



APRM
African Peer Review
Mechanism

THE FIRST
100
DAYS IN OFFICE

**Mohamed
Sheshu Sheriff**

**EXECUTIVE SECRETARY OF THE APRM
NATIONAL SECRETARIAT IN SIERRA LEONE**





Mohamed Sheshu Sheriff

A VISIONARY LEADER FOR THE APRM IN SIERRA LEONE



FORWARD STATEMENT

I am pleased to present this draft report on the achievements of Mohamed Sheshu Sheriff, the Executive Secretary of the APRM National Secretariat in Sierra Leone, in his first 100 days in office. This report highlights the remarkable leadership, dedication, and innovation that Mr. Sheriff has demonstrated in advancing the APRM process and its objectives in Sierra Leone and beyond. It also showcases the strategic vision and direction of President Julius Maada Bio, who is the immediate past chairperson of the APRM Forum of Heads of State and Government, in promoting democratic good governance, regional integration, peace, and security in Africa. The report covers the major milestones, activities, challenges, and recommendations of the APRM Sierra Leone Office under Mr. Sheriff's stewardship, as well as a brief biography of him.

EXECUTIVE SUMMARY



His is Mohamed Sheshu Sheriff, Executive Secretary of the APRM National Secretariat in Sierra Leone, appointed into office by President Bio on September 8, 2023, and formally assumed office on October 2, 2023. Since then, he has demonstrated leadership and commitment to the APRM process and its objectives. In the first 100 days of his tenure as Executive Secretary of the African Peer Review Mechanism (APRM) National Secretariat, Mr. Sheriff showed remarkable leadership, intense devotion to duty, and a strong sense of commitment and excellence to the furtherance of His Excellency President Julius Maada Bio’s June 2023 manifesto commitments including promotion and consolidation of democratic good governance in Sierra Leone.

Upon assuming duty, Mr. Sheriff first laid out a clear action points to his national assignment as the new head of the APRM National secretariat, including 30-Day Plan (Learn operations, review report, engage stakeholders. Plan work, train staff, partner, propose projects); 60-Day Plan (Raise awareness, track projects, support policy, collaborate regionally, mobilize resources); 100-Day Plan (Tackle governance issues, consult stakeholders, empower citizens, improve staff, report progress). Upon assuming into office, his first national assignment was the launching of the APRM Targeted Review on “Unconstitutional Change of Government” (UCG) in Sierra Leone, which President Julius Maada Bio had initiated in 2022, and engaged in nationwide popularization efforts about the role of the APRM and the UCG.

He also prioritized media interactions, built the capacity of his staff, represented Sierra Leone at the APRM’s 20th-anniversary event in South Africa, where he chaired the APRM National Secretariat Working Group, and fostered collaborations with key partners such as the APRM continental secretariat, the Center for Global Africa, and other development partners in Sierra Leone. His emphasis on unity and inclusivity among the APRM staff and his rekindling of communication between the APRM Sierra Leone and the APRM continental were significant achievements during his 100 days in office. He also conducted public lectures at the Njala University and the Eastern Technical University, highlighting the APRM’s role in promoting democratic governance and inclusive development in Africa.

He faced some challenges of mobility, visibility, and office space, which he sought to overcome by partnering and collaborating with democracy and pro-democracy activists, development partners, and diplomatic missions. Alongside the APRM Focal Point and Minister of Public Administration and Political Affairs, Mr. Sheriff showcased Sierra Leone’s strategic vision and achievements in the APRM process at the 33rd Ordinary Session of the African Peer Review Forum in Freetown, Sierra Leone, in February 2024, where President Julius Maada Bio and Dr. Abdoulaye Janneh signed a Memorandum of Understanding on the Second Generation Country Review in Sierra Leone. He also supported Vice President Dr. Mohamed Juldeh Jalloh and the APRM Focal Point, Minister Amara Kallon in delivering two pivotal reports at the African Union’s 37th Assembly of Heads of State and Government, highlighting Sierra Leone’s commitment to regional advancement and integration as well as global reform.



The APRM Sierra Leone Office serves as the country's focal point for the APRM, a voluntary self-assessment tool established by the African Union. Since Sierra Leone's accession to the APRM in 2004, its main goal is to promote good governance, transparency, and accountability, with the aim of fostering socio-economic development and improving the well-being of Sierra Leone's citizens. This is achieved by conducting a comprehensive country review, targeted reviews, and self-assessments engaging stakeholders, including the civil society, and the private sector etc. and assessing governance practices in various thematic areas. The office also collaborates with the APRM Continental Secretariat and other country offices to share experiences and enhance regional cooperation. Upon assuming into office, as the Executive Secretary of the APRM National Secretariat in Sierra Leone, I envision a country that upholds the highest standards of good governance, transparency, and accountability, and that leverages its rich human and natural resources to achieve inclusive and sustainable development for all its citizens. To realize this vision, I will dedicate my first 100 days in office to the following mission: Familiarize with operations, review Country Review Report, and engage stakeholders. Develop work plan, train staff, establish partnerships, and propose projects; Launch awareness campaign, monitor projects, support policy formulation, regional collaboration, and explore resource mobilization; and address governance gaps, consult stakeholders, strengthen citizen participation, and enhance staff capacity, report progress. These plans aim to ensure a comprehensive understanding of operations, foster collaboration with stakeholders, enhance staff capabilities, and implement initiatives aligned with the APRM's objectives. Additionally, we will prioritize public awareness, monitoring and evaluation, policy support, and resource mobilization for effective governance assessment and development in Sierra Leone. To report on the achievements and challenges of my first 100 days in office, highlight the successes and opportunities, and identify the areas for improvement and action. Through these activities, I aim to ensure a comprehensive and effective implementation of the APRM process in Sierra Leone, and to contribute to the promotion of good governance, transparency, and accountability, with the ultimate goal of fostering socio-economic development and improving the well-being of Sierra Leone's citizens.

African Peer Review Mechanism



President Julius Maada Bio, President of the Republic of Sierra Leone and Chairman, APR Forum of Heads of State and Government

THE LAUNCH OF THE UCG REPORT IN SIERRA LEONE

A major milestone that Sheriff achieved in his first 100 days in office was the coordination of the launching of the APRM Targeted Review on Unconstitutional Change of Government in Sierra Leone, which President Bio commissioned to evaluate and address the issue of unconstitutional government changes in Africa. This was a landmark initiative that demonstrated Sierra Leone's leadership and commitment to democratic governance and the rule of law. Sheriff coordinated the launch of the report at the Bintumani Conference Centre in Freetown on November 1, 2023, with the Chief Minister, Dr. David Moinina Sengeh, representing the President, and the APRM Lead Panel Member for Sierra Leone, Ambassador Princess Inonge Mbikusita-Lewanika, in attendance. The launch was followed by a nationwide awareness campaign with district and local councils, resident ministers' offices, provincial secretaries, and district officers, conducting impactful radio and television engagements across various communities in the South, East, North, and North West. These regional engagements ensured that the report reached a wide and diverse audience and stimulated dialogue and action on the issue of unconstitutional government changes in Sierra Leone and Africa.





LAUNCH OF THE UNCONSTITUTIONAL CHANGES OF GOVERNMENT IN SIERRA LEONE ON NOVEMBER 1, 2023

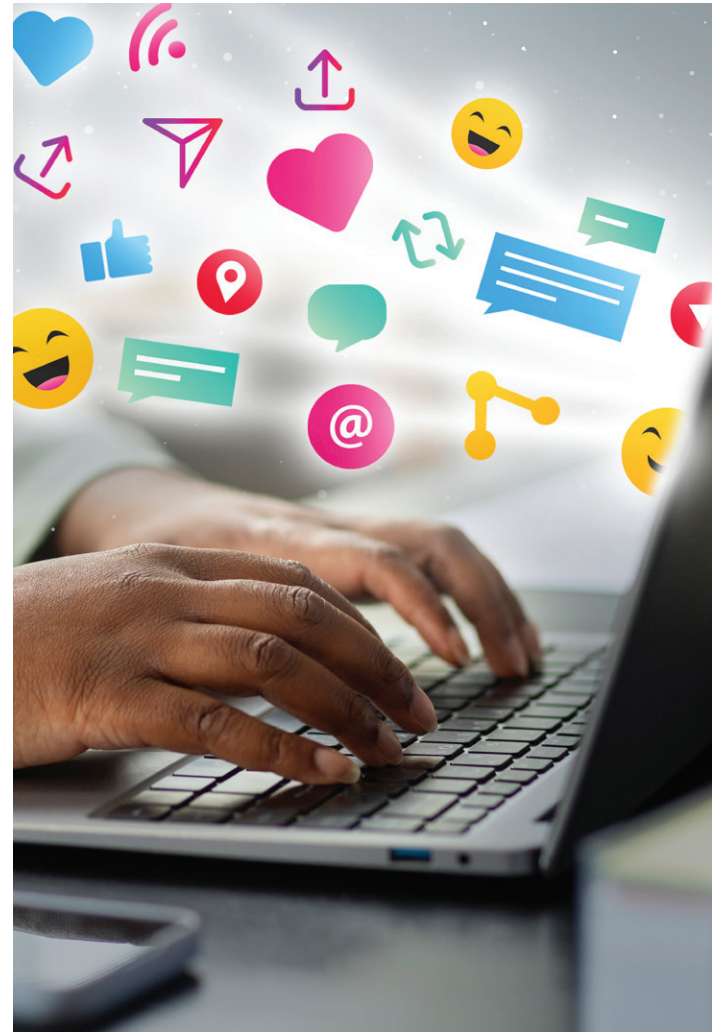




Media Roundtable with Journalists at the APRM National Secretariat on the merging of the Launching of the UCG Report in Sierra Leone

MEDIA ENGAGEMENTS

In his first days in office, Mr. Sheriff also prioritized media outreach, recognizing the importance of communicating the APRM's message and activities to the public. He conducted four interactive sessions with over 20 media houses, spanning both print and electronic media including Radio Democracy, Star Line Radio and Television etc. He also engaged with 15 social media influencers including the Sierraloaded, Sarah Kallay Media, Samantha, SL News Blog etc., amplifying the APRM's message. He used these platforms to inform, educate, and sensitize the public about the role and relevance of the APRM in promoting good governance, democracy, peace, and development in Africa. He further highlighted the achievements and best practices of Sierra Leone in the APRM process, such as the political commitment, the partnership and collaboration with the media, and the implementation of the UCG targeted review recommendations.



CAPACITY BUILDING AND UNITY AMONG THE APRM STAFF IN SIERRA LEONE

One of the first actions that Mr. Sheriff took as the Executive Secretary of the APRM National Secretariat in Sierra Leone was to enhance the organizational capacity and unity of his staff. He ensured that every staff member, from top-tier to janitorial staff, had access to a computer and Mifi internet with a three-month subscription. He provided training and mentoring to the staff on various aspects of the APRM process and its thematic areas. He also fostered a culture of coordination, inclusion, and knowledge sharing in decision-making among the staff. He unified the APRM staff in Sierra Leone and created a conducive and productive work environment, including leading by example and inspired his staff to work with passion, dedication, and professionalism.



STRENGTHENING PARTNERSHIP AND COMMITMENT TO REGIONAL COLLABORATION

Mr. Sheriff showed initiative, innovation, and leadership in his first 60 days in office as the Executive Secretary of the APRM National Secretariat in Sierra Leone. He started a conversation and kept regular and constructive communication and cooperation with the APRM continental secretariat, the technical and administrative arm of the APRM. He made sure that the APRM national secretariat in Sierra Leone followed the APRM standards and principles and got the necessary support and guidance from the APRM continental secretariat. He also established a partnership with the Center for Global Africa, a research and policy think tank based in the United States. He has initiated a partnership with the Center for Global Africa on various projects and initiatives related to the APRM process and its thematic areas, such as the APRM Governance Index, the APRM Youth Symposium, and the APRM Diaspora Engagement. He further strengthened Sierra Leone's ties within the African Union and the international community, highlighting the country's commitment to regional advancement and global reform.

Mr. Sheriff also represented Sierra Leone at the APRM's 20th anniversary in South Africa

from December 8 to 15, 2023, alongside the APRM Focal point. During the anniversary, Sheriff showcased Sierra Leone's achievements and best practices in the APRM process, such as the political commitment, the partnership and collaboration with the media, and the implementation of the UCG targeted review recommendations. He also highlighted the strategic vision and direction of Sierra Leone in the APRM process, such as the launch of the Second Generation Country Review and the promotion of democratic governance and inclusive development. As Chairperson of the APRM Forum of National Secretariat Chairs, he chaired the APRM National Secretariat Working Group and participated in the peace and security working group, collaborating effectively with APRM Focal Point Amara Kallon, as well as jointly coordinated the attendance of President Julius Maada Bio's at the APRM 20th anniversary.



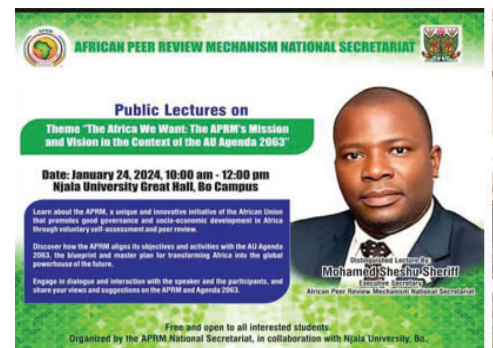
APRM Focal Point, Minister Amara Kallon and APRM Exec. Sec., Mohamed Sheriff, Attending the APRM 20th Anniversary in Johannesburg, South Africa



PUBLIC LECTURES AT THE NJALA UNIVERSITY AND THE EASTERN TECHNICAL UNIVERSITY

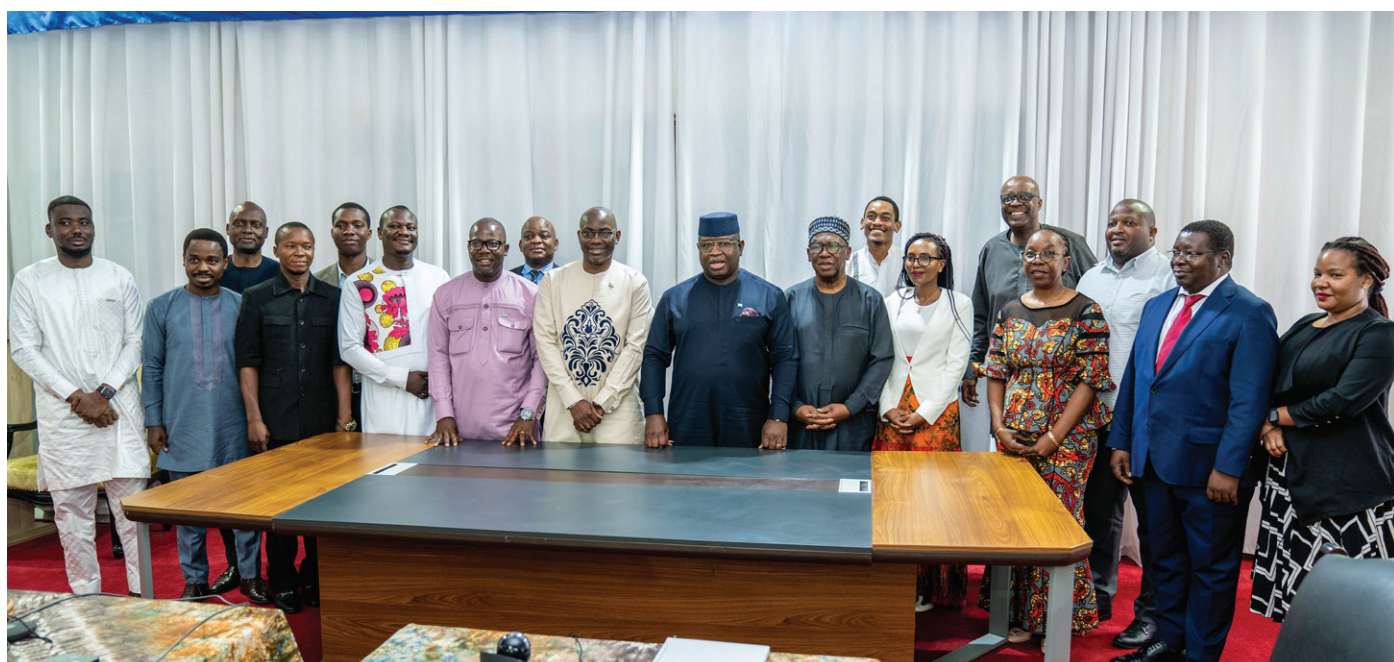
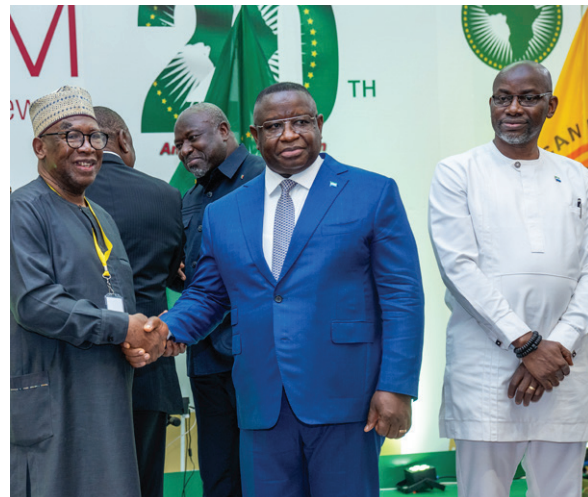
Public Lectures at the Njala University and the Eastern Technical University on the Theme: the APRM's Mission and Vision in the Context of the AU Agenda 2063

Understanding the importance of the enormous potentials of the youth and the academic community in the development of Sierra Leone and the African Continent, APRM Executive Secretary Sheriff, conducted two enlightening public lectures at Njala University and the Eastern Technical University, emphasizing the APRM's role in promoting democratic governance and inclusive development in Africa. Mr. Sheriff highlighted the mechanism's enforcement of the AU's principles on governance and democracy, fostering policies for political stability, economic growth, and sustainable development. By engaging broad stakeholder participation, the APRM ensures periodic reviews of governance performance, aligning with AU's Agenda 2063 and Sustainable Development Goals. His commitment to advancing the Africa we want through the APRM's mission and vision was commendable. The APRM Sierra Leone Office's initiative to educate students on these crucial topics is invaluable, displaying the dedication to promoting good governance, peace, and prosperity in the region.



SIERRA LEONE HOSTS APR FORUM, SIGNS MOU, AND WELCOMES NEW MEMBER

One of the highlights of Sheriff's 100 days in office was his participation and contribution to the 33rd Ordinary Session of the African Peer Review Forum, which was held in Freetown, Sierra Leone, in February 2024, with H.E Julius Maada Bio, President of Sierra Leone and APR Forum Chairperson, presiding. The Forum discussed and approved several targeted review reports of certain African countries including the Republic of Uganda's Targeted Review on the "Underdevelopment of Infrastructure, Agriculture and Non-Responsive Civil Service, the Republic of Mozambique's Targeted review of Mozambique on "State Resilience, Food security and Natural Disasters Zambia"; During the meeting, President Bio welcomed the Central African Republic as a new member, and confirmed the new APRM Troika. In addition, both President Julius Maada Bio, and Dr. Abdoulie Janneh signed the Memorandum of Understanding on the Second Generation Country Review in Sierra Leone, officially launching its self-assessment process. The review will cover five thematic areas, encompassing all sectors of national development, with completion expected by the end of 2025. The event highlights President Bio's exceptional contributions to democratic consolidation in Africa, further affirming Sierra Leone's pivotal force in African governance and development agenda.



President Bio Hosts the 33rd APR Forum, Signs MoU, and Welcomes New Member to the APRM

THE RECONSTITUTION OF THE NATIONAL GOVERNING COUNCIL OF THE APRM IN SIERRA LEONE

In compliance with the APRM's statute and in fulfilment of the APRM national mandate, Mr. Sheriff established the National Governing Council (NGC) of the APRM in Sierra Leone, chaired by Ambassador Soullay Daramy and deputized by Madam Abigael Renner. The NGC plays a pivotal role in promoting transparency, accountability, and participatory governance, crucial for national development. Under the astute leadership of Mr. Sheriff, the NGC serves as a platform for fostering dialogue, building consensus, and implementing reforms that enhance governance effectiveness. Through Ambassador Daramy's stewardship and Executive Sheriff's leadership, the NGC in Sierra Leone exemplifies a commitment to upholding democratic principles, driving sustainable development, and advancing the country's socio-political landscape toward greater prosperity and stability.

VP JULDEH JALLOH HIGHLIGHTS REPRESENTS SIERRA LEONE AT THE AFRICAN UNION SUMMIT

At the African Union's 37th Assembly of Heads of State and Government, Executive Secretary supported the Vice President of Sierra Leone Dr. Mohamed Juldeh Jalloh and the APRM focal Point and Minister of Public Administration and Political Affairs, Mr. Amara Kallon where VP Jalloh delivered two pivotal reports highlighting the country's commitment to regional advancement and global reform on behalf of President Bio. The APRM report, emphasizing Africa's collective endeavor towards transparency, accountability, and sustainable development, was one of the reports. Jalloh underscored Sierra Leone's significant role in galvanizing support for the Common African Position on the UN Security Council's reform, highlighting the country's dedication to fostering intra-African cooperation and cohesion, and President Bio's exemplary leadership garnered unanimous endorsement and adoption of the presented reports. VP Jalloh commended the APRM and the Sierra Leone delegation for their dedication and teamwork in achieving collective aspirations, including the sustainability of the APRM's objectives and initiatives ensured the continuity of commitment and collaboration within the African Union.



VP Juldeh Jalloh Highlights Represents Sierra Leone at the African Union Summit

ONGOING ACTIVITIES: APRM SIERRA LEONE'S STRATEGIC PLANNING AND COUNTRY REVIEW

The APRM Sierra Leone Office, led by Executive Secretary Mohamed Sheriff, has made significant progress in its strategic planning and country review processes. The office has completed 90 percent of the draft of a five-year strategic plan, which is only awaiting stakeholder validation. The strategic plan aims to guide the implementation of the APRM in Sierra Leone, in line with the national development priorities and the APRM Continental Framework. The country review will assess the state of governance and socio-economic development in Sierra Leone, based on the five thematic areas of the APRM, including democracy and political governance, economic governance and management, corporate governance, socio-economic development, and state resilience to shocks.

These achievements demonstrate the commitment of the APRM Sierra Leone Office to promote good governance and foster mutual learning and best practices among African countries. They also reflect the exemplary leadership of President Julius Maada Bio, who is the immediate past chairperson of the APRM Forum of Heads of State and Government. President Bio has been a champion of regional integration, peace, and security in Africa, as well as a strong advocate of the APRM as a tool for enhancing governance and development on the continent. Furthermore, the APRM will continue its public engagement in colleges and universities in Sierra Leone, engagement with traditional leaders and communities as well as contributing to democratic consolidation and sustainable development in Sierra Leone.

CHALLENGES AND RECOMMENDATIONS

Despite his remarkable achievements, Sheriff also faced some challenges that hindered the APRM's activities and visibility in Sierra Leone.

These challenges included the lack of mobility, office space, and adequate resources. These challenges limited the APRM's outreach and engagement to the capital, Freetown, leaving the regions and districts behind. This affected the dissemination and implementation of the APRM's work and recommendations at the local level. To overcome these challenges, Sheriff sought to partner and collaborate with democracy and pro-democracy activists, development partners, and diplomatic missions. He also appealed to the government and the private sector to support the APRM's work and provide the necessary facilities and funds.

COMMENTS: Executive Secretary, Mohamed Sheshu Sheriff's 100-day impact on the promotion of governance, democracy, peacebuilding, human rights and the rule of law, and the growth of the APRM office in Sierra Leone is significant and commendable. Sheriff's achievements in his first 100 days are strategically aligned with President Bio's commitment to governance, democracy, peacebuilding, human rights, and the rule of law, as outlined in his June 2023 election manifesto. Sheriff's leadership in launching the APRM Targeted Review on Unconstitutional Change of Government directly contributes to fostering democratic principles and upholding the rule of law. His extensive media engagements and capacity-building initiatives align with the promotion of transparency, accountability, and inclusive governance, key pillars in President Bio's manifesto. Furthermore, Sheriff's regional tours and collaboration efforts underscore a commitment to peacebuilding and strengthening Sierra Leone's ties within the African Union and the international community. Perhaps Sheriff's most impactful achievement in his 100 days in office is his success in unifying the APRM staff in Sierra Leone. By fostering proper coordination, inclusion, and knowledge sharing in decision-making, Sheriff has created a cohesive and effective working environment as he lives by example. Overall, his impacts in these 100 days lays a strong foundation for the APRM office's growth in Sierra Leone, aligning with President Bio's vision for a progressive and accountable government. End Comment.

Driving Transformation: The Visionary Roadmap of the New Executive Secretary for APRM Sierra Leone's (First 100 Days in Office)

Overview and Background

The APRM Sierra Leone Office serves as the country's focal point for the APRM, a voluntary self-assessment tool established by the African Union. Since Sierra Leone's accession to the APRM in 2004, its main goal is to promote good governance, transparency, and accountability, with the aim of fostering socio-economic development and improving the well-being of Sierra Leone's citizens. This is achieved by conducting a comprehensive country review, targeted reviews, and self-assessments engaging stakeholders, including the civil society, and the private sector etc. and assessing governance practices in various thematic areas. The office also collaborates with the APRM Continental Secretariat and other country offices to share experiences and enhance regional cooperation. Upon assuming into office, as the Executive Secretary of the APRM National Secretariat in Sierra Leone, I envision a country that upholds the highest standards of good governance, transparency, and accountability, and that leverages its rich human and natural resources to achieve inclusive and sustainable development for all its citizens. To realize this vision, I will dedicate my first 100 days in office to the following mission:

SUMMARY OF ACTIVITIES.

30-Day Plan: Familiarize with operations, review Country Review Report, and engage stakeholders . Develop work plan, train staff, establish partnerships, and propose projects.

60-Day Plan: Launch awareness campaign, monitor projects, support policy formulation, regional collaboration, and explore resource mobilization.

90-Day Plan:Address governance gaps, consult stakeholders, strengthen citizen participation, and enhance staff capacity, report progress. These plans aim to ensure a comprehensive understanding of operations, foster collaboration with stakeholders, enhance staff capabilities, and implement initiatives aligned with the APRM's objectives. Additionally, we will prioritize public awareness, monitoring and evaluation, policy support, and resource mobilization for effective governance assessment and development in Sierra Leone.

These plans aim to ensure a comprehensive understanding of operations, foster collaboration with stakeholders, enhance staff capabilities, and implement initiatives aligned with the APRM's objectives.

30 DAY PLAN

- Familiarize with the APRM Sierra Leone Office's operations, staff, and ongoing projects.
- Review the APRM Sierra Leone Country Review Report and identify key areas of focus and opportunities for improvement.
- Engage with the APRM headquarters to understand their priorities, guidelines, and reporting requirements.
- Conduct individual meetings with each staff member to understand their roles, responsibilities, and concerns.
- Initiate discussions with key stakeholders, including government officials, civil society organizations, political parties, the media, and development partners, to establish relationships and understand their expectations.
- Develop a comprehensive work plan for the APRM Sierra Leone Office, aligning it with the national development agenda and APRM guidelines.
- Organize a workshop or training session for staff members to enhance their understanding of the APRM process and their roles in implementing it effectively.
- Initiate the process of establishing partnerships and collaboration with relevant stakeholders to strengthen the APRM's impact and reach.
- Identify potential areas for research and analysis related to governance and development issues in Sierra Leone.

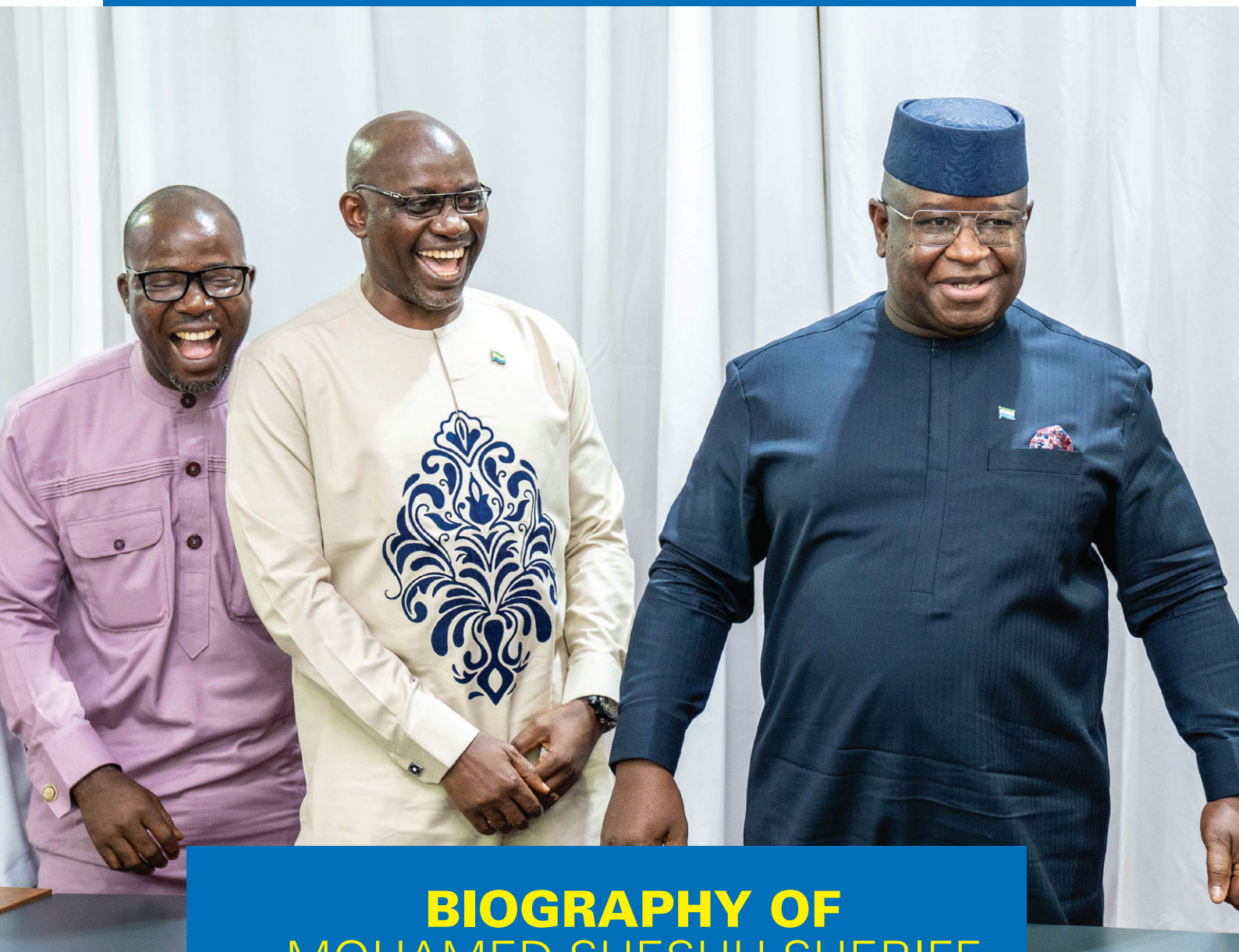
60 DAY PLAN

- Launch a public awareness campaign to promote the APRM Sierra Leone Office's activities and engage citizens in the governance assessment process.
- Establish a system for regular monitoring and evaluation of ongoing projects to ensure their effectiveness and impact.
- Initiate discussions with the government and other stakeholders to identify areas where the APRM can support policy formulation and implementation.
- Coordinate with other APRM country offices in the region to share best practices and foster regional collaboration.
- Explore opportunities for resource mobilization and fundraising to support the APRM Sierra Leone Office's initiatives.

90 DAY PLAN

- Conduct a thorough review of the APRM Sierra Leone Country Review Report and develop an action plan to address identified governance gaps.
- Organize a stakeholder consultation workshop to gather feedback and input for the APRM's next steps in Sierra Leone.
- Establish a mechanism for regular dialogue and feedback with civil society organizations and citizens to ensure their active participation in the APRM process.
- Strengthen the APRM Sierra Leone Office's internal capacity through staff training and professional development opportunities.





BIOGRAPHY OF MOHAMED SHESHU SHERIFF

Mohamed Sheriff is a strategic leader with an impressive record of accomplishment as Executive Secretary of APRM Sierra Leone. He is an adept Political Specialist at the US Embassy, recognized for resolving Sierra Leone's largest commercial dispute. He is a proven Research and Monitoring Specialist for the National Commission for Democracy and a Consultant for UNDP, UNICEF, and Amnesty International. He holds a Master's in Diplomacy, MA in Peace and Development Studies, and BSc in Peace and Conflict Studies. He possesses diverse certifications, including Political Advisory, Politics and Economic Trade Craft, Gender and Foreign Policy, etc. He is a recipient of Superior Honor Awards for diplomatic prowess, Meritorious Honor Awards for exemplary leadership, and numerous "Prestigious Extra Mile Awards" for consistently exceeding expectations during his tenure the Embassy of the United States, Freetown as Political Specialist. He is a dedicated professional contributing significantly to the success of the APRM Sierra Leone's National Secretariat. His skills and competencies include big picture thinking, decision-making, communication and collaboration, adaptability and innovation, and results-driven and accountability.



African Peer Review Mechanism (APRM)
230 15th Road, Randjespark
Midrand, South Africa
Tel: +27 (0) 11 256 3401

   
www.aprm-au.org