



NATIONAL ANTI-CORRUPTION STRATEGY IMPLEMENTATION ACTION PLAN

2019 *to* 2023

Contents

Introduction..... 2

NACS Formulation Methodology..... 2

Implementation Risks and Assumptions for NACS 3

Monitoring and Evaluation Plan 3

Critical M&E Activity for the Implementation Plan 4

Evaluation of the Implementation Plan 4

 Quarterly Monitoring Visit to MDAs and Councils..... 4

 Quarterly Review of Actions Implemented by MDAs and Councils..... 4

 Annual Assessment of Implementation Plan 4

 End line evaluation of Implementation Plan 5

 Data quality Assurance check 5

Management Structure of the NACS 5

Implementation Mechanism 7

Outline of the Overall Measures to Combat Corruption 9

Implementation Action Plan 10

Annex1: National Anti-Corruption Implementation Matrix..... 11

Introduction

Over the years, acknowledgment of the prevalence of corruption and its corrosive effects on Sierra Leone society has produced a wide array of National Anti-Corruption Implementation Action Plan and measures aimed to institutionalize the fight against corruption. Since the inception of the Anti-Corruption Commission in the year 2000, the Country has rolled-out three National Anti-Corruption Implementation Action Plans – The first National Anti-Corruption Implementation Action Plan (2005) adopted two approaches- Prevention and Enforcement. The second National Anti-Corruption Implementation Action Plan (2008- 2013) took an incremental approach by building on the first strategy and broadened the prevention concept and incorporated the National Integrity System, focusing on constructive engagement; aimed at separately emphasizing institutional-strengthening measures across the public sector. The third National Anti-Corruption Implementation Action Plans (2014-2018) focused on both political (reflecting priorities in the country) and technical (based on various studies, public consultations, surveys and benchmarking other countries’ Anti-corruption strategies).

In line with the structure, priorities, and objectives of the National Anti-Corruption Strategy 2019-2023, the fourth-generation National Anti-Corruption Implementation Action Plan is designed to explain the processes and procedures for the implementation of actions agreed upon by stakeholders during national stakeholders’ consultation. These actions consist of specific benchmarks and corruption control measures with responsible MDAs, Councils, Religious bodies, and private sectors for implementation.

NACS Formulation Methodology

The design of the NACS profited from the consultative and interactive approaches. To solicit the support of pertinent stakeholders in the development of the NACS and its implementation action plan, full confidence building, and ownership fostering measures were undertaken. These included consultation with government functionaries, MDAs, local councils, and other public institutions, private sectors, CSOs, and the general public.

However, to enhance the participation of all targeted participants, three main methods of the consultation were used; Key Informant Interview (KII), Focused Group Discussions (FGD), and District town hall meetings.

KII technique and FGDs conducted with well-informed stakeholders of the Executive, Legislation, Judiciary, and the Private Sector. The KII enabled stakeholders to make inputs in the development of the NACS and exercise ownership of the strategy.

The town hall meetings were attended by staff of government offices, anti-corruption commission staff, civil society, private sector, media houses, other key accountability institutions, experts and development partners at the District level. These meetings were conducted to enable and ensure the participation of citizens from all the Districts in the development of NACS.

The study developed questions on key focus areas and institutions to ensure that the study investigation remains focused on obtaining data usable for actionable recommendations relevant to the prevention, education, and investigation, and enforcement of corruption across Sierra Leone but most importantly to help or guide the development of the new NACS strategy 2019-2023. The study based on both quantitative and qualitative information and data. The research instruments were qualitative and quantitative using the approach of stratified random sampling.

Implementation Risks and Assumptions for NACS

The principal risks and assumptions of the Implementation Action Plan include:

- ☞ *Delay in the devolution of MDAs to District Councils. The District councils can achieve some of the actions in the plan if the full devolution of MDAs to District councils comes into effect.*
- ☞ *Funds needed to implement the actions will be mobilised by the central government to ensure the full implementation of measures recommended in this plan. Considering the expenditure and the revenue generated by the central government, funding of some of the actions will be a challenge.*
- ☞ *Consecutive governments uphold political will for the effective and efficient implementation of actions over the five years. Change in government and governance brings along changes in priorities, and this might affect the implementation of the activities.*
- ☞ *Good governance and the rule of law will continue to reinforce through free, fair, and credible elections in the country. Failure to uphold democratic governance will dampen the implementation of this plan.*
- ☞ *Ownership of the Implementation Action Plan by each Sierra Leonean, head of MDAs, Councils, and all other stakeholders in the Sierra Leone developmental process is critical to the success of this implementation plan.*

Monitoring and Evaluation Plan

Monitoring and Evaluation remain critical in measuring expected outputs and outcomes of actions and objectives in this National Anti-Corruption Implementation Action Plan. The Monitoring and Evaluation (M&E) The plan will form the basis for a systematic assessment of the progress of achievement of actions and objectives stated in this implementation plan. The M&E plan will provide an overview of how the responsibilities of agencies and councils exercise towards the implementation of activities in the National Anti-corruption Implementation Action Plan.

The development of M&E tools for data collection will be undertaken by the NACS secretariat with support from the M&CU of the Anti-Corruption Commission as the need arises. During the implementation of the actions, the NACS secretariat with the backing from the M&CU of the Anti-Corruption Commission will continuously track progress made and routinely supervise the collection of qualitative and quantitative data to verify progress towards achieving the set targets.

Analysis of data is carryout at various levels. Data will be analyzed and presented in the form of tables, charts, and graphs during review meetings with MDAs and councils. Routine data disaggregation is by MDA, District, and region and when required by gender.

Data Quality Check - NACS secretariat with support from the M&CU of the Anti-Corruption Commission will conduct regular data quality review. Data quality review will be done to ensure quality, accuracy, reliability, timeliness, and objectivity of data received.

Progress report on actions of all MDAs and Councils will be reviewed by NACS secretariat to ascertain the coherence of the story with actions allocated to them. Reports submitted by MDAs and councils will be assessed based on;

- ☞ *Achievements/progress relative to planned targets,*
- ☞ *Timeliness of executing actions*
- ☞ *The added value during the implementation of the actions allocated to MDAs.*

Critical M&E Activity for the Implementation Plan

| Act # | Activity | Lead Unit | Start Date | End Date |
|-------|---|---------------------|-------------------------------|------------------|
| 1 | Annual Assessment of Implementation Plan | External Consultant | January every year | March every year |
| 2 | End line evaluation of Implementation Plan | External Consultant | Jan-2022 | March-2022 |
| 3 | Quarterly review of actions implemented by MDAs and Councils meetings | NACS secretariat | Every Quarter | Every Quarter |
| 4 | Quarterly monitoring visit to MDAs and Councils | NACS secretariat | The first week of every month | Same week |

Table 1 Monitoring and Evaluation Activities

Evaluation of the Implementation Plan

Quarterly Monitoring Visit to MDAs and Councils

These monitoring visits will be undertaken by the NACS secretariat at all MDAs and Councils to check progress on actions allocated to them. The monitoring team will generate a monitoring report every quarter on development made and share the report with relevant stakeholders that includes MDAs monitored.

Quarterly Review of Actions Implemented by MDAs and Councils

The quarterly review meetings will bring all MDAs together to review activities that NACS implement. This review meeting will be organised by the NACS secretariat with the support of the National Steering Committee. This meeting will help to identify challenges, opportunities, and understanding of implementation approaches.

Annual Assessment of Implementation Plan

The review meeting will be conducted at the start of every year. The findings from the annual assessment will be used to inform stakeholders of progress made for the year under review. The assessment team will assess indicators, targets, and timeliness of actions implemented. The team will also evaluate MDAs and Councils performance and management capacities to perform actions in general.

End line evaluation of Implementation Plan

This will be done at the end of 2022 to assess the impact generated by activities implemented by MDAs and Councils. This assessment will compare the Corruption situation in the targeted institution before and after the implementation. It will also evaluate the coordination and management processes and procedures of structures in the implementation of the National Anti-corruption Implementation Action Plan.

Data quality Assurance check

Data provided by MDAs and Councils IMCs will be triangulated to other sources and observation visit report to qualify the quality of information shared with evidence.

Management Structure of the NACS

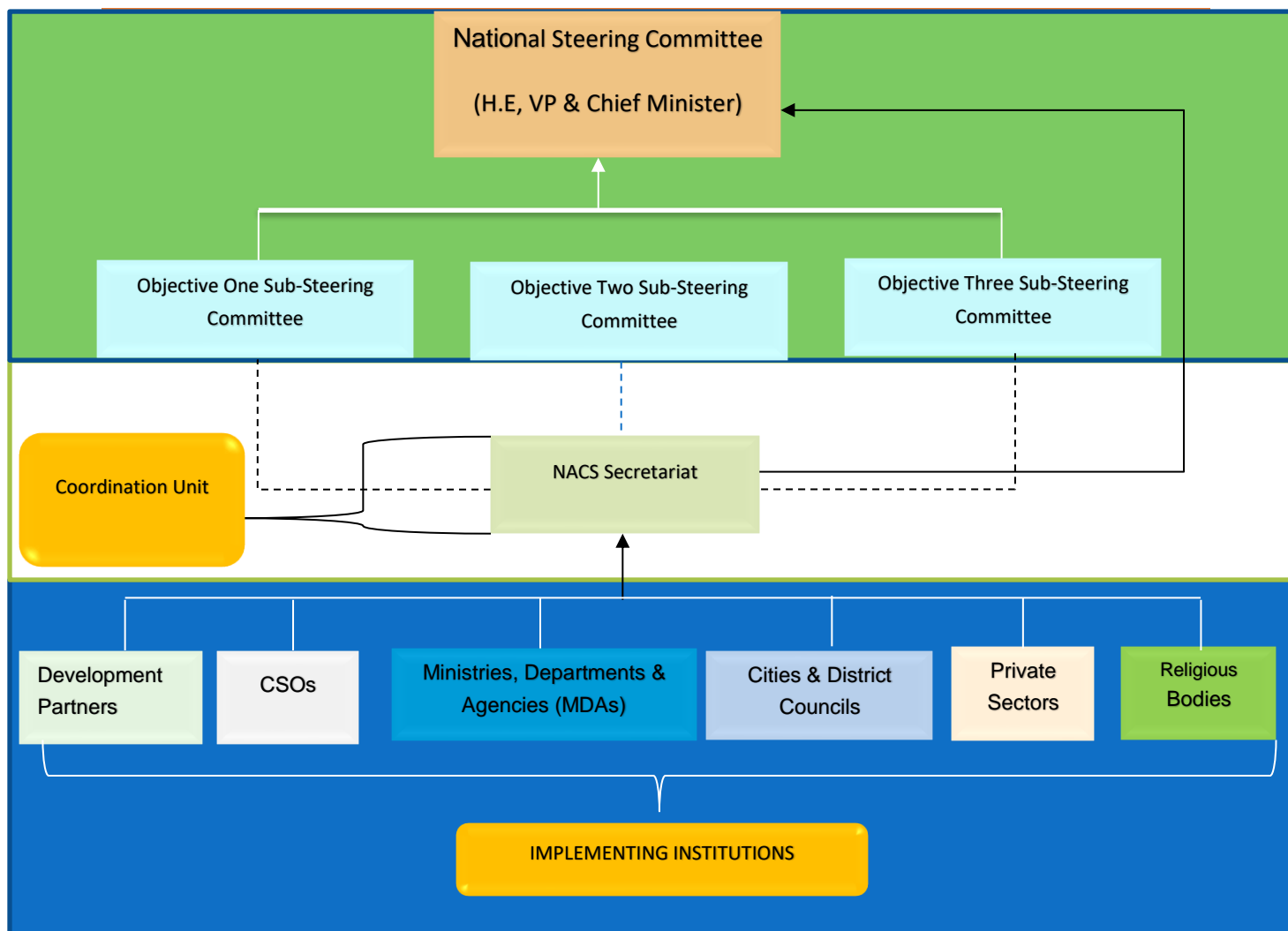


Figure 1 NACS Management Organogram

National Steering Committee will be responsible for supervising the general implementation of the NACS. The committee will be chaired by the President of the Republic of Sierra Leone with support from members of the NACS who comprise professionals, public servants, CSOs, media, and religious bodies. The National Steering Committee will be responsible for providing supportive supervision to the NACS secretariat for coordinating implementing institutions per objective. Based on progress per objectives, the National Steering Committees will develop and share a six-monthly progress report with the President. The committee in its report will proffer recommendations for the effective and efficient implementation of the plan based on the monitoring feedback.

National Anti-Corruption Strategy Secretariat will serve as the implementation coordinating unit. It will be responsible for coordinating implementing institutions for the implementation of actions allocated to them. The NACS secretariat will also perform the following key activities;

- ☛ Support implementing institutions to develop a detailed implementation plan for actions allocated them*
- ☛ Conduct quarterly monitoring of actions assigned to implementing institutions*
- ☛ Organize and facilitate quarterly actions review meetings with implementing institutions*
- ☛ Provide progress report to the President as per objectives*
- ☛ Develop an annual monitoring plan and terms of reference (ToR) for the monitoring of the NACS*
- ☛ Provide supportive supervision to the implementing institutions.*
- ☛ Conduct training for IMCs on action monitoring per implementing institution*

Implementing Institutions are institutions charged with the responsibilities to execute actions allocated to them in the implementation matrix. All implementing institutions must set up or revive an Integrity, Management Committee with support from NACS secretariat. The IMCs members will be the focal people for the implementation of the NACS actions. IMCs will receive formal training on their roles and responsibilities from NACS secretariat.

Integrity Management Committee (IMCs) shall be composed of the critical management staff of implementing institutions;

- ☛ Deputy heads of Institutions*
- ☛ Head of Internal Audits*
- ☛ Heads of Monitoring and Evaluation (if available)*
- ☛ Heads of procurement*
- ☛ Heads of Finances*
- ☛ Heads of Operations*
- ☛ Heads of Human Resources*

Implementation Mechanism

As a result of its complexity, corruption demands a fight that cannot be successfully fought by one institution or individual. The fight against corruption must involve institutions and key stakeholders working together against the menace of corruption. Stakeholders and institution must be drawn from the Executive, Legislative, and the Judiciary. The media, CSOs, and international/local development partners and all integrity institutions must work together to support the implementation of actions in the implementation plan.

Role of Stakeholders in the Implementation of the Action Plan

Because corruption has become a systemic contagion, and a way of life in Sierra Leone, the fight against it is complicated and needs collective and collaborative efforts and resources to electrify the battle. As a result of the complexity, there is the need for proactive involvement of key stakeholders and institutions at all levels of Sierra Leone society, including but not limited to:

- ☞ The President of the Republic of Sierra Leone, and the Office of the President itself as a functional area including all appointees that support the office;
- ☞ Parliament of the Republic of Sierra Leone;
- ☞ The Judiciary of the Republic of Sierra Leone;
- ☞ Government Ministries, Departments, and Agencies (MDAs);
- ☞ The Anti-Corruption Commission of Sierra Leone;
- ☞ The Media;
- ☞ The Civil Society as a whole, and Civil Society Organizations (CSOs);
- ☞ Traditional Authorities (Preferably the Council of Paramount Chiefs as the Umbrella Body);
- ☞ Political Parties;
- ☞ International and Local Development Partners;
- ☞ The citizenry of Sierra Leone.

The roles and expectations for these actors in the overall NACS, implementation strategy, and action plan are outlined as follows.

The President and the Office of the President: Political Will is the key determinant of whether the implementation of the NACS will achieve the targeted results. The realization of the objectives of NACS needs political will, and the Office of the President must make it possible by ensuring that the NACS secretariat and implementing MDAs and local councils have the resources, capacity, and independence to coordinate and implement actions in the NACS fully. The President must ensure that the Judiciary has what it takes to function as a separate and independent arm of the State to enable the enforcement of actions that arise from the implementation of the plan.

House of Parliament: Parliament has an essential role in exercising oversight responsibility and holding MDAs to account through public scrutiny in the implementation of the plan. By holding MDAs individually and the Executive arm of the State generally to the highest standards of transparency and accountability in the use of resources as detailed in the plan, Parliament can manifest the will of the people for a Sierra Leone free of the scourge of corruption.

The Judiciary: The protection of the rule of law and good governance as targeted in the NACS start with an effective Judiciary. The Chief Justice and senior management team of the Judiciary must show leadership

by putting in place standards to uphold the highest code of conduct that will enhance impartiality in the adjudication of corruption cases. By independently and impartially dispensing justice, the Judiciary will make the NACS a living part of Sierra Leone's fight against corruption and strengthen the hand of all actors in exercising their responsibilities detailed in the action plan.

Ministries, Departments, and Agencies (MDAs) and Councils: Heads of MDAs and councils must ensure that actions agreed are implemented within the time frame, and incorporate actions allocated to them into their routine work to enable effective and efficient implementation.

The Anti-Corruption Commission (ACC): As one of the leading integrity institutions in the nation that has responsibility to uphold good governance and fight corruption, the ACC must continue to execute its mandate effectively without fear or favor, and improve its coordination, public education, information sharing and collaboration with CSOs and other integrity institutions.

The Media is key to the effective representation of the NACS in all forms of discourse in the national fight against corruption. By focusing on NACS activities and critical messages, and serving as a watchdog on implementation of actions, continually investigating and reporting corruption across the nation including naming and shaming institutions and individuals caught in acts of corruption, the Media will become a crucial tool to give meaning to the plans outlined in the fight. To do this effectively, the Media must maintain impartiality in investigating and reporting corruption.

Civil Society Organizations (CSOs): CSOs should continue to give a loud voice to the people and concerns of civil society as a crucial watchdog in the implementation of the plan. They are expected to support the NACS secretariat in monitoring the implementation plan and collaborate with the ACC to empower the citizenry through education, awareness, and sensitization to corruption in all its forms and practices.

Traditional Authorities: As custodians of the beautiful traditions and culture of Sierra Leone, they are expected to ensure that the fight against corruption is inculcated in people at the community level. Their leadership at the community level through example and staying neutral in national politics (*to prevent partisanship and related corruption*) will give strong signals to the people and communities in the fight against corruption.

Development Partners (DPs): DPs are very critical in the implementation of this plan, and it is the expectation that both local and international partners will keep government priorities in the fight against corruption as outlined in this plan in focus in all proposals developed and implemented in Sierra Leone. There is the need for collaboration and sharing of information, projects, and budgets at the national and district levels to avoid duplication of effort and scarce resources.

Political Parties: Political Parties produce most of the public officials should stand tall in the fight against corruption. Parties should ensure that politicians that come from their ranks practice accountability by disclosing their sources of funding. Parties must also ensure that their members that aspire to high offices of the State clearly understand the trust imposed on them in the nation's governance **BEFORE** becoming public officials.

Outline of the Overall Measures to Combat Corruption

The implementation action plan provides details of how measures suggested being done by various stakeholders in the extensive consultations will be organized for the NACS 2019-2023. The following outlines the key measures of the areas for action emphasized by stakeholders and institutions.

- ☞ Judicial independence, including direct funding outside the control of the Executive, is essential in the fight against corruption.
- ☞ Implementing Electoral Reforms to improve transparency and minimize opportunities for corrupting the processes and systems of free expression at the party level and national level.
- ☞ Public sector management reform, including a more realistic and rationalized compensation system.
- ☞ Ensuring the integrity of public appointments and public sector recruitment into high level and sensitive positions.
- ☞ Making appointments of heads of integrity institutions independent of the President of the Republic and subjecting such appointments to public hearing and approval by Parliament.
- ☞ Strengthen the oversight, control, and management of Donor funds and its use.
- ☞ Increase Parliamentary oversight over the use of public resources by MDAs by, for example, instituting mechanisms for a public hearing by Parliamentary Committee on audited accounts of MDAs that are broadcast live.
- ☞ The digitization of access to public services and processes for service delivery to reduce human interface and related opportunities for corruption is vital in the fight against corruption.
- ☞ Bringing along the people directly and through the Traditional Authorities by making chiefdoms part of community-level monitoring and oversight over MDAs, councils, and resource use.
- ☞ Harmonisation of salary and other payments for similar qualifications and experience across the board within the public service is critical in the fight against corruption.
- ☞ People convicted of corruption banned from public offices for not less than ten years.
- ☞ Ensure annual work plans and performance contracts of MDAs are developed during budget allocation and made available to the public through the media or town hall meetings.
- ☞ Institute civic education programme in the primary and secondary curriculum to enhance national patriotism in the young generation.
- ☞ Review and harmonise the National procurement manual with international procurement standards.
- ☞ Ensure review of systems and processes of corruption high-risk MDAs and monitor review recommendations to enhance effective and efficient operations of MDAs.
- ☞ Improve CSOs involvement in the fight against corruption through strong collaborations and partnership with integrity institutions like ACC.
- ☞ Ensuring development and regular update of institutional service charters for all MDAs and displayed at strategic locations that enhance access to the public.
- ☞ Ensuring Internal audit recommendations of MDAs are prioritised and set as part of MDAs performance objectives.
- ☞ Intensify Pay No Bribe campaign across the country to increase public awareness and instead of the fare of paying or receiving bribes.

Implementation Action Plan

The overall measures above outline the general systemic actions aimed to achieve the four strategic objectives of the NACS. From the overall measures, specific actions designed to meet the strategic objectives are provided in the following National Anti-Corruption Implementation Matrix.

The actions in the NACS Implementation Action Plan Matrix contain actions that various implementing institutions have undertaken to implement within the next five years. The Implementation Plan outlines activities, benchmarks and lead implementing institution and collaborating institution and budget and timeline. The Total cost for the implementation of the NACS estimated per objective. The budget provided below is an indicative budget for each of the objectives. Individual institutions will work on the detailed budget with help from the NACS secretariat. Most of the activities in the implementation plan don't need another budget outside the annual budget submitted to the Ministry of Finance.

| No | Strategic Objective | Estimated Cost (Le) |
|----|--|---------------------|
| 1 | To develop, promote, and implement corruption prevention measures and public awareness campaigns. | |
| 2 | To develop sustainable Partnership and mechanism for joint action and strengthening institutional capacity | |
| 3 | To Strengthen Integrity, transparency, accountability and the rule of law | |
| 4 | To Create sustainable deterrence against corruption by strict and prompt enforcement of anti-corruption laws and regulations | |

Table 2 Estimated Cost Per Objective

Annex1: National Anti-Corruption Implementation Matrix

☞ Strategic Objective One: To develop, promote and implement corruption prevention measures and public awareness campaigns.

| # | Proposed Measures/Activity | Benchmarks/ Indicator | Target | Lead Implementing Agency | Collaborating Agencies | Indicative Budget | Time Frame | | | | | | | | | | | | | | | | | | | |
|---|---|---|--------|--------------------------|-------------------------------------|-------------------|------------|----|----|----|------|----|----|----|------|----|----|----|------|----|----|----|------|----|----|----|
| | | | | | | | 2019 | | | | 2020 | | | | 2021 | | | | 2022 | | | | 2023 | | | |
| | | | | | | | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 |
| 1 | Unify remuneration, condition of service for public and civil servants of the same grade with the same academic qualifications | Condition of service for public and civil servants of the same grade with the same educational qualifications are unified | 1 | HRMO | AG | | | | | | | | | | | | | | | | | | | | | |
| 2 | Conduct public fora and outreach at chiefdom & District Levels on corruption and its prevention | Public fora and community outreach conducted in the Districts on corruption prevention | 60 | ACC | District Councils & CSOs | | | | | | | | | | | | | | | | | | | | | |
| 3 | Review and improve remuneration and condition of service for staff at the Judiciary | Condition of service for staff at the Judiciary reviewed and improved | N/A | HRMO | AG | | | | | | | | | | | | | | | | | | | | | |
| 4 | Introduce Anti-Corruption modules in the educational system to strengthen good ethical values in primary, secondary, tertiary, formal & non-formal education. Includes Civil service training college | Anti-corruption modules cooperated in both primary and secondary school curriculum | N/A | Ministries of Education | ACC/ Civil service training College | | | | | | | | | | | | | | | | | | | | | |
| 5 | Train provincial monitors and investigators to monitor cases reported to the office of the Ombudsman | Both provincial monitors and investigators of the Ombudsman officer are trained on case monitoring and investigation | 14 | Ombudsman | CSOs | | | | | | | | | | | | | | | | | | | | | |
| 6 | Develop rotational staff policy for customs that ensure staff rotation from one department to another regularly | Staff Rotational Policy for customs developed and operational | 1 | Customs | N/A | | | | | | | | | | | | | | | | | | | | | |
| 7 | Strengthen Public complaints Unit in the Judiciary through training | The public complains units in the Judiciary is strengthened | N/A | Judiciary | Legal aid board | | | | | | | | | | | | | | | | | | | | | |

☞ Strategic Objective One: To develop, promote and implement corruption prevention measures and public awareness campaigns.

| # | Proposed Measures/Activity | Benchmarks/ Indicator | Target | Lead Implementing Agency | Collaborating Agencies | Indicative Budget | Time Frame | | | | | | | | | | | | | | | | | | | |
|----|---|---|--------|--------------------------|---|-------------------|------------|----|----|----|------|----|----|----|------|----|----|----|------|----|----|----|------|----|----|----|
| | | | | | | | 2019 | | | | 2020 | | | | 2021 | | | | 2022 | | | | 2023 | | | |
| | | | | | | | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 |
| 8 | Strengthen Anti-corruption capacity at the District, regional levels and encourage whistleblowing through recruitment of more staff | Staff recruited by the Anti-Corruption Commission and posted to all the Districts that do not have Anti-Corruption Office | N/A | ACC | N/A | | | | | | | | | | | | | | | | | | | | | |
| 9 | Institute Whistleblowing mechanism at District & Regional levels | ACC developed and instituted robust whistleblowing mechanism at District and Regional levels | 1 | ACC | CSOs | | | | | | | | | | | | | | | | | | | | | |
| 10 | Provide incentives (awards, & recognition) to private/public sectors that enforce anti-corruption provisions | Private sectors that given incentive for enforcing ACC laws | | ACC | Private Sector | | | | | | | | | | | | | | | | | | | | | |
| 11 | Establish and strengthen an Audit Report Implementation Committees in all MDAs | MDAs established and strengthened internal & External Audit Report Implementation Committees | 1 | MDAs | ACC | | | | | | | | | | | | | | | | | | | | | |
| 12 | Train Ministers, Members of Parliament and other Public Officers on Public Sector Ethics | Ministers, MPs and Senior Public Officers trained on Public Sector Ethics | N/A | HRMO/PSRU | Cabinet Secretariat | | | | | | | | | | | | | | | | | | | | | |
| 13 | Interreligious council and all related religious bodies educated on the adverse effects of corruption | Churches and Mosques that taught Corruption and its impact about God's word at least ten times in a year | 10 | ACC | Inter-religious council/Social welfare/Councils | | | | | | | | | | | | | | | | | | | | | |
| 14 | Organise regular public education and awareness programmes on the menace of corruption and the ethos of anti-corruption in MDAs, the general public, and private sector organizations | Public education and awareness rising programmes conducted on the threat of corruption at MDAs and Private Institution | 10 | ACC | MDAs/District councils | | | | | | | | | | | | | | | | | | | | | |
| 15 | ACC to conduct a campaign on social expectation by the public from public officials. | Campaign on social expectation conducted before and after elections | 2 | ACC | Political parties & Political parties | | | | | | | | | | | | | | | | | | | | | |

☞ Strategic Objective One: To develop, promote and implement corruption prevention measures and public awareness campaigns.

| # | Proposed Measures/Activity | Benchmarks/ Indicator | Target | Lead Implementing Agency | Collaborating Agencies | Indicative Budget | Time Frame | | | | | | | | | | | | | | | | | | | |
|----|---|---|--------|--------------------------|--------------------------|-------------------|------------|----|----|----|------|----|----|----|------|----|----|----|------|----|----|----|------|----|----|----|
| | | | | | | | 2019 | | | | 2020 | | | | 2021 | | | | 2022 | | | | 2023 | | | |
| | | | | | | | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 |
| | | | | | Registration commission | | | | | | | | | | | | | | | | | | | | | |
| 16 | Mainstream anti-corruption, ethics, and integrity in public, private sectors, civil society, and religious organizations across the country | Anti-Corruption ethics mainstreamed in MDAs, Religious Organizations and CSOs across the country | N/A | ACC | MDAs/chamber of commerce | | | | | | | | | | | | | | | | | | | | | |
| 17 | Strengthen and expand the pay no bribe campaign to communities and people in hard to reach areas in the provinces | Pay No bribe Campaign expanded to new Districts and chiefdoms | N/A | ACC | CSOs & Councils & Media | | | | | | | | | | | | | | | | | | | | | |
| 18 | Develop stickers with a pay no bribe messages | Decals for cars and offices developed on pay no bribe messages | N/A | ACC | MDAs & Councils | | | | | | | | | | | | | | | | | | | | | |
| 19 | Train MDAs and councils on payment processes and streamline payment request for all MDAs | MDA Staff trained on budget allocation processes and procedures | N/A | Budget Bureau | MDAs/Councils/CSOs | | | | | | | | | | | | | | | | | | | | | |
| 20 | Strengthen co-curricular anti-corruption activities, such as integrity clubs in Junior and senior high schools | Co-curricular Anti-Corruption Activities, such as integrity clubs established and strengthened in Junior and Senior Secondary Schools | N/A | ACC | Ministry of Education | | | | | | | | | | | | | | | | | | | | | |
| 21 | Provide educational corruption fighting materials for public, schools, and universities, and the general public regularly | Developed and provided educational materials on Corruption and it fights to public institutions, schools, and Universities | N/A | ACC | Ministries of Education | | | | | | | | | | | | | | | | | | | | | |
| 22 | Restructure District budget oversight committees to ensure that they are very active and submit monitoring report quarterly. | District budget oversight committees restructured and submitted a quarterly budget monitoring report | N/A | Budget Bureau | MDAs/Councils/CSOs | | | | | | | | | | | | | | | | | | | | | |

☞ Strategic Objective One: To develop, promote and implement corruption prevention measures and public awareness campaigns.

| # | Proposed Measures/Activity | Benchmarks/ Indicator | Target | Lead Implementing Agency | Collaborating Agencies | Indicative Budget | Time Frame | | | | | | | | | | | | | | | | | | | |
|----|---|--|--------|--------------------------|-------------------------------------|-------------------|------------|----|----|----|------|----|----|----|------|----|----|----|------|----|----|----|------|----|----|----|
| | | | | | | | 2019 | | | | 2020 | | | | 2021 | | | | 2022 | | | | 2023 | | | |
| | | | | | | | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 |
| 23 | Share ACC system and processes review report of MDAs with the audit service to further help the audit process of MDAs | ACC systems and processes review reports for MDAs shared with Audit Service | N/A | ACC | Audit Service | | | | | | | | | | | | | | | | | | | | | |
| 24 | Institute integrity pledge as part of public official's performance contracts | Public and Civil servants recruited that signed integrity pledge | 1 | Office of the President | HRMO/MDAs/ACC & Cabinet Secretariat | | | | | | | | | | | | | | | | | | | | | |
| 25 | Ensure heads of integrity institutions interviewed by CSOs and religious leaders over TV and allow citizens to ask questions | Heads of Integrity institutions interviewed on TV | N/A | Office of the President | ACC | | | | | | | | | | | | | | | | | | | | | |
| 26 | Train CSOs on Anti-corruption act | CSOs trained on Anti-Corruption Act | 5 | ACC | CSOs | | | | | | | | | | | | | | | | | | | | | |
| 27 | Organize programmes to sensitize the private sector on how to draft a business contract to reflect anti-corruption provisions | Private sectors educated on Anti-Corruption provisions on Contracts with government | 5 | ACC | Private sector | | | | | | | | | | | | | | | | | | | | | |
| 28 | Depoliticize corruption and other related crime | Corruption Cases and its associated crimes depoliticized | N/A | Office of the President | Judiciary | | | | | | | | | | | | | | | | | | | | | |
| 29 | ACC and parliament to conduct joint monitoring of the implementation of budgets allocated to MDAs and Councils. | Joint Monitoring of MDAs and councils conducted by ACC and Parliament before and After budget allocation | 10 | Parliament | ACC | | | | | | | | | | | | | | | | | | | | | |
| 30 | Timely budget allocation to MDAs and councils | The budget allocated to MDAs and councils | N/A | AG | Budget Bureau | | | | | | | | | | | | | | | | | | | | | |
| 31 | Request public officials to disclose personal interests, e.g., affiliations, upon taking up an open appointment | Public Officers that revealed particular interest(s) upon taking a public appointment | N/A | Office of the President | ACC | | | | | | | | | | | | | | | | | | | | | |
| 32 | Conduct an assessment of teacher's salaries and qualification to help identify any mismatch between wages and qualifications | Teachers' Salaries and Qualifications assessed | 1 | Ministries of Education | N/A | | | | | | | | | | | | | | | | | | | | | |

☞ Strategic Objective One: To develop, promote and implement corruption prevention measures and public awareness campaigns.

| # | Proposed Measures/Activity | Benchmarks/ Indicator | Target | Lead Implementing Agency | Collaborating Agencies | Indicative Budget | Time Frame | | | | | | | | | | | | | | | | | | | |
|----|--|--|--------|--------------------------|-------------------------|-------------------|------------|----|----|----|------|----|----|----|------|----|----|----|------|----|----|----|------|----|----|----|
| | | | | | | | 2019 | | | | 2020 | | | | 2021 | | | | 2022 | | | | 2023 | | | |
| | | | | | | | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 |
| 33 | Review payroll and pin-code of teachers to ensure teachers with pin-code are on the payroll | Teachers Pay Roll reviewed in line with their pin-codes | 1 | HRMO | Ministries of Education | | | | | | | | | | | | | | | | | | | | | |
| 34 | Ministers should sign performance contracts in January just after allocation of budget to MDAs. | Ministers signed performance contracts in January after budget allocations. | 4 | Office of the President | Budget Bureau | | | | | | | | | | | | | | | | | | | | | |
| 35 | Conduct Stocktaking and auditing exercise on the operations of the District budget oversight committee (annually). | Stocktaking and audit of budget oversight committees conducted | 1 | Budget Bureau | MDAs/Councils | | | | | | | | | | | | | | | | | | | | | |
| 36 | Standardize and roll out PET across MDAs and Councils | PET forms standardized and rollout to MDAs | 1 | Budget Bureau | MDAs/Councils | | | | | | | | | | | | | | | | | | | | | |
| 37 | Recruit more lawyers to complain and investigated at the office of the Ombudsman | Additional Lawyers recruited for investigation at the Ombudsman | N/A | Ombudsman | HRMO | | | | | | | | | | | | | | | | | | | | | |
| 38 | Share ACC systems review recommendations with the office of the Ombudsman. | ACC systems and processes review reports for MDAs shared with Ombudsman | N/A | ACC | Ombudsman | | | | | | | | | | | | | | | | | | | | | |
| 39 | Conduct a quarterly technical review of companies to ensure proper monitoring. | Quarterly technical review companies conducted before monitoring | 20 | NCP | Private sector | | | | | | | | | | | | | | | | | | | | | |
| 40 | Ensure all companies registered with the NCP pay taxes to NRA | Companies that paid taxes to NRA that are registered by NCP | N/A | NCP | NRA | | | | | | | | | | | | | | | | | | | | | |
| 41 | Regular refresher training of Judiciary Staff on Judiciary code of conduct (two times in the Year). | Refresher training conducted for Judiciary staff on Judiciary code of Conduct | 5 | Judiciary | N/A | | | | | | | | | | | | | | | | | | | | | |
| 42 | Train new Judiciary staff on Judiciary code of conduct before they state work | New Judiciary Staff trained on Judiciary Code of Conduct | N/A | Judiciary | N/A | | | | | | | | | | | | | | | | | | | | | |
| 43 | Harmonize public and civil servant date of birth with their date of birth in NASSIT database | Public and Civil servants date of birth harmonized with their NASSIT date of birth | N/A | HRMO | NASSIT | | | | | | | | | | | | | | | | | | | | | |

☞ Strategic Objective One: To develop, promote and implement corruption prevention measures and public awareness campaigns.

| # | Proposed Measures/Activity | Benchmarks/ Indicator | Target | Lead Implementing Agency | Collaborating Agencies | Indicative Budget | Time Frame | | | | | | | | | | | | | | | | | | | |
|----|--|---|--------|--------------------------|---------------------------|-------------------|------------|-----|-----|-----|------|-----|-----|-----|------|-----|-----|-----|------|-----|-----|-----|------|-----|-----|-----|
| | | | | | | | 2019 | | | | 2020 | | | | 2021 | | | | 2022 | | | | 2023 | | | |
| | | | | | | | Q 1 | Q 2 | Q 3 | Q 4 | Q 1 | Q 2 | Q 3 | Q 4 | Q 1 | Q 2 | Q 3 | Q 4 | Q 1 | Q 2 | Q 3 | Q 4 | Q 1 | Q 2 | Q 3 | Q 4 |
| 44 | Review the HRMO website and ensure regular update of the site with information | HRMO website reviewed and up to date | N/A | HRMO | N/A | | | | | | | | | | | | | | | | | | | | | |
| 45 | Add principal customs player on the Asycuda world | Principal Customs players added to the Asycuda world | N/A | Customs | Principal Customs players | | | | | | | | | | | | | | | | | | | | | |
| 46 | Conduct quarterly public awareness on customs operations and corruption prevention and control with support from ACC | Quarterly public awareness conducted on Customs operations that involves ACC | 20 | Customs | ACC | | | | | | | | | | | | | | | | | | | | | |
| 47 | Rotate roles and, schedules of revenue staff every three month | Role and schedules of revenue staff rotated every three months | 20 | Customs | N/A | | | | | | | | | | | | | | | | | | | | | |
| 48 | Develop risk assessment report for customs broker before issuing a license to them | Risk assessment report for custom brokers developed before granting a license | N/A | Customs | Customs brokers | | | | | | | | | | | | | | | | | | | | | |
| 49 | Train customs staff and customs principal players on the use of the Asycuda world (two times in the year) | Customs staff and Customs principal players trained on the use of Asycuda | N/A | Customs | Principal Customs players | | | | | | | | | | | | | | | | | | | | | |
| 50 | Create a single window that enables all the players in customs to process documents before turnaround time. | Single widow market for customs players developed and operational | N/A | Customs | Principal Customs players | | | | | | | | | | | | | | | | | | | | | |
| 51 | To develop performance objectives for all the staff at customs and ensure that they are assessed base on their performance objectives. | The staff of Customs has performance objectives | N/A | Customs | N/A | | | | | | | | | | | | | | | | | | | | | |
| 52 | Heads of religious houses must sign an integrity pledge on corruption. | Heads of Religious Houses sign integrity pledge on corruption | N/A | Religious House | ACC | | | | | | | | | | | | | | | | | | | | | |
| 53 | ACC to sign MoU with religious Houses that will enable ACC to have corruption talk hours in churches and mosques. | MoU signed by ACC and Religious Houses for ACC talk hours during services and prayers | N/A | ACC | Religious House | | | | | | | | | | | | | | | | | | | | | |

☞ Strategic Objective One: To develop, promote and implement corruption prevention measures and public awareness campaigns.

| # | Proposed Measures/Activity | Benchmarks/ Indicator | Target | Lead Implementing Agency | Collaborating Agencies | Indicative Budget | Time Frame | | | | | | | | | | | | | | | | | | | |
|----|---|---|--------|---|------------------------|-------------------|------------|----|----|----|------|----|----|----|------|----|----|----|------|----|----|----|------|----|----|----|
| | | | | | | | 2019 | | | | 2020 | | | | 2021 | | | | 2022 | | | | 2023 | | | |
| | | | | | | | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 |
| 54 | ACC programme should be part of all annual religious bodies conference | Religious bodies instituted ACC talk during theological conference | N/A | ACC | Religious House | | | | | | | | | | | | | | | | | | | | | |
| 55 | All religious bodies should organize a regular training workshop on accountability and integrity in the spiritual house. | Religious bodies conducted training on Accountability and Integrity | N/A | Religious House | ACC | | | | | | | | | | | | | | | | | | | | | |
| 56 | Train procurement staff on procurement processes and procedures and the ACC act | Procurement staff trained on Procurement process and procedures | 5 | ACC | MDAs/Councils | | | | | | | | | | | | | | | | | | | | | |
| 57 | Regular monitoring of mobile communications, billing and quality of network by mobile next work providers | Mobile network providers are monitored by trained staff | N/A | NATCOM | | | | | | | | | | | | | | | | | | | | | | |
| 58 | Independent audits and improved public information on revenue flows Reform laws on the use of our territorial water | Independent audit report developed and shared for public consumption | 5 | Ministry of Fisheries and Marine Resources | | | | | | | | | | | | | | | | | | | | | | |
| 59 | Develop a sector policy to guide the implementation of fishery regulation | Sector policy developed and used for fishery regulation | 1 | Ministry of Fisheries and Marine Resources | | | | | | | | | | | | | | | | | | | | | | |
| 60 | Facilitate the prompt payment, transparent and accountable use of surface rent by authorities of host communities | Prompt payment of surface rent to community authorities is done and on time | | Ministry of Mines and Mineral Resources | | | | | | | | | | | | | | | | | | | | | | |
| 61 | Promote transparency initiatives, such as the Extractive Industries Transparency Initiative (EITI) should be adhered with | The extractive initiative is promoted and implemented in all mining communities | | Ministry of Mines and Mineral Resources | | | | | | | | | | | | | | | | | | | | | | |
| 62 | Display and educate the public on land acquisition procedures through radios and billboards at the Ministry | The public is educated on land acquisition | | Ministry of Lands, Country Planning and the Environment | | | | | | | | | | | | | | | | | | | | | | |

☞ **Strategic Objective One: To develop, promote and implement corruption prevention measures and public awareness campaigns.**

| # | Proposed Measures/Activity | Benchmarks/ Indicator | Target | Lead Implementing Agency | Collaborating Agencies | Indicative Budget | Time Frame | | | | | | | | | | | | | | | | | | | |
|----|--|---|--------|--|------------------------|-------------------|------------|-----|-----|-----|------|-----|-----|-----|------|-----|-----|-----|------|-----|-----|-----|------|-----|-----|-----|
| | | | | | | | 2019 | | | | 2020 | | | | 2021 | | | | 2022 | | | | 2023 | | | |
| | | | | | | | Q 1 | Q 2 | Q 3 | Q 4 | Q 1 | Q 2 | Q 3 | Q 4 | Q 1 | Q 2 | Q 3 | Q 4 | Q 1 | Q 2 | Q 3 | Q 4 | Q 1 | Q 2 | Q 3 | Q 4 |
| 63 | Review all existing contracts and ensure benefit to the country and people | All existing contracts are reviewed | | Oil & Gas- Petroleum Resources Unit | | | | | | | | | | | | | | | | | | | | | | |
| 64 | Strengthen the regulatory framework for compliance monitoring and enforcement and build the requisite institutional capacity | Regulatory framework of the institution is strengthened, monitored and enforced | | Oil & Gas- Petroleum Resources Unit | | | | | | | | | | | | | | | | | | | | | | |
| 65 | Publish information on drugs medicines procurement to ensure information for the purchaser | Information on procurement of medicines are published | | Ministry of Health & Sanitation | | | | | | | | | | | | | | | | | | | | | | |
| 66 | Institute e-registration of citizens and gradually automate old registrations into an electronic database | e-registration of citizens is instituted | | Births and Deaths | | | | | | | | | | | | | | | | | | | | | | |
| 67 | 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 | Provisions on the polluter pay principle are implemented and monitored | | Environment al Protection Agency | | | | | | | | | | | | | | | | | | | | | | |
| 68 | Institute the best of the 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 | Best practices of mining companies are instituted | | Environment al Protection Agency | | | | | | | | | | | | | | | | | | | | | | |
| 69 | Make EIA reports public and conduct radio, community and TV sensitization on the level of compliance by companies, manufacturers and actions taken against defaulters | Public education on the environment is conducted | | Environment al Protection Agency | | | | | | | | | | | | | | | | | | | | | | |
| 70 | Use the Global Reporting Initiative templates on the environment to disseminate EIA reports far and wide and engage the local media | Global reporting template on the environment is disseminated | | Environment al Protection Agency | | | | | | | | | | | | | | | | | | | | | | |

☛ Strategic Objective One: To develop, promote and implement corruption prevention measures and public awareness campaigns.

| # | Proposed Measures/Activity | Benchmarks/ Indicator | Target | Lead Implementing Agency | Collaborating Agencies | Indicative Budget | Time Frame | | | | | | | | | | | | | | | | | | | |
|----|---|--|--------|--|------------------------|-------------------|------------|-----|-----|-----|------|-----|-----|-----|------|-----|-----|-----|------|-----|-----|-----|------|-----|-----|-----|
| | | | | | | | 2019 | | | | 2020 | | | | 2021 | | | | 2022 | | | | 2023 | | | |
| | | | | | | | Q 1 | Q 2 | Q 3 | Q 4 | Q 1 | Q 2 | Q 3 | Q 4 | Q 1 | Q 2 | Q 3 | Q 4 | Q 1 | Q 2 | Q 3 | Q 4 | Q 1 | Q 2 | Q 3 | Q 4 |
| 71 | Develop and publish all stages involved in approving projects generated by communities and adhere to such guidelines | Stages for approving the project is made published | | NACSA | | | | | | | | | | | | | | | | | | | | | | |
| 72 | Publish service-delivery charter and monitor adherence | Public service charter is made published | | NACSA | | | | | | | | | | | | | | | | | | | | | | |
| 73 | Continue to pay contractors based on satisfactory contractual obligations as certified by the beneficiaries and NaCSA Regional team. | Contractors are paid based on satisfactory contractual obligations. | | NACSA | | | | | | | | | | | | | | | | | | | | | | |
| 74 | Source funding and engage donors to support projects that will be viable providing sustainable impact to the lives of all, such as Youth Friendly | Donors are engaged to support projects that will be viable providing sustainable impact to the lives of all, such as Youth Friendly | | NACSA | | | | | | | | | | | | | | | | | | | | | | |
| 75 | Conduct refresher session guidance for key public officials incl. Principal Accountants | Refresher session guidance for key public officials include Principal Accountants is conducted | | Audit Service Sierra Leone | | | | | | | | | | | | | | | | | | | | | | |
| 76 | Strengthen the coordination and capacity for gender mainstreaming and policy implementation by the National Gender Machinery | coordination and capacity for gender mainstreaming and policy implementation by the National Gender Machinery is strengthened | | Ministry of Social Welfare and Gender & Children Affairs | | | | | | | | | | | | | | | | | | | | | | |
| 77 | Strict enforcement of laws against domestic violence on women; underage initiation rites of passage for girls | laws against domestic violence on women; underage initiation rites of passage for girls is enforced | | Ministry of Social Welfare and Gender & Children Affairs | | | | | | | | | | | | | | | | | | | | | | |
| 78 | Strengthen women's empowerment fund specifically for education, promoting female entrepreneurship and political participation | women's empowerment fund specifically for education, promoting female entrepreneurship and political participation is established and strengthened | | Ministry of Social Welfare and Gender & Children Affairs | | | | | | | | | | | | | | | | | | | | | | |

☞ Strategic Objective One: To develop, promote and implement corruption prevention measures and public awareness campaigns.

| # | Proposed Measures/Activity | Benchmarks/ Indicator | Target | Lead Implementing Agency | Collaborating Agencies | Indicative Budget | Time Frame | | | | | | | | | | | | | | | | | | | |
|----|--|--|--------|-----------------------------|------------------------|-------------------|------------|----|----|----|------|----|----|----|------|----|----|----|------|----|----|----|------|----|----|----|
| | | | | | | | 2019 | | | | 2020 | | | | 2021 | | | | 2022 | | | | 2023 | | | |
| | | | | | | | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 |
| 79 | Share monthly financial income and expenditure of the use of a stadium facility with ACC, the media and civil society every quarter | Monthly financial income and expenditure of the use of a stadium facility with ACC, the media and civil society every quarter is shared with relevant public | | Ministry of Sports | | | | | | | | | | | | | | | | | | | | | | |
| 80 | Develop project proposals for optimum support to local sports targeting multinationals, mining companies, & other big enterprises, FIFA as well as other international funding avenues | Project proposals for optimum support to local sports targeting multinationals, mining companies, & other big enterprises, FIFA as well as other international funding avenues are developed | | Ministry of Sports | | | | | | | | | | | | | | | | | | | | | | |
| 81 | Institute competitive mechanisms for selection of players to all international competitions and mandatory publication of lists | Competitive mechanisms for selection of players to all international competitions and mandatory publication of lists is instituted | | Ministry of Sports | | | | | | | | | | | | | | | | | | | | | | |
| 82 | Undertake study and popularise compile data on water sources countrywide | Study data on water sources countrywide is conducted and findings shared | | Ministry of Water Resources | | | | | | | | | | | | | | | | | | | | | | |
| 83 | Undertake a nation-wide needs assessment of water supply and segment by area or suburb for the capital and clusters for the regions | Nation-wide needs assessment of water supply and segment by area or suburb for the capital and clusters for the regions is conducted and report shared | | Ministry of Water Resources | | | | | | | | | | | | | | | | | | | | | | |
| 84 | Undertake on-the-spot monitoring visits to GUMA sub-stations to prevent abuse by personnel and collusion with defaulters | On-the-spot monitoring visits to GUMA sub-stations to prevent abuse is conducted | | Ministry of Water Resources | | | | | | | | | | | | | | | | | | | | | | |
| 85 | Fast-track the construction of mini dams in and around the city to effectively augment other available dams | Construction of mini dams in and around the city is done | | Ministry of Water Resources | | | | | | | | | | | | | | | | | | | | | | |
| 86 | Revise rates and institute strict penalties for illegal connectors, those and those failing to pay | Rates and penalties for illegal connectors is instituted | | Ministry of Water Resources | | | | | | | | | | | | | | | | | | | | | | |

☞ Strategic Objective One: To develop, promote and implement corruption prevention measures and public awareness campaigns.

| # | Proposed Measures/Activity | Benchmarks/ Indicator | Target | Lead Implementing Agency | Collaborating Agencies | Indicative Budget | Time Frame | | | | | | | | | | | | | | | | | | | |
|----|---|---|--------|---------------------------------|------------------------|-------------------|------------|----|----|----|------|----|----|----|------|----|----|----|------|----|----|----|------|----|----|----|
| | | | | | | | 2019 | | | | 2020 | | | | 2021 | | | | 2022 | | | | 2023 | | | |
| | | | | | | | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 |
| 87 | Establish data and analysis on the scale, nature, and impact of informal economy in Sierra Leone | scale, nature and impact of informal economy in Sierra Leone is analysis and report published | | Ministry of Trade & Industry | | | | | | | | | | | | | | | | | | | | | | |
| 88 | Public awareness campaigns organized to be raised public awareness on the harmful effects and prevention of the informal economy | Public awareness campaigns organized | | Ministry of Trade & Industry | | | | | | | | | | | | | | | | | | | | | | |
| 89 | Establish a mechanism to enhance the information exchange between Tax Administration and Customs on import and export of goods | A mechanism to enhance the information exchange between Tax Administration and Customs on import and export of goods is established | | Ministry of Trade & Industry | | | | | | | | | | | | | | | | | | | | | | |
| 90 | Establish a single boarder control mechanism to prevent informal economy related to the import and export of goods | Single boarder control mechanism to prevent informal economy related to the import and export of goods is established | | Ministry of Trade & Industry | | | | | | | | | | | | | | | | | | | | | | |
| 91 | Conduct sting detailed analysis of existing procedures and criteria for certification, licensing, and other registration documents in different fields. | Sting detailed analysis of existing procedures and criteria for certification, licensing and other registration documents in different fields is conducted. | | Ministry of Trade & Industry | | | | | | | | | | | | | | | | | | | | | | |
| 92 | Private database of all tourist facilities countrywide | Private database of all tourist facilities countrywide is created | | Ministry of Tourism and Culture | | | | | | | | | | | | | | | | | | | | | | |
| 93 | Train, provide logistics and deploy guards to all major beaches in collaboration with host communities and local councils | Logistics and deploy guards to all major beaches in collaboration with host communities and local councils are provided | | Ministry of Tourism and Culture | | | | | | | | | | | | | | | | | | | | | | |
| 94 | 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 | Close partnership with the Relics Commission for on-going research excavation and preservation is established | | Ministry of Tourism and Culture | | | | | | | | | | | | | | | | | | | | | | |

☛ **Strategic Objective One:** To develop, promote and implement corruption prevention measures and public awareness campaigns.

| # | Proposed Measures/Activity | Benchmarks/ Indicator | Target | Lead Implementing Agency | Collaborating Agencies | Indicative Budget | Time Frame | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|----|--|---|--------|--------------------------------|---------------------------|----------------------|------------|-----|-----|-----|------|-----|-----|-----|------|-----|-----|-----|------|-----|-----|-----|------|-----|-----|-----|--|--|--|--|--|--|--|--|
| | | | | | | | 2019 | | | | 2020 | | | | 2021 | | | | 2022 | | | | 2023 | | | | | | | | | | | |
| | | | | | | | Q 1 | Q 2 | Q 3 | Q 4 | Q 1 | Q 2 | Q 3 | Q 4 | Q 1 | Q 2 | Q 3 | Q 4 | Q 1 | Q 2 | Q 3 | Q 4 | Q 1 | Q 2 | Q 3 | Q 4 | | | | | | | | |
| 95 | Conduct public Relations Programmes to enhance image of the Police Service | Police conducted public relation programmes | N/A | Police | N/A | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

☛ **Strategic Objective Two:** To develop sustainable Partnership and mechanism for joint action and to strengthen institutional capacity

| # | Proposed Measures/Activity | Benchmarks/ Indicator | Target | Lead Implementing Agency | Collaborating Agencies | Indicative Budget | Time Frame | | | | | | | | | | | | | | | | | | | | | | | | |
|---|---|--|--------|--------------------------------|------------------------------|----------------------|------------|-----|-----|-----|------|-----|-----|-----|------|-----|-----|-----|------|-----|-----|-----|------|-----|-----|-----|--|--|--|--|--|
| | | | | | | | 2019 | | | | 2020 | | | | 2021 | | | | 2022 | | | | 2023 | | | | | | | | |
| | | | | | | | Q 1 | Q 2 | Q 3 | Q 4 | Q 1 | Q 2 | Q 3 | Q 4 | Q 1 | Q 2 | Q 3 | Q 4 | Q 1 | Q 2 | Q 3 | Q 4 | Q 1 | Q 2 | Q 3 | Q 4 | | | | | |
| 1 | Full decentralization of MDAs to District Councils to enhance proper monitoring of MDAs and schools by District councils | MDAs devolved to councils | N/A | Decentralization commission | MDAs/Councils | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2 | To have ACC court for the hearing of corruption cases | ACC court Established and operational | 1 | Judiciary | ACC | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 3 | Review the code of conduct for judges and Magistrates | Code of conducts for Judges and Magistrates reviewed | 1 | Judiciary | N/A | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 4 | Review public service law for the recruitment of civil servant (Public Service Commission). | Public service law for recruitment reviewed | 1 | Public service Commission | HRMO | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 5 | Create and operationalize Integrity Management committees within state institutions | IMCs created and functional | N/A | MDAs/Councils | ACC | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 6 | Heads of internal audit of MDAs, District and City councils should take part in senior management meetings, and they should enforce the operations of IMCs. | Heads of internal audits are part of senior management of MDAs | N/A | MDAs/City & District Councils | Internal Audit depart - MOF. | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 7 | Create civic awareness to enable public demand for accountability from public officials | Awareness raised on responsibility from public officials | N/A | CSOs | ACC/Media | | | | | | | | | | | | | | | | | | | | | | | | | | |

☛ Strategic Objective Two: To develop sustainable Partnership and mechanism for joint action and to strengthen institutional capacity

| # | Proposed Measures/Activity | Benchmarks/ Indicator | Target | Lead Implementin g Agency | Collaboratin g Agencies | Indicative Budget | Time Frame | | | | | | | | | | | | | | | | | | | |
|----|--|---|--------|------------------------------------|---------------------------------------|----------------------|------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| | | | | | | | 2019 | | | | 2020 | | | | 2021 | | | | 2022 | | | | 2023 | | | |
| | | | | | | | Q 1 | Q 2 | Q 3 | Q 4 | Q 1 | Q 2 | Q 3 | Q 4 | Q 1 | Q 2 | Q 3 | Q 4 | Q 1 | Q 2 | Q 3 | Q 4 | Q 1 | Q 2 | Q 3 | Q 4 |
| 8 | Ensure ACC presence in all the Districts | ACC staff present in all the Districts | N/A | ACC | N/A | | | | | | | | | | | | | | | | | | | | | |
| 9 | Protect journalists by providing legal assistance when their report on corruption results in criminal charges. | Journalist protected when reporting on corruption | N/A | ACC | SLAJ | | | | | | | | | | | | | | | | | | | | | |
| 10 | Develop and execute a National Strategic Framework for Strengthening Judicial Capacity and Integrity | National Strategic framework developed for strengthening Judicial capacity and integrity | 1 | Judiciary | N/A | | | | | | | | | | | | | | | | | | | | | |
| 11 | Active collaboration between ACC and CSOs to promote CSOs involvement in the fight against corruption | Collaborative MoU established between ACC & CSOs | N/A | ACC | CSOs | | | | | | | | | | | | | | | | | | | | | |
| 12 | Organize town hall meetings at the local levels aimed at enhancing public trust in the justice system | Judiciary organised two hall meetings at the local level on Justice system | 5 | Judiciary | CSOs/SLAJ | | | | | | | | | | | | | | | | | | | | | |
| 13 | Vote controllers of MDAs, City/District councils, must have regular meetings with internal auditors to ensure that from internal audits questions are addressed on a regular base. | Regular meetings conducted by MDAs and Councils vault controllers internal audit that address internal audit issues | 8 | MDAs/City& District Councils | Internal Audit department – MOF | | | | | | | | | | | | | | | | | | | | | |
| 14 | To conduct a national procurement policy review that will enable the country to have a national procurement policy that considers donor procurement policies | National Procurement Policy reviewed | 1 | NPAA | MDAs/City & District Council | | | | | | | | | | | | | | | | | | | | | |
| 15 | Conduct system review for all MDAs and councils to identify and plug loopholes | Systems and Process review conducted on corruption-prone MDAs, and councils | N/A | ACC | MDAs/City & District Council | | | | | | | | | | | | | | | | | | | | | |
| 16 | Monitor implementation of system review reports and recommendations | Systems and Processes review recommendations monitored | N/A | ACC | MDAs/City & District Council | | | | | | | | | | | | | | | | | | | | | |

☛ Strategic Objective Two: To develop sustainable Partnership and mechanism for joint action and to strengthen institutional capacity

| # | Proposed Measures/Activity | Benchmarks/ Indicator | Target | Lead Implementin g Agency | Collaboratin g Agencies | Indicative Budget | Time Frame | | | | | | | | | | | | | | | | | | | |
|----|--|--|--------|------------------------------|----------------------------|----------------------|------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| | | | | | | | 2019 | | | | 2020 | | | | 2021 | | | | 2022 | | | | 2023 | | | |
| | | | | | | | Q 1 | Q 2 | Q 3 | Q 4 | Q 1 | Q 2 | Q 3 | Q 4 | Q 1 | Q 2 | Q 3 | Q 4 | Q 1 | Q 2 | Q 3 | Q 4 | Q 1 | Q 2 | Q 3 | Q 4 |
| | campaigns to boost public support for the work of ACC | | | | | | | | | | | | | | | | | | | | | | | | | |
| 27 | Train and sensitize all Judges and Magistrates in the Anti-Corruption courts | Judges and Magistrates trained on corruption | 1 | ACC | N/A | | | | | | | | | | | | | | | | | | | | | |
| 28 | Provide constitutional security of tenure of office for the Chief Justice, Commissioner of Anti-corruption and Head of the Security Agencies | CJ, ACC Commissioner and head of security agency are provided with constitutional security of tenure | 1 | Law officers/Parliament | N/A | | | | | | | | | | | | | | | | | | | | | |
| 29 | Conduct training programmes on ethics, integrity and human rights for traffic Police Officers | Traffic police trained on traffic ethics, integrity, and human morality | 5 | Police/ACC | N/A | | | | | | | | | | | | | | | | | | | | | |
| 30 | Apply stiffer sanctions to Police personnel found guilty of misconduct | Police personnel found culpable for misconduct | N/A | Police | N/A | | | | | | | | | | | | | | | | | | | | | |
| 31 | Conduct Proper background check for citizens enlisted in the police | proper background check conducted for new police officers recruited | N/A | Police | N/A | | | | | | | | | | | | | | | | | | | | | |
| 32 | Review of the civil service code, Rules, and Regulations to address emerging corruption trend in the Civil service | Public Service code, Rules, and regulations Reviewed | 1 | HRMO | N/A | | | | | | | | | | | | | | | | | | | | | |
| 33 | Operationalize Personnel's Record Management System | PRMS operationalized | 1 | HRMO | N/A | | | | | | | | | | | | | | | | | | | | | |
| 34 | Cascade individual staff Performance Appraisal System from grades 6 to 10 | IPAS cascaded from grades 6 to 10 | 1 | HRMO | N/A | | | | | | | | | | | | | | | | | | | | | |
| 35 | Implement phase one of the integrated TAX administration system in Freetown | Integrated TAX administration system in Freetown is implemented | 1 | NRA | N/A | | | | | | | | | | | | | | | | | | | | | |
| 36 | Implement Electronic Cash Registers to enhance GST administration and collection across the country | GST electronic Cash Register is implemented | 1 | NRA | N/A | | | | | | | | | | | | | | | | | | | | | |

| | | | | | | | Q 1 | Q 2 | Q 3 | Q 4 | Q 1 | Q 2 | Q 3 | Q 4 | Q 1 | Q 2 | Q 3 | Q 4 | Q 1 | Q 2 | Q 3 | Q 4 | |
|---|---|--|--|-------------------------|-----------|--|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|--|
| 1 | Strengthen laws to curb misappropriation, abuse of office and other corruption offenses | Laws for misappropriation and abuse of office are strengthened | | Judiciary | ACC | | | | | | | | | | | | | | | | | | |
| 2 | All public officers who corrupted public assets should pay for damages caused by their misuse of authorities | All corrupt public officials who found of corruption paid damage | | Office of the president | ACC | | | | | | | | | | | | | | | | | | |
| 3 | Establish e-law enforcement to track corruption cases among law enforcement agencies | E-law enforcement are established and tracked corruption cases | | ACC | Judiciary | | | | | | | | | | | | | | | | | | |
| 4 | Institute Anti-Bribery and corruption in all profession (Lawyers, public accountants and tax consultant etc.) code of ethics. | Anti-bribery is instituted in all profession codes of ethics | | ACC | Judiciary | | | | | | | | | | | | | | | | | | |
| 5 | Law enforcement agencies should be provided with enough resources to enhance effective and efficient investigation and prosecution of corrupt officials | Law enforcing agencies are provided with enough resources for effective and efficient investigation and prosecution of corrupt officials | | Office of the president | Judiciary | | | | | | | | | | | | | | | | | | |
| 6 | Establish special Anti-Corruption task force units in all integrity and law enforcement institutions to promote team base management of corruption cases and specialised pools of investigators and prosecutors of corrupt officials. | Special Anti-Corruption task force established in all law enforcement institutions. | | ACC | Judiciary | | | | | | | | | | | | | | | | | | |