SORIE SULAIMAN SESAY — POLICY SUMMARY

DELIVERY

Delivering and Financing the Blueprint

Part E — how the promises above actually get kept

> *A new government takes office promising everything at once — roads, clinics, schools, jobs — and eighteen months later almost none of it has moved, not because the ideas were wrong, but because nobody had worked out what came first, who was responsible, or how it would be paid for.*

WHY THIS MATTERS

Sierra Leone's history isn't short of good plans. Sound policies, sensible strategies and well-written development plans have been announced and then quietly abandoned again and again, defeated not in their design but in their execution — and delivery units, coordination structures, and dashboards have all been tried before, so simply announcing another one would repeat the mistake rather than fix it.

WHAT WE'RE PROMISING

Turn this blueprint from a list of intentions into a governing programme — honest about how it will be delivered, in what order, and how it will be paid for without mortgaging the country's future.

FLAGSHIP — Stabilise, Repair, Unlock, Transform

Everything in this blueprint cannot be done at once, and a government that treats every priority as equally urgent finishes none of them. So the order is deliberate: first stabilise the macroeconomic foundation of sound money and sound public finances, without which nothing else holds; second repair the institutions and systems everything else depends on, above all the civil service and the state's basic capacity to act; third unlock the binding constraints, chiefly reliable energy and connectivity, whose removal releases progress across many sectors at once; and only fourth, on that foundation, scale the fuller transformation in health, education, agriculture and the rest. This isn't a queue where citizens wait for the basics — essential services continue and urgent health and education reforms begin from day one. It governs the order in which the heaviest, most resource-intensive work is scaled, not whether it starts.

HOW WE'LL MAKE IT REAL

- We've been honest about why past delivery machinery has failed here and elsewhere: data collected but never acted on, coordinating bodies that multiply until their mandates collide, delivery units that live only as long as the leader who created them, and performance targets signed, filed and forgotten. So rather than build another new structure, we'll consolidate what already exists into one empowered delivery function reporting directly to the President and Cabinet — working through ministries and the budget process rather than around them, reaching through local councils to where services are actually delivered, turning data into real consequences, and designed in law to outlast any single presidency rather than leave when its founder does.

- The investment this blueprint needs is far beyond what the public budget can cover, and we won't try to borrow our way there — that would betray the same fiscal discipline this chapter opens with. Instead we'll match the right kind of finance to the right kind of investment: public budget and concessional development-partner finance for the roads, schools and clinics that will never earn a commercial return; private capital through well-structured partnerships for the energy, ports and other infrastructure that can genuinely pay its way; blended finance, combining public, concessional and private money, for large strategic investments that need all three; and targeted public guarantees and risk-sharing instruments used narrowly, only where they unlock substantially more private investment than the public money risked, never to underwrite private losses.

- We'll open two financing doors the country has left largely shut. For the diaspora, we'll build credible, well-governed investment vehicles — transparent, tied to specific projects a diaspora investor can actually see and follow, with funds ring-fenced rather than absorbed into the general budget, because diaspora investment has to be earned through credibility, not just appealed to through patriotism. And we'll move development partners away from fragmented, short-term projects toward focused compacts tied to actual results, using their support increasingly to draw in additional private and commercial finance rather than replace it.

- We'll protect the state from the bad deals that have burdened Sierra Leone before: every major project, however financed, will pass the same honest test — a genuine economic return, financing that doesn't endanger the public finances, and the capacity to actually deliver it. Partnerships will be procured openly, their contracts published, their risks honestly allocated rather than quietly shifted onto the state, and we'll keep a transparent public register of every guarantee and contingent liability so hidden obligations can't accumulate unseen. We're deliberately keeping the right to walk away from a bad deal, however far negotiated or however good the ribbon-cutting would look.
- We won't pretend to a precision this manifesto can't honestly offer. The detailed costing, phasing and the specific mix of financing for each project belongs in a companion Costed Implementation & Financing Plan, built and kept current against the true state of the public finances — what we commit to here is the strategy and the discipline that will govern those numbers: every investment matched to the right financing instrument, phased within a credible medium-term fiscal plan, and no new permanent spending commitment made without an identified, sustainable source of funding to carry it.

> *“We ask to be judged not by the promises in this blueprint, but by what we deliver of them.”*