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REPORT OF THE PARLIAMENTARY COMMITTEE ON TRANSPORT AND AVIATION:

OVERSIGHT VISIT TO PARASTATALS UNDER THE PURVIEW OF THE COMMITTEE

1. Introduction

Between the 29th June to 6th July 2011, the Parliamentary Committee on Transport and Aviation embarked on over-sight working visits to Parastatals under its purview with the objective of obtaining firsthand information on pertinent issues relating to their operations and to report to Parliament accordingly. Parastatals visited comprised the following:

- i. Sierra Leone Road Transport Authority (SLRTA)
- ii. Sierra Leone Airport Authority (S.L.A.A)
- iii. Sierra Leone Maritime Administration (S.L.M.A)
- iii. Sierra Leone Port Authority (S.L.P.A)
- v. Sierra Leone National Shipping Company (SLNSC)
- vi. Sierra Leone Civil Aviation Authority (SLCAA)
- vii. Sierra Leone Road Transport Corporation (SLRTC)
- viii. Sierra Leone Meteorological Services (S.L.M.S)

2. The Establishment, functions and powers of the Committee

Sections 93 and 95 of the 1991 Constitution of Sierra Leone, Act No.6 of 1991 vests the following powers in Parliament:

93(1) "At the beginning of each session of Parliament, but in any case not later than twenty-one days thereafter, there shall be appointed from among its members the following Standing Committees, that is to say –

- a. the Legislative Committee
- b. the Finance Committee
- c. the Committee on Appointments an Public Service;
- d.
- e. etc.

93(2) "In addition to the Committees referred to in subsection (1), Parliament shall appoint other Committees which shall perform the functions specified in subsection (3).

93(3) "It shall be the duty of any such Committee as is referred to in subsection (2) to investigate or inquire into the activities or administration of such Ministries or Departments as may be assigned to it, and such investigation or inquiry may extend to proposals for legislation.

93(4).....

93(5).....

93(6) "For the purposes of effectively performing its functions, each of the Committees shall have all such powers, rights and privileges as are vested in the High Court at a trial in respect of:-

- (a) enforcing the attendance of witnesses and examining them on oath, affirmation or otherwise;
- (b) compelling the producing of documents; and
- © the issue of a commission or request to examine witnesses abroad."

Section 95 States:

"Any Act or omission which obstructs or impedes Parliament in the performance of its functions or which obstructs or impedes any Member or offer thereof in the discharge of his duties or affronts the dignity of Parliament, or which tends either directly or indirectly to produce such a result shall be a contempt of Parliament."

The Committee on Transport and Aviation is one of the Sessional Oversight Committees of Parliament established under section 93(2) and provided with the above powers to perform the functions specified in Sub Section (3).

3. Members of the Committee comprise:

- 1. Hon. Alie S. Sankoh – Chairman**
- 2. Hon. Alpha B. Lewally Deputy Chairman**
- 3. Hon. Ibrahim R. Bundu**
- 4. Hon. A. O. Daramy**
- 5. Hon. Jacob I. Koroma**

6. Hon. Madusu Momorie Kamara
7. Hon. Kande C. Bangura
8. Hon. Alimamy G. Kargbo
9. Hon. Sam May L. Macarthy
10. Hon. Koya Kalla Kamara
11. Hon. David Soriba
12. Hon KES Boyah
13. Hon Emmamuel T. Babonjo
14. Hon. Edward A. Soloku
15. Hon. Frances Rogers
16. Hon. P. C. Bai Bureh Sallu-Lugbu II

4. Pertinent issues discussed with management

- i. The current status of the establishment
- ii. New developments and achievements for the year 2010 to date
- iii. Problems, constraints and impediments to performance
- iv. Payment of dividends to government
- v. Management view on the privatization programme of the National Commission on Privatisation
- vi. Update on management-staff relationship etc
- vii. Future plans
- ix. Any matter of relevance

5. Findings of the Committee

5.1 SIERRA LEONE ROAD TRANSPORT AUTHORITIES (SLRTA)

5.1.1 Introduction

The Sierra Leone Road Transport Authority (SLRTA) was established in 1996 by an Act of Parliament as a public enterprise charged with the responsibility of collecting road users' charges and, making and enforcing road transport regulations.

Additional objectives for which the authority was established includes, to regulate, coordinate and promote efficiency in all activities within the road transport sector with a view to enhancing and improving the contribution of that sector to the economic development of the country.

5.1.2 **Mission statement**

The Mission Statement of the Sierra Leone Road Transport Authority (SLRTA) is to regulate, coordinate and promote efficiency in all activities within the road transport sector with a view to enhancing its contribution to the economic development of Sierra Leone.

5.1.3 **Vision**

The vision of SLRTA is to deliver better regulations and services within the Road Transport Sector for the enhancement of best practices by all stakeholders in a bid to achieve road safety.

5.1.4 **Departments of the Authority**

The Authority has the following Departments:-

- a) Transport
- b) Licensing
- c) Finance
- d) Internal Audit
- e) Safety and Enforcement
- f) Human Resources and Planning

5.1.5 **Operational areas**

The Authority is operating in all the provincial headquarter towns and the Western Area as follows:-

- a) Freetown (Kissy Road)
- b) Freetown (Africanus Road, Kissy)
- c) Freetown Pademba Road, West End)
- d) Bo
- e) Kenema
- f) Koidu (Kono)
- g) Makeni
- h) Port Loko/Lungi

Traffic Wardens are posted to most road transport border crossing points that include:-

- a) Kambia
- b) Mano River Bridge
- c) Koindu- Kailahun District and
- d) Kabala – Koinadugu District
- e) Magburaka
- f) Kamakwie

5.1.6 Achievements

i. ***Construction of Regional office a Makeni***

The Authority has embarked on the construction of a regional office in Makeni to facilitate and coordinate its operations in the Northern Province. The construction work would be completed before the end of the year 2011.

ii. ***Acquisition of four acre land in Makeni***

The Authority has acquired a freehold title deed to a four acre land in Makeni for the construction of an office building, drivers' training school; impound yard and living quarters for staff.

iii. ***Construction of a modern vehicle testing facility at SLRTA headquarters***

The Authority has rehabilitated the physical infrastructure for housing a state-of the –earth vehicle fitness testing equipment. It is envisaged that the installation of the equipment would provide the capacity to examine about 30,000 vehicles a year.

iv. ***Establishment of a Road Safety Commission***

The Authority has embarked on a process of establishing a road safety Commission. The process is ongoing.

v. ***Introduction of Temporary Tags***

The Authority has introduced a new product i.e. a month-long temporary tag that could allow vehicle owners to register and license their vehicles at a future date. The introduction of this product would generate revenue for the Authority and also discourage the use of 'Garage Number plates.'

vi. ***Acquisition of a Transformer***

The Authority has obtained a transformer to enhance reliable electrical supply to SLRTA headquarters. This is to enhance SLRTA operations and to minimize the high cost of running stand-by generators for its daily operations.

5.1.7 **Constraints/challenges**

i. ***Provision of an Impound Yard***

The Authority's plan to decongest the streets of Freetown of abandoned vehicles has been hindered by the non-availability of an impound-yard to accommodate such offending vehicles. Management has obtained a parcel of state land at '**Yams Farm**' for that purpose and is trying to secure a freehold title to the said land.

ii. ***Discontinuation of Operations at the Quay***

In September 2002, a small SLRTA team was stationed at the Queen Elizabeth 11 Quay to forestall the importation of old and derelict vehicles into the country. The benefits in terms of security and the environment cannot be overemphasized. In 2004 however, the management of the Sierra Leone Port Authority (SLPA) evicted the SLRTA workers on the grounds that their presence within the Port could not be justified. The after-math of that action was the appearance of more dangerous and hazardous vehicles in the country.

iii. ***Slow Pace of Traffic Warden Implementation***

The Authority launched the Traffic Warden System in December 2003 to compliment the efforts of the Police in traffic management and related matters. The proper functioning of the system has been thwarted by the non-availability of a impound yard, lack of appropriate equipment, recovery truck etc.

iv. ***Outstanding Debtors***

The payment of fines for road traffic violations are made after the event, at the various Road Transport Authority offices. Over the years, the Authority has not been able to collect all fines due to problems in the administration of the ticketing system. The total sums owed to the Authority in respect of unpaid tickets for various traffic offenses is Le3,794,700,000

5.1.8. **Future Plans**

i. ***Decongestion of Freetown***

The Authority has plans to obtain tow-tucks to remove derelict and abandoned vehicles from either the roadsides or local garages to an impound yard. Statistics has proved that most fatal accidents were caused by such stationary vehicles.

ii. ***Solar Powered Traffic Calming Lights:***

A twenty-four hour traffic light is essential for effective traffic control. The problem of unreliable power supply in Sierra Leone has prompted the Authority to start thinking of installing solar powered traffic calming lights as a suitable alternative.

iii. ***Out-sourcing of vehicle inspection services***

Plans are in the pipeline to establish modern vehicle inspection equipment centres nationwide to reduce road related accidents. The Authority is therefore considering contracting the vehicle inspection services.

iv. ***Rest Stops and First Aid Centers***

Drivers fatigue is one of the biggest causes of accidents. The Authority is therefore planning to establish **Rest-Stops, with first aid facilities**, along the highways particularly for long distance night drivers to pull over and have a break.

Transfers to Road Fund

Transfers to the 'Road Fund' at the Bank of Sierra Leone from January 2010 to March, 2011 is Le7,029,160,000

5.1.9 **Recommendations**

The Committee recommends that:

- i. All SLRTA management officials in acting positions be confirmed and made substantive for effective service delivery.
- ii. The Committee strongly recommends that the supervising Ministry of Transport and Aviation engage the SLPA Management with a view to ensure that SLRTA team of inspectors (for accident prone and hazardous vehicles) resume operations at the Queen Elizabeth II quay without further delay.
- iii. Because of the controversies surrounding a number of contracts awarded by SLRTA in the period under review (the Tow-vehicles and Courte-Ville contracts) and the attendant negative publicity, the Parliamentary Committees has decided to move away from the post-

mortem and crisis management stance to a more proactive one of involvement, as observers, in state enterprises' award of contracts. The Committee therefore recommends that for effective service delivery:

- i. a sub-committee of the Parliamentary Committee be involved, as observers, in all future contract awards
- ii. the SLRTA management strictly adhere to established procedures in their operations with due regards for transparency and accountability.

5.2 **SIERRA LEONE AIRPORTS AUTHORITY (S L A A)**

5.2.1 **Introduction**

The Sierra Leone Airports Authority was established in 1988 by an Act of Parliament to provide a safe, effective, sustainable and environmentally friendly airport system with facilities maintained at international standards through the diligent utilization of appropriate resources.

This mandate involved among other things:

- i. the coordination of the activities at the airport of various governmental agencies like Customs, Immigration, Port Health, Phytosanitary, the various national security agencies, the airlines, air travel agencies, concessionaires, passengers, the general public, etc;
- ii. the maintenance, upgrading and replacement of airport infrastructure and equipment;
- iii. the maintenance of aviation safety and security, including provision of appropriate fire and rescue services, and ensuring protection of the environment;
- iv. the promotion and maintenance of international civil aviation standards
- v. exercising a high level of corporate responsibility; etc.

5.2.2 **DEPARTMENTS OF THE AUTHORITY**

The Authority has the following Departments:-

1. Administration
2. Finance

3. Commercial and Planning
4. Engineering & Maintenance
5. Operations

The main office of the Authority is located at the Lungi, where the bulk of the Authority's operations take place. A liaison Office is maintained at 15 Rawdon Street to facilitate maintenance links with the supervisory bodies, the airlines, and the public.

5.2.3 Current Status

In collaboration with Government and development partners such as the World Bank and the Investment Climate Facilities (ICF), the Sierra Leone Airports Authority is currently engaged in infrastructural upgrading and replacement of most of the vital airport equipment and facilities. Rapid progress is being made to give the airport a full-scale transformation.

SLAA is also currently making strides in building the capacity of its workers, particularly the technical personnel, in line with the on-going infrastructural transformation. As at 1st June, 2011 the staff strength of the Authority was 462 (four hundred and sixty-two) including 17 contract employees.

5.2.4 Achievements in the past 12 months

The achievements of the Authority in the period under review include the following:-

- i. 100 % rehabilitation of the Runway which effectively removed the Lungi Airport from the International Federation of Pilots' (IFP) blacklist.
- ii. Completed rehabilitation, modernization and expansion of the Presidential lounge at the airport to the admiration of the visiting Presidential entourages to the 50th Independence Anniversary celebrations
- iii. Advanced work (65% completed) on the modernization and extension of the Terminal Building with the objectives of increasing the operational area, improve on its functionality generally, address the security problems and enhance smooth passengers in and out-flow
- iv. Advanced work (50% completed) in the 'Airport Transfer Project.' The project involves the construction of a heliport and passenger terminals in Lungi and Aberdeen, jetty facilities including passengers' terminals at Kissy, Targrin, and Government Wharf to improve and modernize the passenger pick-up and drop-off points.
- v. Procurement of and installation of scanning equipment (75% completed) that would include a baggage scanner, a hand luggage scanner, a metal-arch walk-through detector, 6 hand-

held metal detectors and a bulk cargo scanner to improved the security profile of the airport.

- vi. Problem of over-crowding and unauthorized facilitation in the Terminal Building has been addressed through enforcement of access restrictions and reduction of facilitators.
- vii. Attained near self-sufficiency in water supply through the recent establishment of a number of strategically located boreholes.
- viii. Improved on the reliability of electricity supply to essential airport installations and facilities through the purchase and installation of a battery-based 'Uninterrupted Power Supply (UPS)' facility.
- ix. The Authority has embarked on a vigorous drive of capacity building for its staff. Many employees have actually benefited from both internal and external training programmes and have come out much exposed to current developments in the aviation industry and are better equipped to handle their respective jobs.
- x. SLAA is doing its utmost to meet its corporate responsibilities by promoting peaceful co-existence with the local community, providing scholarships to deserving students, promoting community development programmes, helping to address the problem of youth unemployment, etc.

5.2.5 Constraints

Inspite of these achievements, SLAA has been facing serious challenges that include:

i. **Severe Cash Flow constraints**

SLAA has been utilizing part of its operating revenues in the airport development projects which, by their nature, do not yield immediate cash inflows. Hence, Government tax waivers have not helped the cash-flow situation either.

- ii. ***Continuous damages to the Perimeter fence:*** Unidentified persons in the local community persistently destroy the perimeter fencing around the airport and causing serious security risks.

iii. ***Theft/Vandalization of airfield installations:***

There have been frequent thefts of electrical cables that supply power to essential air navigational aid equipment. For instance, a significant stretch of the runway-edge lights were vandalized. These incidents pose very serious threat to airport safety and security. Inspite of Police presence, not a single arrest has been made in these and several such incidents.

- iv. **Absence of basic utilities:** Unlike other airports in the world, SLAA provides its own electricity, water supply, communications facilities etc at enormous cost.
- v. **Problems relating to the location of the airport:** Transportation between Freetown and Lungi is generally poor. Passengers are therefore forced to stay longer at the airport than necessary. Management is also affected because valuable time and resources are wasted shuttling between Lungi and Freetown to transaction business.

5.2.6 Future Plans

SLAA has the vision of transforming the Freetown International Airport into a regional hub for direct flight to United States. In particular, the following is planned to be addressed:

- i. Strengthened security at the airport by improving perimeter fencing, training security personnel, installing electronic surveillance facilities, etc.
- ii. Construction of what may be called the 'Freetown Aviation House' to house the airlines, travel agencies, the Civil Aviation Authority etc that would provide a one-stop shop for air travelers
- iii. Collaborating with the efforts of government and development partners in implementing the Tripartite Investment Program (TIP) aimed at transforming Lungi into being part of the capital city.

5.2.7 Payment of Dividend

No dividend has ever been paid by SLAA since its formation. This is largely because profits made are ploughed into developing the airport.

5.2.8 Management-staff Relationship

Management-staff relationship was said to be very cordial and supportive. The Committee was assured that staff welfare issues were promptly addressed without discrimination.

5.2.9 Recommendations

- i. The Committee recommends for the immediate intervention of the supervising Ministry of Transport and Aviation to engage the local community and to sensitize them on the dangers involved in encroaching on the Airport land, destroying the protective fencing and vandalizing the airport navigational instruments.
- ii. Government must endeavour to improve on the transportation system between the Lungi Airport and Freetown or relocate the international airport. Too much time is wasted at the airport before air passengers get to Freetown.

5.3.0 SIERRA LEONE MARITIME ADMINISTRATION (SLMA)

5.3.1 Current Status of the Sierra Leone Maritime Administration

The Sierra Leone Maritime Administration was established, in 2000, by an Act of Parliament as a body charged with the responsibility to register ships and other sea vessels, to regulate, develop and improved standards of performance in the shipping industry in Sierra Leone including, coastal and inland water transport and the marine environment.

The Administration has never had an administrative organogram since its inception that is reflective of a Maritime Administration. The Board, desirous of establishing an organizational structure, has requested management to develop an organogram that would be consistent with the activities of the institution. The Administration is currently undergoing an institutional reform with the key focus on capacity building and nationwide infrastructural development. The new structure has catered for three (3) Directorates: Maritime Traffic Regulators, Marine Radio Operators, Maritime Search and Rescue. The Administration plans to move into its nearly-completed Headquarters building very shortly.

The Board, in consultation with its hired Management Consultants, is putting together new 'Terms and Conditions of Service.' Personnel and recruitment policies are under review for proper placement of personnel according to their qualification and experience to enhance career development.

The Administration recently recruited personnel for a 24 hour watch in the Search and Rescue Division to ensure adequate and prompt response to accidents within the nation's territorial waters and inland waterways. The response time to accidents has been enhanced by the installation of eleven (11) radio bases at the following locations: Freetown; Rokupr; Kasiri; Bailor; Pepel; Tombo, Shenge, Bonthe, Mattru Jong, Gbondapi and Sulima. This has enabled the Administration to obtain daily situational reports which, in turn, has facilitated easy monitoring and control of field personnel.

In the area of maritime safety, SLMA, in collaboration with the Ministry of Finance and Economic Development (MOFED) have procured twelve thousand (12,000) life-jackets that are given out on hire-purchase to boat owners through their local organizations.

5.3.2 Problems, Constraints and Impediments

- i. The SLMA is in dire shortage of specialists in the field of maritime administration, hence the urgent need for capacity building.

- ii. The Administration is facing enormous challenges in the enforcement of national safety regulations. The principal law enforcement agencies, the Police and the Maritime Wing of the Army, have demonstrated their willingness to assist but their strength in terms of numbers of personnel deployed is always inadequate. Besides, fines imposed on defaulters, when caught, are too insignificant to serve as any deterrent. .
- iii. There is an absence of inter-agency collaboration and co-operation particularly between SLMA and the Ministry of Fisheries and Marine Resources. It has always been the desire of the Administration to do safety inspections on newly arrived vessels prior to the issuance of licenses by the Ministry to forestall sub-standard vessels operating within the nation's territorial waters.
- iv. The attitude of the public towards maritime installations is regrettably frustrating as more often than not, navigation Aids are vandalized. Repeated national sensitization campaigns have been done to no avail.
- v. The SLMA secured a loan from the ECOWAS Bank for Investment and Development (EBID) to finance the construction of eight (8) jetties in the Northern and Southern Provinces. The slow process of disbursement of funds to both the Consultants and the Contractors by the loaning Bank has not inspired confidence for a guaranteed timely completion of the projects.

5.3.3 Future Plans

The Administration has plans to:

- i. **review/renegotiate** the Sierra Leone International Ships Registration policies for more favourable terms
- ii. ratify all international conventions, key among which are the 'Ballast Water Convention' and the 'Maritime Labour Convention,' and to domesticate all such conventions in our local laws
- iii. procure additional fast rescue boats with higher capacities for deployment in all regions for timely response to sea and inland waterways' accidents.
- iv. to train Port State Control Inspectors and Flag State Surveyors to carry out enforcement and implementation of the nation's maritime laws on ships calling our Ports and ships flying our flag respectively.
- v. establish a website to market the products and services offered by the Administration. This could make distant registration of vessels a reality. With Electronic registration, ship operators could easily register their ships and settle their tax obligations.

5.3.4 Dividend to Government

SLMA is a revenue generating entity though not a commercial one. Revenue collected in the form of freight levies, vessel registrations, and the collection of tonnage taxes under the national and international registry are paid directly into the consolidated fund.

5.3.5 **Observations and Recommendations**

The Committee noted with concern that the Sierra Leone Maritime Administration is in dire shortage of specialists in the field of maritime administration. An institution with such weak human resource base would have difficulty to perform. Considering that the Administration is a revenue generating entity, the shortage of specialists to implement the provisions of the Act with particular reference to revenue collection could hinder effective and efficient exploitation of potential revenue sources.

The Committee therefore recommends that Government takes immediate steps to build the capacity of the SLMA through training of existing staff both locally and externally. A comprehensive staff training plan and policy guide is needed including a performance appraisal system. Alternately, Government could recruit competent staff to man the affairs of SLMA so that the objectives for which the SLMA was established could be achieved.

The Committee further recommends for the intervention of the Minister of Transport and Aviation with the objective of engaging the security forces, the Army and the police and, the Ministry of Fisheries and Marine Resources to complement the efforts of SLMA in enforcing the Act.

5.4.0 **THE SIERRA LEONE PORT AUTHORITY**

5.4.1 **Introduction**

The Sierra Leone Ports Authority (SLPA) was established under the Ports Act of 1964 (amended in 1991) and charged with the responsibility to:

- To control all ports and maritime activities in Sierra Leone
- To operate the Ports of Freetown
- To oversee the Ports of Nitti and Pepel which are managed and operated by private mining companies

The creation of the Sierra Leone Maritime Administration in July 2000 with regulatory powers over maritime activities had however relieved the SLPA of its regulatory functions.

The main seaport in Sierra Leone is the Port of Freetown, also known as the Queen Elizabeth 11 Quay, which handles various types of vessels.

The Port has a protected anchorage on the River Rokel with an alongside depth of 10 meters and an overall length of 1,133 meters. It has 6 berths, 4 large warehouses and a container stacking area of over 50,000m². The Port has probably the finest natural harbour in West Africa.

5.4.2 **Current status of the establishment**

Although the new 'Sierra Leone Ports and Harbour Authority Bill' is in the making to accommodate recent developments, the Authority has practically become a landlord port particularly after the concessioning and handing over of the container terminal to a foreign company, Bollore, on 1st March 2011.

Currently, Bollore (Freetown Terminal Limited) is doing all containerized cargo handling at the quay. The company has demarcated and fenced its area of operation i. e. Berths 3 to 6 in the west-wing which falls within the concessioned area. It must however be noted that "the concessioned container terminal had in the past generated 75% of the Sierra Leone Ports Authority's total revenue. Reciprocally, about 75% of the SLPA workforce of nearly three thousand workers were deployed in the same area. As a consequence therefore, the balance 25% revenue base cannot now cope with the personnel expenses for the same number of staff; notwithstanding the fact that Bollore has re-employed about a hundred of them."

The Sierra Leone Ports Authority is now faced with the thorny problem of paying severance benefits to a whole lot of redundant workers. The Committee was informed that the Authority had expended all its reserve of US\$3m to pay off all categories of casuals including those workers already with Bollore. Currently, there were said to be many workers on SLPA pay-roll who were completely idle. Most of these no longer even come to work as a result of the concessioning. The redundant workers cannot however be laid-off because the Port Authority lacks the financial capacity to make further severance payments. "Privatization receipts have been withheld by Government while the SLPA is grappling with severance benefits payment." The Port management therefore solicited the intervention of the Parliamentary Committee on Transport and Aviation.

As at now, negotiations are well in advance for the licensing of the Bulk and Break-Bulk Terminal. Notwithstanding the attendant advantages and benefits of the concessioning to the nation, this would also cause additional problems of severance benefits payment as further concessioning would only put more people out of their livelihood jobs.

5.4.3 **Achievements to date**

- i. The SLPA has completed an entertainment complex at the Kissy Ferry

Terminal.

- ii. Studies dealing with the Engineering and environmental aspects of the rehabilitation of the port's infrastructure have been completed.
- iii. Restructuring designs, including the blueprints for the reorganization of the SLPA and labour retrenchment strategies has been completed.
- iv. Studies on the legal environment for the transformation of the port from a service port to a landlord port have been completed. The new bill would shortly be presented to Cabinet
- v. The rehabilitation of port infrastructure involving paving works, ancillary land works, dredging, provision of navigational aids and environmental protection equipment are now at an advanced stage
- vi. Restructuring and reorganization of the organizational structure of the SLPA is ongoing.
- vii. A brand new pilot boat has been purchased
- viii. A new computer networking system has been installed linking departments and divisions.
- ix. A private financial software has been engaged to upgrade the Authority's current financial management system by automating activities like stores and inventory control, fixed asset register and payroll
- x. SLPA can now boast of a wide range CCTV monitoring system.

5.4.4 **Constraints**

- i. ***Badly structured Tariff:*** The tariff structure currently in place needs to be properly reviewed to enable the SLPA render profitable services to the nation particularly that of Sierra Rutile. This is because the Authority is inadequately sustaining itself only through users' fees and charges.
- ii. SLPA is currently facing serious financial constrains and could not continue to make severance payment to would-be retrenched workers.
- iii. The port has a pool of workers on payroll who are not currently doing anything because of the concessioning of the container terminal.

5.4.5 **Future plans for the establishment**

SLPA has plans to:

- i. Rehabilitate the Kissy Oil Jetty and Jetties at Kissy, Tagrin and Government Wharf.
- ii. Privatize more core and non-core functions of the SLPA.
- iii. Cooperate with the Customs Department of the National Revenue Authority (NRA) to fully implement the ASYCUYDA++ customs automation project for seamless cargo clearing operations
- iv. Transform the port into a regional trans-shipment hub.
- v. Increase cooperation and participation in activities of sub-regional, regional and international maritime organizations and maritime related educational institutions.
- vi. Enter into a Public-Private Partnership (PPP) Agreement in managing the operations of the Marine Slipway.
- vii. Embark on estate development

5.4.6 Payment of dividends

No payment is recorded.

5.4.7 Management's view on the privatization programme

Current relationship with the National Privatization Commission was said to be cordial. SLPA management was in full support of the privatization programmes as its successful implementation would give a face-lift to the SLPA and brings about tremendous benefits to the nation.

5.4.8 Update on management staff relationship

Management staff relationship was also said to be cordial. Like in many institutions, there are bound to be misunderstandings among and between individuals. In the SLPA however, such misunderstandings were said to be negligible and did not adversely affect the smooth running of the organization. Management assured the Committee that to a large extent there was cooperation between staff and management.

5.4.9 **The Committee's observation and recommendations**

- i. Members observed with grave concern the scary situation at the SLPA, i. e. the likelihood of many workers losing their jobs, as a recipe for chaos. The concessioning of the container terminal to a private company, Bollore, had not only deprived the SLPA of 75% of its generated revenue but had effectively put a large number of Port workers out of their livelihood jobs. That notwithstanding, SLPA has continued to maintain those idle workers on its payroll because it lacked the financial capacity to pay severance benefits. It is even pre-empted that the licensing of the Bulk and Break-Bulk Terminal would lead to further loss of jobs.
- ii. The Committee also noted with concern that since 2002, SLRTA had maintained a small team at the Queen Elizabeth 11 Quay to forestall the importation of old and derelict vehicles into the country so as to guard against environmental pollution. "In 2004 however, the management of the Sierra Leone Port Authority (SLPA) evicted the SLRTA workers on the grounds that their presence within the Ports could not be justified." The after-math of this move has seen the appearance of more accident prone and hazardous vehicles in the country.

The Committee strongly recommends for the intervention of the supervising Ministry of Transport and Aviation with a view to ensuring that SLRTA team of inspectors for accident prone and hazardous vehicles resume operations at the Queen Elizabeth 11 Quay without delay.

- iii. The aftermath of the Bollore concessioning is contrary to Government's vision for job creation. The Committee therefore recommends that any plans for further concessioning/privatization of the functions of the Sierra Leone Port Authority be put on hold if such concessioning/privatization is going to put more port workers out of job.
- iv. The Committee recommends for the immediate intervention of Government to salvage the situation and to pay-off all redundant workers their severance benefits before things get out of hand.

5.5.0 **SIERRA LEONE NATIONAL SHIPPING CO. LTD.**

The Sierra Leone National Shipping Company (SLNSC) was established in 1972, as a Parastatal under the Companies Act (Cap 249) as a joint venture, a partnership between the Government of Sierra Leone and A/S Ocean Transport of Bergen, Norway, to provide various shipping services including, freight levies, stevedoring and, clearing and forwarding services. The initial share capital of the company was Le.20, 000; (one leone per share) The Sierra Leone Government bought 12,000 shares and left the remaining 8,000 shares to A/S Ocean Transport of Bergen, which appointed the first company managers.

5.5.1 Current status of the establishment

The company has the following Departments:

- i. The Administrative Department
- ii. The Accounts Department
- iii. The Clearing & Forwarding Department
- iv. The shipping Department
- v. The Marketing Section

The company currently has a workforce of sixty one (61) personnel excluding one (1) contract worker and three (3) casuals. The total number of unionized staff is 42 (forty-two).

The company has a fleet of about six vehicles, one (1) Honda Motor Cycle allocated to the Dispatch Clerk and a three-flat freehold property at Scan-drive, Wilberforce. The land occupied by the company offices, including four warehouses at 45 Cline Street, Cline Town, was and remains a 25 years lease-hold (since 1973) from the Government of Sierra Leone. Every effort has been made in the last sixteen years to secure a free-hold from the Ministry of Lands to no avail and the Company was forced into a new lease agreement. The Company appealed for the intervention of the Parliamentary Committee on Transport and Aviation. Lease rents, renewal of various insurance policies and premium for the company properties are done annually, whilst **NASSIT** contributions are paid monthly.

5.5.2 Shipping department

The Shipping Department is one of the key revenue generating divisions of the company. The Department provides ships' agency services, protection and indemnity activities. At the inception of the company, the Shipping Department was performing Stevedoring Services. Succeeding Governments' policies however took away the Stevedoring function and transferred it to the Sierra Leone Ports Authority. That singular action deprived the SLNSC of a major source of revenue base. The company also acted as shipping agent for several vessels with bulk cargoes. All the vessels have however ceased operations with SLNSC over 20 years ago. The company has recently started serving (Motor Tankers) bringing fuel for National Petroleum, ADDAX etc. From 2010 to date, the company has handled 18 vessels.

The Company was unable to meet its set target in 2010 due to the following reasons:

- i. Local oil marketers like Benada Oil Company (SL), Trade Oil (SL) and Elite Petroleum Company (SL) have gone out of business for more than a year now.

- ii. It was very difficult to capture rice and Ro/Ro vessels because the major importers/chatterers of the said vessels mainly patronize Lebanese Companies for their shipping services.
- iii. ADDAX Bunkering Services which was the company's major exporters of petroleum products are no longer in business in Sierra Leone due to the slow turnaround of their vessels that called at the Freetown Port

SLNSC however still monopolize the tanker vessels as the company continue to service the following operators' vessels:

- **Addax Energy S.A.**
- **Nyala Shipping**
- **Augusta Energy SA**
- **Safecon Petroleum**
- **Sierra Leone National Petroleum Company Ltd**

In May 2011, a new Shipping line, Premuda Sierra Leone Limited, started flying the Sierra Leone Flag of Convenience. This company is 51% Sierra Leonean owned. It would be good if SLNSC, a Government Parastatal with the capacity to serve as a Shipping Agent, could be contracted to service Premuda Sierra Leone Limited. That could provide employment for the youths and increase the revenue base of the company. The company appealed to the Parliamentary Committee to advocate on its behalf.

5.5.3 **The clearing and forwarding department**

The basic function of the Clearing & Forwarding Department is to receive and prepare relevant shipping documents processed by various Ministries, Departments and Agencies (MDAs) and business houses on to the delivery points. The function also cover other sea and air freight collection.

Management anticipates a steady increase in business activities in the course of the year, 2011, particularly after the Cabinet Decision of 2008, a policy decision for SLNSC to be the sole provider of clearing and forwarding services to all Government's MDAs. The department is currently servicing local customers as well as overseas forwarders and external associates.

5.5.4 **Account department**

The Board of Directors and the current management have employed university graduates with strong accounting backgrounds to increase the capacity of the department. This has greatly improved on the accounting system as well as enhancing the timely preparation of financial statements and management reports.

5.5.5 SLNSC's Achievements, 2010 to the first quarter of 2011

The company's achievements include the following:

- i. An increase in customer strength with the likes of UNICEF, WFP, ADDAX Bio-energy and China Railway Construction Company now on board
- ii. Face-lifting to the headquarter building and Scan-drive quarters
- iii. Payment of long outstanding liabilities viz-a-viz corporate tax, NASSIT, retirement benefits etc
- iv. Increase in staff strength by the recruitment of sixteen (16) university graduates from local colleges
- v. Establishment of a marketing section to sell the services of the company etc.

The company has started making profits although most of it is used to offset the company's debts which currently stand at over Le2.55billions. Most important of all, the company has continued to pay salaries on time.

5.5.6 Constraints of SLNSC

- i. SLNSC is facing enormous challenges. Because of the insensitivity of past Governments, two major core functions and revenue generating areas, 'Stevedoring and Freight Levy' were lost to the Sierra Leone Port Authority and the Sierra Leone Maritime Administration respectively. The SLPA is currently in the process of privatizing the Stevedoring function. The container section has been privatized and the bulk cargo section is pending privatization. Freight levy collection, another core function and a major revenue generating activity of SLNSC, was also lost to the Sierra Leone Maritime Administration (SLMA) when that institution was established. The company appealed for the intervention of the Parliamentary Committee on its behalf for the return of, at least, the stevedoring function to SLNSC.
- ii. SLNSC is competing against an unfair proliferation of clearing and forwarding agencies most of which are a one-man business affair where service fees are drastically reduced to force the company out of business.
- iii. Big mining companies like African Minerals, London Mining, Koidu Holdings, Sierra Rutile etc, including even ADDAX Bio-energy, prefer to do their shipping/services with private companies of interest or clearing houses managed by their white counterparts.
- iv. Another constraint is the way in which the company is being treated by Government Ministries. Sometime in November 2008, a Cabinet conclusion empowered the Sierra Leone National Shipping company to handle all clearing & forwarding services for

Government Ministries, Departments and agencies (MDAs). SLNSC took time to inform all (MDAs accordingly. The MDAs, with the exception of a few, have chosen to ignore the Cabinet decision.

- v. The SLNSC is indebted to the Sierra Leone Port Authority to the tune of US \$372,277.27 as of 31st October 2010. The company has made appeals for the kind intervention of the Committee, on its behalf, for the Sierra Leone Port Authority, (SLPA) to cancel and to write-off the amount as a bad debt because the principals of the vessels that incurred those debts had liquidated a long time ago and were no longer calling Freetown port.

5.5.7 Payment of Dividends and taxes to the Government

SLNSC has never been able to pay dividend to Government because the company was initially established as a joint venture between the Government of Sierra Leone and the Government of Norway. Since A/S Ocean Transport of Bergen of Norway pulled out, the company has not been making profit. SLNSC had however, continued to pay all taxes to Government.

5.5.8 SLNSC View on Privatisation

Management view is that there is an urgent need to inject financial assistance to build on the capacity of the company than to privatize it. Management believes the company has the potential to be viable with some assistance from Government particularly as it is a state enterprise that provides employment for the youths.

5.5.9 Management/Staff Relationship

With a total work force of about 65 people, management/staff relationship was said to be cordial. Management relations with the labour union was also said to be very cordial.

5.5.10 Recommendations

The Committee recommends that:

- i. Since big mining companies like African Minerals, London Mining, Koidu Holdings, Sierra Rutile including ADDAX Bio-energy enjoy certain tax concessions and duty waivers, Government should ensure that these companies at least do their shipping services through a Government owned parastatal like the Sierra Leone National Shipping Company Limited.
- ii. Government should enforce its own Cabinet Decision and policy statement of 2008 which empowered the Sierra Leone National Shipping company to handle all clearing &

forwarding services for Government Ministries, Departments and agencies (MDAs). SLNSC had informed all MDAs accordingly.

- iii. The Committee recommends for the intervention of the Minister of Transport and Aviation to review the issue of SLNSC's indebtedness to the Sierra Leone Port Authority to the tune of \$372,277.27 as of 31st October 2010 and, to ensure that the Sierra Leone Port Authority, (SLPA) cancel the amount as a bad debt, because the principals of the vessels that incurred those debts had liquidated and were no longer calling Freetown port.
- iv. Rather than privatizing the stevedoring functions of the SLPA, it would be more profitable to return that stevedoring function to SLNSC, where it originally belonged as a core function.

5.6.0 **SIERRA LEONE CIVIL AVIATION AUTHORITY (SLCAA)**

5.6.1 **Mission Statement**

The vision of the Sierra Leone Civil Aviation Authority (SLCAA) is to enhance the socio-economic development of Sierra Leone through the effective and efficient regulation of the civil aviation sector in compliance with international best practices.

5.6.2 **Background**

The Sierra Leone Civil Aviation Authority (SLCAA) was established by the Civil Aviation Act, 2008 to provide for an independent professional oversight of international and domestic air transport and cargo services in compliance with international agreements and obligations relating to Civil Aviation.

The establishment of the SLCAA came about as a result of the mandatory 'Universal Safety Oversight Audit Programme (USOAP)' that was conducted by the International Civil Aviation Organization (ICAO) in May 2006. The programme discovered that Sierra Leone was completely deficient in all eight critical elements audited. These critical elements were:

- i. Primary Aviation Legislation;
- ii. Specific operation regulations;
- iii. State Civil Aviation system and Safety Oversight functions;
- iv. Technical personnel qualification and training;
- v. Technical guidance, tools and the provision of safety-critical information;
- vi. Licensing, certification, authorization and approval obligations;
- vii. Surveillance obligations; and

viii. The resolution of safety concerns

The Civil Aviation Department then was governed by the obsolete Act of 1966 whose provisions did not meet with current trends in the aviation industry. The Department was therefore advised, by ICAO, to withdraw all the Air Operator's Certificates (AOC) it had issued and cancel all the Aircrafts entered in the Civil Aircraft Register of the Republic of Sierra Leone. The Civil Aircraft Register, at that material time, had over five (5) Sierra Leone AOC holders and ten (10) Aircrafts.

The recommendations of the International Civil Aviation Organization (ICAO) prompted the Minister of Transport and Aviation into action. In 2008, he took a Bill to Parliament for the establishment of an autonomous body to be known as the Sierra Leone Civil Aviation Authority (SLCAA) and piloted it into become law.

5.6.3 **Functions of the SLCAA**

The new Sierra Leone Civil Aviation Authority (SLCAA) is charged with the following functions amongst others:

- i. To license and regulate Civil Aviation in accordance with the obligations of Sierra Leone under the applicable international agreements so as to meet the International and domestic demands for air transportation and air cargo services including oversight in the provision, operation and maintenance of aerodromes and related facilities for Aviation, and to advice Government on the efficient development of the aviation industry.
- ii. The Authority has responsibility for promoting and developing safety in Aviation, including oversight in aircraft operation, air navigation facilities and services air traffic control, meteorological services and facilities to combat hazards to air navigation.
- iii. Licensing and registering of aircraft and ensuring safety of air navigation
- iv. Licensing and regulating air transport
- v. Coordinating search and rescue operations
- vi. Certifying and regulating the operations of air travel agents etc. etc.

Although the Act was passed in 2008, SLCAA only had an operational budgetary allocation in 2010.

5.6.4 **SOURCES OF FUNDING**

According to section 20 sub-section 1 of the SLCAA Act, 2008, the sources of funding for the SLCAA include the following:

- i. Monies appropriated by Parliament
- ii. Fees accruing from the grant of:
 - (a) Travel organizers licence;
 - (b) Air Transport License;
 - (c) Calibration of navigational aids where applicable
 - (d) Personnel licenses;
 - (e) Seventy per cent (70%) of the air ticket and cargo sales charge (currently collected by the National Revenue authority (NRA));
 - (f) Aircraft registration and certification;
 - (g) Certificate of airworthiness (issuance and renewal);
 - (h) Rentage of property, plants and equipment where applicable;
 - (i) Medical examination fees, where applicable;
 - (j) Sale of information and publications;
 - (k) Contract registration fees;
- iii. All sums accruing to the Authority by way of gifts, endowments, bequest, grants or other contributions by persons and organizations for the purposes of the Authority;
- iv. Return on Investments;
- v. Foreign aid and assistance from bilateral agencies;
- vi. All sums accruing to the Authority from the registration and regulation of air travel agencies and air travel organizers;
- vii. Ten percent (10%) of aircraft landing and parking fees collected by the Sierra Leone Airports Authority
- viii. Twenty (20%) of ground handling fees payable for aircraft and collected by the Ground Handling Agents and the ground handling concession.
- ix. Thirty percent (30%) of Passenger Service Charge collected by the Sierra Leone Airport Authority.

Implementation of the provisions of the Civil Aviation Act with regards to revenue collection has met with stiff resistance from the Sierra Leone Airports Authority and particularly the National Revenue Authority. (NRA) All revenue collected is paid in to an escrow account at the Bank of Sierra Leone and a total of Le726,000,000 (Seven Hundred and Twenty Six Million Leones) has been deposited from 2009 to date. The only source of funding currently left for the SLCAA is the quarterly subventions from Government which are grossly inadequate to meet the minimum operation expenditure.

5.6.5 Relations with the National Commission for Privatisation (NCP)

There is no direct relationship between the SLCAA and the National Commission for Privatization since the SLCAA is not among those parastatals under the purview of the NCP. That notwithstanding, the NCP supervises the Sierra Leone Airports Authority that is regulated by the

SLCAA. Hence the policy directives of the NCP regarding the operations of SLAA invariably affect the operational relationship between the SLCAA and the NCP.

5.6.6 Challenges and constraints

The Sierra Leone Civil Aviation Authority is currently grappling with several constraints that inhibit the successful implementation of set targets and these include:

a. *Manpower constraints*

The SLCAA is currently facing an acute shortage of trained manpower in aviation related work. Some efforts have been made to meet the challenge of the Authority with the recruitment of eleven (11) staff, including three Managers in the areas of Administration, Finance and Air Transport. That notwithstanding, trained personnel are urgently needed to fill key positions like Airworthiness Officer, Flight Operations Officer, Aviation Safety Inspectors, Aerodromes inspectors and officers, Licensing Officers and basic technical staff. Management has acquired the Board's concurrence for the commencement of the recruitment process to urgently fill the vacancies.

b. *Financial Constraints*

Another major constraint is the lack of adequate funding to meet the financial obligations of the SLCAA. The Authority has not been given the opportunity to collect revenue from those sources provided in the SLCAA Act of 2008 because it conflicts with the Sierra Leone Airport Authority (SLAA) and the National Revenue Authority (NRA) that is charged with the responsibility of collecting all revenues for Government.

In the case of the Sierra Leone Airport Authority, (SLAA) an ad hoc agreement had been brokered by the supervising Ministry of Transport and Aviation for SLAA to make regular monthly payments of Le.45, 000,000 to the SLCAA but the agreement was not adhered to by SLAA.

c. *Membership to International Civil Aviation Organisations*

Sierra Leone is a signatory to a number of international aviation conventions or has membership to certain international aviation organizations for which membership dues are outstanding and these include the:

1. International Civil Aviation Organization (ICAO)
2. the Banjul Accord Group (BSAG)
3. BAGASOO (Banjul Accord Group Aviation Safety Oversight Organization)
4. BAGAIA the (Banjul Accord Group Accident Investigation Agency)

5. the AFCAC, African Civil Aviation Commission
6. UKCAA – United Kingdom Civil Aviation Authority etc. etc.

The SLCAA is benefiting enormously from membership of these organizations in terms of attachment of technical personnel to SLCAA, provision of short-term and long term training opportunities and in building the capacity of the Sierra Leone aviation industry to international level. For instance;

- i. Sierra Leone Civil Aviation Authority has signed a Memorandum of Understanding (MOU) with the African Civil Aviation Commission (AFCAC) for a programme that is geared towards assisting Member States that lack the capacity to issue Air Operators Certificate (AOC) and or undertake technical functions.
- ii. Sierra Leone is receiving attention from ICAO that had conducted an Audit review of the Sierra Leone Civil Aviation Authority in order to verify that SLCAA actions were in conformity with ICAO recommended standards. There were strong indications that Sierra Leone was catching up.
- iii. In April 2011, a team from the Banjul Accord Group Aviation Safety Oversight Organisation (BAGASOO) and the Banjul Accord Group Secretariat visited the Sierra Leone Civil Aviation Authority and conducted a needs assessment. There are strong indications that AFCAC and BAGASOO will provide technical staff in the near future
- iv. The authority has also received a proposal from the United Kingdom Civil Aviation Authority (UKCAA International) for the provision of Technical personnel. Management viewed the proposal as a worthy venture and has asked for the concurrence of the Board to engage UKCAA International in further discussions.
- v. On the 3rd of June 2010 the Nigerian Civil Authority assisted the SLCAA by providing a Technical Adviser, in the person of Captain A.A. Ogunaake, to help the Authority comply with the **ICAO** requirements so that Sierra Leone could effectively and efficiently carry out its safety obligations.

5.6.7 Future Plans

The SLCAA has the under-mentioned future plans:

- i. Upgrading the human resource capacity of the Authority through training and recruitment of professional staff.
- ii. Re-issuance of Air Operators Certificates
- iii. Develop policies in collaboration with the Ministry of Transport and Aviation to ensure effective and efficient service delivery at the Lungi international airport

- iv. Effectively regulate the operations of Air Travel Agencies

5.6.8 **Committee's observation and recommendations**

The Committee observed with concern that inspite of the enormous benefits derived from the nation's membership to International Civil Aviation Organisations, SLCAA was lagging behind in its financial obligations to these organizations. Membership dues were particularly in arrears. The non-payment of Sierra Leone's membership dues to international organisations and affiliated bodies, Members observed was depriving the nation of many benefits and the nation's participation in these organisations is seemingly limited.

Members further observed that SLCAA lacked adequate funding to meet its financial obligations because the Authority has not been given the opportunity to collect revenue from those sources provided in the SLCAA Act of 2008. The Committee observed that such contradiction was not going to help SLCAA to function effectively, particularly considering that the SLCAA is supposed to supervise and regulate the SLAA to maintain the international standards enforced by ICAO. "We do not want to face a situation where our international airport would be blacklisted for failing to maintain ICAO standards," a Member said. The Committee therefore recommends and urge that these matters be given serious consideration by Government for the credibility of the international airport.

5.7.0 **SIERRA LEONE ROAD TRANSPORT CORPORATION**

5.7.1 **Mission Statement**

To Provide efficient, safe, reliable and cost-effective public transportation services throughout Sierra Leone and to connect Sierra Leone to the neighbouring countries.

5.7.2 **Vision**

To provide the best public Transportation system in Sierra Leone.

5.7.3 **Mandate**

The Sierra Leone Road Transport Corporation (S.L.R.T.C.) was established under the SLRTC Act No.17 of 1964 to:

- i. operate and maintain the public transport services of Government for the conveyance of passengers and goods nationwide

- i. "in so far as it's able to do so, provide (such services) at reasonable prices to the public"
- ii. "engage in any requisite construction activities ancillary to its own needs and those of the Government or to those of the general public"
- iii. "consult with the Minister to order particular routes, roads and streets to the use of (SLRTC) vehicles ...' to the exclusion of the use of such routes ...by any or every other kind of public vehicle ...plying for passengers hire or fares

The strategic policies of the SLRTC were initially geared towards the increase of the current fleet from 30 buses to 43 by mid March 2011. Discussions with Government are ongoing for the procurement of additional buses by the end of 2011. The Corporation has plans to extend Bus services to other provincial routes as and when the road network in the country improves. The Corporation plans to construct satellite Bus Stations and depots in all the provincial Headquarter towns of Kenema, Bo and Makeni to enhance service delivery. Management also realizes that equipping the training Centre and the workshop with modern machinery is essential for the development of a viable transport system and every effort was being made to do so.

5.7.4 Core and Non Core Businesses

The Operations Department is responsible for delivering the core business of the Corporation i. e. providing regular safe and affordable bus service and, ensuring that sufficient revenue is generated for the sustainability of the Corporation. This entails the daily scheduling and maximum utilization of routes, buses, drivers, inspectors, sales staff and providing bus hire services to the public.

Apart from its core business, the Corporation also engages in other revenue generating activities including the following: `

- i. Provision of courier services to leading institutions
- ii. Property renting (Landlord-ship)
- iii. Repairs and service of non- corporation vehicles
- iv. Training of technicians and mechanics for leading Institutions
- v. Utilizing the Central Bus Station when not in use as a car park

5.7.5 Promoting national pride and patriotism

To awaken national pride and patriotism in the country, the SLRTC has assigned the names of key historical and modern Sierra Leonean heroes like Madam Ella Koblo Gullama, Ebenezer Calendar, Kai Londo, Sengbe Pieh, Bai Bureh, Tejan Kabbah etc. to its buses.

5.7.6 Summary of Key Achievements

In spite of the perennial challenges, the Corporation was able to make some significant achievements during the period under review:

- i. In November 2009, Management secured a loan of Le1, 091,200,000 (One Billion, Ninety-one Million, and two hundred thousand Leones) from Ecobank SL Ltd to purchase 12 new TATA buses.
- ii. Although the repayment period agreed with the Bank was two years, (24 months) the Corporation swiftly paid back the loan within twelve (12) months
- iii. In November 2010, new loan facilities were finalized and secured with EcoBank S.L. Ltd, for the purchase of additional thirteen (13) new Ashok Leyland Buses, a Forklift and a 4x4 Crane/tow vehicle. The arrival of this fleet in early 2011 enhanced the Corporation's service delivery capabilities
- iv. In December 2010, the Corporation held a graduation ceremony for 24 in-house trained mechanics, the first in 20 years.
- v. In the year under review, one hundred and thirty three (133) tractor mechanics from the four regions were trained and certificated on behalf of the Ministry of Agriculture Forestry and food Security.
- vi. New routes/services were launched to Kambia, Moyamba and Mattru.

5.7.7 Summary of Key Challenges

Key challenges confronting the Corporation includes:

- i. Heavy traffic congestion in the city
- ii. Lack of genuine auto spare parts in the country
- iii. Poor road conditions, which affect both service delivery and the life span of the buses
- iv. High operating cost due to rising cost of spares, accessories, and fuel
- v. The unregulated nature of the market
- vi. The complexity of modern automobile technology, and the lack of local expertise

In addition, the following continue to adversely impact on the Corporation's performance:

- i. Unhealthy competition from commercial vehicle operators
- ii. Non-complimentary attitude of Motor Drivers Union and Lorry Park caretakers
- iii. Very limited and aged buses
- iv. Staff competence and commitment
- v. Soaring operations and administration cost, resulting in very high expenditure

- vi. Limited access to finance, funding and seed capital

5.7.8 **Bus Operations**

The operations of the buses, during the period under review, were very successful having focused primarily on the following key areas:

a. **Improving service connectivity and ticket sales**

- i. The nationwide pre-booking ticket sales, supported by a customer helpline for each route, has been fully developed and appreciated by commuters; with over 150 pre-booked sales daily
- ii. The afternoon bus services to/from Bo, Kono and Kenema, are well established
- iii. In February 2010, three pre-booking ticket sales outlets were constructed at the Depot/Head Office, to enable people in Eastern Freetown to purchase pre-book tickets. Other ticket sales outlets were established along the Kissy Shell - New Road. Though facilities at this site require improvement, passenger turnout is rapidly increasing particularly for the afternoon services.

b. **Improving service quality and reliability**

- i. To alleviate passengers' distress in the event of bus breakdown, 'the Rapid Response' wing of the Corporation is permanently on 'Red Alert.'
- ii. To improve the ambience and customer experience, the Main Bus Station has been given a facelift. A new public address system has installed to ensure ease of communication with passengers. Metal rails have also been constructed to enable passengers queue in an orderly manner on a first-come-first-serve basis.
- iii. To improve on the security situation at the main Wallace Johnson Street Bus Station, police security patrols have been introduced to restrict access of undesirables into the bus station,
- iv. Every effort is being made to increase the fleet of buses.

5.7.8 **Enhancing drivers' competence**

SLRTC prides itself with having the most professional and disciplined drivers in the country. The Corporation's Continuous Development and Driver Competence Assurance

Programmes are pivotal to the Corporation's success in that regard. Management has ensured:

- i. Regular Bus Drivers Orientation programmes to update drivers on professional best practice and driving ethics. This has improved the driver-passenger relationship and reduced accident rate by 25%.
- ii. During the 4th quarter of 2010, twelve of the Corporation's senior drivers attended a Drivers' Refresher Training Programme organized by the Sierra Leone Road Transport Authority. These certificated drivers are now being fully utilized.

5.7.9 **Bus Routes**

During the period under review, the Corporation provided regular services to key provincial towns, and launched three new routes to Moyamba, Kambia, and Mattru.

Inhibiting factors such as bad roads and poor passenger patronage in some provincial towns however means that certain routes would be unviable for now. With the additional new buses envisaged and the on-going road rehabilitation projects currently being undertaken by the government, the situation would be reviewed in due course.

The following routes were regularly serviced throughout the period under review:

Provincial

Freetown – Bo
 Freetown – Kenema
 Freetown – Kono
 Freetown – Kabala

 Freetown – Kambia
 Freetown – Yargoi
 Freetown – Moyamba
 Freetown- Pujehun
 Freetown – Mattru

City/Rural Service

Bus Station – Kissy Mess-Mess
 Bus Station – Calaba Town
 Bus Station – Wellington
 Bus Station – Lumley
 Bus Station – Tokeh
 Bus Station – Goderich
 Bus Station - Waterloo

 Targrin – Lungi Airport – Tintafor

The following routes are under consideration, subject to fleet increase and improved road infrastructure.

Provincial

Freetown - Kailahun
 Freetown – Conakry

City/Rural Service

Bus Station – St. John
 Cline Town – Waterloo

Freetown – Kukuna via Kambia
 Freetown – Monrovia
 Freetown – Segbewema
 Freetown – Kamakwe
 Regional shuttle services

Saint John – Lumley
 Saint John – Aberdeen Village
 Lumley – Regent Village
 Bus Station – Cline Town
 Orbital Services
 Cline Town – Calaba Town

5.7.10 **Technical Training**

The Corporation has identified staff development as a critical factor and emphasis is placed on the Technical Training Department to provide professional skills-development opportunities for youths. The Technical Training Department, established under the auspices of the GTZ, is now one of the Corporation's key pillars for youth training-for-employment.

5.7.11 **Technical / Maintenance Department**

The day-to-day maintenance service and repair of the Corporation vehicles are undertaken in-house by the Technical Department. The Technical department is one of the key ancillaries of the Corporation that is constantly working to keep the aged fleet of green Libyan Mercedes Benz Buses on the road.

In the period under review, the Technical arm successfully rehabilitated and reconditioned two scrapped (GT type) buses into operational status. For revenue purposes, the Technical department also provide mechanical services to the public.

5.7 12 **Major constraints**

- i. The age of the fleet and the different models make maintenance work very expensive. It makes good business sense to have only one fleet type.
- ii. The lack of genuine spares parts is also a major constraint. Given the age of the fleet and difficulty in obtaining spare parts, several vehicles have had to be written-off.

5.7.13 **Committee's Observation and Recommendations**

The Committee observed that the performance of the SLRTC in the period under review was impressive and has proved the widely held view of a cross section of Members that certain Parastatals do not need to be privatized. What some of these State enterprises require is financial enhancement coupled with the right kind of people,(not square pegs in round holes) who have the experience and genuine love for this country.

That the SLRTC, Members observed, was able to obtain a bank loan to buy 12 brand new TATA buses and repaid the loan within twelve out of the twenty-four months agreed on, is not only laudable but very much commendable. The Committee commends the Board and

management for the laudable venture. In time, Members observed, SLRTC would be able to sustain itself and not rely on Government.

The Committee recommends that, having won the confidence and credibility of the loaning bank, the SLRTC Board and management be encouraged to obtain more bank loans to increase their fleet for the good of the nation.

5.8 Sierra Leone Meteorological services

5.8.1 Background Information

The Sierra Leone Meteorological Services (SLMS) was established on the May 29, 1927 as a Department to the British West African Meteorological Service. It became the Sierra Leone Meteorological Service (SLMS) after independence in 1961 and its original objectives were to:

- i. secure the safety and welfare of citizens by providing timely weather warnings
- ii. make direct contribution to the socio-economic development through early warning to farmers in the country
- iii. collect and retain custody of important historical meteorological (climatological) records to help future generation understand the global climate
- iv. fulfill international obligations under several conventions e.g. the World Meteorological Organization (WMO), United Nations Framework Convention on Climate Change (UNFCCC), United Nations Convention to Combat Desertification (UNCCD) etc. on behalf of the country.

5.8.2 Mission statement

The Sierra Leone Meteorological Services provides reliable weather and climate services by collecting, processing, archiving and disseminating meteorological, climatological and Climate Change information and services to support end-users with special regard to the protection of life, property and safeguarding the environment.

5.8.3 Functions

The SLMS was established as the sole authority responsible for the issuance of weather and climatological warnings and services. Its functions are to:

- i. forecast, plan and deliver meteorological and climatological services to enhance the socio-economic development of the country;
- ii. collect adequate and reliable meteorological data and information, process and disseminate same locally and internationally;
- iii. Provide meteorological and climatological service, advice and weather warnings for the benefit of agriculture, aviation, marine transport, defense, tourism, disaster management, for the security of end-users and the general public.
- iv. provide advice on meteorological and climatological matters to the nation, governmental and non-governmental agencies
- v. develop adequate manpower to enhance functional effectiveness and efficiency of the department
- vi. Ensure the transformation of the Department into an Agency, generate revenue by charging for services rendered to other clients and thus reduce its reliance on Government.
- vii. Participate in the activities of international organizations, such as World Meteorological Organization (WMO), CLISS, ACMAD, ECOWAS, UNFCCC, etc.
- viii. Participate in worldwide exchange of meteorological and related data and products for the safety of humankind and to enhance the understanding of the global atmosphere and climate change issues.

5.8.4 Effects of the rebel war on SLMS.

The eleven years rebel war adversely affected the Meteorological Services in ways that comprised the following:

- i. All the meteorological stations in the country were either totally or partially destroyed by the rebel war. Out of the 11 Synoptic weather stations in the country (Freetown, Lungi, Bo, Makeni, Bonthe, Njala, Kabala, Sefadu, Daru, Yele and Shenge), only four (4) Lungi, Bo, Bonthe and Makeni) are now operational but even those are below standards particularly in terms of standard observation, instruments and manpower
- ii. The eight Agro-Met stations, particularly those at Njala, Rokpur, Kabala, Daru and Tormabum, needs total rehabilitation.
- iii. The 35 rainfall stations in the country were all destroyed or vandalized in the war.

- v. Rescue logistics radar installation at Tower Hill was destroyed. A replacement is urgently needed to save lives during boat, air and similar disasters.

5.8.5 Additional Constraints

The SLMS is:

- i. grossly short of professional and technical staff
- ii. has only four main operational stations
- iii. poor logistics and obsolete instruments and equipment
- iv. a very restrictive Government subvention
- iv. No sources of revenue. Provision of data and services for Agriculture, Marine, Construction, Hydrology, tourism, Media, the Public etc, are not paid for.

5.8.6 Achievements

- i. The SLMS implemented the Climate Change Project in 2008 that compiled the country's emission data in accordance with the United Nations Convention on Climate Change (UNFCCC) and the Inter-governmental panel on Climate Change (IPCC)
- ii. Directed the National Adaptation Program of Action (NAPA) project with other stakeholders and line Ministries in the assessment of the country's capacity/gap/needs to adapt to climate change. Through the World Meteorological Organization, (WMO) the Department approached UNDP for the digitization of the Department's Meteorological/Climatological Data). UNDP contracted three (3) data entry personnel for five months to do the work. There are, however, still more data to be done. SLMS has requested for an extension of the contract and there are positive signs that they would oblige.
- iii. SLMS is expecting to receive the European Meteorological Satellite (EUMETSAT) reception station for its service, together with the joint African Monitoring of the Environment for sustainable Development (AMESD) of the Ministry of Agriculture and Food Security, and other line ministries and organizations. The equipment has been installed at the Meteorological Forecast Office at Lungi Airport and the Planning Division of the Ministry of Agriculture Forestry and Food Security, and fully operational.
- iv. SLMS is in the process of receiving six (6) automatic weather stations as aid from the Spanish Government/IFAD. The data will be simultaneously received by the

Meteorological Department and Agricultural authorities for their respective processing. UNDP has completed the bidding process and the UK Meteorological Office is currently doing the procurement.

- v. From the NAPA assessment, SLMS came out with the Meteorological component master plan for the rehabilitation of its previous stations for possible expansion of its network of stations and other logistics. Part of this was taken on board together with the requirements from other line Ministries (especially the Agriculture and food Security Ministry) in the Global Environment Facility (GEF) fund to be implemented by IFAD. This project would help to address some of the pressing needs.
- vi. In view of the shortage of professional and technical staff and in preparation of the new stations to be established, the Human Resource Management Office (HRMO) and the Public Service Commission (PSC) have recruited thirty (30) meteorological Observers, five (5) Meteorological Officers and Four (4) Pupil Meteorologists who are currently undergoing the preliminary weather observation training
- vii. SLMS service to the Aviation, Marine, environment, disaster management etc. cannot be overemphasized
- viii. There is advanced work in the process of installing six Automatic Weather Stations at Lungi, Rokpru, Kenema, Kabala, Njala, and Freetown. The site inspection team from the UK MET Office visited Sierra Leone in October, and will come in January, 2012 for the installation and training of the personnel on the use and maintenance of the equipment. The Data from these equipments will be simultaneously receive in real time by both the MET Department and the Agricultural Ministry
- ix. The SLMS was able to send two staff members, Mr. B.S. Konneh and Mr. Patrick Musa for two months to the Nigeria Meteorological Training Institute, Lagos through the WMO Voluntary Cooperation Program, for training in Climatology and Advance Forecasting respectively.
- x. From the Department's active participation in the African Carbon Forum and associated Carbon Market activities, SLMS got the country's first Clean Development Mechanism (CDM) project validated and is now awaiting registration under the ADDAX Bio-Energy CDM Project
- xi. SLMS is in the process of putting in place the necessary mechanism for the accreditation of the National Implementation Entity for its access to the Least Developed Country (LCDs) Climate Change Adaptation Fund of \$10m. Once the above process has gone through, various institutions would be able to undertake the series of Climate Change Adaptation projects that would utilize the above fund.

5.8.7 Future plans

- i. For effective and efficient service delivery and sustainability, the SLMS intends to transform itself into an Agency that would make cost recovery charges for services provided as is the case in countries like Ghana, Nigeria, Tanzania, Egypt, etc. The draft "**Transformation to Agency bill**" has been forwarded to the supervising Ministry of Transport and Aviation for the attention of Cabinet.
- ii. The SLMS wishes to digitalize all climatological data so as to reduce the waiting period between data request and service to end-users. The assistance of development partners is particularly solicited. UNDP has been most supportive but there is a lot more to be done. The Department needs support to particularly digitalize its more than century old data still in prints. (good CLIMAT data collected when Sierra Leone was the Head- quarter of the then British West African Meteorological Service).
- iii. Government has granted permission to recruit 35 personnel including 5 Meteorological Officers and 3 Pupil Meteorologists. The Department is currently grappling with the problem of providing the required training for these officers. Funds are urgently needed for the external training of the 5-Meteorological Officers and 3-pupil Meteorologist in some of the World's Meteorological "Training Institutes in Nigeria, Nairobi or Cairo.
- iv. The Department is hoping that the NAPA project would be of help in providing the external training needs of some of the in-coming officers. Main while, the Nigeria Meteorological Agency has been contacted through **WMO**, for **Voluntary Cooperation Program (VCP)** to send three meteorologists to assist with the internal training of the 30 Observers.

The SLMS requires funding to urgently obtain the following equipment:

- a) two (2) Ranet systems for out station data collection
- b) 15 SSB sets for each of the districts and regions for timely data dissemination to farmers and other end users. There is none at the moment
- c) Equipment for the urgent reopening of 14 automatic stations especially for rainfall to aid the farmers and for early weather warnings
- d) Storm detecting radar to give early warning to local fishermen and particularly local boat travelers. This would prevent/minimize sea disasters and will help the disaster management office
- e) The SLMS current official building is old and partly dilapidated. Funds are urgently needed to rehabilitate the building and to put up structures in the adjacent vacant land to house the Meteorological Office, the Climate Change Secretariat and the

Department's training school. The assistance of development partners is highly solicited.

5.8.8 Observation/Recommendation

The Committee observed that the Sierra Leone Meteorological Department is currently a shadow of its former self. The eleven years rebel war had had a devastating effect on the infrastructural facilities of the department. All the MET stations were either totally or partially destroyed. The eight MET stations were vandalized and require total rehabilitation. The 35 Rainfall Stations were totally destroyed including the rescue logistics radar installation at Tower Hill, Freetown.

The Committee strongly recommends that the Government, as a matter of urgency, take immediate steps to restore and resuscitate the Meteorological Department, the body that is by legislation, responsible for providing weather forecast to help people know what the weather would be like in the near future and to be prepared for it. Accurate and timely information about the weather – when there would be rain or shine, when there would be stormy or windy weather, is a life saving information to aviation, shipping, farmers, fishermen, tourism, the entertainment industry etc. etc.

Alongside the Government, the Committee is calling on development partners, UN Agencies, the international community, global and regional Meteorological Organizations etc. to come to the aid of the Government and people of Sierra Leone to enhance the restoration of the Sierra Leone Meteorological Services to enable it continue providing lifesaving services to the people and, at the same time, participate in worldwide exchange of meteorological and related data and products for the safety of mankind to enhance an understanding of the global atmosphere and climate change issues.

Hon. Ali S. Sankoh
Chairman.