



NATIONAL ANTI-CORRUPTION STRATEGY IMPLEMENTATION ACTION PLAN (2014-2018) **Republic of Sierra Leone**

4/27/2014

Commissioned by the Sierra Leone Anti-Corruption Commission
Technical Expert Team

TABLE OF CONTENT

	Page
1. Introduction	3
2. Core Principles of Implementation Action Plan	4
3. Revision of the NACS.....	5
4. Implementation Mechanism.....	5
5. Implementation Risks.....	6
6. Conclusion.....	6
7. Responsibility for the implementation of the NACs.....	6
7.1. Responsible Ministries, Department and Agencies under the National Integrity Systems:	
7.1.1. Executive	
7.1.2. Legislature	
7.1.3. Judiciary	
7.1.4. Public Sector	
7.1.5. Electoral system	
7.1.6. Ombudsman	
7.1.7. National Registration Secretariat	
7.1.8. Anti-Corruption Agencies	
7.1.9. Financial Intelligence Unit	
7.1.10. Audit Institutions	
7.1.11. Political Parties	
7.1.12. Media	
7.1.13. Ministry of Information and Communications	
7.1.14. Civil Society	
7.1.15. Private Sector	
7.2. Responsible Ministries, Department and Agencies under the Agenda for Prosperity	
7.2.1. Promoting Inclusive Growth	
7.2.2. Ministry Of Agriculture, Forestry and Food Security	
7.2.3. Ministry of Fisheries and Marine Resources	
7.2.4. Ministry of Tourism	
7.2.5. Ministry of Trade & Industry	
7.2.6. Ministry of Mines and Mineral Resources/National Minerals Agency	
7.2.7. Ministry of Water Resources	
7.2.8. Ministry of Lands Country Planning and the Environment	
7.2.9. Petroleum Resources Unit	
7.2.10. Ministry of Health & Sanitation	
7.2.11. Office of Births and Deaths	
7.2.12. Ministry of Education	
7.2.13. Environment Protection Agency	
7.2.14. Ministry of Finance & Economic Development	
7.2.15. Bank of Sierra Leone	
7.2.16. Ministry of Youth	
7.2.17. National Youth Commission	
7.2.18. National Commission for Social Action	
7.2.19. Anti-Corruption Commission	
7.2.20. Public Sector Reform Unit	
7.2.21. Ethics Management System	
7.2.22. Audit Service Sierra Leone	

- 7.2.23. National Public Procurement Authority
- 7.2.24. Financial Management
- 7.2.25. Development Projects
- 7.2.26. Ministry of Social Welfare, Gender and Children Affairs
- 7.2.27.
- 7.3. Other Agencies
 - 7.3.1. Local Government Authority
 - 7.3.2. NGO
 - 7.3.3. Ministry of Sports
 - 7.3.4. Ministry of Local Government
 - 7.3.5. Ministry of Energy
 - 7.3.6. Ministry of Foreign Affairs and International Cooperation
 - 7.3.7. Ministry of Works, Housing and Infrastructure
 - 7.3.8. National Revenue Authority
 - 7.3.9. Security Sector (Sierra Leone Police, Office of National Security, National Fire Fore, Prisons Department and Republic of Sierra Leone Armed Forces)
 - 7.3.10. National Commission for Privatization
 - 7.3.11. National Social Security and Insurance Trust
 - 7.3.12. Transport Sector (Sierra Leone Maritime Administration, Sierra Leone Road Transport Authority, Sierra Leone Airport Authority, Sierra Leone Road Transport Corporation, Sierra Leone Ports Authority)
 - 7.3.13. Ministry of Transport and Aviation

INTRODUCTION

The main instrument for implementation of the Anti-corruption Strategy remains the Implementation Action Plan, which is an integral part of the strategy document.

In accordance with the general and specific objectives established for each priority sector, including both horizontal and vertical priorities of the Strategy, the Implementation Action Plan is designed to implement these objectives through specific and concrete anti-corruption measures. It consists of specific action-plan objectives, benchmarks and Corruption Control measures, together with tangible success indicators and clear and realistic timelines. When the timelines are indicated as „on-going“, it implies that the progress in such measures is supposed to be reviewed periodically, in co-operation with corresponding institutions.

The ACC is responsible for coordinating and controlling implementation of the Strategy through measures envisaged in the Anti-corruption Implementation Action Plan. Bearing in mind some lessons learned from the past NACS implementation (2009-2013), and in order to increase efficiency and ownership of institutions for implementation of measures from the Action Plan, the process of implementation of the Strategy and Action Plan shall be re-organised and based on the following premises:

- The ACC, in collaboration with focal contact points in each MDA, including civil society organisations, Media and professional associations tasked to implement the measures from the Action plan shall, within 30 days from adoption of the Strategy and Action Plan adopt detailed work plan for annual implementation of each measure. Such work plan should become an integrative part of the annual work plan and performance target of each institution and be endorsed by the Heads of responsible institutions. It goes without saying that appropriate financial support for implementation of defined measures shall be secured, but also assistance from international community for complex measures may be requested.
- The ACC and its focal contact points shall focus on effects of adopted measures, and in this sense prepare not only on quantitative, but also qualitative monitoring reports based on success indicators identified in the Action Plan. For the purpose of preparation of qualitative evaluation of measures, the ACC and focal contact points may be inspired from experience and methodology of civil society organisations for qualitative monitoring. It implies increased level of co-operation and co-ordination with civil society organisations, as proposed in the Strategy.
- Upon establishing of the co-ordination body composed of heads of key anti-corruption institutions, as envisaged by the Strategy, the implementation of complex measures implying higher degree of co-operation between institutions shall be discussed within this body. Such measures, due to their crosscutting nature share many challenges and require structured and systematic communication between responsible leadership of institutions, with clearly defined roles and responsibilities.
- Regarding implementation of specific anti-corruption education and training measures, the ACC shall, within 30 days from adoption of the Strategy and Action Plan in collaboration with partner institutions, civil society and international community discuss and establish the annual work plan for conducting education and training activities.

CORE PRINCIPLES OF THE IMPLEMENTATION ACTION PLAN

This is based on the following strategic principles, which have proven critical in reform programmes worldwide:

- **"Political leadership"** – setting the tone at the top:- early and continual visible signs of political endorsement from the highest level are planned, so that everyone in Sierra Leone can see the extent of commitment to the success of NACS;
- **"Think big" and "start small"** – the implementation plan schemes a series of reforms across all the integrity pillars, so that each will complement the other over time, providing the required horizontal

accountability; giving priority to achievable, early, low cost actions which can demonstrate prompt and visible results ("quick wins");

- **"Scale quickly"** i.e. build on early success by expanding from these quick wins to ensure the adoption of effective reforms by other integrity pillars. Change management strategies and approaches tailored to the context, will enable rapid and sustainable change. Thus, it is critical that we agree and successfully implement quick wins within the first six months. Other priority short-term actions will follow during the first year, even during the first six months. These will be reinforced by institutional and legal reforms, to be implemented over 1 to 5 years.

REVISION OF THE STRATEGY

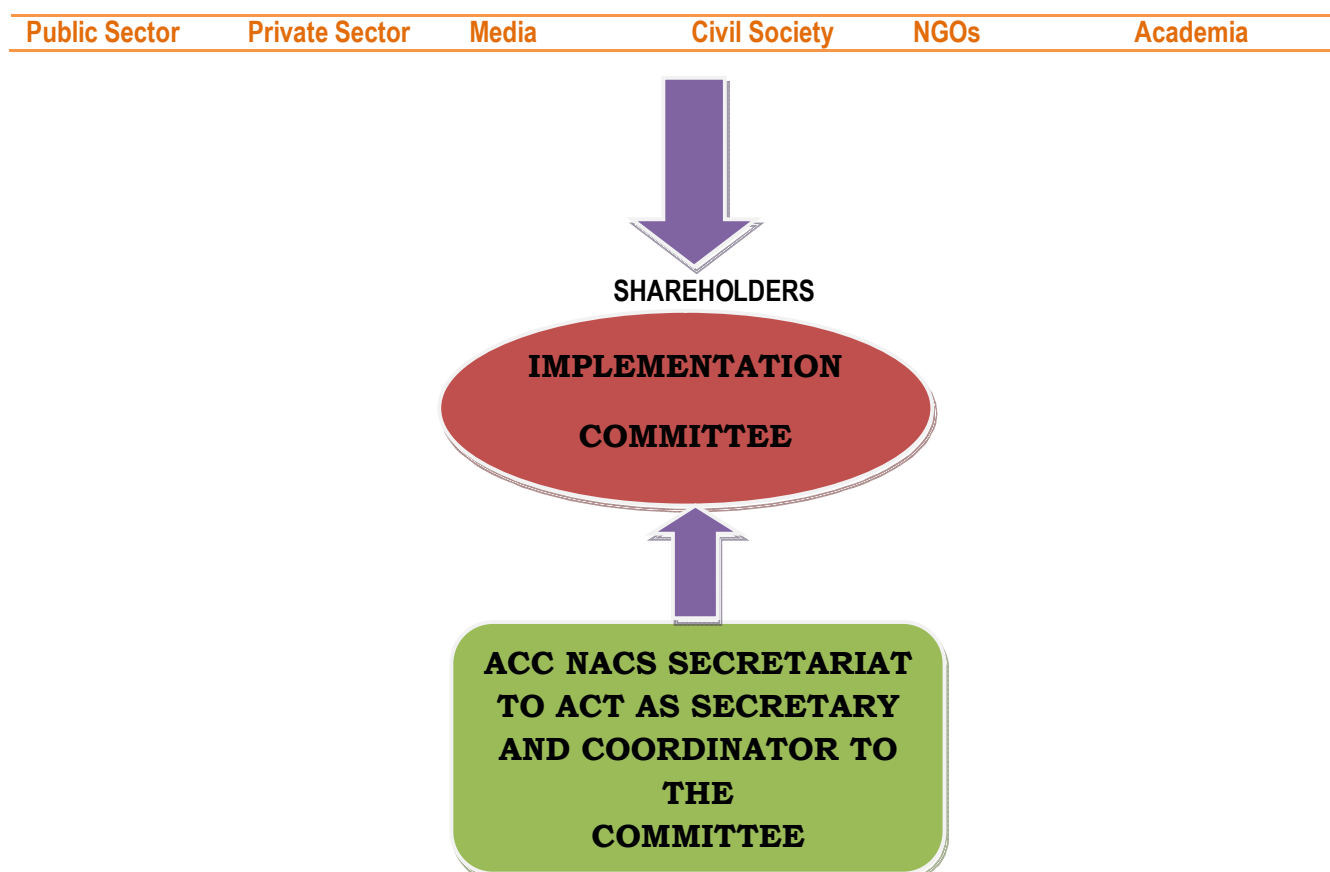
The ACC shall revise the Implementation Action Plan after first two years of implementation in accordance with new priorities and needs for inclusion of bigger number of institutions in implementation of the Strategy.

IMPLEMENTATION MECHANISM

Implementation of the Strategy is the responsibility of the stakeholders earmarked in the Implementation Action Plan. However the focal point will be the Implementation Committee, which should be established and headed by Chairman, His Excellency the President. ACC will operate as the secretariat in coordinating the Committee. The structure of the committee is given below:

COMPOSITION OF IMPLEMENTATION COMMITTEE

Representatives of the following:



TASKS OF IMPLEMENTATION COMMITTEE

- Monitor the implementation process
- Review implementation process

- Provide guidance for improvement
- Interact with the stakeholders to provide expert advice

PROCEDURE OF IMPLEMENTATION COMMITTEE

- Chairman shall be His Excellency the President, such function may be delegated.
- Committee to meet quarterly in the year
- Members of private sector / civil society to be co-opted as per agenda of the meeting

IMPLEMENTATION RISKS

- 1) Slow establishment and inefficient functioning of MDAs, along with not securing adequate human and material resources.
- 2) Interference of politics in the functioning and operating of MDAs and other bodies relevant for combating corruption and Strategy implementation.
- 3) Failure of institutions listed as implementing agents in meeting the commitments envisaged by the Strategy.
- 4) Lack of structure and procedures for policy coordination at a the central level.
- 5) Lack of mechanism for monitoring and evaluation of the results of the activities foreseen in the Strategy.
- 6) Inconsistency in the implementation of the anticorruption policies.
- 7) Obstacles regarding coordination and cooperation between the Agency and authorities at all levels.
- 8) Slow/lack of harmonization of national legislation with international instruments and standards in set time frames.

CONCLUSION

This Implementation Action Plan is based on a thorough analysis and risk assessment and not only on perception or evaluation by international actors. However, each institution, sector or profession has its own tasks, while particular responsibility lies with law enforcement and prosecution authorities, as well as judicial bodies whose consistent commitment and performance are of crucial importance for success in fighting corruption in Sierra Leone. In order to be successful, implementation of the Strategy must be tackled seriously, and ensure political will and financial commitment of the Government of Sierra Leone. In this endeavour, appropriate funding from international partners may be sought.

RESPONSIBILITY FOR THE IMPLEMENTATION OF THE NACS

The Implementation Action Plan (IAP) will indicate the type of measure and that will determine who will implement it. **Firstly**, each MDA will undertake their own specific "institutional strengthening", implementing measures specified in the implementation plan. **Secondly**, all MDAs will be expected to implement a range of systemic "institutional anti-corruption measures", tailored to their own institutions, as set out in the strategy and implementation Action plan for all parts of the government. These measures will include adoption and monitoring of codes of conduct, asset declaration/monitoring, complaint-redressed systems, and engineering out opportunities for corruption by business process re-engineering. Support may be provided for this implementation, but implementation will be by the relevant institutions. **Thirdly**, a number of bodies across all the national integrity pillars will implement "cross cutting pillar strengthening measures", most usually for their pillar or sector, although the government will obviously develop cross-sectoral measures such as legislative proposals.

	Objective	System	Proposed	Proposed	Proposed	Competent	Resource	Benchmarks
		Weakness	Strategy	Measures	Timetable	Authority	Implication	

National Integrity System Pillars

		- Executive						
1	To ensure assertion of the zero tolerance approach to corruption To ensure operationalization of zero tolerance for corruption	Lack of political will and leadership undermines the credibility of NACS	Demonstrate political leadership and commitment to NACS	H.E the President should set the tone at the top and cascade to the Cabinet Ministers, Chief Justice, key political figures and the private sector	Quick Win (within the first 6 months)	Office of the President, Cabinet Ministers, Political party leaders Heads of MDAs & Private sector institutional heads	To be determined	- Percentage of resources allocated to Anti-Corruption Agencies -Buy-in to NACS by all agencies and opposition parties
				Party leaders, key political figures to make specific public pledges against corruption in election campaign and thereafter	Short-term action (Within one year)	Office of the President Political parties PPRC NEC	Ditto	Percentage of anti-corruption pledges signed Number of anti-corruption pledges made public
				Media to encourage debate on corruption issues in the run up to the election	1-5 years	SLAJ IMC Civil Society/NGO Political parties PPRC NEC	Ditto	National forum for debating anti-corruption issues established in all regions Number of anti-corruption debates
	To improve the legal and institutional framework for the efficient and systematic suppression of corruption		Forge political will and leadership amongst broad coalition of leaders, Heads of MDAs	NACS workshops should be held in F/town, provincial and districts to strengthen role of media, civil society, private sector and MDAs	Short-term	Office of the President, Cabinet Ministers, Political party leaders Heads of MDAs	Ditto	Timetable for collaborative workshops and workshops reports produced Number of consultations among broad coalition
				Political parties to develop mechanism for dealing with public officials, party members accused of corruption	Short-term	PPRC Political parties Civil society	Ditto	Party anti-corruption party mechanisms developed and made public
				Implement strictly Political Parties Act requirement for audit of party accounts	1-5 years	PPRC Political parties Civil society	Ditto	Publication of party accounts Regular update on application of political party financing laws

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				Specific, widely publicised,pledge by leaders of political parties to ensure effective, discipline, investigation and prosecution of party members	1-5 years	Political parties PPRC Civil society	Ditto	Published political party pledges Number of pledges circulated and discussed across communities
		Too much activities in the hand of the Government	<ul style="list-style-type: none"> ✓ Encourage Public-Private Partnership. ✓ Withdrawal of the non-core areas 	<ul style="list-style-type: none"> -Enactment of the PPP law -Publication of the PPP procedure guidelines -Signing of Integrity Pacts for PPP contracts -Review public enterprises and non-core government activity against pre-determined criteria to determine their future roles, functions and forms 	Quick win	Office of the Chief of staff Law Reform Commission Attorney General Parliament Chamber of Commerce Donors Civil Society	Ditto	PPP Law operationalized and published Private Sector partnership fully developed
				Review and monitor the PPP timetable as a tool to finance AfP.	Quick win	Office of the Chief of Staff Chamber of Commerce	Ditto	Progress reports on PPP processes
				Ensure a level playing field between private and public sector entities.	Quick win	Office of the Chief of Staff Chamber of Commerce	Ditto	Forum for regular public/private sector consultation established
				Review and repeal, where necessary, rules, regulations and procedures falling within a particular description, unless specific areas have been identified and justified to an impartial and competent committee responsible for its scrutiny	Short-term	Office of the Chief Staff Law Reform Commission Attorney General Parliament Chamber of Commerce	Ditto	Modernised and reviewed rules, regulations and procedures

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						Ministry of Trade Civil society		
				Each MDA to report on specific deregulation measures to be implemented or adopted	Short-term	MDAs Civil society	Ditto	Number of MDAs deregulation reports discussed and disseminated
		Centralisation of power and Authority resulting to personalisation of institution	Promote delegation of responsibility and accountability	Restructure the management of various institutions within the Executive arms of Government so as to hold Ministers, Permanent Secretaries and Heads of MDAs accountable for performance of their staff	Short-term	Office of the President	Ditto	Modernised executive structures with adequate capacity and resources
		Secretive and disempowering government	Introduction of a transparent culture of openness and empowerment of its citizens	Full implementation of the Right to Access Information Act	Short-term 1-5 years	GoSL MDAs	Ditto	Implemented FOI law
				MDAs to report on plan to increase transparency and access to information	Short-term	MDAs	Ditto	Quality of standardised MDA reporting mechanism and verified reports
2		Legislature						
	To improve the legal and institutional framework for the efficient and systematic suppression of corruption	Lack of/low parliamentary integrity	Instil a sense of integrity amongst legislators and increase their commitment to NACS	Workshops for legislators about NACS to encourage their active involvements	Short-term	NACS/ACC Parliament Civil Society	Ditto	Training schedule Number of training and workshop reports produced Reports of parliamentary oversight on NACS issues
			Increase legislators capacity for resistance to corruption	Make amendment to Oath of Legislators to cover conflict of interest and corruption	1-5 years	Parliament Judiciary Executive	Ditto	Amended Oath for Legislators
			Increase transparency of asset	Strengthen institutions to	1-5 years	ACC	Ditto	Automated asset

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			declaration	monitor asset declaration by legislators effectively		Civil Society Parliament		disclosure system in place
				President, Ministers, Party leaders and Parliamentarians to make asset declarations public	Quick-win	Executive ACC Political Parties Parliament Civil Society	Ditto	Customised random publication of declared assets
		Ineffective Standing Committees	Strengthen standing committees by reviewing their roles, functions and authority	Committee's proceedings should be opened to the public	Quick win	Parliament	Ditto	Percentage of public representation at parliamentary committee proceedings
3		Judiciary						
	To reform the judiciary and legal system, especially court officials and the legal profession, to eliminate the pervasive culture of corruption as widely perceived. The courts and legal system must quickly change from being a major contributor to the problem of corruption to become a significant agent for its elimination.	Complicated and ambiguous laws, rules and procedures	Simplify and consolidate laws, rules and procedures	Undertake review of all laws, rules and procedures, removing the redundant and archaic rules and modernise, simplify and standardise procedures	1-5 years	Judiciary Law Reform Commission ACC	Ditto	Modernized laws, rules and procedures in place
				Collate all relevant laws, rules and procedures in accessible documents based on subject and translated into local languages	1-5 years	Law Reform Commission Judiciary	Ditto	Collated laws and translated in local languages
	To creating preconditions for the suppression of corruption at all levels	Legal and Judicial framework failing to deliver justice	Holistic reforms of legal and judicial framework	Lend support to, and expedite as well as implement Judicial reforms	Short-term	Judiciary Legal Council ACC Bar Association	Ditto	Level of application for operational judicial reforms
		Low quality of legal education and the lack of opportunities and facilities for legal education and	Raise the standard of legal education	Establish centre of excellence for legal training, higher education and comparative study of	1-5 years	GoSL Judiciary Legal Council	Ditto	Established and operationalized centre

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		research		law.		ACC Bar Association		
				Regulation for private sector legal education	1-5 years	Judiciary Legal Council ACC Bar Association	Ditto	Established and operational regulation for Private Sector Legal Education
				Modernise legal education through revision of curricula	Short-term	Law School	Ditto	Revised and modernised law curricula taught in university and Law School
	Intensifying anti-corruption training programmes	Lack of professionalism, regulation and accountability in the profession	Increase professionalism and accountability in the Legal profession.	Stringent Bar Examination and Professional training be developed for those qualifying to practice law	1-5 years	Law School	Ditto	Internationally accepted standards established
				Set up legal research institute in the Country	1-5 years	Judiciary Legal Council	Ditto	Quality of Legal Research Institute established
				Set up a revised codes of conduct for lawyers as well mechanism for implementation and enforcement	Short-term	Judiciary	Ditto	Level of enforcement of updated Code of Conduct for Lawyers
				Make certification and continuation subject to strict professional supervision by High courts	1-5 years	Judiciary Legal Council	Ditto	Minimum international standards established
				Allow international law firms and lawyers to set up law offices and practice law in Sierra Leone	1-5 years	Attorney General Judiciary	Ditto	Nature of openness of Sierra Leone's law practice open to international firms
				Prevent interference of political parties and vested interests in the profession. Make it part of code of conduct and then ensure its implementation	Short-term	GoSL Political parties Attorney General	Ditto	Number of political pledges and reliability of commitment to judicial independence
				(i) Strict implementation of the Legal Practitioners Act, and Bar Councils Act, (ii) Make code of conduct in accordance with 'Basic	1-5 years	Judiciary Parliament Attorney General	Ditto	Laws adhered to and strictly implemented

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		Weakness	Strategy	Measures	Timetable	Authority	Implication	
				Principles on the Role of lawyers' formulated by Eighth UN Congress on Crime Prevention (iii) Put limit on term of election				
	To enhance integrity, responsibility and transparency in the work of the Judiciary	Low motivation of the Judiciary particularly the lower segment	Increase motivation and improve morale of lower judiciary	Increase remuneration of judiciary to decent level	1-5 years	Judiciary Parliament Attorney General	Ditto	Attractive competitive environment for the judiciary
				Reform career structure for low judiciary to provide clear career progression on achievement of clear performance standards	1-5 years	Judiciary Attorney General	Ditto	Clear career path instituted
				Improve infrastructural facilities and work environment	1-5 years	Judiciary Attorney General	Ditto	Quality of strengthened capacity
		Judicial appointments system lacks transparency and meritocracy	Promote transparency and meritocracy in Judicial appointments	Fix ratio for elevation to higher courts from lower judiciary	Short-term	Judiciary Chief Justice Attorney General	Ditto	Compliance rate of clear and transparent progression path
				Appointments to lower judiciary by High Courts, only through transparent and competitive examination applied uniformly	1-5 years	Judiciary Chief Justice Attorney General	Ditto	Merited standards are strictly followed
				Ban lateral entry in lower judiciary	1-5 years	Judiciary	Ditto	Level of compliance with standardised systems
		Inadequate capacity and low incentive	Build capacity in the Judiciary and build incentive	Training and specialisation in criminal and civil proceedings	1-5 years	Legal Council Judiciary	Ditto	Transparent and standardised transfer mechanisms in place and fully adhered to Number of training reports
				Introduce progressive judicial training and education as well as workshops	1-5 years	Judiciary Attorney General Legal Council	Ditto	Comprehensive education and training scheme established and monitored
		Lack of judicial accountability	Enhance judicial accountability and public confidence	Expand membership and institutional capacity of the higher Judiciary	1-5 years	Judiciary Attorney General	Ditto	Expanded judicial membership and strengthened institutional capacity
				Create code of ethics/ conduct with wide	1-5 years	Judiciary	Ditto	Published and respected code of

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				participation of the judiciary and create effective monitoring mechanism		Attorney General		ethics/conduct guiding judicial procedures
				Strengthen monitoring of declaration of assets and incomes of judges	Short-term	GoSL Attorney General	Ditto	Effective monitoring mechanism in place
				Intensify rules in case of periodic bar on appointment to an executive post	1-5 years	Judiciary	Ditto	Rules are respected and adhered to
				Maintain an independent Accounting System with its own budgeting system	Short-term	Ministry of Finance	Ditto	Independent accounting system operationalized
		Lack Judicial Independence	Enhance Judicial independence	Prolong Ad hoc appointment must be done away with	1-5 years	Judiciary	Ditto	Regularised judicial appointments
		Poor working conditions and lack of modern management system in Judicial support functions	Introduce modern court management and case management in Judicial system function	Develop high court specific plan to professionalise its management	Short-term	Judiciary Attorney General	Ditto	Quality of professional high court management plan
		Lack of experienced Judges on Corruption cases and slow progress on corruption matters in court	Build the capacity and the infrastructure of the courts	Establish a special court for corruption cases within the judiciary as a "fast-track court" and train staff on corruption proceedings	1-5 years	Judiciary Attorney General ACC	Ditto	Specialised fast-track court fully operationalized
				Approach donors and the GoSL for funding to train judges, lawyers & other court staff on anti-corruption	1-5 years	Judiciary ACC	Ditto	Quantum of secured funding
4		Public Sector						
		Lack of modernisation of the public sector administration	Introduce new modern techniques in public sector administration	Introduction of the model of E-government and E-governing, in order to minimize possibility of corruption between citizens and public services. Some of these measures include: • E-transparency – access to information/laws via Internet and websites for all government institutions at all levels in BiH;	1-5 years	GoSL MDAs Development partners	Ditto	Enhanced automation for routine work in all MDAs in place E-Governance fully operationalized

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		Weakness	Strategy	Measures	Timetable	Authority	Implication	
				<ul style="list-style-type: none"> • E-property state and interests – electronic database of decisions on conflict of interest and property state statements; • E-decisions – modernization of principles which are foundation of public administration, in order to fully use modern technology and therefore improve administration efficiency; • E-employment – all workplaces in all public services should be publicly announced; electronic submission of documents for the nomination/selection should be available; • E-public procurements – Introducing the measures that will enable bidders to participate in public procurement procedures via Internet. This will guarantee equal approach for all participants in procurement procedure and also assure necessary transparency at the same time. • E-access to information relating to work of the courts, including releasing the court decisions on the Internet. 				
5		Electoral System						
	To enhance a transparent, efficient and accountable electoral system	Inefficient electoral processes due to logistical constraints during presidential, parliamentary and local council elections	Strengthen the electoral system and process and make it increasingly transparent	Ensure timely and adequate distribution of electoral materials to polling locations; and improve the security of ballot papers	1-5 years	NEC Parliament Judiciary	Ditto	Percentage of polling locations with adequate supply of materials on a timely basis Enhanced security of all electoral ballot

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		Weakness	Strategy	Measures	Timetable	Authority	Implication	
				Introduce and implement rules on campaign financing to ensure regularity and transparency	1-5 years	NEC PPRC Political parties	Ditto	papers Transparent rules established, publicised and fully enforced
			Strengthen NEC's mandate in the conduct of these elections	Establish independent electoral fast-track court				
6		Ombudsman						
		Blatant disregard of Ombudsman correspondence by certain MDAs and local councils. Statutory limitation of Ombudsman to refer its cases to the ACC for redress as well as personnel and capacity challenges	Institutional and legal reforms to make the Ombudsman function effectively and responsibly	Revise the 1997 Ombudsman Act and continue to refer corruption cases to both the ACC and the Attorney General's Office Lobby the Government of Sierra Leone and donors to provide additional support for staff enhancement and specialised training in investigations and reporting Undertake focused-group discussions with all MDAs /local councils targeting the middle, lower and higher echelons for proper discussion of the Ombudsman's role and solicit their buy-in	1-5 years Short-term	Law Reform Commission Parliament ACC Ombudsman's Office Ministry of Finance	Ditto	Revised Ombudsman's Act 2015 Increased donor and GoSL support Increased awareness of the Ombudsman's role and acceptance by MDAs/local councils
7		National Registration Secretariat						
	To effectively decentralize the application and issuance process of national identity cards	Highly centralised operations of the NRS bears a huge burden on citizens to access its services outside the capital	Decentralise NRS services	Develop a comprehensive and costed decentralization plan and engage the Ministry of Finance, donors for support	Short-term	NRS Ministry of Finance ACC/NACS	Ditto	Availability of decentralization plan
				Roll out the printing and issuance of national ID cards to all regional	1-5 years	NRS	Ditto	Number of regional headquarter towns with ID cards

	Objective	System	Proposed	Proposed	Proposed	Competent	Resource	Benchmarks
		Weakness	Strategy	Measures	Timetable	Authority	Implication	
				headquarter towns (Bo, Kenema & Makeni)				issuance equipment
				Improve turnover time for processing and delivery of ID cards to citizens living outside Freetown and regional headquarter towns	1-5 years On-going	NRS	Ditto	Improved turnover time for issuance of ID cards
	To ensure that NRS undertake proper verification of all supporting documents for the issuance of ID cards	Weak verification of citizens applying for ID cards risks multiple issuance to the same individual using different name and information		Maintain an updated electronic database of all citizens issued with national ID cards	Quick-win On-going	NRS	Ditto	Accuracy of updated database
				Establish a strategic partnership with Immigrations and Births & Deaths departments for proper verification of all supporting documents	Quick-win	NRS Immigrations Births & Deaths	Ditto	Level of collaboration between NRS & Births & Deaths/Immigrations
8	To rejuvenate the public accountability bodies, enhancing their capacity to hold the government accountable for its stewardship for use of public resources, and for its performance.	Anti-Corruption Agencies						
	Effective and efficient mainstreaming of anti-corruption initiatives	Lack of effective mainstreaming	Strengthen the mainstreaming framework	Amend the legal framework to enable national relevant anti-corruption authorities' to exchange information effectively	1-5 years	Judiciary Attorney General ACC Law Reform Commission	Ditto	Published Anti-corruption information exchange framework
				Review the legal framework to enable national relevant anti-corruption authorities to exchange information with their foreign counterparts	1-5 years	Judiciary Attorney General ACC Law Reform Commission Donors	Ditto	Reviewed and modernised legal anti-corruption framework
				Review the legal	1-5 years	Judiciary	Ditto	Reviewed and

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		Weakness	Strategy	Measures	Timetable	Authority	Implication	
				framework and establish regulations to enable establishing of joint investigation teams and applying special investigation methods		Attorney General ACC Law Reform Commission		modernised legal anti-corruption framework Joint investigations teams established
9		Financial Intelligence Unit						
	To discourage the practice of money laundering and punish those found culpable	Money Laundering	Control and prevent money laundering	Support documentation of economy	Quick-win	Ministry of Finance Bank of Sierra Leone	Ditto	Database on the Sierra Leone economy published
				Participate in global coalition against money laundering	Short-term	Bank of Sierra Leone ACC	Ditto	Reports on study tours, trainings and seminars
				Consolidate information on National banks, registration authorities, NRA collection agencies etc. and form a centralized database available to government agencies of revenue and anti corruption	Quick-win	Bank of Sierra Leone ACC	Ditto	Database on banks and other financial institutions in place
				Promote the notion of a Financial Inclusion Strategy	Short-term	FIU BSL ACC	Ditto	Level of cooperation to the development and operationalization of a Financial Inclusion Strategy
				Enforce compliance with the AML law and its accompanying regulations by engaging with Politically Exposed Persons and roll out such standards across all sectors of the economy	On-going	FIU/CFT BSL Transnational Organized Crime Unit (TOCU)	Ditto	Extent of application of AML compliance sanctions by relevant authorities
				Review bearer government securities (and replace with registered long-term banks and swell excess liquidity in the system and provide avenue for long-term investors etc. — enforce	Short-term	Bank of Sierra Leone Financial Intelligence Unit	Ditto	New investments developed

	Objective	System	Proposed	Proposed	Proposed	Competent	Resource	Benchmarks
		Weakness	Strategy	Measures	Timetable	Authority	Implication	
				prudential regulations to prevent deposits in accounts.				
				Enforce control on money transfers and remittances not made from bank accounts to bank accounts	Quick-win	Bank of Sierra Leone	Ditto	Stringent control measures developed and operationalized
			Anti-money laundering requires the reporting of suspicious transactions by all Banks	Develop a mechanism for the reporting of suspicious transactions	Quick-win	Bank of Sierra Leone	Ditto	Operationalized mechanisms
				Prosecute and apprehend all unauthorised money changers	Quick-win	ACC Police Bank of Sierra Leone Attorney General	Ditto	Effective prosecutions secured
				Enact laws to stop money transfer by money changers on behalf of customers	1-5 years	Parliament Police Bank of Sierra Leone Attorney General	Ditto	Level of compliance on new money-transfer laws
				Develop mechanisms for non-bank financial institutions and designated non-financial businesses and professions to avert cases of suspicious transactions	Short-term	FIU ICASL Business Sector	Ditto	Relevance of mechanisms developed
10		Political Parties						
		Undemocratic and non-transparent political parties and political systems	Introduce democratic process transparency and accountability	Amend the Political Parties Registration Act to give enforcement to internal elections requirements	1-5 years	Law Reform Commission Attorney General Parliament ACC PPRC Political Parties	Ditto	Harmonised new laws in place

	Objective	System	Proposed	Proposed	Proposed	Competent	Resource	Benchmarks
		Weakness	Strategy	Measures	Timetable	Authority	Implication	
				Educational requirement set for public office holders	Short-term	Parliament NEC	Ditto	Standards established and adhered to
				Political Parties Act to regulate, and increase transparency of party Funding as per amendments. Institutionalise a regular check and monitoring system	Short-term	Political parties PPRC	Ditto	Number of published party accounts
11		Media						
	To empower the media to play an effective role in representing the people in demanding impartial and clean government, and to act as watchdog over government, highlighting cases of corruption with objectivity and evidence.	Media lacks freedom and framework for integrity	Reduce possibilities of government interference in the media Low professional capacity of media operators	Government committed to the independence of the media but for it to be self-regulated	Quick-win	IMC SLAJ Ministry of Information & Communications	Ditto	Number of publicised Government commitment
				Control of Ministry of Information over government advertisements to be deregulated. Each public sector institution to manage its own advertisements and media policy. It may be mandated that a certain percentage of advertisements should be reserved for the local/ regional media	Quick-win	IMC SLAJ Ministry of Information & Communications	Ditto	Level of government independence
			Ensure competition and liberalisation of the media	Introduce corporate culture and governance in SLBC/TV to create transparency and accountability	Short-term	Ministry of Information and Communications SLBC Management	Ditto	Independent SLBC
				Effective enforcement of legislation to avoid creation of monopolies and monopolistic practices	Short-term 1-5 years	IMC SLAJ Ministry of Information &	Ditto	Competitive environment created

	Objective	System	Proposed	Proposed	Proposed	Competent	Resource	Benchmarks
		Weakness	Strategy	Measures	Timetable	Authority	Implication	
			Promote integrity and professionalism	Code of ethics for journalists to be formulated and implemented with participation of all stakeholders	Short-term	Communications SLAJ IMC Civil society	Ditto	Compliance level for operationalized and enforced code
				Training of Editors and Journalist on Professional standards	1-5 years	SLAJ IMC	Ditto	Number of trainings held Enhanced professional journalism
		Reporting lacks quality authenticity and depth	Increase journalist capacity for quality reporting	Training and awareness raising through seminars workshop by experts in the field of Anti-Corruption for journalist reporting on anti-corruption.	Short-term 1-5 years	ACC SLAJ IMC	Ditto	Percentage of training tool kits published and circulated
				Facilitate information sharing among the media network involved in anti-corruption efforts.	Quick-win	ACC SLAJ	Ditto	Quality of information shared Database of anti-corruption network
		No effective media accountability mechanism Weak IMC	Establish media accountability mechanism Strengthen legal capacity of IMC	Revise the IMC Act to include enforcement powers	1-5 years	Ministry of Information & Communications IMC	Ditto	Revised IMC Act
				Review the Criminal libel law	1-5 years	Attorney General Law Reform Commission	Ditto	Repealed criminal libel
		Ministry of Information and Communications						
	To empower the independent media through arms-length support in promoting a corrupt-free governance	Weak supervision on the quest for professional journalism and continuous display of Sierra Leone's culture through media	Source funding and continually build the capacity of the independent media	Facilitate information sharing among the media network involved in anti-corruption efforts.	On-going	Ministry of Information ACC	Ditto	Quality of information shared Database of anti-corruption network

	Objective	System	Proposed	Proposed	Proposed	Competent	Resource	Benchmarks
		Weakness	Strategy	Measures	Timetable	Authority	Implication	
	and help enhance development					SLAJ IMC		
				Train Editors and Journalists on Professional standards	On-going	Ministry of Information	Ditto	Number of trainings held Enhanced professional journalism
				Support SLBC to promote production companies portraying significant local content in their films	On-going	Ministry of Information	Ditto	Number of production companies supported
				Facilitate the enactment of comprehensive Media & Cultural Policy	Short-term	Ministry of Information	Ditto	Enacted Media & Cultural Policy
	To ensure that the services provided by mobile network providers meet the needs of customers and are efficient	Weak supervision of mobile network service providers leads to extortion of the general populace	Undertake close supportive supervision of all mobile service providers and track their activities on a daily basis	Train more technical staff on tracking and monitoring mobile communications, billing and quality of network	Short-term On-going	Ministry of Information	Ditto	Number of technical staff trained on mobile communication monitoring
				Assign network providers to a number of trained staff and oblige them to report on a daily basis	On-going	Ministry of Information	Ditto	Number and regularity of reports submitted by staff
				Enforce sanctions on breaches by mobile network service providers and ensure that their billing system reflects international standards of MINUTES the current UNITS billing system	On-going Short-term	Ministry of Information	Ditto	Level of enforcing sanctions on mobile service providers Responsiveness of revised billing to international standards
	To promote auto-regulation and protect the credibility of citizens and the state against cyber bullies and other related online crimes	No laws covering auto-regulation by internet service providers	Develop database and enforce mandatory registration of all internet service providers and subject them to a set of guidelines regarding acceptable and unacceptable contents	Undertake a comprehensive registration of all internet service providers in Sierra Leone	Quick-win	Ministry of Information NATCOM IMC	Ditto	Updated database of internet service providers
				Develop and publish guidelines for auto-regulation and general online service provision	Quick-win	Ministry of Information NATCOM	Ditto	Effectiveness of published online guidelines

	Objective	System	Proposed	Proposed	Proposed	Competent	Resource	Benchmarks
		Weakness	Strategy	Measures	Timetable	Authority	Implication	
		National Telecommunications Communications Commission (NATCOM)						
	To ensure that the services provided by mobile network providers meet the need of customers and are efficient	Weak supervision of mobile network service providers leads to extortion of the general populace	Undertake close supportive supervision of all mobile service providers and track their activities on a daily basis	Train more technical staff on tracking and monitoring mobile communications, billing and quality of network	Short-term On-going	NATCOM	Ditto	Number of technical staff trained on mobile communication monitoring
				Assign network providers to a number of trained staff and oblige them to report regularly	Short-term	NATCOM		Number and regularity of reports submitted by staff
				Enforce sanctions on breaches by mobile network service providers and ensure that their billing system reflects international standards of MINUTES the current UNITS billing system	On-going Short-term	NATCOM	Ditto	Level of enforcing sanctions on mobile service providers Responsiveness of revised billing to international standards
	To promote auto-regulation and protect the credibility of citizens and the state against cyber bullies and other related online crimes	No laws covering auto-regulation by internet service providers	Develop database and enforce mandatory registration of all internet service providers and subject them to a set of guidelines regarding acceptable and unacceptable contents	Undertake a comprehensive registration of all internet service providers in Sierra Leone	Quick-win	NATCOM	Ditto	Updated database of internet service providers
				Develop and publish guidelines for auto-regulation and general online service provision	Quick-win	NATCOM	Ditto	Effectiveness of published online guidelines
12		Civil Society						
	To create a robust and independent civil society, which demands clean government, and therefore, to create social revulsion and resistance to corruption	Weak civil society Political influence in the work of civil society Inadequate funding for civil society organizations	Strengthen civil society and Government coalition against corruption Maintain independence and provide regular funding for civil society	Creation of specialist civil society action coalition to develop CSOs with support from ACC, government and donors	Short-term	CSOs ACC Donors Ministry of Finance	Ditto	Established coalition of CSOs for Social Accountability
				CSOs and Government forge working partnership. Launching with high profile joint initiation like integrity pacts, awareness	Short-term	CSOs ACC Ministry of Finance	Ditto	Strengthened Social Accountability

	Objective	System	Proposed	Proposed	Proposed	Competent	Resource	Benchmarks
		Weakness	Strategy	Measures	Timetable	Authority	Implication	
				campaign				
				Confidence building measures for joint Government and CSOs anti-corruption initiatives	Quick-win	Ministry of Finance CSOs	Ditto	CSO/Public Sector/ACC Quarterly forum institutionalised
				Opinion of civil society to be solicited on all importance new legislations	Short-term	Ministry of Information CSOs NACS	Ditto	Number of interactions between civil society, Parliament and other public sector entities
13		Business Sector						
	To strengthen legal, institutional, regulatory and governance provisions to reduce opportunities for corruption in the private sector.	Low level of integrity and professionalism in the private sector Strong link established between private and public sectors	Strengthen the private sector Minimize private-public sector links through e-procurement	Establish legislation to prohibit persons involved in corruption from owning or managing companies	1-5 years	Ministry of Trade Parliament ACC Attorney General Office of the President	Ditto	Enacted laws
				Amend the Penal Code to criminalize bribery in the private sector	1-5 years	Parliament ACC Attorney General Office of the President	Ditto	Amended penal code fully operationalized
				Establish a law on mutual legal assistance to enhance mutual legal assistance on corruption offences, international cooperation and asset recovery	1-5 years	Parliament ACC Attorney General Office of the President	Ditto	Harmonised mutual legal assistance and cooperation laws
				Amend and systematize provisions concerning freezing, seizure and confiscation	Short-term	ACC Judiciary Parliament	Ditto	Revised ACC Act
				Review the legal framework to enable national authorities to freeze, seize and confiscate proceeds of crime based on decisions and convictions of foreign	Short-term	ACC Parliament Judiciary	Ditto	Revised legal framework

	Objective	System	Proposed	Proposed	Proposed	Competent	Resource	Benchmarks
		Weakness	Strategy	Measures	Timetable	Authority	Implication	
				authorities even if the decisions and convictions are not yet final				
PILLARS IN THE AGENDA FOR PROSPERITY								
		Promoting Inclusive Growth						
		PILLAR 1						
	To improve cooperation between state bodies/actors competent for the implementation of the strategy	Weak institutions are aiding to cripple the economy uncoordinated activities of state bodies /actors. Weak capacity. Inadequate financial resources.	Strengthen the institution capacity and systems Improve adequate budget.	-Technologies, including case management systems; -Publishing and disseminating judicial decisions; -Raising salaries; -Strengthening legal education, including anti-corruption -Supporting professional associations (lawyers and judges associations); -Developing ethics regimes and standards for justice sector employees; -Enhancing citizen awareness of rights and court procedures; and -Establishing complaints mechanisms for reporting corruption.	1-5 years	Judiciary ACC AG's Office	To be determined	Framework and systems in place and operational
		Ministry of Agriculture, Food Security	Smuggling of food to neighbouring countries	Provide access to markets in the Country and encourage private sector to take over marketing of agricultural products	Short-term	MAFFS	Ditto	Percentage of private sector investors venturing into the market
	To increase the productivity and strengthen the Ministry's maintenance culture of the ministry	Ineffective monitoring of agricultural activities, weak implementation of logging regulations and mismanagement of agricultural equipment and seeds	Prevent duplication of agricultural activities supported by NGOs, ensure seed that new beneficiaries benefit from revolving seed loans and agricultural equipment are judiciously managed	Regularize update of the ministry's asset register and intensify management inspection of assets, compliance to vehicle and the equipment use logging	Quick-win	MAFFS	Ditto	Regularity of updated asset register

	Objective	System	Proposed	Proposed	Proposed	Competent	Resource	Benchmarks
		Weakness	Strategy	Measures	Timetable	Authority	Implication	
				LGFD to ensure prompt disbursement of funds for agricultural activities	1-5 years On-going	MAFFS	Ditto	
				Hold periodic agricultural sector meetings and produce reports	On-going	MAFFS	Ditto	Number of meetings held per quarter and reports published
				In line with the NGO policy, ensure that all NGOs implementing agricultural projects go through the Ministry and share proposals	Quick win	MAFFS NGOs CSOs	Ditto	Level of enforced compliance for all NGOs
				Train more foresters, and equip the monitoring unit (PEMSD) to effectively monitor all agricultural activities including seed loan and forestry logging	Short-term	MAFFS	Ditto	Number of training models, reports and monitoring findings published
	To promote and increase private sector-driven value addition activities on agricultural goods	Limited value addition due to inadequate processing facilities, and limited access to finance, and a an infant stage of sector	Provide agro-processing facilities in new ABCs and in a growth pole, formalize an SEZ policy and support its full implementation	Agro-processing facilities provided in all ABCs and a growth pole	1-5 years	MAFFS	Ditto	Percentage of value addition activities on agricultural goods to agricultural GDP and total GDP

	Objective	System	Proposed	Proposed	Proposed	Competent	Resource	Benchmarks
		Weakness	Strategy	Measures	Timetable	Authority	Implication	
				SEZ policy formulated, implemented and enforced	1-5 years	MAFFS	Ditto	Number of firms selling agricultural goods with significant value-addition
		Ministry of Fisheries and Marine Resources						
	Enhanced transparency and accountability in revenue generation and enforcement of regulations	Lack of transparency and accountability in the generation of fishery and marine revenue Increased number of illegal trawlers our Economic Exclusive Zone conniving with senior authorities to defraud the State	Strengthen the accountability regime in fisheries and marine revenue Improved survey lance of coastal waters	Independent audits and improved public information on revenue flows Reform laws on use of our territorial waters	On-going	Ministry of Fisheries Audit Service	Ditto	Level of compliance to accountability regulations
	Regulation ensures fish are landed in ports and can be subject to necessary checks and inspections.	Failure to implement responsible fisheries regulations in access agreements may be an outcome of bribe payments and kickbacks.	Improve on the implementation of the fishery regulations	Develop a sector policy to guide the implementation of fishery regulation	Quick-win On-going	Ministry of Fisheries	Ditto	Extent of compliance with sector policy in place
				Prohibiting commercial fishing boats from transshipping fish catches at sea	Quick-win On-going	Ministry of Fisheries	Ditto	Number of prohibition notices, publications and level adherence
				Negotiation of Access Agreement should be consultative and transparent involving the support of civil society.	Quick-win On-going	Ministry of Fisheries Civil society	Ditto	Impact of transparent, effective and clear contract in place
		Ministry of Tourism and Culture	Development of tourists and facilities	Private database of all tourist facilities countrywide	Quick-win	Ministry of Tourism	Ditto	Accuracy of updated database of all tourist facilities

	Objective	System	Proposed	Proposed	Proposed	Competent	Resource	Benchmarks
		Weakness	Strategy	Measures	Timetable	Authority	Implication	
	To operationalize a comprehensive Media and Culture Policy for budgetary support by GoSL	Lip service assertion of Sierra Leone's culture that is less preserved, hardly researched upon and no proper planning nor effective management of beaches to attract tourist and investment	Develop a media and cultural policy as a vehicle to assert Sierra Leone's culture through film and television; support localities to manage beaches for international attraction	Train, provide logistics and deploy guards to all major beaches in collaboration with host communities and local councils	Quick-win	Ministry of Tourism	Ditto	Number of trained guards deployed to beaches
				Work in close partnership with the Relics Commission for on-going research excavation and preservation of hidden monuments and valuable heritage adding value to the Sierra Leone culture	1-5 years	Ministry of Tourism	Ditto	Extent of excavation undertaken
				Revive cultural studies in schools and modernize the Sierra Leone museum to ensure that students and citizens use it as a space to learn about Sierra Leone's rich past	1-5 years	Ministry of Tourism MEST	Ditto	Availability of revised curricula and school cultural activities
				Collaborate with the Ministry of Finance and Office of the President to ensure increased budgetary allocation specific to film & television as a conduit to infuse Sierra Leone culture in all emerging local films that SLBC and all local pay TVs will broadcast from time to time Revive the theatres, and	1-5 years	Ministry of Tourism Ministry of Finance	Ditto	Timeliness and adequacy of budgetary allocation Number of theatres revived and production companies trained

	Objective	System	Proposed	Proposed	Proposed	Competent	Resource	Benchmarks
		Weakness	Strategy	Measures	Timetable	Authority	Implication	
				provide training to production companies				
		Ministry of Trade & Industry						
	To redirect business and manufacturing towards the formal sector	Bulk of the Country activities are in the informal sector	Formalise the informal sector Establish comprehensive database on the informal sector. Create opportunities for informal sectors operated to enter the formal sectors through banking and finance	Establish data and analysis on the scale, nature and impact of informal economy in Sierra Leone	Short-term On-going	Private sector partners NGOs	Ditto	Efficacy of data base developed and operationalized
				Public awareness campaigns organized to raise public awareness on the harmful effects and prevention of the informal economy Establish a mechanism to enhance the information exchange between Tax Administration and Customs on import and export of goods	Quick-win On-going	ACC Business sector	Ditto	Extent of geographical coverage of awareness messages and efficacy of mechanisms established to enhance information exchanged
				Establish a single boarder control mechanism to prevent informal economy related to the import and export of goods	Short-term	Private sector Ministry of Trade NRA	Ditto	Relevance of mechanisms established and in operation
		Completed bureaucracy in the process of doing business in Sierra Leone	Streamline the process and reduce/eliminate bureaucratic hurdled	Conduct sting detailed analysis of existing procedures and criteria for certification, licensing and other registration documents in different fields.	Quick-win	Ministry of Trade	Ditto	Availability of data for public use
				Based on analysis, eliminate unnecessary procedures as much as possible along with simplifying existing procedures for registration, issuing, licensing and approving of registration	Quick win On-going	Ministry of Trade	Ditto	Simplified procedures developed and in use

	Objective	System	Proposed	Proposed	Proposed	Competent	Resource	Benchmarks
		Weakness	Strategy	Measures	Timetable	Authority	Implication	
				documents, in order to eliminate opportunities for corruption				
		PILLAR 2						
		Ministry of Mines and Mineral Resources						
	To make mining agreements public and available to civil society, the media and local authorities	Mining contracts are usually confidential and are not open to public scrutiny	Create a process on how the mining contracts can be opened to scrutiny	Promote transparency initiatives, such as the Extractive Industries Transparency Initiative (EITI) should be adhered with	Quick-win On-going	Ministry of Mines Mining companies NMA EITI Secretariat	Ditto	Compliance rate on EITI and other mining transparency regulations
	To inspire transparent and open mining regulations beneficial to government and the people	Corrupted regulation of the mining industry is a win-lose situation for government.	Initiate uncorrupted regulation for a win-win situation for both the government and private sector	Anti-corruption initiatives could also be directed towards firms focusing on voluntary initiatives and ethical codes of conduct	On-going	GoSL ACC NMA Mining companies	Ditto	Number of anti-corruption initiatives established
	To enhance corporate social responsibility (CSR) to align with community welfare	Poor channel for CSR funds with little or nor consideration for procurement procedures	Use precautionary principle to deliver CSR funding to communities	Devise a standardised procedure for the delivery of CSR funding and ensure that community beneficiaries in collaboration with local authority jointly monitor all CSR projects	Short-term On-going	Ministry of Mines Mining companies	Ditto	Number of mining companies with explicit CRS strategies and periodic progress reports
		Too many negative impact of mining operations in local communities	Reduced incidence of negative mining operations	Implement community development agreements to ensure communities benefit from mining operation	Quick-win On-going	Mining companies Ministry of Mines NMA	Ditto	Number of companies complying with standardised procedures for CSR delivery
				Facilitate the prompt payment, transparent and accountable use of surface rent by authorities of host communities	On-going	Mining companies Ministry of Mines NMA	Ditto	Percentage of companies and local authorities complying with set regulations and standards
		Ministry of Water Resources	Supply of clean drinking water	Undertake study and compile data on water sources countrywide	Quick win	GoSL Guma SALWACO	Ditto	Published database on water resources

	Objective	System	Proposed	Proposed	Proposed	Competent	Resource	Benchmarks
		Weakness	Strategy	Measures	Timetable	Authority	Implication	
		Irregular water supply for over 90% residents in Eastern Freetown and most other residents in central and Western area, without reason, unrealistic water-rates and aging pipes	Regularize pipe-borne water supply to residents in the capital and provincial areas through diverse sources and gradually replace aging pipes	Undertake a nation-wide needs assessment of water supply and segment by area or suburb for the capital and clusters for the regions	Quick-win	GoSL Guma SALWACO	Ditto	Regularity of published database of water-needs
				Use existing donor funds and solicit more local and external funding to gradually procure and replace damaged pipes with new ones	On-going 1-5 years	MWR	Ditto	Percentage of damaged and aging pipes replaced
				Undertake on-the-spot monitoring visits to GUMA sub-stations to prevent abuse by personnel and collusion with defaulters	On-going	MWR Guma SALWACO	Ditto	Number of published monitoring reports
				Fast-track the construction of mini-dams in and around the city to effectively augment other available dams	1-5 years	MWR Guma SALWACO	Ditto	Increased number of completed mini dams
				Revise rates and institute strict penalties for illegal connectors, those and those failing to pay	Short-term	MWR Guma	Ditto	Authenticity of database of revised rates and extent of penalties applied
		Ministry of Lands, Country Planning and the Environment						
		Dysfunctional and incapable of managing the most important asset belonging to the people	Strengthen the Land Ministry with the requisite infrastructure for land reformation	Review the land laws with a view of registering titles and the land tenure system	1-5 years On-going	Law Reform Commission Attorney General	Ditto	New land law in place
		Officers from Ministry collaborating with Community leaders and using "intimidation tactics", to sell state lands	Identification and mapping of all State lands should be conducted throughout the country	Undertake study of land mapping	Short-term	Ministry of Lands	Ditto	Published data on comprehensive data on state land

	Objective	System	Proposed	Proposed	Proposed	Competent	Resource	Benchmarks
		Weakness	Strategy	Measures	Timetable	Authority	Implication	
			Put moratorium on lease of state land and comply data base					
		Lack of transparent process in securing a lease for State Land	Open and gazette the process of securing government land	Gazette the process	Quick-win	Ministry of Lands	Ditto	Gazetted transparent processes in force and level of adherence by Ministry officials
	To promote transparency and accountability in all oil and gas negotiations and contracts award	Oil & Gas- Petroleum Resources Unit	Lack of transparency on negotiation and signing of contracts	Review all existing contracts and ensure benefit to the country and people	1-5 years On-going	Ministry of Mines Oil and Gas Petroleum Unit	Ditto	Number of revised agreements
	To ensure the increase and sustainable exploitation of oil and gas		Lack of a basic working knowledge of the industry and poorly coordinated processes with disproportionate expectations	Strengthen the regulatory framework for compliance monitoring and enforcement and build the requisite institutional capacity	Quick-win On-going	Oil and Gas Petroleum Unit Ministry of Mines Environment Protection Agency	Ditto	Level of compliance monitoring
				Establish a Transformational Development Fund	Short-term	Oil and Gas Petroleum Unit Ministry of Mines	Ditto	Existence of a Transformational Development Fund
		PILLAR 3						
		Ministry of Health & Sanitation						
	Improving the legal and institutional framework for the efficient and systematic suppression of corruption	Procurement of medicines and other medical supplies is vulnerable to inefficiencies and corruption Distribution of drugs brought with difficulties and corruption	Adherence to NPPA Act and building procurement infrastructure in the Ministry; Facilitate distribution of medical supplies by MOH and donors	Train Procurement officers in these specialised procurement; enhance capacity and provide funds for efficient distribution of medical supplies	Short-term On-going	MOHS NPPA CSOs	Ditto	Rate of compliance with NPPA regulations and law Responsiveness of trained
				Train procurement officers to draft proper bidding documents	Short-term	MOHS NPPA	Ditto	Trained staff and enhanced capacity
	Enhancing integrity, responsibility and transparency in the work of state bodies and building public confidence in state institutions	NPPA procurement laws that are not specifically designed to handle pharmaceuticals.	Devices and tailor the NPPA Act with the Authority assistance to deal with specialise procurement	Train Procurement staff on pharmaceuticals	Short-term On-going	MOHS NPPA		Number of trained pharmaceutical procurement staff
		The pharmaceutical industry has inadvertently not published information on medicine prices, making it difficult for purchasers	Encourage the Industry to publish information on drugs medicines prices	Publish information on drugs medicines procurement to ensure information for purchaser	Quick-win On-going	MOHS CSOs	Ditto	Geographical coverage of published information and percentage of

	Objective	System	Proposed	Proposed	Proposed	Competent	Resource	Benchmarks
		Weakness	Strategy	Measures	Timetable	Authority	Implication	
		to negotiate a fair price.		support policies setting management decision making and transparency				accessibility
				Clear, easy-to-understand, and timely information must be provided to people who can use it to hold public or private institutions accountable	Quick-win	MOHS Private sector CSOs	Ditto	Information available and accessible
				Develop full operational policy on transparency also requires that information be consistently provided and consistently accessible in reliable quality, standardized, comparable, and disaggregated form to address a defined public purpose	1-5 years	MOHS	Ditto	New policy on transparency operationalized
	To reduce the wide salary and emolument gap among health sector staff	Very wide gap in salary and emolument structure for health service workers	Enhanced and harmonised salary package guaranteed			
		Births and Deaths						
	To strengthen the process and mechanisms for investigating the citizenship status of all applicants	Weak investigative mechanisms for applicants resulting to difficulties in identifying Sierra Leoneans from non Sierra Leoneans	Build capacity to enable thorough investigation of all cases	Train staff on robust verification of citizen's authenticity	Short-term On-going	Births & Deaths	Ditto	Number of staff trained on improved investigation and verification techniques
				Modernize the registration system				
		Out-dated Act that is dated in the 1960's and less responsive to emerging issues Manual operations seriously risks accuracy and security of applicants	Review the law and modernize the registration process	Engage relevant authorities to review the Births and Deaths Act and develop a National policy on Births & Deaths Registration	Short-term	Births & Deaths Law Officers Dept. Law Reform Commission	Ditto	Revised Births & Deaths Act
				Institute e-registration of citizens and gradually automate old registrations into an electronic database	On-going	Births & Deaths	Ditto	Automated registration system instituted
		Ministry of Education, Science and Technology						
	Improving the legal and institutional framework	The cost of corruption is high. Diversion of resources from	Institute controls and continuous monitoring of	Reduce the percentage of students per teacher by	Short-term	Ministry of Education	Ditto	Improved student-teacher ratio

	Objective	System	Proposed	Proposed	Proposed	Competent	Resource	Benchmarks
		Weakness	Strategy	Measures	Timetable	Authority	Implication	
	for the efficient and systematic suppression of corruption	inadequate education budgets result in overcrowded classrooms, lower standards and crumbling schools, or no schools at all	educational resources	gradually phasing out the double-shift system to reduce overcrowding Create more classroom facilities Train more teachers and improve salaries and other incentives	On-going			Improved learning environment
				Provide the infrastructure to avoid overcrowding	On-going	Ministry of Education	Ditto	Percentage of schools decongested
		Books and supplies are sometimes sold instead of being given free to pupils	Put in place internal control and effective monitoring mechanism	Establish confidential complaint channels to report suspected corruption without fear of retaliation.	2014 On-going	Ministry of Education ACC	Ditto	Number of confidential channels established and utilised
		Schools and universities also 'sell' school places or charge unauthorised fees, forcing students (usually girls) to drop out.	Continuous monitoring of school authorities to ensure that unauthorized fees are not charged. Provide appropriate logistics for frequent monitoring of all learning institutions	National, district and school and university budgets need to be published in detail so that we can monitor how resources are allocated	Quick-win On-going	Ministry of Education	Ditto	Published budgets in place at all educational levels
				Create and push for exam regulations to be widely published. And we must monitor grading, so students won't have to buy their way to good marks.	On-going	Ministry of Education	Ditto	Regularity of monitoring published regulations Extent of enforcing sanctions against defaulters
		Teachers and lecturers are appointed through family connections, without qualifications	Open and transparent process to recruit teachers should be adopted	Commitment to high quality education that's available to all.	On-going	Ministry of Education	Ditto	Universal high quality education
				No teacher should be appointed without proof of their qualifications and experience	Quick-win On-going	Ministry of Education	Ditto	Effective vetting system in place
		Grades can be bought, while teachers force students to pay for tuition outside of class.	Regular external audits must take place to detect and deter fraud	Clear regulations controlling education finance and management. These give guidelines on new schools, exam processes and fees.	Quick-win On-going	Ministry of Education	Ditto	Regulation developed and operationalized
		Environmental Protection						

	Objective	System	Proposed	Proposed	Proposed	Competent	Resource	Benchmarks
		Weakness	Strategy	Measures	Timetable	Authority	Implication	
		Agency						
		Perennial discretionary engagement with manufacturers and mining companies at the expense of applying global environmental protection standards	Standardized environmental protection rules and regulations applied without recourse to discretionary compromise	<p>Full implementation of all provisions of the "Polluter-Pay Principle" and monitor manufacturing companies' adherence to this, in collaboration with host communities and local councils</p> <p>Institute the best of practice of ensuring all mining companies as part of their agreements be required to pay an "Environmental Bond" that could be forfeited where there's evidence of recklessness and reluctance to restore mined land</p> <p>Make EIA reports public and conduct radio, community and TV sensitization on the level of compliance by companies, manufacturers and actions taken against defaulters</p> <p>Use the Global Reporting Initiative templates on the environment to disseminate EIA reports far and wide and engage the local media</p>	<p>On-going</p> <p>Short-term</p> <p>On-going</p> <p>Quick-win</p> <p>On-going</p> <p>Quick-win</p> <p>On-going</p>	<p>Office of the President</p> <p>EPA</p> <p>CSOs</p>	<p>Ditto</p>	<p>Full compliance with the polluter-pay principle</p> <p>Number of manufacturing and mining companies consenting to pay environmental bonds</p> <p>Published EIA reports and community sensitization reports/flyers/jingles</p> <p>New reporting template in place and operational</p>
		PILLAR 4						
		Ministry of Finance and Economic Development						
	Improving the legal and institutional framework	Excessive, complicated and non-transparent taxes	Simplification of the tax regime, reduction of number	-Tax reform and NRA institutional reform	1-y years	Ministry of Finance	Ditto	New test system developed and

	Objective	System	Proposed	Proposed	Proposed	Competent	Resource	Benchmarks
		Weakness	Strategy	Measures	Timetable	Authority	Implication	
	for the efficient and systematic suppression of corruption		of taxes	-reduce the number of taxes to reduce the opportunities for intrusion, reduce discretion and simplify procedures				popularised
	to create an effective strategic platform for the prudent and accountable management of public resources and deny officials the opportunity to conceal corruption	Lack of Enhanced improvement and roll-out of the Integrated public financial management to MDAs	Strengthen the integrated public financial management systems	Roll- out to Key MDAs	1-5 years	Ministry of Finance	Ditto	Realistic budget framework developed and used
			Undertake realistic budgeting Boost more on domestic and external sources	Carryout comprehensive analysis of sources and circumstances	1-5 years On-going		Ditto	
		Bank of Sierra Leone						
		Lack of proper governance in the management of the Commercial Banks	Strengthen the Governance framework	Synchronise the Board's member tenure with the Bank of Sierra Leone Prudential Guidelines	Short-term	BSL	Ditto	Tenure defined and adhered to
		Avoid unjustifiable depreciation of the Leone	Address supply side constraints of foreign exchange	Make it mandatory for an Independent firm to form an opinion on the effectiveness of the board in the discharge of its functions to be included in their Annual report	Short-term	BSL	Ditto	Depoliticised appointment of Board members to enhance quality
			Revise monetary policy formulation Management to ensure low inflation and exchange rate		On-going			
		PILLAR 5						
		Ministry of Youth						
		Planning for youth support done on ad hoc basis than being informed by a comprehensive database	Institutionalize an annual database registration of all youths and involve all disadvantaged and the most vulnerable groups as beneficiary for all youth support	Undertake zonal-ground mapping of all locations where youths are found in a particular location	Quick-win	Ministry of Youths	Ditto	Translated map of youths displayed in communities
		Omission of commercial sex workers, ghetto "pushers" and various other disadvantaged groups from youth support		Send officials to register youths in their locations detailing their employment (needs) status and nature of support they will embrace	Short-term	CSOs NaCSA		Synchronised youth register in place and used for planning
				Publish list of registered youths in their locality for verification and inclusion				Published list of youths

	Objective	System	Proposed	Proposed	Proposed	Competent	Resource	Benchmarks
		Weakness	Strategy	Measures	Timetable	Authority	Implication	
				<p>of those not included</p> <p>Conduct frank awareness raising about the purpose of such registration emphasizing that it is a planning tool, not any guarantee for job provision</p> <p>Prepare annual budget using priorities outlined in the youth database and approach NaCSA and other donors for support</p> <p>Encourage and continue to support productive and enterprising youth initiatives</p>	<p>Short-term</p> <p>Short-term</p> <p>On-going</p> <p>On-going</p> <p>1-5 years</p> <p>On-going</p>			<p>Number of awareness raising sessions held</p> <p>Streamlined annual budget reflecting youth priorities</p> <p>Promoted number of productive and enterprising youth initiatives</p>
		National Youth Commission						
		<p>Planning for youth support done on ad hoc basis than being informed by a comprehensive database</p> <p>Omission of commercial sex workers, ghetto "pushers" and various other disadvantaged groups from youth support</p>	<p>Institutionalize an annual database registration of all youths and involve all disadvantaged and the most vulnerable groups as beneficiary for all youth support</p>	<p>Undertake zonal-ground mapping of all locations where youths are found in a particular location</p> <p>Send officials to register youths in their locations detailing their employment (needs) status and nature of support they will embrace</p> <p>Publish list of registered youths in their locality for verification and inclusion of those not included</p> <p>Conduct frank awareness</p>	<p>Quick-win</p> <p>Short-term</p> <p>Short-term</p>	<p>National Youth Commission</p> <p>CSOs</p>	<p>Ditto</p>	<p>Translated map of youths displayed in communities</p> <p>Synchronised youth register in place and used for planning</p> <p>Published list of youths</p>

	Objective	System	Proposed	Proposed	Proposed	Competent	Resource	Benchmarks
		Weakness	Strategy	Measures	Timetable	Authority	Implication	
				<p>raising about the purpose of such registration emphasizing that it is a planning tool, not any guarantee for job provision</p> <p>Prepare annual budget using priorities outlined in the youth database and approach NaCSA and other donors for support</p> <p>Encourage and continue to support productive and enterprising youth initiatives</p>	<p>Short-term</p> <p>On-going</p> <p>On-going</p> <p>1-5 years</p> <p>On-going</p>			<p>Number of awareness raising sessions held</p> <p>Streamlined annual budget reflecting youth priorities</p> <p>Promoted number of productive and enterprising youth initiatives</p>
		<p>Planning for youth support done on ad hoc basis than being informed by a comprehensive database</p> <p>Omission of commercial sex workers, ghetto “pushers” and various other disadvantaged groups from youth support</p>	<p>Institutionalize an annual database registration of all youths and involve all disadvantaged and the most vulnerable groups as beneficiary for all youth support</p>	<p>Undertake zonal-ground mapping of all locations where youths are found in a particular location</p> <p>Send officials to register youths in their locations detailing their employment (needs) status and nature of support they will embrace</p> <p>Publish list of registered youths in their locality for verification and inclusion of those not included</p> <p>Conduct frank awareness raising about the purpose of such registration emphasizing that it is a planning tool, not any guarantee for job provision</p>	<p>Quick-win</p> <p>Short-term</p> <p>Short-term</p>	<p>National Youth Commission</p> <p>CSOs</p>	<p>Ditto</p>	<p>Translated map of youths displayed in communities</p> <p>Synchronised youth register in place and used for planning</p> <p>Published list of youths</p> <p>Number of awareness raising sessions held</p>

38

	Objective	System	Proposed	Proposed	Proposed	Competent	Resource	Benchmarks
		Weakness	Strategy	Measures	Timetable	Authority	Implication	
				Centres where youths can be sustainably employed Engage donors to scale-up Sierra Leone's Social Protection support and extend to more vulnerable groups like Commercial Sex Workers, "Boat-Fish-mongers", "Ghetto/Poyo-pushers & sellers" etc.	1-5 years 1-5 years			
		PILLAR 7						
		Anti-Corruption Commission						
	Enhancing integrity, responsibility and transparency in the work of state bodies and building public confidence in state institutions	Low chance of detection and prosecution	Strengthen Assets declaration /disclosure mechanism	Strengthen assets declaration and monitoring mechanism; into random check and monitoring	Quick-win On-going	ACC	Ditto	New framework developed and tested
			Enhance vigilance on needs basis	Establish non-intrusive vigilance unit on need basis reporting directly to the Commissioner	Short-term On-going	ACC	Ditto	Unit Developed
			Discourage collusion working environment	Whistle-blower recourse and physical legislation protection	Short-term On-going	ACC	Ditto	Protected whistle-blowing supported
				Formalise system of job rotation starting with the high risk functions	Short-term	ACC	Ditto	Formalised system in place
	Creating preconditions for the suppression of corruption at all levels	Public tolerance and acceptance of Corruption	Design mass media campaign to raise awareness, build consensus and seek to change behaviour	Collaborate with media to develop articles and supplements in local languages on NACS and responsibilities of citizens; providing case study	Short-term On-going	ACC	Ditto	Sustainable working partnership between NACS and Media established
				Develop a communication strategy	Short-term	ACC NACS	Ditto	Strategy in place
				Encourage public debates in media on issue of corruption	On-going	ACC NACS	Ditto	Number of debates held
				Use other culture media to transmit the message especially soap opera, theatre group.	On-going	ACC NACS	Ditto	Alternative media fully utilised
			Target attitudinal and	Introduce ACC themes,	On-going	ACC	Ditto	Mechanism

	Objective	System	Proposed	Proposed	Proposed	Competent	Resource	Benchmarks
		Weakness	Strategy	Measures	Timetable	Authority	Implication	
			behavioural change of young generation	the role of Government; religious perspective of civil duties		CSOs Religious Organisations		developed and used
				Hold competitions for youngsters to identify anti-corruption actions with prizes	On-going	ACC NACS	Ditto	Quality of competitions organised
				Mosque & Churches teaching institutions to propagate the evils of corruption	Quick-win	ACC IRC	Ditto	Number of sermons preached in churches and mosques
			Promote revival of family value through family dialogue and discussion programmes	Launch school campaign to encourage children to discuss competition issue with the aim of putting moral pressure on adults.	Quick-win On-going	ACC NACS	Ditto	School campaign launched and operational
				Prepare a standardized mechanism for establishing Situation Reports on Corruption in Sierra Leone on a regular basis and conduct specific risk assessments, surveys, researches and studies based on the results of the Situation Reports on Corruption	Short-term On-going	ACC NACS	Ditto	Mechanisms developed and operational
			Launch public campaign to ostracise the corrupt and celebrate the honest	Publish loans and tax defaulters; convicts of corruption and other defaulters of state's dues	Quick-win On-going	NRA	Ditto	Defaulters named and shamed
				Develop and implement integrity, transparency and anti-corruption awareness events in schools and universities	Short-term	ACC ACC NACS	Ditto	Calendar of events developed and shared with all partners
				Organize risk assessment -based training on integrity and anti-corruption issues for employees of public sectors most vulnerable to	Quick-win On-going	ACC NACS CSOs	Ditto	Training manual and calendar developed and published

	Objective	System	Proposed	Proposed	Proposed	Competent	Resource	Benchmarks
		Weakness	Strategy	Measures	Timetable	Authority	Implication	
				corruption				
				Publish high taxpayers and celebrate their honesty.	On-going	ACC NRA	Ditto	Annual events developed and published
				Establish cooperation standards for the ACC and media to improve awareness raising on the extent, scale, nature, impacts of corruption and functionality of the anti-corruption measures to enhance the quality of communication	Quick-win On-going	ACC Media CSOs	Ditto	Mechanism for cooperation standards developed and shared by all concerned
		Limited capacity of ACC	Enhance ACC capacity including staff, technology and funding	ACC to institute training in key areas, notable forensic investigation, collection of evidence, cybercrime	1-5 years	ACC	"	Expertise acquired /trained and effectively utilised
				Establish training Academy by ACC	1-5 years	ACC	Ditto	Training Academy operational
				Ensure provision of adequate resources	On-going	ACC	Ditto	Sustainable resource mobilisation to be put in place
				Strengthen formal coordination mechanism for case referrals and investigative support	Quick-win On-going	ACC Judiciary	Ditto	Mechanism developed and tested
		Vulnerability of ACC to Corruption	Protect ACC staff from temptation and limit opportunities	ACC to develop and implement codes of conduct	Quick-win	ACC	Ditto	Developed and operationalized codes
				ACC to develop and implement Anti-corruption policies	Short-term 1-5 years	ACC	Ditto	ACC policies developed
				Review internal control procedures to reduce the scope for abuse of power	Quick-win	ACC Audit Service	Ditto	Control systems developed
				Instil professional pride through motivation and qualitative selection and training	On-going	MDAs	Ditto	Conducive work environment
				Periodic integrity testing	On-going	MDAs	Ditto	Shared results of integrity testing
				Effective internal vigilance mechanism	On-going	MDAs	Ditto	Mechanism developed

	Objective	System	Proposed	Proposed	Proposed	Competent	Resource	Benchmarks
		Weakness	Strategy	Measures	Timetable	Authority	Implication	
				Introduce special investigative technique of "fictitious bribery" as an investigative tool for criminal procedures under the authority of prosecution service or judiciary, fully respecting prohibition of entrapment and safeguards for human rights of persons against which the method would be applied	1-5 years	ACC Police Judiciary	Ditto	Techniques developed and tested
		Public Sector Reform Unit						
	To eliminate corruption through creating a motivated, meritocratic, performance driven, professional civil service, resistant to the temptations of corruption, due to integrity and pride in the delivery of service, and the fear of detection and punishment – promote simple and transparent organisations and management structures.	Oversized civil Service at the Shop floor (low level)	Implementation of the GoSL's Multi-Year Public Sector pay Reform Strategy (2011-2015)	Expedite the civil service proposal for approval and implementation	Short-term 1-5 years	PSC HRMO	Ditto	New Civil Service System in place
				Expedite the proposal for rightsizing and Restructuring recommendations based on the functional and management review recommendations	Short-term 1-5 years	PSC HRMO	Ditto	Right-sized civil society in place
				Rightsizing target to be set and the implementation to be rolled out to the provinces	Short-term On-going	HRMO PSC	Ditto	Risk systems applied countrywide
	To provide efficient, effective and transparent public services which do not force customers to pay bribes, and promote accountability for the public in the event of any		Strengthen civil service management	Introduce modern HR management systems and build capacity for management of the system in the HRMO	2015 - On-going	HRMO	Ditto	Modern management systems in place

	Objective	System	Proposed	Proposed	Proposed	Competent	Resource	Benchmarks
		Weakness	Strategy	Measures	Timetable	Authority	Implication	
	abuse of power by officials.							
	To improve the legal and institutional framework for the efficient and systematic suppression of corruption			Conduct complete organizational and functional review of public administration in Sierra Leone with a view to identify weak points inside the public administration structures regarding the corruption and act in this regard.	Short-term 1-5 years	HRMO PSC	Ditto	Review report shared and implemented
		Crunch of leadership	Enhance quality of institutional leadership in public sector	Consider recruitment to senior positions to a wide range of candidate on meritocratic and transparent basis; develop person specification and job description for all senior positions and vacancies; Advertise all Senior posts widely.	1-5 years	PSC HRMO	Ditto	High quality productive and efficient civil service
				Provide greater job security with fixed tenures to senior posts, linked to performance and accountability requirements. Ensure transparency of justification for exceptions to fixed tenure	On-going	PSC HRMO	Ditto	Secured job-tenure and transparent processes in place
				Create new models of government which provide for enhanced autonomy (HR, years financial, operational) with increased accountability of institutions	On-going	HRMO	Ditto	New Government model developed
			Strengthen accountability of Senior officials at MDAs	Clearly set out, and widely publicise, senior officials objectives, responsibilities, in particular resources, and system of accountability	1-5 years	HRMO	Ditto	Manual on senior Civil Service developed and popularised
				Require senior officials to issue annual performance objectives	Short-term On-going	GoSL, HRMO	Ditto	Individual performance objectives developed

	Objective	System	Proposed	Proposed	Proposed	Competent	Resource	Benchmarks
		Weakness	Strategy	Measures	Timetable	Authority	Implication	
				and achievementstargets				by all senior officials
				All organisations to publish annual reports giving performance against planned Years annual objective	Quick-win On-going	HRMO	Ditto	Annual performance appraisals developed and utilised
		Lack of meritocracy in some recruitment	Meritocracy in all recruitment	Introduce transparency and strict compliance with rules in all recruitments	Quick-win On-going	PSC	Ditto	Transparent and professional recruitment systems in place
				Public Service Commissionto be involved in recruitment to the maximum possibleextent	Short-term On-going	PSC	Ditto	Transparent public service recruitment in place
				Review lateral entry system to determine how it can be reformed to avoid nepotism	Short-term	HRMO PSC	Ditto	Revived and reformed systems in place
		Low salaries expose officials to temptation of corruption	Increase pay to living wage. Monetised where possible	Increase pay to living wage	1-5 years On-going	HRMO PSC	Ditto	Living wage enhanced
				Adjust pay structures according to nature of the job	Short-term On-going	PSRU HRMO PSC	Ditto	Pay structure correlated with nature of the job
				Prioritise the areas where increase in remuneration can bring about immediate reduction in corruption e.g. Public service delivery, anti-corruption agencies etc.	Short-term On-going	MDAs PSRU HRMO PSC	Ditto	Compensation System developed and utilised
				Review perks and privilegessystem with a view tointroducing monetisation wherever possible	Short-term On-going	MDAs	Ditto	Review conducted and action taken from time to time
				Increase HR autonomy of key institutions, allowing them to optimise staff and remuneration level	Short-term On-going	MDAs	Ditto	System for enhanced HR autonomy developed and utilised

	Objective	System	Proposed	Proposed	Proposed	Competent	Resource	Benchmarks
		Weakness	Strategy	Measures	Timetable	Authority	Implication	
		Lack of Job security can result to politicisation and corruption	Improve job security, balanced with accountability	Review means by which job security could be improved, with focus on senior officials and those in vulnerable position	Short-term On-going	MDAs	Ditto	Review conducted and findings published and tested
		Limited meritocracy in transfers, posting and promotions	Introduce and enforce codes of conduct on transfers, posting and promotions	Incorporate code in HR systems	Short-term On-going	MDAs	Ditto	Codes developed and utilised
		Skills deficiencies in public sector esp. the missing middle	Increase competencies	Introduce formal training assessment techniques	Short-term On-going	MDAs	Ditto	Techniques developed and tested
				Embark on continuous Professional Development Programmes	1-5 years On-going	MDAs	Ditto	Professional development framework developed and used
				Roll-out training to other MDAs	1-5 years	PSRU HRMO PSC	Ditto	Training popularised
				Develop a succession plan	1-5 years On-going	MDAs	Ditto	Succession Plan
		ETHICS MANAGEMENT SYSTEM						
		Weak integrity system in place	Enforce strong ethical standards framework	Review and improve ethics framework in all MDAs with wide participation of civil society and media	Short-term On-going	ACC MDAs CSOs	Ditto	High ethical standards established
				Imbibe conflict of interest rules in the codes of conduct	2014 On-going	ACC MDAs	Ditto	Conflict of interest rules factored into codes
			Reinforce ethics framework on a regular basis	Agree, adopt and publish MDAs integrity pacts	On-going	ACC MDAs	Ditto	Integrity pacts in place
				Introduce integrity and ethics as major feature in induction programme	Short-term On-going	ACC MDAs	Ditto	Integrity and ethics factored into programs
				Workshops and training, using case studies, role play and discussion, to regularly reinforce ethic systems	Short-term On-going	ACC	Ditto	Workshop and training programs developed and carried out

	Objective	System	Proposed	Proposed	Proposed	Competent	Resource	Benchmarks
		Weakness	Strategy	Measures	Timetable	Authority	Implication	
				Publicise and reward cases of integrity and high performance	1-5 years On-going	ACC MDAs	Ditto	Develop framework for integrity awards
		Absence of modern accountability mechanism	Link jobs to MDAs objectives	Activity based Job Description or Output Based Job description be introduced in all MDAs	Quick-win On-going	MDAs HRMO PSC	Ditto	Job description developed and utilised
			Effective performance evaluation system	Improved performance evaluation system to be rolled out to all MDAs, The system to include objective and target setting; self-assessment; independent evaluation of quantifiable result	Short-term On-going	ACC MDAs	Ditto	Evaluation framework developed and implemented
		Weak implementation of disciplinary procedures indiscipline and lawlessness	Strict implementation of existing disciplinary procedure	Maintain robust and speedy disciplinary procedures	Quick-win On-going	ACC MDAs	Ditto	Disciplined work environment
				Give disciplinary powers at the middle tier for lower level employees	Short-term On-going	ACC MDAs	Ditto	Middle level employees empowered
		Weak external accountability mechanism	Strengthen external accountability principally through transparency and participation	Mandatory requirement for MDAs to report against planned objectives, strategies, plan for what is achieve with the given resources	Quick-win On-going	ACC MDAs	Ditto	Report framework developed and used
		Audit Service Sierra Leone						
		Weak Internal controls in MDAs	Implement sound internal controls in line with Government Financial Management Regulations; Government Budgeting and Accountability Act and INTOSAI best practice	Assign clearer responsibility for internal controls to senior officials of MDAs and each layer of management	Quick-win	ACC MDAs ASSL	Ditto	Internal control systems developed and assigned
				Enact the new Government Budgeting and Accountability Act	Short-term	ACC MDAs ASSL	Ditto	Law enacted
			Increase public sector capacity in Internal controls	Conduct refresher session guidance for key public officials incl. Principal Accountants	1-5 years	MDAs ACC ASSL	Ditto	Refresher courses developed and implemented
			Strengthen reporting and	Require Senior officials of	1-5 years	ACC	Ditto	Risk management

	Objective	System	Proposed	Proposed	Proposed	Competent	Resource	Benchmarks
		Weakness	Strategy	Measures	Timetable	Authority	Implication	
			monitoring of control environment	MDAs to undertake formal Risk management assessment yearly and report		MDAs ASSL		assessment framework developed and used
			Focus on implementing controls in High Risk Sectors or Institutions	Separate function amongst Anti-Corruption Agencies, deconcentrate and rationalisation of function	1-5 years On-going	ACC ASSL	Ditto	Identify and assessment of functions in line with comparative advantage
		National Public Procurement Authority						
	To reform the supply/demand nexus in the area of development, procurement and contracting. This means a zero tolerance attitude on the part of the donor agencies, reducing the need and willingness of bidders to offer bribes and kickbacks and reducing the opportunities for officials to demand them.	Absence of repository of procurement experts in government	Develop procurement expertise and promote as a specialist discipline within government	Train and encourage University to imbibe procurement as part of their curricula	Short-term On-going	NPPA ACC NACS	Ditto	Training module developed and used
		Weak and ambiguous procurement laws, rules and procedures	Revise and create standards, coherent and transparent set of laws, rules and procedures	NPPA to establish timetable to review the current Act and regulation	1-5 years	NPPA	Ditto	Time table developed
			Ensure that new law and regulation facilitate fair competition, transparency and public participation.	High value and high profile procurement above Le 1 billion to be based on integrity pacts. This is to serve as a model to be included in the revised Act	Quick-win	NPPA CSO	Ditto	Revised Act takes on-board integrity pacts
		Foreign Government and Multi-national companies encourage or fail to prevent corruption	Build the willingness, capacity and confidence of Foreign government/ multi-national agencies to fight corruption	Provide the support and impetus for the coalition of multi-donors to convene and implement the OECD Convention to combat Bribery of Foreign Public Official. The coalition to meet regularly to determine ways to reduce corruption in procurement	1-5 years	NPPA Donor Partners	Ditto	Coalition created and operationalized
				Members of the coalition to sign integrity pacts	1-5 years	NPPA	Ditto	Integrity pact signed and adhered to

	Objective	System	Proposed	Proposed	Proposed	Competent	Resource	Benchmarks
		Weakness	Strategy	Measures	Timetable	Authority	Implication	
				monitored by CSO		CSOs Donor Partners		
				Create a system to enable blacklisting of companies breaching the integrity pacts or involving in corrupt practices	Quick-win	NPPA ACC	Ditto	Systems created and working
				Develop Government policies to pursue and prosecute Foreign bribers	2014 On-going	ACC NPPA	Ditto	Policy framework developed and operationalized
		Honest bidders disadvantaged from participating in bidding process	Reform and revised procedures and practice to incentivise wider group of bidders	GoSL through NPPA to put in place arrangements to guarantee swift payment of consultants and contractors	Short-term On-going	NPPA Ministry of Finance	Ditto	Framework developed and operationalized
				Introduce system of milestone payment to release payment to consultants and contractors	Short-term	NPPA MDAs	Ditto	Payment system developed and applied
		Low competence, integrity and professionalism of procurement staff	Build capacity of procurement staff to withstand corruption	Professional training in procurement and contract management	On-going	NPPA MDAs	Ditto	Training module developed and utilized
				Introduce integrity sting for procurement staff	Quick-win	NPPA MDAs	Ditto	System designed and applied
				Monitor procurement staff through assets declaration	On-going	NPPA ACC	Ditto	Monitoring mechanisms and reports/findings discussed and disseminated
		PUBLIC FINANCIAL MANAGEMENT						
		On-going Financial Management reforms endangered by capacity weakness	Invest in financial management capacity building	Continuous IT and financial management training to all finance staff especially those in the district	On-going	Ministry of Finance Donors	Ditto	Number of trained finance staff
			Roll-out reforms to the provinces and districts		On-going	Ministry of Finance Donors	Ditto	Percentage of reforms rolled out to the regions and districts
		Activity based budgeting not linked to objective and output	Transition to performance based budgeting.	Development or review of meaningful mission, vision, objectives, output, performance indicators,	Short-term	Ministry of Finance Donors	Ditto	Number of revised MDA strategic plans

	Objective	System	Proposed	Proposed	Proposed	Competent	Resource	Benchmarks
		Weakness	Strategy	Measures	Timetable	Authority	Implication	
				target. All development on participatory basis				
			Increased transparency of the budget process and format	Parliamentary debates to be televised live	Quick-win	SLBC Parliament CSOs	Ditto	Number of live televised parliamentary debates
				Simplification of budget format.	Quick-win	Ministry of Finance CSOs	Ditto	Level of simplified budget format
		Inadequate public participation in the budgetary process	More public participation in the budgetary process	Regular pre-budget seminar.	Quick-win On-going	Ministry of Finance CSOs	Ditto	Regularity of pre-budget seminars
		Slow progress and roll-out of the reforms to MDAs and the lack of the involvement of civil society to monitor the process	More CSOs participation and accelerate the reforms roll-out to MDAs	Simplify and publicize progress on the Integrated Financial Management System and hold regular consultations with civil society on follow-up of monitoring indicators	Quick-win	Ministry of Finance CSOs Donors	Ditto	Depth of simplified integrated financial management systems
		Development Projects						
		Weak external monitoring of development projects	Strengthen transparency and external monitoring of projects	Undertake reviews of unfinished and completed projects to identify projects which should be abandoned, finished and learn lessons from.	Quick-win	Ministry of Finance CSOs ASSL	Ditto	Updated database of on-going projects
				Strengthen ASSL capacity to undertake performance concurrent audit of procurement and projects focusing on social sector projects	Short-term On-going	ASSL CSOs NGOs	Ditto	Number of project performance audit reports produced and published
		Failure to meet development needs and increase the opportunity for corruption	Strengthen functional specialisation and professional/technical developmental areas	Ensure all project payments are made on the basis of milestone and output	Quick-win On-going	Ministry of Finance CSOs ASSL Donors	Ditto	Level of value for money guaranteed in project payment
				Donors to design and implement robust output measures to social sector project and budget support	On-going	Donors Ministry of Finance CSOs	Ditto	Revised donor output measures for donor social sector projects
		PILLAR 8						
		Ministry of Social Welfare,					Ditto	

	Objective	System	Proposed	Proposed	Proposed	Competent	Resource	Benchmarks
		Weakness	Strategy	Measures	Timetable	Authority	Implication	
		Gender & Children Affairs						
	To increase women's participation and representation in decision-making and leadership in the public sector, including security and local council, and private sector	Entrenched patriarchy, cultural beliefs and practices remain a hindrance to advancement of women and girls	Increase the number of women appointment to management positions meeting the AAP threshold of 30% representation in the public sector and the security and private sectors as well as local council	Enact the minimum 30% quota for women to include the establishment of the National Women's Commission	1-5 years	MSWGCA Parliament CSOs NGOs	Ditto	Number of women appointed to senior management level positions in the public sector and local councils
				Strengthen the coordination and capacity for gender mainstreaming and policy implementation by the National Gender Machinery	Short-term On-going	MSWGCA CSOs	Ditto	Gender mainstreamed into Minister's Performance Contract
				Develop a comprehensive National Gender Policy	Short-term	MSWGCA	Ditto	Number of gender-sensitive policies, action plans, laws and regulations approved
	To ensure the full domestication of international and regional instruments such as CEDAW, AU Protocol and institute a conducive business environment for women through greater access to finance and capacity development	Slow pace of domesticating international treaties and weak business environment for women's groups	To strengthen prevention and response mechanisms to violence against women and girls and enhance a conducive business environment for women	Enactment and strict enforcement of laws against domestic violence on women; underage initiation rites of passage for girls	On-going	MSWGCA Law Reform Commission Parliament CSOs	Ditto	Number of reported cases of domestic violence, rape, sexual assault and reduced underage initiation/rites of passage for girls
				Establish a women's empowerment fund specifically for education, promoting female entrepreneurship and political participation	Short-term On-going	MSWGCA Donors Ministry of Finance CSOS Mining companies	Ditto	Percentage of available credit, financial and technical support services going to women/men from government and non-government sources Number of female led businesses in the energy sector Number of CSR-based partnerships targeting women's access to finance and capacity development

	Objective	System	Proposed	Proposed	Proposed	Competent	Resource	Benchmarks
		Weakness	Strategy	Measures	Timetable	Authority	Implication	
				Establishment of a mandatory free tuition from primary to senior secondary school for girls and coordinate implementation of the multi-sectoral strategy to reduce teenage pregnancy	Short-term On-going	MSWGCA Civil society	Ditto	Number of girls completing primary and secondary schools Level of access to higher education and lifelong learning proved for women Decreased teenage pregnancy and gender-sensitive institutional mechanisms strengthened
		OTHERS						
		SUB-REGIONAL GOVT OR LOCAL GOVT						
	To establish local government as an effective system of grass roots governance where accountability and participation mechanisms form the backbone of a corruption-free environment for the delivery of public services.	Weak accountability of Local Government Executive to local participation	Evolve performance evaluation and accountability system	Create systems and processes to generate information which can form basis of accountability including performance indicators of MDAs	2014 On-going	LGSC Ministry of Local Government Local Councils	Ditto	Increased local government accountability
		Weak expertise especially in the management of development projects	Continuing in project management to ensure ownership and responsibility and build capacity for implementation	Strengthen project implementation through specialised external training; improve remuneration and inspire staff retention	On-going	LGSC Ministry of Local Government Local Councils CSOs	Ditto	Number of completed project/council core staff trained on strategic project implementation
		Absence of key management arrangements to guard against corruption	Implementation of key controls and integrity measures	Complete and build rules for the fight against corruption	Quick-win	LGSC Ministry of Local Government Local Councils CSOs	Ditto	Efficacy of internal anti-corruption rules developed

	Objective	System	Proposed	Proposed	Proposed	Competent	Resource	Benchmarks
		Weakness	Strategy	Measures	Timetable	Authority	Implication	
						Ministry of Finance ACC		
				Educate members of the Local government on roles, authority and responsibilities at all levels	Quick-win	LGSC Ministry of Local Government Local Councils CSOs	Ditto	Number of sensitization reports and local council staff reached
				Adequately equip local Governments with resources (officers, offices, equipment, investment in staff, budgets etc.) needed to perform their functions Introduce cadre system for local councils	1-5 years	LGSC Ministry of Local Government Local Councils Ministry of Finance	Ditto	Equipped and modernised local government
				Widely publicise the duties and service standards of the local government functions and officials	Short-term On-going	LGSC Ministry of Local Government Local Councils CSOs	Ditto	Number of publicised and published reports
				Establish a capacity building scheme for internal audit functions	Quick-win	LGSC Ministry of Local Government Local Councils	Ditto	Detailed capacity building scheme published
				Develop and implement training programs on integrity and transparency in municipalities and other vulnerable public institutions identified based on risk assessment	Quick-win	ACC LGSC Ministry of Local Government Local Councils	Ditto	Detailed and internally published accountability and integrity training programme schedule
				-Spot inspections to assess the implementation	Quick-win	ACC	Ditto	Number of inspection reports and regularity

	Objective	System	Proposed	Proposed	Proposed	Competent	Resource	Benchmarks
		Weakness	Strategy	Measures	Timetable	Authority	Implication	
				of the Codes of Conduct and sector-specific internal regulations ensuring integrity and transparency in municipalities and other vulnerable public institutions identified based on risk assessment		LGSC Ministry of Local Government Local Councils CSOs		
		Delays in convening public participation and monitoring mechanism	Prioritise public participation and monitoring mechanism	Each districts to draw up timetable, with implementation monitored by province to enable rapid convening of villages and other Community Boards	Quick-win	ACC LGSC Ministry of Local Government Local Councils CSOs	Ditto	Number of detailed districts monitoring timetables published internally
				Ensure that all councils and Ward Development Committee meetings are open to the public	Quick-win	LGSC Ministry of Local Government Local Councils CSOs ACC	Ditto	Level of open participation at council meetings outlined in attendance register
		Weak mechanism to ensure sound use of development funds	Introduce rigour, wide participation and transparency in development process	Institutional strengthening of planning/monitoring committees	1-5 years On-going	LGSC Ministry of Local Government Local Councils CSOs	Ditto	Strengthened Planning/monitoring Committees
				Review formal prioritisation mechanism to see how it can be strengthened and encourage debate about the criteria	Quick-win	LGSC Ministry of Local Government Local Councils CSOs	Ditto	Extent of enforcing revised and strengthened mechanisms
				Development projects to be based on Independent	Quick-win	LGSC	Ditto	Number of projects generated through a

	Objective	System	Proposed	Proposed	Proposed	Competent	Resource	Benchmarks
		Weakness	Strategy	Measures	Timetable	Authority	Implication	
				Community needs assessment with broad local participation	On-going	Ministry of Local Government Local Councils CSOs Donors		broad participatory approach
				Laid down requirements for details of all projects to be made public at planning stage, either in local community (local projects) or in the media (national projects)	Quick-win On-going	LGSC Ministry of Local Government Local Councils CSOs ACC Donors	Ditto	Extent of public coverage of published requirements
				Aid agencies and International Finance Institutions (IFIs) to be required by law to publicise their assistance and the terms of loans	Quick-win	LGSC Ministry of Local Government Local Councils CSOs ACC Donors IFIs	Ditto	Number of aid agencies and IFIs publicising assistance and loans to local councils
		Procurement Rules and Laws are not properly adhered to due to political interference	Ensure that local Govt understands the importance of procurement and follow the rules to the law so as to facilitate transparency and public participation	High value and high profile procurement to be based on integrity pacts	Quick-win On-going	LGSC Ministry of Local Government Local Councils CSOs ACC NPPA Donors	Ditto	Number of high-profile procurements supported by integrity pacts

	Objective	System	Proposed	Proposed	Proposed	Competent	Resource	Benchmarks
		Weakness	Strategy	Measures	Timetable	Authority	Implication	
						Suppliers		
				All consultancy contracts except single source selection of engineering experts should be processed on the two envelope system, evaluated on the basis of technical competence with minimum passing marks of 75%. The financial proposals of firms lower than 75% should be returned unopened, the remaining financial proposals should be publicly opened, and the contract awarded to the lowest bidder	Quick-win On-going	LGSC Ministry of Local Government Local Councils CSOs ACC NPPA Donors Suppliers	Ditto	Percentage of contract awards going through the appropriate procurement processes
				Project specifications to be widely publicised/circulated/advertised with defined minimum period before invitations to bid	Quick-win On-going	LGSC Ministry of Local Government Local Councils CSOs NPPA ACC Donors	Ditto	Number of projects with widely published and advertised specifications
				Procurement process (requirements, deadlines etc.) to be widely publicised, generally and at time of invitation to bid	Quick-win On-going	LGSC Ministry of Local Government Local Councils CSOs NPPA ACC Suppliers		Number of contract awards that are widely publicised and advertised as required by law
				Evaluations should be on pre-determined and pre-publicised criteria	Quick-win On-going	LGSC Ministry of Local Government	Ditto	Percentage of contract awards going through the appropriate procurement

	Objective	System	Proposed	Proposed	Proposed	Competent	Resource	Benchmarks
		Weakness	Strategy	Measures	Timetable	Authority	Implication	
						Local Councils CSOs NPPA ACC		processes
				Evaluation committees for procurement over defined amount should include members of civil society, for example from Institute of Chartered Accountants, Institute of Engineers	Quick-win On-going	LGSC Ministry of Local Government Local Councils CSOs NPPA ACC	Ditto	Quality and appropriateness of procurement committees in relation to specific awards
		NGOs						
	Improving international co-operation in the suppression of corruption	Foreign government, multi-national companies and donor agencies encourage or fail to prevent corruption	Build the willingness, capacity and confidence of the government, multinational organisation and donor agencies to fight corruption	Provide further support and impetus for the coalition of multi-national to implement OECD convention to combat bribery of Foreign public officials. Coalition to meet regularly to determine ways to reduce corruption in procurement and other business interaction.	Short-term On-going	SLANGO INGOs CSOs Ministry of Finance ACC Donors	Ditto	Nature and extent of NGO coalition on implementing anti-bribery OECD recommendations
				Members of coalition to sign integrity pact, monitored by civil society representatives	Short-term On-going	SLANGO INGOs CSOs Ministry of Finance ACC Donors	Ditto	Number of NGOs/CSOs signing up to integrity-pacts
				Create system to enable effective blacklisting of companies breaching integrity pacts or undertaking corruption in other procurements	On-going	SLANGO INGOs CSOs Ministry of Finance ACC NPPA	Ditto	Level of cooperation by MDAs and NPPA to blacklist companies breaching integrity pacts
				GoSL and embassies to develop guidelines to deal with cases of alleged corruption involving and	Short-term	SLANGO INGOs	Ditto	Number of embassies committing signatures to mutual anti-corruption guidelines

	Objective	System	Proposed	Proposed	Proposed	Competent	Resource	Benchmarks
		Weakness	Strategy	Measures	Timetable	Authority	Implication	
				foreign nationals		CSOs Ministry of Foreign Affairs ACC NPPA Foreign Embassies and High Commissions		involving foreign nationals
				All Foreign companies operating in Sierra Leone to have Code of Conduct, Good Governance Corporate policies, including no bribery provisions in Overseas conformity with US Foreign, Corrupt Practices Act and the OECD Convention etc.	Short-tem	SLANGO INGOs CSOs Ministry of Foreign Affairs ACC NPPA Foreign Embassies and High Commissions	Ditto	Number of foreign companies with functional codes of conduct bearing elements of no-bribery and relevant anti-corruption provisions
		Ministry of Sports						
	Ensure that Sierra Leone sporting facilities are efficiently managed Local sports is fully supported and promoted Opportunities for international representations are improved and sustained	Improper management of stadium facilities, weak local sporting standards and poor performance of Sierra Leone's sporting teams on international fronts	Collaborative management of sporting facilities and periodic monitoring of funding proposals and budgets	Evict all illegal occupants from stadium hostels and its environs Share monthly financial income and expenditure of the use of stadium facility with ACC, the media and civil society on a quarterly basis Develop project proposals for optimum support to local sports targeting multinationals, mining companies, & other big enterprises, FIFA as well as other international funding avenues	Quick-win Quick-win Short-term On-going	Ministry of Youths CSOs Ministry of Finance Sierra Leone Police	Ditto	Number of illegal occupants evicted Frequency of updated monthly financial income shared with ACC and other relevant partners Number of successful project proposal developed and funding secured

	Objective	System	Proposed	Proposed	Proposed	Competent	Resource	Benchmarks
		Weakness	Strategy	Measures	Timetable	Authority	Implication	

	Objective	System	Proposed	Proposed	Proposed	Competent	Resource	Benchmarks
		Weakness	Strategy	Measures	Timetable	Authority	Implication	
				publication of all council asset declarations and reprimand those who fail to declare	On-going			Number of published declarations
					Quick-win			
					On-going			
	Revive and strengthen the (Provincial Coordinating Committee (PCC) to be fully functional	Ineffective Provincial Coordinating Committee	Restructure and provide support to a functional PCC	Reconstitute all PCCs nationwide	Quick-win	Ministry of Local Government Provincial Secretary's Office	Ditto	Efficacy of reconstituted PCC
		Ministry of Energy						
	Supportive supervision provided to NPA and ensuring that power generation, distribution and marketing are gradually separated Aging (40 years old) lines are gradually replaced with new connections	Unclear and less collaborative strides between the Ministry and NPA in the generation, distribution and marketing of electricity leading to extortions by Independent Power Producers (IPP) Weak supervision responsibilities	Review the Energy Policy to reflect the peoples aspirations by reducing the monopoly functions of IPPs and ensuring that NPA sells only the quantum of electricity it buys from IPP	Strict adherence to procurement rules and regulations for NPA meters, transformers and other equipment Engage with IPPs to ensure that the cost of electricity per unit is not escalated to the advantage of IPP but rather reflects the country's energy priorities Regular sensitization of the general public on the cost of unit for electricity bought by NPA from IPPs Facilitate the gradual "unbundling" of NPA and open space for more IPPs Develop a modernization plan for replacing the 40 years old Freetown cable network and infuse cost in annual budget by phases	Quick-win On-going Short-term On-going Quick-win On-going 1-5 years	Ministry of Energy NPA NPPA ACC CSO	Ditto	Published reports of strict adherence to standard procurement practices Realistic cost of electricity charged in accordance with the country's energy priorities Frequency of updated messages on cost of unit for electricity Published unbundling plan and pace of adherence to timelines Published modernization plan and pace of adherence to

	Objective	System	Proposed	Proposed	Proposed	Competent	Resource	Benchmarks
		Weakness	Strategy	Measures	Timetable	Authority	Implication	
					On-going			timelines
					1-5 years			
		Ministry of Foreign Affairs and International Corporation						
	The foreign ministry and immigrations formalize a strategic collaboration to ensure that diplomatic and service passports are promptly withdrawn from persons separated with the service and not land in the wrong hands (criminals and foreigners)	Lack of strategic collaboration with Immigrations department and other relevant partners	Institute sustainable mechanisms for data sharing and information exchange with immigrations department	<p>Establish a database of all persons carrying Sierra Leone diplomatic and service passports and share records with immigrations for regular update</p> <p>Keep track of all foreigners issued with residential permits and regularly update data while informing the relevant authorities of those in breach of Sierra Leone's immigration laws</p> <p>Partner with Sierra Leone Airport Authority, the Military, ONS, Police and NRA to ensure that illegal immigrants are tracked upon arrival into the country from all border posts within Sierra Leone</p>	<p>Quick-win</p> <p>On-going</p> <p>Quick-win</p> <p>On-going</p> <p>On-going</p>	<p>Ministry of Foreign Affairs</p> <p>Immigrations</p> <p>Sierra Leone Police</p>	Ditto	<p>Availability of updated database</p> <p>Promptness in updating and sharing track-record of foreigners issued with work permits and level of enforcement against defaulters</p> <p>Extent of adherence to track illegal immigrants</p>
		Ministry of Works, Housing and Infrastructure						
	Develop a sustainable culture of maintenance to reduce wastages and prevent government structures and facilities decaying	Improper management of Government Quarters and apparent lack of a maintenance culture for Government structures and equipment	Government quarters and facilities are adequately managed and maintained through proper planning	<p>Transparent allocation of government quarters through appropriate guidelines and procedures</p> <p>Maintain an inventory of government quarters, occupied or empty and status</p> <p>Regular inspection of government facilities and updated report on status</p>	<p>Quick-win</p> <p>On-going</p> <p>Quick-win</p>	Ministry of Works		<p>Published and strict adherence to guidelines and procedures</p> <p>Updated inventory shared with government and donors for immediate relevant actions</p> <p>Regularity of inspection visits and</p>

	Objective	System	Proposed	Proposed	Proposed	Competent	Resource	Benchmarks
		Weakness	Strategy	Measures	Timetable	Authority	Implication	
				provided for action Undertake periodic rehabilitation of government quarters nationwide based on proper fiscal planning	On-going On-going			number of updated reports Number of government quarters rehabilitated
		National Revenue Authority						
	1.NRA processes are fully automated and continuously reviewed to curtail discretion, maximize revenue generation and discourage resource-diversion	1A.Customs Manual operations in border posts outside Freetown and to diversion of much needed resources 1B. Audit Assessments Manual records of Audit assessments and not records of decisions 1C. Inability to reconciler Taxpayer payments Manual and fragmented ICT systems and allocations of role	1A.1. Fast-track roll out of installation of ASYCUDA++ to all customs point. 1A.2 Review performance of ALIC contract with MoIT to report ; (a) fit for purpose and (b) value for money 1A.3 Review security of access to ASYCURA ++ and staff resources to ensure integrity of the system 1B.Audit of Taxpayers Use Management Information Systems (MIS) to monitor audit assessment and final collections monthly report to NRA Board &MoFED on write-downs 1C. NRA develops a real time bank payment and reconciliation system to report through MIS data capture system to go to Board &MoFED.	1A.1 Install ASYCUDA at key international crossing points 1A.2 the ending of paying for poor and none delivered services. 1A.3 Improved security and stability of ASYCUDA++ 1B. Data capture and reporting to NRA Board and MoFED on tax write-down 1C. Daily and accurate tax reconciliation via bank	Quick-win Short-term On-going 1-5 years Quick-win	NRA Associated partners	Ditto	Operational automated systems for customs data Value for money on all services delivered Secured automation Regular data capture documentation Accuracy of daily reconciliations

	Objective	System	Proposed	Proposed	Proposed	Competent	Resource	Benchmarks
		Weakness	Strategy	Measures	Timetable	Authority	Implication	
				payments	Quick-win			
	Asset Declaration & staff lifestyle profiling monitored & evaluated externally	Famboyant lifestyles of some NRA staff unchecked by authorities thereby sending negative signals to the public	Customize random verification and checks on management & staff lifestyle and assets declaration by ACC random check	Undertaking random verification of management & staff assets declaration and check life styles for unexplained wealth	Quick-win	NRA	Ditto	Number of verification reports and details of action taken
	Governance, transparency & reporting accountability adhered too	The transparency of the governance structures of the NRA are not apparent issues and report are not made public or addressed between the Board and Senior management responsibilities	To address governance, transparency and engagement with taxpayers, to ensure statutory reporting obligations are made on time and report outcome of action across all tax and financial reporting.	The statutory provision and reports are to required standard and on time. Good governance is understood and is active part of day-to-day management process.	Quick-win	NRA	Ditto	Depth of adherence to standard statutory requirements
	Delegation and empowering NRA management roles	The role of the CG is not effective, resulting every issue awaiting for CG to decide, disempowering the senior management team and give rise to long delays poor allocation of resources. Too much power vested in one person without utilising allocated human capital provided.	To limit the role of the CG to key revenue management issues, without undertaking administration and operational issues and appoint Deputy CG to reduce the number of management and staff reporting to the CG . The Deputy CG for operational and internal financial and administration issues	The reduction of delays in decision and the clarification and delegation of role for administration and internal financial matters.	Quick-win	NRA	Ditto	Simplified and fast-track decisions
	Register of requests to NRA for non-application of taxes or duties by MDA etc	Many MDA making requests for exemptions from tax or duties without record and reasons being available for scrutiny	That all requests for tax & duty exemption to be register in a NRA log and published annually with reasons for granting tax & duty exemption	Publication of tax & duty exemption request, resulting in reduction in the number of unwarranted requests and public transparency of this activity of tax & duty exemption	Quick-win	NRA MoFED	Ditto	Published duty-free exemption data
		Security Sector						
		Sierra Leone Police, Republic of Sierra Leone Armed Forces, Prisons, Office of National Security and National Fire Force						
	To ensure open and transparent recruitment	Recruitment of highly questionable characters into	Review the recruitment policy of the entire security sector	Publish names and pictures of all applicants	Short-term	SLP	Ditto	Regularity of security sector applicants'

	Objective	System	Proposed	Proposed	Proposed	Competent	Resource	Benchmarks
		Weakness	Strategy	Measures	Timetable	Authority	Implication	
	of competent personnel with integrity and high credibility and without influence from powerful outsiders, political or otherwise	the force due to political and other external pressures		by region, area or locality and request vetting institutions and or members of the locality to vet their suitability for recruitment	On-going	RSLF Prisons Fire Force ONS		publication lists
				Develop and implement a recruitment policy	Short-term	SLP RSLF Prisons Fire Force ONS	Ditto	Policy on recruitment for the security sector
	To ensure that personnel separated with families are appropriately dispatched and that promotions are made according to laid down procedures	Lack of welfare and displacement or separation allowance for personnel separated with their families; flawed and highly influenced promotion procedures	Review policy on transfer allowances and promotions procedures for security sector personnel	Timely payment of displacement allowance and make it reflective of current economic trends	On-going	SLP RSLF Prisons Fire Force ONS	Ditto	Number of personnel transferred with adequate relocation packages
				Publish and widely discuss promotion criteria with all personnel of the forces and follow such guidelines in effecting all promotions	On-going	SLP RSLF Prisons Fire Force ONS	Ditto	Level of compliance with promotion guidelines and procedures
	To ensure that housing facilities match the rate of recruitments and regular transfers and existing structures improved	Inadequate housing facilities for personnel and poor maintenance of existing structures	Construct more quarters for the forces and modernize existing structures	Engage donors and the Ministry of Finance & Works and design a plan for construction of additional quarters	Short-term 1-5 years	SLP RSLF Prisons Fire Force ONS	Ditto	Progress on sourcing funds to execute the construction plan
				Regular power supply to structures for effective communication and functionality of computers and other working equipment	Short-term On-going	SLP RSLF Prisons Fire Force ONS	Ditto	Quality of security sector response
	To promote the culture and practice of	Over-centralization of maintenance and logistical	Decentralize procurement of logistics and maintenance	Develop a mechanism to gradually transfer	Quick-win	SLP	Ditto	Availability of a well crafter mechanism to

	Objective	System	Proposed	Proposed	Proposed	Competent	Resource	Benchmarks
		Weakness	Strategy	Measures	Timetable	Authority	Implication	
	maintaining operational independence for offices and personnel outside the Freetown headquarters	procurement/supplies seriously stifles regional and district operations and build mistrust	services for equipment to regional offices	responsibilities for regional logistics and maintenance of equipment to offices in the periphery		RSLF Prisons Fire Force ONS		transfer procurement functions to regional offices
				Identify legitimate businesses for the supply of logistics and provision of maintenance services to offices outside headquarters	Quick-win	SLP RSLF Prisons Fire Force ONS	Ditto	Number of legitimate businesses identified and approached for regional decentralised services
	To improve the effectiveness of security sector personnel and broaden their expertise with emerging equipment	Inadequate capacity building programmes for the operational wing of the security sector and lack of modern equipment	Increased budgetary allocation to the security sector for capacity building and procurement of modernized equipment	Prepare a list of suitable courses offered locally and internationally especially for middle-cadre personnel engaged in operations	Quick-win	SLP RSLF Prisons Fire Force ONS	Ditto	List of suitable courses for security sector
				Build the cost for such trainings in the 2015 annual budget as a priority line item and engage the Ministry of Finance and donors for support	Short-term	SLP RSLF Prisons Fire Force ONS	Ditto	Number of trainings costed and included in the 2015 annual budget for the security sector
				Execute training plan as prepared	1-5 years	SLP RSLF Prisons Fire Force ONS	Ditto	Number of personnel trained in modern security operations and provided with logistics
		National Commission for Privatisation						
	To improve bidding environment for all competitive solicitations	Non transparent bidding procedures for competitive solicitation of bids	Strict adherence to NPPA bidding procedures for all competitive solicitations	Publish and disseminate bidding procedures and ensure that they are fully complied with	Quick-win On-going	NCP	Ditto	Number and extent of publications & dissemination of bidding procedures
				Develop and publish guidelines for safeguards against botched bidding processes	Quick-win	NCP	Ditto	Usefulness of guidelines developed and published
	To prevent NCP micro-manage PEs and thereby undermine their efficacy	Interference with the day-to-day running of most public enterprises supervised by NCP and undue delay in reforming Prudential Enterprise (PEs) and privatising them	Ensure arms-length supervision of Prudential Enterprises	Limit direct interference into the operations of PEs by developing a framework for engagement through checks and balances	Quick-win	NCP	Ditto	Adherence to engagement framework
				Develop a comprehensive	Short-term	NCP	Ditto	Updated privatization

	Objective	System	Proposed	Proposed	Proposed	Competent	Resource	Benchmarks
		Weakness	Strategy	Measures	Timetable	Authority	Implication	
				plan detailing cost and processes to facilitate complete privatization of PEs				schedule
				Bring in the private sector and encourage them to invest	Short-term	NCP	Ditto	Number of reputable private sector investment wooed
		National Social Security and Insurance Trust						
	Grievances are resolved at the local level without having to come to headquarters	Lack of a defined and prompt responsive redress mechanism at the local level in villages	Review the current NASSIT Grievance and Redress mechanisms	Prepare a plan for the establishment of grievance and redress mechanisms unit in all chiefdoms	Quick-win	NASSIT Ministry of Employment	Ditto	Relevance of plan developed
				Establish and constitute Chiefdom Grievance Redress Mechanisms & assign a roaming NASSIT staff to collectively address all grievances at local level	Short-term	NASSIT Ministry of Employment	Ditto	Composition mandate and applicability of Chiefdom Grievance Redress mechanisms
	A competent and more technical supervisory mechanism established	Incompetent Board and weak supervisory responsibilities by the Ministry of Labour	Strengthen the supervisory capacity of the Board and Ministry	Ensure that Management engage critically with His Excellency in identifying technical experts to serve as Board members for the entity	1-5 years	NASSIT Ministry of Employment	Ditto	Revised capacity of NASSIT Board
				Supportive supervision heightened on NASSIT operations nationwide and periodic reports produced, published and discussed	On-going	NASSIT Ministry of Employment	Ditto	Number of supportive supervision visits and reports published
		Transport Sector: Sierra Leone Maritime Administration (SLMA), Sierra Leone Airport Authority (SLAA), Sierra Leone Road Transport Authority (SLRTA), Sierra Leone Road Transport Corporation (SLRTC), Sierra Leone Ports Authority (SLPA)						
	Stick adherence to sea and land transportation standards and effective enforcement of sanctions against defaulters	Weak supervision and enforcement of land and sea transportation safety standards	Revise sea and road safety standards and disseminate widely	Publish revised safety standards in all boat jetties and vehicle parks nationwide in both English and local languages	Quick-win	SLMA MTA SLRTA	Ditto	Number of jetties and lorry parks with published safety guidelines

	Objective	System	Proposed	Proposed	Proposed	Competent	Resource	Benchmarks
		Weakness	Strategy	Measures	Timetable	Authority	Implication	
				Organize sensitization workshops for drivers, boat owners/captains and SLMA guards/SLRTA Wardens on the revised safety standards	Short-term On-going	SLMA SLRTA MTA	Ditto	Nature of workshop attendance and extent of personnel responsiveness
				Regularly monitor the use of life jackets and impose heavy fines on defaulters	On-going	SLMA MTA	Ditto	Number and regularity of monitoring reports Number of defaulters penalised
	To maximize revenue generation and secure its safety for Government	Diversion of valuable resources by Traffic Wardens in connivance with Bank officials	Only pre-numbered and countersigned receipts are issued for all SLRTC fines by bank officials	All payment receipts from the bank be taken to the nearest SLRTC office for entry b	On-going	SLRTA MTA	Ditto	Detailed entry of all SLRTC bank payment of fines
				Monthly reconciliation of all bank payments with SLRTC entries and submission to MTA	On-going	SLRTA MTA	Ditto	Number and accuracy of reconciled reports
	Full compliance with provisions of the SRTA Act, as amended	Blatant disregard for provisions of the SRTA Act, as amended	Organize a refresher course for all Traffic Wardens on the Act	Maintain an updated electronic database of vehicle registration	On-going	SLRTA	Ditto	Accuracy of updated vehicle registration database
				Traffic Wardens to only issue tickets, invite police presence, clamp or toe vehicle based on provisions of the Act	Quick-win	SLRTA	Ditto	Level of compliance with the Act
				Daily monitoring of compliance with the Act by Traffic Wardens and other SLRTA officials	On-going	SLRTA	Ditto	Nature of actions taken on monitoring findings
				Daily monitoring of the process of issuing licenses, permits and all services provided by the Authority	On-going	SLRTA	Ditto	Number of monitoring reports and nature of actions taken on defaulters
	Sanitized environment and ease of facilitators around the airport vicinity	Poorly kept toilets with little or water supply and too many facilitators overcrowding the cargo freight-shed	Routine maintenance of facilities and drastic reduction of facilitators	Assign staff to check and clean toilets every two hours and promptly report damages and water or hand wash shortages	On-going	SLAA	Ditto	Responsiveness of staff assigned and maintenance promptness
				Only a sizeable number of authorised personnel are allowed to be around the cargo freight-shed area	On-going	SLAA	Ditto	Significant reduction of facilitators enhanced

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		Weakness	Strategy	Measures	Timetable	Authority	Implication	
	To discourage the practice of demanding tips to render services	Immigration officers demanding tips from the travelling public and bypassing procedures (preferencing foreign nationals who pay high tips)	Fast-track development of Airport Service Charter	Organise workshop on newly developed service charter for all personnel working at the airport and emphasize on sanctions	Quick-win	SLAA ACC	Ditto	Report of workshops organised
	A responsive public transportation system that will meet the needs of 50% commuters nationwide	Weak or no proper public transportation system in place	Undertake studies of successful public transportation system and adapt successful models in line with Sierra Leone peculiarities	Increase the number of public buses through effective collaboration with the private sector	Short-term On-going	SLRTC Ministry of Transport & Aviation	Ditto	Percentage increase of public buses
				Revise the payment system from one-off to distance and hourly payment for travel in and around the city	Quick-win	SLRTC MTA	Ditto	Efficacy of revised payment system
				Routine maintenance of public buses and proper management of finance through pre-audit of the ticketing system	Quick-win	SLRTC MTA	Ditto	Number of pre-audit reports and action taken on defaulters