

TRANSPARENCY INTERNATIONAL - SIERRA LEONE



**18 DUNDAS STREET, FREETOWN SIERRA
LEONE**

ANNUAL WORKPLAN

2017

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Background and Context

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.

TI-SL firmly believes that in order for the Anti-Corruption efforts to be effective there must first of all be a proactive and sustained engagement of non state actors as a pressure group to curb systemic corruption. This also requires vigilance, political awareness, and an informed citizenry empowered to resist and report corruption and challenge the abuse of power. There is also the need for a grass root approach that challenges the cultural support of corruption.

To achieve this, civil society in Sierra Leone needs to effectively and proactively engage in the anti-corruption campaign. Only an active civil society that's effectively engages with horizontal and vertical mechanisms of accountability can substantially challenge the endemic problems of corruption in the society. Only an all out campaign of influence can produce the sweeping institutional reforms and innovations that will create a comprehensive sustainable system of accountability.

It is against this background that TI-SL as a member of the Transparency International Global Movement has developed its Annual Work Plan for 2017 to respond to these challenges.

Profile of Transparency International Sierra Leone

Transparency International Sierra Leone (TISL) formerly the National Accountability Group is a local non-profit, non-governmental anti-corruption advocacy civil society organization established as a taskforce in 2001 under Campaign for Good Governance and re-organized as an independent NGO in July 2004. In March 2008, TISL was granted a National Chapter in Formation Status by Transparency International Secretariat in Berlin, Germany. In September 2010, it was granted a Full Chapter Status which was renewed in 2013.

TISL work is geared towards achieving greater accountability, transparency and integrity in private and public affairs and is mainly dedicated to curb corruption; by holding local and national governments and public duty bearers accountable to the people of Sierra Leone, ensuring citizens are able to demand accountability and transparency from duty bearers whilst at the same time inculcating those values themselves and to assist victims of corrupt practices.

Vision Statement

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

Mission Statement

To empower the citizenry of Sierra Leone through education, participation and opportunities to demand accountability and transparency in governance and promote the culture of personal integrity, ethics and anti-corruption in national and human development.

Core Values

- a. Integrity
- b. Accountability
- c. Transparency
- d. Commitment
- e. Comportment
- f. Impartiality
- g. Courage

Organizational Objectives:

TISL is an independent Non-Governmental Organization with a focus on promoting integrity, ethics and anti-corruption values in personal and national development efforts

- 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 of public officials, the private sector, civil society, the media and general public to understand the dynamics of corruption issues to enable them take appropriate measures to resist/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 linkage and partnership 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.

Core Program Areas

- Research and Surveys
- Public Education, Awareness Raising
- Monitoring
- Institutional Capacity Building
- Fiscal Sponsorship/Grantmaking

- **Research and Surveys**

Through Research and Surveys, TISL, seek to develop into issues of concern related to corruption to discern the factors responsible for problems/challenges encountered

- **Public Education, Awareness Raising**

Through Public Education and Awareness Raising, TISL seek to provide general information to the public especially all relevant stakeholders on the cause and effect of corruption. Specific information on policies and processes geared to promoting good governance national and international instruments to curb corrupt practices.

- **Monitoring**

Through Monitoring, TISL aims to follow up closely on national development processes geared towards promoting good governance by ensuring transparency, accountability and integrity in their implementation.

- **Institutional Capacity Building**

Through Coalition and Institutional Capacity Building, TISL seek to create and foster linkage and alliances, work in cooperation and partnership with likeminded agencies and organizations, strengthen their capacity and that TISL to promote Transparency Accountability and Integrity with one voice, nationally sub-regionally and internationally.

- **Fiscal Sponsorship/Grantmaking**

Through Fiscal Sponsorship/Grant making, TISL seeks to provide specialized training skills to staff field workers and beneficiaries of organizations facilitate opportunities for vulnerable groups receive and judiciously utilize assistance in the form of funds to overcome the effect of corruption (poverty and underdevelopment) on their lives provide free legal advice for the citizenry to address concern related to corrupt acts

Implementation Strategy

TISL's Project Management Team will be responsible for the overall implementation of the Workplan and they will be supervised by the Management Committee of TI-SL.

Resources mobilized for the implementation of specific activities will be supervised by the Project Financial Committee.

TI-SL will abide by the National Procurement Policy for awarding of contracts for the provision of goods and services.

A Memorandum of Understanding will be signed with all collaborating institutions and Terms of Reference will be provided for persons offering Technical Services.

In the implementation of the activities, TI-SL will abide by its mandate as follows:

- Work with government and those in positions of authority to ensure that they conduct the affairs of state with greater transparency, accountability and integrity for an effective, efficient and sustained national development process.
- Work with key stakeholders with similar mandate internationally, sub-regionally and nationally-INGOs, TI Secretariat, ACC and related institutions (Ombudsman, Auditor General, etc.) CSOs, NGOs.
- Work with specific vulnerable groups that have suffered most from the effects/impact of corruption to enhance their individual, group and national development aspirations. In addition, TISL will seek to facilitate to the victims of corruption to help them overcome the impact/effect of corruption.

IMPLEMENTATION WORK PLAN

TI-SL's Workplan for 2017 entails the implementation of activities as specified in its Strategic Plan 2017 to 2012. Specific allocations have been made for the implementation of activities within the five year period. For the year 2017 the total resources required for the implementation of activities is 610,000 United States Dollars.

<p>Strategic Priority 1: Strengthening the Anti-Corruption and Integrity Movement in Sierra Leone through the proactive and effective engagement of citizens and partners.</p> <p>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.</p>	
<p>Activities</p> <ul style="list-style-type: none"> 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. Produce IEC materials (Jingles, posters, handbooks, etc) 	<p>130,000</p>
<p>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.</p> <p>Objective: To promote dedication and commitment of all key stakeholders in the society to values that would significantly curb corruption in public life.</p>	
<p>Activities</p> <ul style="list-style-type: none"> Organize initiative/interventions that seek to ensure proper understanding of factors that undermine the commitment of anti-corruption values and compliance to integrity ethics and moral standards Conduct periodic assessments/surveys to gauge the level of integrity at institutional level Collaborate with related institutions to promote these values Formulate strategies and initiatives to ensure greater commitment to these values by leaders, key governance actors and ordinary citizens. Build capacities of governance actors and local people to demonstrate compliance to integrity ethics and moral standards Produce IEC materials (Jingles, posters, handbooks, etc) 	<p>110,000</p>
<p>Strategic Priority 3</p> <p>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</p> <p>Objective: To ensure effective compliance to laws, policies and procedures that undermines corruption in public life</p>	
<p>Activities</p> <ul style="list-style-type: none"> • 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 	<p>120,000</p>

<p>Strategic Priority 4 Promote national processes and initiatives that strengthen integrity and anti-corruption efforts to improve good governance, peace and democracy</p> <p>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</p>	
<p>Activities</p> <p>Conduct assessments of systems in key sectors and processes to determine corruption risks that undermine effective public financial management</p> <p>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.</p> <p>Conduct evidence based advocacy on factors that undermine the effectiveness on law enforcement and compliance with anti-corruption standards in key sectors.</p> <p>Conduct public education and capacity building activities to strengthen their knowledge and skills on Integrity and anti-corruption issues.</p> <p>Conduct activities that promote private sector and civil society, integrity, accountability and transparency.</p> <p>Provide opportunities for effective CSO engagement in promoting anti-corruption standards in the public sector, private sector and civil society.</p> <p>Provide opportunities for constant and effective citizen’s engagements through Interactive Sessions, Dialogue Forum.</p> <p>Compile and circulate IEC materials to enhance information dissemination on governance issues.</p>	<p>130,000</p>
<p>Strategic Priority 5 Strengthening TI-SL’s Visibility, Performance, Responsiveness and Impact.</p> <p>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).</p>	
<p>Activities</p> <ul style="list-style-type: none"> • 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 equipment’s. • 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. • Produce IEC materials (Jingles, posters, handbooks, etc) to increase the organizations visibility and public knowledge of its work 	<p>120,000</p>
<p>TOTAL</p>	<p>610,000</p>

Monitoring, Evaluation and Learning

Monitoring and Evaluation (M+E) will guide the performance and measure the effective level of achievement of the five 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

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;

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;

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 would 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.