



**TRANSPARENCY INTERNATIONAL  
SIERRA LEONE**

**FIVE YEARS STRATEGIC PLAN**

**2017 – 2021**



**‘MAKING CORRUPTION A THING OF THE PAST IN SIERRA LEONE’**

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## **LIST OF ACRONYMS**

**TISL** – Transparency International Sierra Leone  
**TI** – Transparency International  
**MDAs** – Ministries, Departments and Agencies  
**M&E** – Monitoring and Evaluation  
**SWOT** – Strength, Weaknesses, Opportunities and Threat  
**NAG** – National Accountability Group  
**NEW** – National Elections Watch  
**TRC** – Truth and Reconciliation Commission  
**NGO** – Non-Governmental Organization  
**NPPA** – National Public Procurement Authority  
**DBOC** – District Budget Oversight Committee  
**CSOs** – Civil Society Organizations  
**NACS** – National Anti-Corruption Strategy  
**NASSIT** – National Social Security and Insurance Trust

## 1. Executive Summary

This is the Second Strategic Plan of Transparency International Sierra Leone (TISL), the Local Chapter of Transparency International based in Berlin, Germany. This Plan will serve as the Roadmap for TI-SL's work in the next five years, 2017-2021.

The overall goal of the strategic plan is to further identify and develop strategic directions – options that will build on the gains made and challenges faced in the implementation of the first Strategic Plan. The plan takes cognizance of the cultural, economic, political and social context which provides opportunities for corruption to entrench in Sierra Leone and has specified strategies to effectively curb it. It also serves to further increase TISL's impact and effectiveness to increasingly respond to the challenges and the emerging issues of corruption nationwide.

In this Plan, TISL has highlighted the Five Strategic Priorities and goals, aims and objectives to effectively address corruption in governance issues in Sierra Leone. Below are the five strategic priorities and related objectives set by TISL to address corruption issues in Sierra Leone in the next five years.

***Strategic Priority 1: Strengthening the Anti-Corruption and Integrity Movement in Sierra Leone through the proactive and effective engagement of citizens and partners.***

***Objective: To promote knowledge, skills and opportunities for people and partners to take concrete actions to curb corrupt acts and promote integrity in public life.***

***Strategic Priority 2: Support the institutionalization of values of integrity, ethics and moral standards, transparency, accountability in public and private establishments to significantly curb corruption.***

***Objective: To promote dedication and commitment of all key stakeholders in the society to values that would significantly curb corruption in public life.***

***Strategic Priority 3: Strengthening the practice, commitment and dedication of governance actors to the institutionalization of anti-corruption instruments and mechanisms that promote good governance and democratic principles.***

***Objective: To ensure effective compliance to laws, policies and procedures that undermines corruption in public life.***

***Strategic Priority 4: Promote national processes and initiatives that strengthen integrity and anti-corruption efforts to improve good governance, peace and democracy***

***Objective: To support and ensure effective institutionalization and citizen's participation in national processes that undermine corruption to further consolidate good governance, peace and democracy in national development***

***Strategic Priority 5: Strengthening TI-SL's Visibility, Performance, Responsiveness and Impact.***

***Objective: To ensure or promote opportunities for human, financial, material and technical support and linkages that increases TI-SL's capacity to undertake its mandate or (achieve its aims and objectives).***

## **2. Introduction**

This Strategic Plan has been formulated to further enhance the work of TISL to robustly address corruption issues in Sierra Leone for the next five years effective 2017. The Mission and Vision statements and the five strategic priorities clearly articulate the aspirations of TISL in addressing corruption issues at all levels (public, private and within civil society) on one hand, and on the other, support effective and sustained public engagements for leadership in addressing corruption in the country. The goals and strategic priorities have been well crafted and set to be achieved in the short, medium and long terms. In a logical way, the strategic priorities have bearings with related objectives and expected results.

The Strategic Priorities are in tandem with TI's Strategy 2020 which focuses on the following: People and Partners, Prevention, Enforcement and Justice and Strong Movement. . This justifiably creates the linkage between the work of TI and its local Chapter in Sierra Leone. The plan presents eloquently, strategies and activities that will ultimately contribute to the reduction of corruption in all its form in Sierra Leone. In much the same vein, the priorities set in the Plan will benefit the public and private sectors, civil society organisations and most importantly the people of Sierra Leone.

It is encouraging to note that due to its accomplishment, TISL was granted a National Chapter in Formation Status in March 2008 by TI. In September 2010, after duly serving as a Local Chapter in Formation and completing a Self Assessment Form, TISL was granted full accreditation by TI Secretariat as the Local Chapter in Sierra Leone. In what followed, the logo and name of TISL was formalized in April 2011. This status was renewed in 2013 and presently, the Chapter is about to undergo the process of Re-accreditation.

### **3. Key achievements of TI-SL**

- a. In the events leading to Sierra Leone's 2007 Presidential and Parliamentary elections, TI-SL formerly NAG successfully implemented public awareness activities to enable citizens make informed choices of contestants/candidate for political offices based on their credibility, integrity and track record on community development initiatives in their localities;
- b. It also supported the enactment of the 2008 Anti-Corruption Bill through Focused Group meetings and advocacy and strategic engagements with a number of stakeholders including Members of Parliament and Civil Society Organizations in Sierra Leone;
- c. It engaged extensively in activities to promote the effectiveness of Public Financial Management. It developed and disseminated a Citizen's Handbook on Public Finance, the National Budget Process and the Public Procurement Process. Most of the personnel that were trained were nominated to serve in District Budget Oversight Committees. It held Budget Summits to engage MDA's on the implementation of their budgets. These have helped to increase the awareness and capacity of citizens to participate in the national budget process, policy hearings, budget discussions and public hearings.
- d. It has endeavoured to conduct a "Know your Right Campaign" through the development, printing and dissemination of various Handbooks such as the Handbook on the Local Governance and Decentralization Process in Sierra Leone. These publications have helped to increase citizen's awareness, roles and responsibilities in the various issues of focus.
- e. It also conducted public education and awareness raising campaigns on general corruption issues through community radio programmes, national dialogue forum's, publications and development of Information, Education and Communication (IEC) materials on corruption issues. This has contributed to the increase in public awareness of corruption and its negative impact on the effectiveness and sustainability of the country's post war development efforts. Furthermore, it has helped to increase public knowledge on the role of citizens to promote accountability, transparency and integrity;
- f. It has conducted regular strategic engagements with key stakeholders including civil society organizations, public and the private sectors. The outcome of this engagement has been translated into sustained engagement and dialogue among key stakeholders to ensure proper implementation of programs/project, and the institution of adequate and effective monitoring/oversight mechanisms to curb corruption and its negative impact.

The accreditation of TISL as a local Chapter of TI in Sierra Leone is a huge effort in the fight against corruption. Therefore, the objectives have been well crafted to be in tandem with the Vision and Mission statements and the strategic priorities contained in this document.

In addition to the above, the robust prosecutorial powers arrogated to the ACC and its Anti-Corruption Strategy would also provide the enabling environment for TISL's objectives to be

achieved. This is an opportunity that would the work for TISL in the fight against Corruption in Sierra Leone.



#### 4. The Strategic Planning Process

The Strategic Planning process was very inclusive. It involved the active participation of TISL Staff, Advisory Board members, TISL's General Membership and Partners and Funders. Consultations were held with a cross-section of its international partners. This was done in order to get their views of how effectively to engage in curbing corruption issues in the country. The entire process was climaxed by a day committed to a retreat for the staff, during which the following was done:

- a. Reflection on TISL's history, achievements and challenges;
- b. Analyzing TISL's external or operational environment;
- c. Discussion on the Mission and Vision and Objectives.
- d. Review of the Strategic Plan 2012 to 2016
- e. Determining the new Strategic Priorities, the issues of focus, Risks to be faced with the new plan
- f. Monitoring and Evaluation of the new plan

The development of the Strategic Plan had five main phases summarized below:

- **Phase 1: Internal Review-** this stage involved internal examination of TISL's past performance and its core intervention areas. Discussions were also held with the Executive Director on challenges faced by the Advisory Board and in the management of TISL. To aid the process, questions relating to key activities and the future direction of TISL were raised and discussed in a brainstorming session.
- **Phase 2: Examining of TISL reports, documents and publications-** A considerable amount of documentation in the form of reports, analysis, and publications exists on NAG. The need to incorporate lessons learnt and past expertise in the Strategic planning process was important. In view of this, existing documents were examined with the view to extract information that could be included in the SWOT analysis.
- **Phase 3: External Review-** This stage involved engaging a broad spectrum of stakeholders ranging from Civil Society Movement, Centre for the Coordination of Youth Activities, National Elections Watch (NEW) and the Political Parties Registration Commission. This was aimed at obtaining stakeholder's impressions of TISL and its role in the fight against corruption. The outcome of the consultations was identification of issues to be addressed in the strategic plan.
- **Phase 4: Analysis, clarification of the issues and formulation of the goals and strategies-** As a final step, TISL staff and Advisory Board members engaged in a day's session to validate the plan together in order to ensure that it is not only viable and realistic, but also reflects the Sierra Leone context within the scope of the TI 2015 Global Strategy.

## **5.0 Context**

The strategic planning context presents a broad overview of TISL's internal and external operational environment, political landscape, economic, socio-cultural and political context.

### **5.1 Internal Operational Environment**

The transformation of NAG to TISL has increased a lot of public expectation of its role in the fight against corruption. The expectations are informed by TISL's past interventions in the fight against corruption. However, in spite of its institutional pedigree based on its past performance, TISL continues to be faced with a number of challenges including logistical, technical and financial. These challenges if not addressed, may undermine the institution's effectiveness in the fight against corruption.

TISL now stands at a crossroads. Funding cycle for key interventions or projects is either ending or very limited to effect meaningful impact. While it is in the process of building its capacity to discharge its institutional objectives effectively, TISL requires support to professionalize its staff and the wherewithal to implement activities identified in this Strategic Plan.

The reluctance of donors and partners to support this Plan would severely hamper the organization's ability in the fight against corruption in Sierra Leone. Importantly also, it would mean that the effort and transformation of TISL into highly effective organization will be at risk.

### **5.2 External Operational Environment:**

**Corruption:** Corruption has continued to be a major factor undermining effective and sustainable growth and development in Sierra Leone in spite of the efforts and initiatives made by the government. Consequently, though being a country well endowed with natural resources specifically mineral resources, the country has continued to be ranked low in terms of human and overall national development and among the poorest countries in the world. Similarly, it has not been able to score above the 35% in Transparency International's Corruption Perception Index. The pervasiveness of corruption also made it impossible for the country to pass the threshold of the Millennium Challenge Corporation (MCC) Grant in 2012.

This situation has led to high poverty, illiteracy and unemployment levels. Though successive governments have tried to curb corruption by introducing anti corruption reforms, the practice of corruption has become so innate that those efforts have not yielded the desired results

The persistence of corruption has continued to undermine judicious mobilization and utilization of the states resources to the extent that the country highly depends on donor support to fund its national budget. This is a principal factor for the continuous social and economic developmental challenges facing the country. This has led to the persistent high level of poverty, unemployment, poor human capacity development and underdevelopment.

The recent ebola outbreak and the inability of the government to initially stem the spread exposed the weak state of the country's health sector which had been marred with corrupt practices.

Agencies set up to promote transparency and accountability and combat corruption have continued to face numerous challenges which have undermined their ability to be effective and thus they have made minimal impact. There is an obvious lack of political commitment to the anti corruption campaign and in spite of the zero tolerance stance taken by the President when assuming office in 2007 and the efforts made so far to strengthen the Anti-Corruption law and granting prosecutorial powers to the Anti-Corruption Commission, corruption remains a major challenge in all sectors.

It must be noted that a number of efforts have been made to curb the high level of corruption in Sierra Leone. They are numerated as follows:

- a. In 2002, the Government of Sierra Leone enacted the Anti-Corruption Act of 2000. The Act brought into operation the Anti-Corruption Commission with the statutory mandate to address corruption issues in the country. In 2008, the mandate of the Commission was reviewed to make it robust in the fight against corruption. An important provision in the revised Anti-Corruption Act is the mandatory annual declaration of assets by public officials while in office;
- b. In pursuance of its work, the Commission has developed National Anti-Corruption Strategy to provide direction for its work;
- c. In 2004, the Local Government and Decentralization Act was passed leading to the formation of Local Councils. This was done with the view to devolve powers to local councils in order promote transparency, accountability and curb the corruption in the delivery of services;
- d. The Government of Sierra Leone acceded to the African Peer Review Mechanism (APRM) Process in 2004. This process is aimed at promoting good governance in Africa through a process of self and peer review;
- e. In 2008, a Government Budgeting and Accountability Act was passed which places liability on Vote Controllers in the management of public funds; and the Anti-Corruption Act of 2000 was reviewed, amended and passed into law and a Revised National Anti-Corruption Strategy adopted.
- f. The National Public Procurement Act was passed in 2004 leading to the formation of the National Public Procurement Authority (NPPA) to regulate the public procurement process. Quite recently in 2016, this Act has been reviewed to harmonize it with the Procurement Manual and other legal framework. In 2016, the Act has been revised to make the work of NPPA in regulating public procurement processes more robust and effective.
- g. District Budget Oversight Committees operate in all local government councils. This institution provides an opportunity for linkages and collaboration in the fight against corruption.

Thus with the legal and policy foundations laid, it could be asserted that the fight against corruption has received a boost since 2007. During the last ten years, the ACC has prosecuted Ministers of Government and top level public officials.

**Governance:** Sierra Leone has held four successive Parliamentary and Presidential Elections since 1996. This demonstrates that there have been considerable attempts to consolidate democracy. The country is governed by a democratically elected government. The system of government is decentralized empowering the wider participation of the people in their own governance. Sierra Leone will conduct a multi-tier election in March 2018 for the election of President, Members of Parliament, and Councillors. Given the potential for election of aspirants with chequered histories as far as corruption and integrity issues are concerned, electoral fraud, the abuse of incumbency etc it is therefore expedient for a strategic engagement in the process that seeks to rid or significantly minimize these ills.

**Political:** There are currently ten operational political parties in Sierra Leone. However, only one political party constitutes the Opposition. The Opposition has not been as effective as is expected as it had been fraught with internal rivalries, the political party's faces a number of challenges including inter and intra-party cohesion, politically related violence, low level female participation in governance processes. The PPRC which is a regulatory body for political parties has reviewed its enabling act to give it more powers to punish and sanction perpetrators of political violence. In addition, mechanisms will be instituted to monitor financing of political campaigns;

**Economy:** Despite the country's impressive mineral and agricultural wealth, the government is still reliant on donor support to provide key basic services. Due to the ebola outbreak and the diversion of resources into the ebola response, the country is now faced with economic challenges that have led to the introduction of Austerity Measures to curtail public spending. This situation has been further exacerbated by the drop in prices of commodities on the World Market especially of minerals. This situation has led to the government increasing taxation. The Leone currency continues to devaluate as against the foreign currencies. This has led to the daily increase in cost of goods and services which has increased hardship on the local populace. The government has however made significant efforts to address some of the developmental concerns mainly in some sectors: road infrastructure, education, agriculture, energy etc. Fundamental issues such as corruption, youth development, unemployment and basic developmental needs still need to be tackled.

Although private sector investment was on the increase some of the above factors have stifled it. It is feared that the threats most sectors are facing especially the private sector may contribute to the high unemployment rate. There is a significant level of corruption and illiteracy rates are still very high. The strengths are the existing Government policies that aim to address these concerns; however the general populace is yet to see and feel the gains that have been made so far.

**Cultural:** There has been progress in obtaining support from traditional leaders, particularly chiefs, towards promoting women's participation in election processes<sup>1</sup>. They have assisted in

mobilization of communities, and in creating awareness in communities about the same. The main threat is the fear of changing power relations between women and men, particularly in homes, and existing traditional practices that continue to ensure women's subordination. The key strengths that can be drawn upon to address these challenges is the increasingly changing attitude of men towards women's participation in governance.

**Civil Society:** Sierra Leone has strong Civil Society Organizations (CSOs) working on a several thematic issues including human rights, anti-corruption, good governance, poverty reduction and education. Civil society groups played a significant role in ending the conflict and bringing perpetrators to account through prosecution by the Special Court for Sierra Leone. CSOs are increasingly involved in policy matters, engaging government on policy priorities; and the voice of civil society is becoming more engaged on corruption, youth development, women's issues, child rights and on key sectors: the extractive sector, agriculture, education etc. The 1991 Constitution of Sierra Leone guarantees freedom of association and further provides framework for the operation of the civil society organizations. However, recently cso's have claimed of being stifled especially with regards to the NGO Policy that had been put forward by the government. Also, the global economic downturn has posed a major challenge to accessing funds for projects. CSOs are becoming more fragmented, weak and under resourced. This has affected the quality of their work, their independence and credibility.

**The Challenge of Policy Implementation:** Overall, in response to tackling corruption, the ACC develops an Anti-Corruption Strategy that targets key stakeholders in the fight against corruption. However, there is need for continuous engagement with stakeholders for the implementation of the strategy. This has been a major challenge as the Commission is facing financial challenges that are affecting its effectiveness. Also, the prevalent attitude of non-compliance has stifled the effective implementation of some key policies. This is most evident in the Asset Declaration Process. This has undermined its intended impact.

## **6.0 TI-SL's Vision, Mission, Objectives and Core Values**

### **6.1 Vision Statement**

TISL's vision is to have a country in which the Government, the business community, civil society and the daily lives of the people are free from corruption and its negative effects.

### **6.2 Mission Statement**

To empower the citizenry of Sierra Leone through education, participation and opportunities to demand accountability, transparency and integrity from government, private sector and civil society, and inculcate these values themselves to curb corruption, promote good governance to improve the lives of the people.

### **6.3 Core Values**

- **Integrity**
- **Accountability**
- **Transparency**
- **Commitment**
- **Comportment**
- **Impartiality**
- **Courage**

### **6.4 Aims and Objectives:**

TISL is an independent Non-Governmental Organisation with a focus on anti-corruption issues. TISL's objectives are to:

- a. Educate and raise public awareness of key stakeholders in Sierra Leone to understand corruption issues and their negative impact on the society;
- b. Build/strengthen the capacity public officials, civil society, the media and general public to understand the dynamics of corruption issues to enable them take appropriate measures to curb it;
- c. Provide adequate and credible evidence on corruption issues within the public and private sector;
- d. Develop advocacy tools for the elimination of the factors that lead to corruption, impropriety and injustice;
- e. Facilitate opportunities for specific vulnerable groups/victims of corruption to overcome their predicament.
- f. Foster linkages and partnerships with national, sub regional and intergovernmental stakeholders whose aims and objectives are inconsonance with those of the Transparency International Sierra Leone and the Transparency International Movement.

## **7. 0 Strategic Priorities**

### **7.1 Strategic Priority 1: Strengthened anti corruption and Integrity movement in Sierra Leone through a proactive and effective citizens and partners engagement**

***Objective:** To enhance knowledge, skills and opportunities for people and partners to take concrete and proactive actions to curb corrupt acts and promote integrity in public life.*

TISL will seek to mobilize local people to enable them engage effectively in advocating for anti-corruption and integrity in governance to ensure it delivers the goods to citizens. In view of the fact that it is the people who constitute the government, it is expected that the government should be answerable to them and endeavor to work in the interest of the people. The lack of an effective and sustained local citizens interest through active participation and scrutiny to ensure effective governance and delivery of services has led to the situation wherein public officials have largely taken the ordinary people for granted. Hence Corruption, mismanagement and embezzlement of state resources have thrived leading to citizen's especially vulnerable groups are being deprived even of their basic needs and services. TI-SL will engage in activities and initiatives that will ensure citizens are more knowledgeable about corruption issues and can mobilize in specialized groups (women, youth, children and disabled) to promote and demand Integrity, Accountability and Transparency from their leaders/representatives generally and also particularly on their specific group interests. TI-SL will support their engagement with governance actors on a regular basis to probe, discuss, raise concerns and seek clarifications on corruption and integrity issues that affect their lives and also ensure the developmental needs of each specific group are brought to the fore to be addressed. TI-SL will partner with institutions and citizens groups nationally and sub-regionally to further establish linkages and partnerships that would promote the effectiveness of the integrity and anti-corruption campaign. TI-SL will mobilize civil society and local community groups on specialized issues of focus such as citizen's access to information on community development efforts, budget formulation and implementation, public procurement. Focus will also be paid on key sectors, specifically on local governance, agriculture, health, education, land, energy, water resources and mining and extractives. These activities will target Traditional Authorities, Ward Committee members, Councillors, Members of Parliament, Cabinet Ministers and officials from the private sectors and civil society.

#### **Key partners**

- Related Government Ministries, Departments and Agencies
- Local Government Councils
- House of Parliament
- The Private Sector
- Civil Society Organizations
- Local Community Groups

- The Media

### **Performance Targets:**

- Specialized Citizens Action Groups mobilized and strengthened in the 14 Administrative Districts to enhance local level participation and interaction in the fight against corruption in their communities;
- Increased interface between the citizens, public and private officials;
- Strengthen established relationship between TISL and anti-corruption institutions on corruption issues;
- Lessons learnt on addressing corruption documented and shared;
- Specialized training provided to TISL coalition members on corruption issues;
- Increase in the number of integrity and anti-corruption fora throughout the country;

### **Key indicators**

- No. Of Citizens Action Groups established countrywide;
- Level of interface between citizens, the public and private sectors;
- No. of anti-corruption forums and town hall meetings held nationwide;
- Level of interface between citizens, public and private officials on anti-corruption issues;
- Level of corporation between TISL and collaborating institutions;
- Level of reduction in corruption incidences at local and central government levels;
- Reduction in high profile corruption in the public and private sectors;

### **Main activities**

- Organize specific groups (women, youth and children) into integrity and anti corruption movements to voice their issues of concerns and promote their interests.
- Organize public education on Ethics, Integrity, Moral Standards and Values, Transparency and Accountability and Anti-Corruption.
- Organize Workplace Integrity and Anti-Corruption Training for employers and employees. These will also target the Business/private sector and civil society.
- Conduct outreach to local communities for public education and sensitization on integrity and anti-corruption engagement.
- Organize campaigns focused on Bribery and Extortion, Impunity for Corruption, Unmasking the Corrupt, Beneficiary Ownership,
- Support groups to engage effectively in national processes: APRM, OGP, Access to Information, Elections etc
- Organize Public Interactive Forums to Dialogue on challenges in service delivery of the specific sectors of focus.
- Mobilization of specialized groups (women, youth, children, disabled etc.) to assess the cause and impact of corruption specific to their development
- Conduct evidence based research and assessments exercises to discern critical factors and sectors that are prone to corruption that affects these specific groups
- Establish partnership, collaboration and networking with likeminded groups at national and internal levels
- Develop IEC materials on thematic corruption issues;



**7.2 Strategic Priority 2:** Support the institutionalization of anti corruption values of integrity, ethics and moral standards into Public Life.

***Objective:** To promote dedication and commitment of all key stakeholders in the society to values that would significantly curb corruption in public life.*

TISL will seek to enhance and support values, ethics, integrity, transparency and accountability and moral standards at all institutional levels, civil society, private and public sectors, throughout the country. TISL will collaborate with anti-corruption institutions in and out of the country to strengthen its interventions.

Specifically, focus will be paid to social, political, economic, traditional and cultural norms and practices that enhance and also undermine the promulgation of these values. To achieve this strategic direction, TISL will formulate strategies that will enhance greater commitment to integrity by leaders at the local and national levels.

**Key partners**

- Government Ministries, Department and Agencies,
- Local Councils and Traditional Authorities
- The Private Sector
- The Citizenry

**Performance Targets:**

- Periodic outreach campaigns to sensitize and raise public awareness of the importance and effect of anti-corruption values to promote national development efforts
- Establish Focus Group Platforms at district level to enhance the implementation of focused activities
- Conduct evidence based research to determine contributing and undermining factors in upholding ethical values like integrity
- Production of IEC materials to enhance ethical values
- Organize annual integrity award nights for leaders and their organizations that have demonstrated commitment to integrity and anti-corruption issues;

**Key indicators:**

- Number of outreach campaigns conducted
- Number of focus group platform established nationwide
- Number of research conducted
- Number and quality of IEC materials developed
- The quality of the Integrity Awards Night\*/

**Main Activities:**

- Organize initiatives/interventions that seek to ensure proper understanding of factors that undermine the commitment to anti-corruption values and compliance to integrity, ethics and moral standards by civil society and officials in both the public and private sectors
- Conduct periodic assessment survey to gauge the level of integrity at institutional level
- Organize round table meeting with civil society, the private and public sectors to enhance collaboration to promote ethical values in their daily operations
- Formulate strategies and initiatives to ensure greater commitment to ethical values like integrity by leaders, key governance actors and ordinary citizens
- Build capacities of governance actors and local people to demonstrate ethics, integrity and very high moral standards

**7.3 Strategic Priority 3:** Strengthening the practice of anti-corruption mechanisms, commitment and dedication of governance institutions to ensure their effectiveness in promoting national development efforts.

*Objective: To ensure effective compliance to laws, policies and procedures that undermines corruption in public life*

Bad governance and corruption are drivers for political instability and impediment to progress. Therefore, the promotion of good governance, sustainable development, and efficient management of natural resources in a manner that is transparent, participatory and responsive to the needs of the people of Sierra Leone is of strategic importance. In view of this, TI-SL will seek to ensure that Legal Frameworks related to corruption which Sierra Leone is obligated to, are made available to the public. Specifically, TI-SL will engage in activities and initiatives that promote: knowledge and understanding of these frameworks and assess the effectiveness of their implementation and especially the level of compliance.

Capacity of key stakeholders, public officials, private officials, private sector, civil society, general public will be built /strengthened to enable them to implement, scrutinize, monitor and assess their effectiveness as their various mandates require.

Ignorance of the content of legal framework is prevalent in Sierra Leone, so also is the knowledge of related laws that provide safeguards against corruption, notable the Public Procurement Act.

TI-SL will specifically focus on the Anti-Corruption Act 2008, the National Anti-Corruption Strategy, the United Nations Convention against Corruption, the ECOWAS and AU Related Conventions/Protocols.

Focus will also be paid to factors that undermine the effectiveness of the implementation of these frameworks. Sierra Leone is currently undergoing the second self assessment of the implementation of the United Nations convention on Corruption. Public awareness Sierra Leone's related status so far is very low.

TI-SL will also strive to engage in initiatives that enhance the role of citizens in promoting, monitoring and assessing the implementation of these frameworks.

### **Key partners**

- Government Ministries, Department and Agencies
- Civil Society Organizations
- Parliament
- The private Sector
- The Media

### **Performance Targets**

- Lobby Parliament and other relevant government entities for the institution of strong anti-corruption laws and policies
- Strategic engagement with government entities and the private sector for the institution of robust monitoring mechanisms
- Strategic engagement with government entities to mainstream anti-corruption values and approaches into their core operations
- Conduct public education and awareness raising
- Conduct monitoring exercises

### **Key indicators:**

- Reduction in the number of corruption cases in government institutions
- Number of strong anti-corruption laws passed by Parliament
- Number of monitoring activities conducted
- Number of government entities that have mainstreamed anti-corruption mechanisms and approaches into their daily operations
- Number of IEC materials developed

### **Main Activities**

- Conduct gap analysis of the implementation of national and internal anti-corruption instruments: Anti-Corruption Act 2008, United Nations Convention Against Corruption (UNCAC)

- Conduct public education for governance actors and the public on the national anti-corruption laws and other sub-regional and international anti-corruption legal frameworks
- Monitor the implementation of anti-corruption instruments and mechanisms by public institutions
- Monitor the implementation of ‘due process of the law’ in corruption related cases by the judiciary
- Engage with civil society, anti-corruption institutions on sub-regional and international levels to conduct advocacy campaigns on corruption
- Embark on capacity building initiatives for civil society, the public and private sectors to increase knowledge and ensure compliance to national anti-corruption laws, processes and procedures
- Produce IEC materials on anti-corruption instruments and mechanisms that promote effective understanding and compliance by various actors
- Conduct Round table meeting with government entities and other relevant stakeholders

**7.4 Strategic Priority 4:** Promote national processes and initiatives that enhance integrity, good governance, peace and democracy

***Objective:** To support and ensure effective institutionalization and citizen’s participation in national processes that undermine corruption to further consolidate good governance, peace and democracy to enhance sustainable national development*

TI-SL will seek to engage government institutions through various initiatives to strengthen their commitment to anti-corruption values. TISL will also seek to gauge the nature and extent of their commitment and compliance to Transparency, Accountability standards already set out. As there is the ardent need for strong governance institutions that are politically independent, compliant and committed to an effective national development process, there is the need for a sustained engagement process by civil society that will scrutinize their efficiency and effectiveness through intensive scrutiny. In this regard, TI-SL will endeavor to engage the Executive, Parliament, Local Councils, Traditional Authorities and other government agencies to ensure that they understand and comply with legal frameworks on corruption at national, sub-regional and international level.

**Key partners**

- The judiciary
- Parliament
- Local councils
- Traditional Authorities
- Government Ministries, Depart and Agencies

**Performance Targets:**

- Increase demand for transparency and accountability by citizens around public expenditure at central and local government levels;
- Greater awareness and capacity among Sierra Leoneans to stimulate demand-side accountability at local/municipal levels;
- Increase participation of the citizenry in the decision –making processes that affects their lives
- Improved public service delivery and social accountability in the Local Councils
- Informed monitoring of budgets, governance processes and service delivery
- Increased transparency in campaign financing by political parties;
- Provision of basic social services such as health, education, water and sanitation monitored;

**Key indicators:**

- Number of citizens engagement with government to demand accountability
- No. of strategic engagements with all stakeholders in governance and development processes
- Number of citizens easily accessing basic social services
- No. of monitoring reports on budget expenditure by government ministries, Departments and Agencies

**Main activities:**

- Conduct assessments of systems in key sectors and processes to determine corruption risks that undermine effective public financial management
- Monitor on-going developmental projects to determine their effectiveness and level of compliance with anti-corruption safeguards and their viability in ensuring value for money and effective service delivery.
- Conduct evidence based advocacy on factors that undermine the effectiveness on law enforcement and compliance with anti corruption standards in key sectors.
- Conduct public education and capacity building activities to strengthen their knowledge and skills on Integrity and anti-corruption issues.
- Conduct activities that promote private sector and civil society, integrity, accountability and transparency.
- Provide opportunities for effective CSO engagement in promoting anti-corruption standards in the public sector, private sector and civil society.
- Provide opportunities for constant and effective citizen’s engagements through Interactive Sessions, Dialogue Forum.
- Compile and circulate IEC materials to enhance information dissemination on governance issues.

## **7.5 Strategic priority 5: Strengthen TI-SL's Visibility, Performance, Responsiveness and Impact.**

***Objective:** To explore existing opportunities for human, financial, material and technical support and linkages that increases TI-SL's capacity to undertake its mandate, thus achieving its aims and objectives*

This strategic priority seeks to ensure that TI-SL is well positioned to effectively engage in anti-corruption efforts in the country. Specifically, TI-SL's institutional and human resource capacity needs will be identified and sufficiently strengthened to enhance its output. There is the need for an enabling environment by way of adequate resources and conditions to ensure that the organization can undertake its much needed interventions to make it more viable, credible, effective and productive.

As TI-SL has reconstituted its General Membership Body which is the highest organ of the organization and has also appointed some new Advisory Board Members. These need to be aufait with the goals, aims and objectives of the organization. TISL will also seek to reconstitute its District Officers and establish regional offices

### **Key partners**

- TI
- TI-SL Advisory Board & membership
- Anti-Corruption Commission;
- DFID
- UNDP

### **Performance Targets:**

- Vehicles, computers, office space and other logistical support provided to staff of TISL to effectively carry out the institutional objectives and programme priorities of TISL;
- Code of Conduct developed to guide the performance of the Advisory Board and Membership;
- Annual staff evaluation conducted for all TISL Staff;
- An assessment system developed and shared on TISL's response to corruption issues;
- Periodic public awareness on the work of TISL and corruption conducted;

### **Key Indicators**

- Effective and efficient Advisory Board, Members and staff;
- Vehicle and motorbikes provided to facilitate mobility of staff;
- Institutional policies (Finance, Human Resource, Vehicle etc) formulated & operational;
- Staff trained in specialized courses including investigation, research, forensic auditing etc;
- Communication equipments secured and utilized by staff, members and Board of TISL;
- Procedures for periodic monitoring, review and evaluation of all TISL activities instituted;
- Recruitment, training and personnel development plan approved and implemented;

**Main Activities**

- Orientation and capacity building , interactive sessions for members, board and staff
- Support specialized training of staff within and out of the country
- Establish additional linkages, networking and partnerships at national and international levels
- Capacity support for increased fundraising and engagement with donors and partners.
- Procure adequate logistical support: office space, office equipments.
- Additional recruitment of personnel to strengthen management, administrative and financial systems.
- Set up adequate finance and communication systems( accounting software package , social media tools , communication gadgets and space)
- Support staff participation, interaction and interface in related initiations sub regionally and globally.

## 8. Funding the Plan

In order to successfully implement this Strategic Plan, budgetary projections have been made on an annual basis. The projections are calculated in US Dollars and divided into an annual budget of **US\$610,000 (Year 1), \$ 450,000 (Year 2), US\$ 440,000 (Year 3), US\$ 400,000 (Year 4), and US\$ 350,000 (Year 5)**

The total cost of the Strategic Plan is **US\$ 2,250,000**. TISL anticipates two sources of funding to implement the Strategic Plan. The first anticipated source will be sought from funders and Development Partners within Sierra Leone. TISL will share the Strategic Plan with them and further discuss the conditions for support. The second source of funding is anticipated from international or regional partners or institutions who might be interested in all or any of the Strategic Priorities of TISL. This includes Transparency International based in Berlin, Germany. The Table here under provides a summary of the annual financial out-lay of the Strategic Plan.

Strategic Priorities	Year 1 US\$	Year 2 US\$	Year 3 US\$	Year 4 US\$	Year 5 US\$	Totals US\$
<b>Strategic Priority 1:</b> Strengthened the anti corruption and Integrity movement in Sierra Leone through a proactive and effective citizens and partners engagement	130,000	100,000	110,000	90,000	80,000	510,000
<b>Strategic Priority 2:</b> Support the institutionalization of anti corruption values of integrity, ethics and moral standards into Public Life	110,000	80,000	90,000	65,000	80,000	435,000
<b>Strategic Priority 3:</b> Promote national processes and initiatives that enhance integrity, good governance, peace and democracy	120,000	100,000	110,000	90,000	80,000	500,000



<b>Strategic Priority 4:</b> Strengthening the practice of anti-corruption mechanisms, commitment and dedication of governance institutions to ensure their effectiveness in promoting national development efforts.	130,000	90,000	70,000	85,000	60,000	435,000
<b>Strategic Priority 5:</b> Strengthen TI-SL's Visibility, Performance, Responsiveness and Impact	120,000	80,000	60,000	70,000	50,000	380,000
<b>Totals</b>	<b>610,000</b>	<b>450,000</b>	<b>440,000</b>	<b>400,000</b>	<b>350,000</b>	<b>2,250,000</b>

The management of funds for the implementation of the Strategic Plan will be in the following manner:

- Donor funds will be managed in accordance with an agreed system, preferably as reflected in a Memorandum of Understanding (MoU) between the donor(s) and TISL;
- TISL would largely prefer donor assistance to be in the nature of budget support. This will give leverage to TISL to set its priorities in accordance with the Strategic Plan and also use available resources across the board for all planned activities.
- As a matter of practice, funds for programmes will be expended in accordance with approved work plans and budgets. Any variation will be subject to approval as required. Internal and external audits as well as compliance reviews will be regularly carried out with the active involvement of all parties.

## **9. Risks and Assumptions**

TI-SL's work is generally aimed at promoting change for a corrupt free society in Sierra Leone. Corruption has become prevalent, pervasive and endemic in every sector in the country. The underlying causes of corruption have not been fully dealt with, either by the Anti Corruption Commission or line Ministry, Department or Agency. A number of opportunities for corruption still exists within the private and public sectors and still remain to be addressed by formulating strong policies and legislations on corruption. In view of this engaging in the anti corruption campaign involves risks.

This is due to the fact that it is anticipated that there will be those who will be resistant to the fight against corruption and they might have sympathizers. They might try to indulge in physical attacks on the organization's headquarters or against specific staff or personnel associated with the organization. They will attempt to blackmail, to discredit or undermine the work of TISL in a numerous ways. In terms of project implementation it may be that affected persons or institutions may be reluctant to cooperate with the anti-corruption initiatives and may even obstruct the work. In these situations, TISL will engage such officials to clarify issues to mitigate the risks that are associated with the projects.

In order to safeguard the organization and its staff against risks, TISL will periodically identify potential risks and review identified risks and strategies to address them and proffer strategies to further addressing the risks.

Similarly,

TI-SL may experience Risks in the execution of its work. These might be general or might also be program or activity focused.

### **Procedures for Addressing Risks**

In the event that the organization, a staff or any member associated with the organization either as a Board member, a General member, a partner or organization working in collaboration on a specific issue, programme or project faces any risk(s) the following should be observed:

Make a Report (in writing) to the organization informing them of the risk(s) they face.

The report should be comprehensive to ensure that the situation surrounding the circumstance giving rise to the risk is well understood.

Meanwhile pending the issue being looked into and addressed, the affected personnel should take precautionary measures for their personal safety.

These might include:

- Not staying late nights out.
- Avoiding lonely place

The underlying causes of corruption are still prevalent and have been intensifying. A number of opportunities for corruption still exists within the private and public sectors and still remain to be addressed by formulating strong policies and legislations on corruption and also strengthening punishments for corrupt acts.

Involvement in corrupt practice has become a sin qua non and anti-corruption campaigners are viewed as almost viewed enemies of progress. The almost total collapse of ethics, integrity, moral standards and values undermines the good intentions of anti-corruption campaigners. Similarly, Public officials may be reluctant to cooperate with the anti-corruption initiatives and may even obstruct the work. For this reason TISL will engage such officials on an individual basis.

Low levels of analysis of the negative impact of corruption on the socio-economic development of Sierra Leone can undermine the work of TISL. Other related risk factors include weakness of the justice sector, lack of commitment of the Police to address corruption issues. Therefore, TISL will work in close collaboration with these sectors.

The possible lack of funding or inadequate funding to implement activities outlined in the plan constitutes a risk factor. TISL will ensure that that the operational plan is realistically projected and spread out over several years.

## **10. Monitoring, Evaluation and Learning**

Monitoring and Evaluation (M&E) will guide the performance and measure the effective level of achievement of the six strategic priorities set in this Strategic Plan. TISL will ensure to implement the plan, present periodic management reports on activities implemented and create the link how they meet the desired objectives or targets. In this regard therefore, the Advisory Board, Members and programme staff of TISL have the responsibility to ensure that objectives and goals set for the various activities in the operational are implemented in accordance with the plan.

Monitoring and Evaluation indicators will be developed in the operational plan and the annual work plan. For each indicator, targets will be set that are achievable and directly related to the strategic priorities, objectives and expected results.

The purpose of monitoring and evaluating the strategic plan is to:

- Ensure that TISL's Strategic Priorities, goals and objectives achieved;
- Track the inputs and outputs against the plan
- Identify opportunities and challenges that may impact or affect planned activities
- Learn and document best practices for experience sharing

### **10.1 Monitoring and Evaluation tools**

Monitoring will be done on an ongoing basis using the detailed programme of action for implementation. The approach will be periodic review by the members and Advisory Board of TISL.

### **10.2 Levels of monitoring and evaluation:**

This will be done on:

- a. Monthly basis;
- b. Quarterly basis
- c. Half yearly basis;
- d. Annually basis;
- e. Midterm review;

### **10.3 Report and Documentation**

Mechanisms will be instituted by the Advisory Board and Members of TISL to ensure that descriptive and analytical reports are produced. This should include challenges faced by TISL in the implementation of the strategic plan, funding issues, implementation bottle necks and successes scored in the implementation of the plan.