institutions and capacities necessary to best protect their citizens and national interests in the face of corporate investment. Furthermore, archaic and unequal core mineral policies, poor bargaining power, unbalanced fiscal regimes, and corruption is rampant in many states, impeding viable growth and poverty reduction.

Sierra Leone, is an excellent example of a country which has been startlingly successful in growing its GDP in the last few years (20.1% GDP growth from $3.8 billion in 2012 to $4.9 billion in 2013 and 2014 (World Bank 2015a), primarily through the extractives industry. In 2010, mining accounted for close to 60% of export revenues, including $132 million in diamonds, $33 million for

\(^{1}\) While FPIC does not yet have a universally accepted definition, OXFAM defines it as “the principle that indigenous peoples and local communities must be adequately informed about projects in a timely manner and given the opportunity to approve (or reject) a project before operations begin” (Greenspan 2014)
The state has made remarkable socio-economic progress since ending the decade long civil war in 2002. Despite some political tensions, the security and political situation are relatively stable with the last elections in 2012 increasingly consolidating the democracy. National institutions and legislation have been strengthened. In terms of the natural resource sector, this has included the Ministry of Mines and Minerals, Mining Cadastre Office, transparency, and tax revenue legislation, among others. The Government issued an Agenda for Change (Government of Sierra Leone 2008), and later an Agenda for Prosperity (Government of Sierra Leone 2013) detailing the plans it had in establishing a more stable and secure economic and social future for Sierra Leoneans. Both documents acknowledge the importance of the mining sector in the state’s economy.

The Agenda for Change identifies the management of natural resources as a precondition to achieving poverty reduction and improving the lives of Sierra Leoneans (Government of Sierra Leone 2008). It acknowledges the frequent inability of resource rich states to harness the revenue from mining activities to improve human development and infrastructure. Accordingly, strengthening the legal and regulatory framework of the mining sector is a key focus. One of the eight pillars outlined in the Agenda for Prosperity is the management of natural resources, citing transparency, accountability, and sustainability as important aspects of responsible resource governance. The Government further recognizes the need to learn from other, more economically successful resource-rich states globally (Government of Sierra Leone 2013, 40), by engaging in international best practices, such as the Extractive Industries Transparency Initiative (EITI) standards and implementing international and regional charters such as the Africa Mining Vision, and specific programmes such as the Mano River Union (Government of Sierra Leone 2013).

2 The Agenda for Change (the Second Poverty Reduction Strategy paper spanning the years 2008-2012) identified four priorities for the GoSL in reducing poverty and increasing growth through transforming the economy. These included: Enhancing national electricity; Developing the national transportation network; Enhancing productivity in agriculture and fisheries; Sustaining human development. It further identified four preconditions for the achievement of the priorities, including: Sustaining peace security and good governance; Sustaining macroeconomic stability; Growing the private sector; Framework for the effective management of natural resources. The Agenda for Prosperity (Third Poverty Reduction Strategy paper spanning 2013-2018) in turn identified eight pillars it focuses on: Diversified economic growth; Managing natural resources; Accelerated human development; International competitiveness; Labour and employment; Social protection; Governance and public sector reform; Gender and women’s empowerment.
Leone has further passed the Mines and Minerals Act (2009) in an attempt to achieve greater clarity for operations in the mining sector.

While the Government of Sierra Leone (GoSL) is aware of the need to diversify its economic portfolio in order to ensure sustainable growth, it is relying on the exploitation of its rich natural resources as an initial lever to lift its population out from poverty (Government of Sierra Leone 2013) and increase its spot on the Human Development Index (Sierra Leone was 183rd out of 187 states in 2013). The mining sector is considered a key source of both funds and a trigger for mobilizing other business sectors.

In other efforts to streamline all business practices nationally and enhance revenue collection while also enticing more foreign investors, GoSL has implemented important changes in policy which have increased Sierra Leone’s position on the World Bank’s Ease of Doing Business Index (currently 140 out of 189 countries, slightly above the regional average of 142) (World Bank 2015b). These have included a streamlining of the registration and permit procedures, easier access to electricity, establishing a public credit registry and distributing the information, easing across border trading, and creating a fast-track commercial court among others (World Bank 2015b). Other policies, although negatively assessed in the Index, positively affect national revenue, such as capital gains taxes which were introduced in 2015.

The steps GoSL has taken have had several positive effects and make the state an excellent choice for foreign investment projects, particularly in natural resource exploitation. However, as in all fragile or conflict-ridden areas, there are risks such as a high probability of renewed conflict, unreliable or non-existent infrastructure, and corrupt practices which impede business practices. It is therefore extremely important to understand both the security situation, as well as the historical and cultural heritage of the state and the social dynamics, in order to make sound investment decisions which benefit both investor and the local community. This brief outlines some of the critical areas investors from Qatar and other areas, should take into account when considering professional projects in Sierra Leone, including the relevant cultural norms, post-conflict sensitivities, potential triggers of conflict, political tensions, corruption, and the recent Ebola outbreak the country has experienced. Finally the conclusion provides both an assessment of
suitability for investment by actors such as Qatar, as well as specific recommendations for potential private and national investors.

2. Fragility, poverty, and corruption

After ending a decade-long civil war fueled by natural resources exploitation and bulging youth unemployment, Sierra Leone has made impressive progress both from an economic and social development perspective. The state builds on the fragile peace achieved in 2002, but poverty and corruption remain difficult to overcome. Resilience of the population is low, with 53% living in conditions of extreme poverty (under $1.25 PPP a day) (World Bank 2014), and tensions between the government, local chiefs, and community groups remain. Youth unemployment, an important contributor to the civil war, continues to be very high at 70% (UNDP 2015a). Furthermore, according to the UNDP, the number of unemployed youth continues to grow (UNDP 2015b), with those who are illiterate and lack skills and education having extreme difficulties competing for the few jobs available (UNDP 2015a). Dissatisfaction with limited opportunities for employment and little visible improvements in livelihoods from the rich mineral resources being exploited is clearly felt.

Despite the increasing rhetoric of transparency and accountability, tensions remain between GoSL and the local communities, with trust difficult to rebuild after the civil war due to ongoing corruption. Furthermore, traditional community leaders continue to be viewed with distrust by the population, both due to their role in the civil war, and more recently their perceived collusion with foreign companies. The majority of paramount chiefs in mining communities are accused of accepting bribes and siding with the foreign corporations against the affected village populations (“Interviews” 2014). Examples include a Paramount Chief firing a town Chief for attempting to alert media of the flooding of rice fields by London Mining, when the usual routes of complaint were ignored (“Interviews” 2014). With a still weak government unable to reach far outside the urban centers, and foreign corporations largely ignoring the CSR promises made, the mining communities have little recourse. Even the new legislation put in place to administer the mining sector, including the Mines and Minerals Act 2009 (MMA) formally reiterates many root causes of distrust, such as the problematic ownership of subsurface minerals by the government, to the
exclusion of the rights of land owners. In an environment of poverty and helplessness, the disenchanted youth in particular, is more prone to violence.

In an effort to address some of the inequalities and create more visible revenue generation from mining projects, GoSL is proceeding with the renegotiation of contracts and establishment of new tax revenue regulations. Many of the current contracts largely favoring the investing corporations and yielding very little, if any, tax revenue, will be updated. This is an encouraging, but slow process, due to the number of renegotiations needed and the complexity of the agreements currently in place. Furthermore, renegotiation of contracts is extremely difficult, as both states and corporations are naturally inclined to push for the best deal possible.

The mining companies, often generating revenues much larger than the economy of the developing country they are negotiating with, are in a position of strength. In addition, the companies often have at their disposal impressive human resources comprised of experts in various areas ready to supplement the negotiating team. By contrast, developing countries have less expertise and even with the possibility of hiring consultants, may not want third parties negotiating these deals due to their political sensitivity (World Bank 2015c). The process is therefore fraught with incidences of back-door negotiations and corruption, such as the favorable deals received by London Mining in allowing them to largely ignore the Mining and Minerals Act of 2009 and pay lower taxes (Bella 2013) a mere day after the Act entered into force. It is further stalled by dearth of resources, capacity, ongoing disagreements between local and national governments, as well as lack of clarity in relevant laws. Further delaying the process is the fact that many ongoing contracts will not be renegotiated until their term ends, meaning that increases in tax revenue will be small and slow and the bargaining position of the state will continue to be weak as companies compare their deals to those already in progress.

3. A Conflict-Sensitive Environment

With a long history of violent conflict, trust is extremely difficult to establish in Sierra Leone. Small complications and inconsistencies easily lead to disillusionment and violence. Thus random changes in pay, firings, obviously unequal treatment of foreign and local staff, all create tension and can spillover into violent conflict. Particularly the youth and women, long marginalized and
unemployed or underemployed, often have legitimate grievances which have gone unheard. Common reports by youths include random firings after a couple of months, right before the employee qualifies for benefits; separate dining areas for foreigners and locals with restricted access; and little opportunity for advancement for locals (“Interviews” 2014).

Thus conflict is prevalent particularly in mining areas, typically centering around land ownership, inadequate compensation, improper resettlement, and non-involvement of community groups in negotiation of mining agreements (Wilson 2013; “Interviews” 2014). Establishing routines, which allow people to provide for their families through small businesses or agricultural work are easily disrupted by new mining projects, which force communities to move away from the land and areas they are familiar with. Land owners have little control over whether their land is assigned to new mining projects or not (Mason 2014). Furthermore, land allocation to mining companies has also led to decreased land access for artisanal miners, a popular occupation in Sierra Leone due to the low initial investment necessary to enter it. This has limited job prospects and directly affected livelihoods of many Sierra Leoneans (Wilson 2013).

Furthermore, with the strategic importance of the mineral sector in the national poverty reduction strategies of the government, the pressure is on sealing an agreement with the mining company. It is thus common that the government and possibly local chiefs are the only ones aware that a piece of land has been designated for mining, thereby avoiding any possible opposition by the community. The local population is then resettled with little consideration for the disruption this causes to their livelihood, or the loss of land they experience. All these issues create an uncertain environment in which an already traumatized by the recent civil war population, is further put under further stress.

Too often corporations engage in community initiatives only once conflict is already brewing or has erupted. For example in the Kono district, Milestone Trading only fulfilled its promises of repairing the roads and building a school in the Sandor Chiefdom in 2006 after the local employees and youth threatened to disrupt mining activities (Wilson 2013). Numerous other examples abound, many violent, where both police and private security forces incite the violence in attempt to ‘discourage’ reprisals against the company by the community (Wilson 2013). For example, in 2012
workers at the African Minerals Limited iron ore mine in Bumbuna went on strike to protest what they considered was mistreatment and discrimination, as well as the inability to form a union. The protesters attempted to stop trucks from refueling, and were armed with rocks. This brought the local and regional police out, officially to maintain order. However, the situation escalated with police reacting by firing at the civilians, killing a woman and wounding eight others. Many were beaten and injured (Human Rights Watch 2014).

With an uneven distribution of power between corporation and community, resorting to violence may seem like the only way to be heard for the community. Such small conflict can, and has in the past, led to serious violence such as in the Bumbuna case. Furthermore, each conflict which results in violence and loss of life, no matter how small, interferes with mining activities for months after, as investigations are undertaken and order slowly returns to the community. It is therefore in the best interest of all parties, community, mining company, and the government, that disputes are resolved fairly and without resorting to violence.

The uncertainty these conditions have fostered within communities create an environment within which conflict and violence are more likely. Therefore sensitivity, awareness, and understanding, as well as clear procedures to deal with grievances are paramount for corporations seeking to establish themselves in Sierra Leone. Strategies that balance some of the power disparities between the community and the corporation are likely to be the most successful.

4. The Importance of Corporate Social Responsibility and Free, Prior and Informed Consent

There is little real incentive to establish a broad and effective CSR program or to enact FPIC, particularly for mining and oil companies which do not produce items directly for the consumer but rather represent one cog in the large industrial supply chain (Hilson 2012). The fact that there is no private consumer purchasing their product off the shelf, means that the social pressure other corporations may face in losing customers due to poor business practices is less likely to be a motivator for mining and oil companies. In addition to this, in developing countries such as Sierra Leone, where regulations and policies are either lacking or ineffective due to weak government institutions, there is even less incentive to invest in local relationships. While it is generally
understood by companies that a ‘social license’ to operate is helpful within the community, the actual involvement in the community is often marginal and overblown for the purposes of annual reports or web pages. Yet these corporations have a significant impact on the communities, the environment, and economy, particularly in the case of mining where large-scale projects can remain in place for many years. If managed well, the wealth derived from the natural resources can, and should, provide the necessary trigger for the establishment of other manufacturing and service sectors. Promoting beneficiation and value addition allows for sustainable development by developing the supply chain and increasing growth, thereby reducing the likelihood of conflict. Especially since realistically, while mining and oil corporations can invest in the areas they are exploiting, they often can offer only a small number of jobs compared to the heavy capital investment necessary to get the projects started (Hilson 2012).

The short-term gains of a ‘quick and dirty’ approach largely ignoring local communities continue to be attractive, though companies are becoming increasingly aware of the costs of social conflict surrounding mining, which can be as high as $20 million a week in production losses or delays in large ($3-5 billion in capital expenditure) mining projects (Greenspan 2014, 6). In an effort to increase and ensure a positive developmental effect on mining communities, the government as part of the mining licensing requirements, instituted community development agreements (CDAs) in the Mines and Minerals Act 2009. Under Part XVI of the Act mining companies are required to set aside 1% of 1% of their gross revenue from mining activities toward projects within the local communities. Although this is an admirable effort to ensure that private actors are held accountable through policy and regulation rather than voluntary CSR commitments, the establishment of CDAs in practice has been difficult due to the imprecise wording and directives in the Act. The current regulations are sufficiently vague to make the selection of partners from within the community as well as the precise activities needed to fulfill the company’s obligations.

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3 According to the Fraser Institute “The Social Licence to Operate (SLO) refers to the acceptance within local communities of both mining companies and their projects. Social acceptance is granted by all stakeholders that are or can be affected by mining projects (e.g. local communities, indigenous people) and other groups of interests (e.g. local governments, NGOs).” (The Fraser Institute 2015)

4 Unfortunately the regulation associated with the CDAs are not clear and continue to be disputed. According to interviews conducted in March 2014, this figure is disputed even by the Minister of Mines and Minerals.
effectively, difficult to assess. Furthermore, the tendency to advertise and otherwise promote CSR programs, heightens expectations to unreasonable levels, resulting in disappointment and frustration, particularly for the mining communities.

In addition, investment in the particular community sometimes creates “islands of development” (Perks 2012, 253) in the area around the mines, although this is not always the case, as the poor road and other development conditions in the diamond-rich Kono district in Sierra Leone exemplify. In fact, Kono is widely considered the least developed district in Sierra Leone. Despite attempts to dedicate 1% of 1% of all company revenue from natural resource extraction toward mining communities development, much of the income stays at the level of Paramount Chiefs with little positive effects for the community (“Interviews” 2014).

In addition to social and economic aspects of CSR, companies investing in Sierra Leone need to account for environmental issues as well. With little being done to reduce deforestation and environmental degradation, not only population resilience is extremely low (UNDP 2015b). Loss of vegetation, water contamination, and soil erosion are all serious effects of mining activities that have left the environment in a delicate state. Much of the land used for mining activities has been abandoned, rather than rehabilitated. This has left large areas of land unsuitable for farming, and created breeding grounds for malaria-carrying mosquitoes in unfilled mining pits with stagnant rainwater. Both small and large scale mining operations have negative effects on the environment which need to be anticipated and handled in ways that protect the communities and the surrounding environment.

The GoSL, well aware of the need for sustainable mining projects, has created an Environmental Protection Agency (EPA) in 2008, and implemented legislation to minimize or eliminate environmental degradation as part of the Mines and Minerals Act 2009. However, the role of the EPA is restricted to those companies which already are license holders, and thus the agency has little say during the initial process of environmental impact assessments, during which companies are free to include their findings as they see fit. As for other regulations such as reporting and rehabilitation of land, like other sections of the MMA, the Act is not precise and corporations are
able to interpret it in ways that do not guarantee sustainable activities or commitments to proper environmental rehabilitation of mining areas (Mason 2014).

5. Recent Setbacks: Ebola and Iron Ore Price Drop

Regrettably, Sierra Leone was hit with a major setback when the Ebola crisis broke out in 2014. Already weak institutions, continued lack of trust in authorities, particularly outside of urban centers, and difficulties accessing and supporting the more remote villages in the state has meant that curbing and managing the infectious disease has been extremely difficult. Where GoSL was able to reach its citizens, few followed the relatively simple instructions provided to avoid infection, not believing the officials who in the recent past did not have the best interest of their people at heart (UNDP 2015b).

Naturally the epidemic has diverted both attention and funds from socio-economic development to emergency relief. Quarantines and other restrictions on mobility have lowered demand and destabilized the currency. The agricultural sector in turn has suffered disruptions of planting cycles which can only be recovered with time (UNDP 2015b). While donors have provided supplemental funding to help fight the epidemic, the economy has slowed. The World Bank estimates that there will be a decline of 12.8% in GDP in 2015 (World Bank 2015a). Private sector losses are set at 50%, several private sector investments have been suspended, and agricultural output has declined by 30% (UNDP 2015b).

As the number of new Ebola cases slowly dwindles, the impact of the crisis is still looming large over the country. Many national activities were suspended due to the outbreak, including road construction, and the media coverage of the crisis contributed to a general alarmism by foreign investors leading to delays in planned projects or lowered interest in investment more generally (UNECA 2015). The Economic Commission for Africa estimates that the revenue shortfall due to Ebola for Sierra Leone will be about $46 million in 2014 and $91 million in 2015. Export in diamonds alone fell in the second half of 2014 by $29.1 million (UNECA 2015). Currently the IMF is projecting a 24 percent drop in real GDP for 2015.
In addition to Ebola, the drop in commodity prices, especially iron ore, has hit Sierra Leone hard. Iron ore production was, until recently, the driving force for the economy (70% of exports) (UNCTAD 2014), the unexpected 40% drop in price has naturally had a devastating effect on Sierra Leone’s economy. Two of the biggest mining companies in the region have filed for bankruptcy. London Mining went into administration in October 2014, African Mining Limited followed shortly in March 2015. London Mining was the region’s biggest employer and second largest iron ore producer. Between the drop in iron ore prices and the Ebola crisis, the company was unable to continue operations (UNDP 2015b). Sierra Leone could be considered a cautionary tale of excessive dependence on mineral exports. Despite optimistic predictions, sudden changes in commodity prices coupled with increased spending and a health crisis have left the economy vulnerable (Mihalyi 2015).


The African Mining Vision (AMV) (African Union 2009) among others, promotes ways of transforming such dependence for the many Sub-Saharan states that have relied on mining too heavily. The AMV, finalized in 2009, focuses specifically on harnessing the wealth of natural resources on the continent to better the lives of the population and help states achieve their development goals. For investors interested in Sierra Leone, it is an important document outlining the current priorities for the region, complementing the more specific priorities of each state. In the short term, it seeks to promote natural resource governance through the mainstreaming of EITI principles and encouraging the establishment of national oversight bodies; as well as fostering intergenerational equity by integrating mining into national development and poverty reduction strategies. Both of these are already actively being implemented throughout Sierra Leone. In addition, GoSL has created a multi-stakeholder group, which includes members from the government, private sector, and civil society, which will assess and review the largely outdated core mineral policy currently in place using the AMV as a template (Gbondo 2015). Plans to review the MMA are also underway.

The AMV is also looking to improve institutional set up and strengthen capacity, recognizing that weak institutions and legislative loopholes are a breeding ground for corruption. It seeks to foster
the establishment of resilient artisanal and small-scale mining communities, since, as already mentioned it is a key source of employment for many young people. Although in total only 4-8 percent of the population in Sierra Leone relies on artisanal mining (Jensen and Lonergan 2012), many use it to supplement their agricultural income, and diamonds continue to be a major driver of GDP.

Other short-term goals include driving forward gender equity, enhancing Africa’s bargaining power, promoting safe and responsible mining, increasing the quality and availability of data, improving public participation, eliminating human rights abuses and the possibility of natural resources fueling conflict, improving infrastructure, building capacity, mobilizing capital, optimizing land use and harnessing the potential of partnerships. In most, if not all, of these goals there are prominent roles for not only African governments, such as GoSL, but also foreign investors such as Qatar. In particular Qatar can act as a knowledgeable and experienced partner; it can ensure that the policies and goals of its investors help eliminate human rights abuses and other causes for conflict while promoting responsible practices; it can further support capacity building of local employees; and improve infrastructure in areas where such is needed both for the community and the investment project.

7. Conclusion and Recommendations

Overall, natural resources and the revenues associated with their exploitation are increasingly delicate subjects, both to the government and the community in Sierra Leone. Closely tied to their need for economic growth and poverty reduction, while also sullied by the past conflict, and interwoven with the traditional beliefs of ancestral ghosts and land ownership.

With the high hopes tied to large scale mining, it is difficult to admit that few of the hopes have been realized and mining has in fact done little to improve the lives of the poor (Zulu and Wilson 2012). While the main goal of the corporations and investors is naturally to maximize their profit, reaching middle ground is necessary to ensure that poverty reduction and development become a reality. Much of the burden here remains on the shoulders of the mining company, as it enters a vulnerable and fragile environment.
In general, despite various drawbacks, Sierra Leone is an excellent choice for both private and national Qatari investors, who are seeking to expand their reach and diversify, while also playing a prominent role in the development agenda. The country is rich in natural mineral resources with geological surveys indicating that there are large deposits of oil offshore, which are already being explored by various potential investors. In fact assessments by Anadarko and African Petroleum show that prospects for oil are good (Zayid 2014). However, despite the implementation of legislation such as the Mines and Minerals Act 2009, the regulations are vague and open to interpretation, often aiding the foreign investors and government at the expense of the mining communities. The infrastructure remains inadequate, corruption and poverty are rampant.

In line with its long-term vision of diversification, as well prominence in the development sector, sharing some of its own lessons learned in harnessing the potential of natural resources to the benefit of its population, Qatar in particular is a suitable partner and investor in Sierra Leone. Furthermore, Qatar likely better than others, understands the interweaving of cultural and political aspects of development in a state such as Sierra Leone. A good and workable relationship between investor, state, community, and civil society as well as inclusive planning, transparency, and accountability are likely to maximize profits for all parties involved, and thus lead to a healthier long term relationship. As exploration in off-shore oil sectors continues, and some of the major mining companies in Sierra Leone depart after a difficult year, it is the ideal time for responsible and context sensitive investment in the country.

Based on the issues outlined in the brief, below are recommendations for investing in the mining, oil, or gas sector in Sierra Leone.

**Fragility, poverty, corruption**

- Establish core relationships at all levels of government and community, extending to civil society
- Negotiate and plan using transparent methods, including civil society and local leaders in corporate social responsibility planning
- Source local labor where possible, invest in youth, providing on-the-job training or schooling for higher level positions
• Ensure that local development for mining purposes is done in ways that also benefit the community, including roads, water, and electricity

• Adhere to local government rules and regulations even when oversight is lacking

• Avoid ‘double standards’ according to which lesser restrictions, conditions, and standards in labor, environment, and tax adherence are acceptable in countries with less oversight and rules

• Plan ahead to post-mining stages, allowing communities the perspective of relocating to the area after the mines run dry

• Invest in sustainable agricultural projects and education as part of CSR

**Conflict**

• Address key areas of recurring conflict – adequate compensation, resettlement, community role in arrangements – transparency, fairness

• Establish transparent conflict resolution and complaint procedures which do not encourage demonstrations or other escalations easily leading to outright violence

• Invest in conflict sensitivity training for managers, managing relations with workers in ways that are sensitive to the difficulties the country faces post-conflict, the poverty, and the lack of unions or government institutions where workers can seek redress

• Remain aware of cultural and political sensitivities

**Corporate Social Responsibility**

• Ensure rhetoric and promises are in line with well laid out plans and realistic goals, establishing clear expectations for the community, building and maintaining trust in a fragile, post-conflict environment in particular

• As much as possible, align own planning and investments to benefit communities and government agendas for the region, including a focus on agriculture, education, and local investment in small businesses

• When investing in mining in particular, with a heavy presence on land and in the community, processes and operations are heavily scrutinized by NGOs, thus transparency and good relations are paramount (this is more difficult in gas or oil operations which are off shore)
• Avoid piecemeal, fragmented reforms and projects, focus on long term, sustainable aspects of community and resilience building

• Avoid free-riding, negotiate in good faith

• Assess environmental vulnerabilities and maintain standards used in developed countries with close government oversight

• Promote and establish Public-Private Partnerships

• Establish relationships with NGOs where needed to help bridge the gap between company and community

Recent setbacks

• Revitalize areas generating income, provide employment and grants to help stabilize living conditions

• Support small and medium enterprises

• Focus on long term employment creation and growth

• Invest in agricultural projects, including land use methods and small scale commercial projects
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The mandate of the Centre on Governance is to work with organizations to better understand governance mechanisms in order to analyze implementation problems and provide better services.

To fulfil its mandate, the Centre on Governance analyzes governance phenomena in the public, private and social sectors in a context of cross-sectoral and inter-governmental collaboration. Its work revolves around the following:

- Research programs in the field of governance in all its forms (public governance, collaborative governance, corporate governance, territorial governance; public sector reforms, etc.).
- The dissemination of knowledge in the field of governance (conferences, journals, research papers, specialized book collection).
- Methodological approaches and clinical tools to improve the governance processes.
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