

**ANTI-CORRUPTION COMMISSION**

**STRATEGIC PLAN 2003 - 2008**

JUNE 2003

## **INTRODUCTION**

The Anti-Corruption Commission derives its authority from the Anti-Corruption Act, 2000. The Anti-Corruption Commission came into operation in August 2000, headed by a Commissioner who, in the performance of his duties is not subject to the direction or control of any person or authority.

Section 49 of the Anti-Corruption Act, 2000 makes provision for the appointment of an Advisory Committee on Corruption by the President with the approval of Parliament, to assist the Commission in the performance of its function under this Act. The Advisory Committee on Corruption shall in its function in addition to any other function, advise the Commission on appointments and discipline, including termination of staff of the Commission.

By virtue of Section 4 of the Anti-Corruption Act, 2000, the Commissioner as one of his functions may make Standing Orders not inconsistent with the Act which inter alia, provide for matters which are necessary or expedient for preventing the abuse or neglect of duty and for upholding the efficiency and integrity of the Commission.

The Code of Conduct and Ethical Behaviour as inscribed in this booklet forms part of, and should be read in conjunction with, the Commission's Standing Orders and constitute part of the Conditions of Service, which apply to every member of staff in the Commission.

The object for which the Commission is established is spelt out in Section 5 (1). In order to achieve its objective the Commission is given extraordinary powers under the Act. Because of this, Commission staff must seek actively to achieve and retain public confidence and trust if they are to be effective.

The work of the Commission would be seriously undermined if any of its Officers acted in a manner which the Commission itself or any member of the community found reprehensible in a public institution of this nature.

The Code of Conduct and Ethical Behaviour sets out the principles which Officers of the Commission are expected to uphold and will act as a deterrent to abuses of an individual's fundamental rights. It provides a Statement of Common Purposes and Values which clearly spell out how determined the Commission is in achieving its tasks in a professional and efficient manner. It explains also how the Principles are to be applied.

It is expected that every ACC staff member will work within the letter and spirit of this Code. Staff members will also find the Code a useful source of guidance and reference as they undertake their official duties in a way that upholds the highest standard of propriety.

## **PRINCIPLES**

### **STATEMENT OF COMMON PURPOSES AND VALUES**

The purposes of the Anti-Corruption Commission are to enforce the law on corruption by acting both pro-actively and reactively to prevent corruption, to detect and bring to justice those who break the law, and to sensitize the community on the detrimental effects of corrupt practices on society.

The Commission will strive to carry out these purposes promptly and with the highest standards of diligence, objectivity, integrity, professionalism and fairness and without undue infringement of a person's liberty and privacy as enshrined in the Constitution of Sierra Leone.

The Commission will be responsive and accountable to the community it serves and will strive to elicit its support in the fight against corruption thus promoting and maintaining confidence in the Public Service.

In order to achieve these purposes and maintain set values, the name and powers of the Commission must be used with restraint and with an awareness of their potential effect on the lives of individuals. They should never be used to gain personal advantage.

Officers of the Commission should establish and maintain effective relationships with individuals and organizations outside the Commission. Discrimination and partiality, either within the Commission or in dealings with people and organizations outside the Commission, are not acceptable.

The work of the Commission must not be compromised or affected by any personal interest. Public resources must be used efficiently and effectively. The security of information and the protection of persons working with or dealing with the Commission must be assured.

## **APPLICATION OF PRINCIPLES**

### **EMPLOYMENT**

The Commission is an independent authority within government, part of whose finances are charged to the Consolidated Fund. The Commissioner and Deputy Commissioner are appointed by the President with the approval of Parliament. Other staff of the Commission shall be employed on such terms and conditions as the Commission shall, after consultation with the Minister responsible for finance, determine.

All Officers employed by the Commission should be familiar with and act in accordance with the provisions of the Anti-Corruption Act 2000 and the Commission's Standing Orders and Conditions of Service, and any other staff circulars relating to the affairs of the Commission. Particular attention is drawn to the requirements concerning secrecy, personal and financial disclosures, security and media contact. If there is any conflict between legislative and policy requirements and this Code of Conduct and Ethical Behaviour, an Officer should consult the Commissioner.

All Officers appointed to the Commission will be required to undertake such induction training as the Commissioner deems necessary for the efficiency and effectiveness of the operations of the Commission. Officers will be assessed on performance at the completion of induction training and thereafter annually.

Any person who joins the Commission in any capacity must undertake:

- Not to engage in personal or professional conduct which may bring the Commission into disrepute;
- To make a full and open disclosure of all financial interests and personal particulars to the Commission. Any significant change to an Officer's personal status, whether this be advantageous or disadvantageous, must be disclosed immediately to the Commissioner.

## **PERSONAL AND PROFESSIONAL CONDUCT**

Officers shall at all times fulfil the duties imposed on them by law, especially the Anti-Corruption Act, by serving the community and by upholding the law consistent with the highest degree of responsibility required by their profession.

Officers shall respect human dignity and human rights of all persons without discrimination on grounds of race, sex, marital status, nationality, ethnic or national origin, physical or intellectual impairment, religious or political conviction and by acting at all times with honesty, commitment and diligence, integrity and impartiality;

In order to ensure fairness in carrying out the work of the Commission, Officers should take all reasonable steps to see that the information upon which decisions or actions are based is factually correct and that all the relevant information has been obtained. All relevant information must be considered and Officers should be consistent in dealing with like situations in a like manner. Irrelevant information or opinions should not be considered in decision-making.

Officers dealing with suspects and persons in custody should treat such persons in conformity with and strict adherence to the Rule of Law.

Officers may not divulge any classified information that comes to their attention or into their possession unless the performance of their legitimate duty or legal provisions require otherwise.

Officers shall obey all lawful instructions issued to them by their supervisors and shall decline to obey orders they know or ought to know are wrong or unlawful.

Officers shall declare an interest at the earliest opportunity in any matter under investigation or prosecution in which the subject of the investigation or prosecution is a close associate or relative as the case may be.

## **ACCOUNTABILITY**

Officers will be held personally responsible for their own acts or omissions. Supervisors are responsible for the work-related acts or omissions of subordinates. This does not mean however that a supervisor will be held responsible for every minor fault of a subordinate.

Supervisors will be called to account for unsatisfactory acts or omissions of subordinates if they are serious, repeated or widespread. Supervisors must therefore ensure that subordinates understand what their work entails, how they are expected to go about their work, what results are expected, and that their performance is periodically and formally appraised.

## **USE OF INFORMATION**

Because the Commission's work involves access to sensitive and confidential information that may come into their possession during an enquiry, investigation or consultation, Officers are required to use such information only in the performance of official duties. Any breach of confidence may result in disciplinary action being taken against the Officer concerned.

If disclosure of information is justified the Officer must document the details of the information and give reasons why such information should be disclosed. These should be

submitted to the Commissioner for approval before any disclosure is made.

Officers should be prudent in discussing sensitive information with other officers of the Commission. There should normally be no reason to discuss sensitive matters with any officer who is not directly concerned with the matter to which the information refers.

Officers may not use information gained in the course of official duties:

- in ways which are inconsistent with the Officer's obligation to act impartially;
- to cause harm or detriment to any person, body or the Commission;
- to gain improper personal advantage or for any other person.

Such use of information for improper advantage includes:

- speculation in property or shares based on information about Government decisions or the affairs of any public or private body;
- exchanging confidential information with Officers of other organisations;
- taking advantage for personal reasons of another person on the basis of information about that person held by the Commission;
- providing information from official records to any person outside the Commission for reasons not directly related to the work of the Commission.

## **PUBLIC COMMENT**

No Officer of the Commission may make an official comment on matters relating to the affairs of the Commission unless authorised to do so by the Commissioner. All media enquiries will be referred to the Commissioner or a senior Officer delegated by him to be the official Commission's spokesperson.

Any other discussion about the Commission's work must be confined to material that is in the public domain. This applies only to published reports and discussion papers, annual reports, public relations material and public addresses. If there is any doubt as to what constitutes such material the Commissioner should be consulted.

Officers must be especially careful to ensure that their personal views are not construed as official comment. The expression of personal views about the Commission's work that might adversely affect its reputation or the exercise of its functions may attract disciplinary action against the Officer concerned.

### **FINANCIAL AND OTHER PRIVATE INTERESTS – DISCLOSURE AND CONFLICTS**

There must be no opportunity for an Officer's personal interests, associations and activities (financial or otherwise) to conflict with the proper exercise of an Officer's duties. All Officers are required to make a disclosure of personal particulars prior to commencing duties with the Commission and the Commissioner may also at any time require an Officer to make a disclosure about all financial interests. Such a disclosure may include the interests of a spouse, dependent children or any other close associate. Any changes to disclosures must be reported promptly.

If during the course of an investigation or any other duty an Officer encounters information which involves people, organisations or activities in which the Officer has a personal interest, such a fact must be reported promptly to the Commissioner who will decide whether or not the Officer will continue to be involved in the matter in question.

Such conflicts might include:

- an enquiry or investigation involving a close friend or relative or a company in which the Officer recently had an interest;

- an Officer's involvement in adjudicating on a tender or organising the purchase of supplies where a close friend or relative is the tenderer or supplier;
- an enquiry or investigation relating to a political figure where the officer concerned is sympathetic to that figure and/or his or her party.

### **PUBLIC RESOURCES**

All public resources, whether financial, material or human, must be used effectively, without waste and in the best interest of the Commission.

The financial resources of the Commission are allocated from the Consolidated Fund. Procedures for the purchase of stores and equipment will be in conformity with Section 52 (2) of the Anti-Corruption Act 2000.

No Officer may use any property of the Commission for private purpose. However, reasonable exceptions include:

- the use of a telephone or facsimile machine for private calls provided they are short, infrequent and do not interfere with an Officer's official duties;
- the use of the Commission's post box or private bag facilities;

β the use of typewriters or computer equipment to prepare personal documents, providing such use does not interfere in the smooth running of the Commission and that consumables, such as paper, are provided by the person using such equipment.

Commission's motor vehicles may only be used for official business unless permission has been given by the Commissioner for private use. With the written permission of the Commissioner, vehicles may be parked overnight at an Officer's residence, provided such residence has been determined previously to be secure. No person may drive an official vehicle unless in possession of authority to do so.

## **SECURITY**

Security of information and premises is vital to the Commission's effectiveness and to the personal safety of staff.

Officers must familiarise themselves with Standing Orders concerning the removal and proper destruction of confidential and sensitive documents, and information and access of visitors to the Commission premises.

## **BRIBES, GIFTS, BENEFITS, TRAVEL AND HOSPITALITY**

Officers of the Commission are required to report within 48 hours any attempt to bribe them.

No Officer may solicit any money or gift or benefit or hospitality. As a general rule, gifts, benefits, travel and hospitality (accommodation, meals or entertainment) should be declined. There may, however, be rare occasions when refusing a gift may be perceived as rude or offensive. Provided the gift is of a token kind, is modest and is unconnected with the Officer's official duties it may be accepted. All gifts however small should nevertheless be reported to the Commissioner.

Under no circumstances may an Officer accept any offer from any individual or organisation who is the subject of an official complaint, report or investigation of the Commission.

Officers should ensure that their spouse, partner or dependent children are made aware of these requirements and that they apply to them also.

## **OUTSIDE EMPLOYMENT**

An Officer of the Commission is expected to devote all of his or her time to the Commission. An offer of employment outside the Commission, either part-time or casual, must be reported to the Commissioner, who will only give permission where such outside employment does not conflict with or compro-

mise the Officer's position or work in the Commission.

## **COMPLAINTS AGAINST COMMISSION STAFF**

Any complaint made against any member of staff of the Commission coming to the attention of any Officer must be reported immediately to the Commissioner. If the Commissioner considers the complaint to be valid he will appoint a Senior Officer of the Commission to investigate the complaint.

## **DISCIPLINE AND SANCTIONS**

Disciplinary action may be taken against any Officer of the Commission who is involved in:

- unacceptable behaviour, whether official or private;
- unsatisfactory performance of duties;
- breaches of Commission Standing Orders;
- any criminal activity.

The sanctions to be applied will depend upon the seriousness of the breach of conduct and can include:

- counselling by a supervisor, or in a serious case, by the Commissioner;
- a record of behaviour being documented on the Officer's personal file;
- dismissal;
- prosecution.

## **RESPONSIBILITIES OF OFFICERS WHO LEAVE THE COMMISSION**

Without the permission of the Commissioner, no Officer who leaves the Commission may:

• make public, or otherwise use, any confidential knowledge or information gained as a

consequence of employment in the Commission;

- distribute, publish, mail or otherwise release any confidential information gained as a result of employment in the Commission.

An Officer leaving employment in the Commission must return any document or items, which relate to the Commission's work and which are not otherwise publicly available.



## 12.0 Challenges and Problems

Issue	Challenge/Problem	Present Initiative
Is GOSL in a position to provide all the resources needed to keep the ACC operationally effective?	Acquiring sufficient human, financial and capital resource support to achieve agreed objectives  Developing ACC operations and support services alongside uncertainty of sustaining donor funding	Donor support and National Treasury provide current Funding
Does the ACC have in place Conditions of Service that will attract the right kind of recruit and retain his or her services?	ACC has some conditions of services but some of them are not fully implemented.  This can result in low staff motivation.	Condition of Service in hand, almost complete
Has the ACC implemented and designed Commission Standing Orders?  Does the ACC have a Code of Conduct and Ethical Behaviour	Standing Orders will provide operational guidance to all staff. Without them there will be no cohesion in operations and potential discipline problems.  A Code of Conduct sets standards for ACC officers to work to and gives values to their work.	Code of Conduct complete, Progress on Standing Orders good
The ACC will decentralise its operations.	Decentralization and pro-activity in the operations of Commission in order to reach its customers	At planning stage only
Deficiencies in the Anti Corruption Act	ACC cannot act independent in operations. An Amendment of or preferably a new Act in order to effectively and efficiently tackle cases of corruption and other related offences	Approach made to President ACC to start on layman's Draft
Strengthen division capacity	Some of the divisions or sections are understaffed and have a heavy workload that impacts on performance.	Proposals being considered by the Management Board
Staff and career development	Officers may leave the Commission for greener pastures if career paths not established	Staff Development Plan in preparation.
Improve public image	The general public criticises the Commission for lack of performance. Poor public relations	Plans to recruit Public Relations Officer at advanced Stage
The lack of technical and logistical support	This can jeopardise response times and necessitate the use of public vehicles	At planning stage
The lack of feedback from other agencies	Many of the complaints received by ACC do not fall within its jurisdiction,	Proposed amendment to Act
	so are referred to the appropriate agency. The fact that there is no feedback can undermine the complainant's confidence in the ACC as a champion against corruption	will compel feedback from other Agencies

## 13.0 Opportunities and Threats

<b>Opportunities</b>	<b>Threats</b>
In general the ACC has a good public image and good public support. This has been largely due to an effective education programme (radio as an example)	Expectation from the public is high. Confrontation or conflict between the ACC and the Executive (especially the Attorney-General in regard to prosecutions) and/or the political elite will tarnish the image of the ACC and its credibility.
The ACC made a rapid start to operations. Much of its success has been due to donor support (human and material)	If the ACC becomes over-dependent on donor support, will it fail to fulfill its statutory obligations if that support is withheld?
The bias towards recruiting officers with a police background contributed to a rapid start in investigations.	But has the quality of those recruited and the over-dependency on the SLP actually delayed investigations?
There has been good progress in the Corruption Prevention Department with some good results (increase in Customs revenue for example).	Corruption Prevention Department will need to become more proactive in identifying areas of potential corruption
Reasonable level of cooperation with clientele	Unwillingness in the Public Service to stop corruption in institutions will impede progress. Insufficient will at all levels will negatively affect operations.
Personnel in all operational departments have received in-house training to a limited degree	Unless a training policy resulting in improved staff development is implemented, standards will drop
Conditions of Service and Standing Orders in place	Lack of implementation of Conditions of Service, Code of Conduct and Standing Orders will lead to poor staff motivation and indiscipline

## **14.0 ACC Policies, Legal Framework and Organisational Structure**

### **14.1 ACC Policies**

The ACC has or will have the following policies in place:

- Conditions of Service
- Internal Circulars as issued from time to time
- Commission Standing Orders
- Code of Conduct and Ethical Behaviour

### **14.2 ACC Legal Framework**

The following laws and regulations are applicable to the ACC in so far as they do not derogate from the independence of the ACC:

- o Anti Corruption Act, 2000
- o Public Budgeting and Accounting Act
- o SL Service Act
- o SL Public Service Regulations
- o Treasury Instructions (Finance)
- o Treasury Instructions (Stores)
- o Government Circulars as issued from time to time

### **14.3 ACC Organisational Structure**

The ACC is organised in accordance with the following structure:

- The Commission
  - o Office of the Commissioner
  - o Office of the Deputy Commissioner
- The Directorate
  - o Corruption Prevention Department
  - o Community Relations Department
  - o Investigations Department
  - o Research And Development Department
- Support Services
  - o Administration
  - o Accounts

## **15.0 KEY RESULT AREA 2003-2008**

### **THE COMMISSION – NARRATIVE**

#### **STRATEGIC OBJECTIVE: TO ESTABLISH THE ROLES OF THE COMMISSIONER AND DEPUTY COMMISSIONER FOR THE EFFECTIVE MANAGEMENT OF THE ACC**

Currently, the Anti-Corruption Commission is having strategic difficulties because the post of Deputy Commissioner is still vacant; this has resulted in the Commissioner playing a role that is more than is desirable. There is a very clear wish by the Commissioner to fill the vacant Deputy Commissioner post quickly, so that he can relinquish the day-to-day management issues that he is now dealing with, in order for him to devote attention to the higher order of leadership and strategic direction of the Commission.

The immediate priorities of the Commissioner are to:

- Recruit and induct a Deputy Commissioner.
- Improve the professional capacity of the Investigations Department. He intends to do this by bringing in graduates thereby improving the reputation of the Commission as a whole.
- Strengthen his own role by creating a strategic rapport between the Commission and other sectors in the Government of Sierra Leone and in other sectors of Sierra Leone society on the basis of collaboration in constructive partnerships, rather than, and distinct from, enforcement.
- Create an environment in which the reform of the Anti -Corruption Act, and a wider commitment to tackling corruption within institutions in Sierra Leone can take place, and also to develop provisions regarding corruption, transparency and accountability for the draft Local Government Act.
- Engage with the President and other key players in this process in order to get a strong commitment at all levels in fighting corruption.

**15(a) KEY RESULT AREA 2003 - 2008**

**THE COMMISSION**

**STRATEGIC OBJECTIVE: TO ESTABLISH THE ROLES OF THE COMMISSIONER AND DEPUTY COMMISSIONER FOR THE EFFECTIVE MANAGEMENT OF THE ACC**

Broad Activities	Output Indicators	Material	Skills/knowledge needed	Time Start	Time Finish
<p>1. The Commissioner</p> <ul style="list-style-type: none"> <li>a) To head the Commission</li> <li>b) To take overall responsibility for the supervision and control of the ACC</li> <li>c) To ensure that the ACC objectives are being fulfilled</li> <li>d) To promote the image of the ACC externally</li> <li>e) To engage with external stakeholders to build bridges that will assist in ACC achieving its objectives</li> <li>f) To engage with donors and represent the ACC at local and international forums where ACC objectives and successes are pronounced</li> <li>g) Engage with Deputy Commissioner regularly</li> <li>h) To manage the implementation of the National Anti-Corruption Strategy</li> </ul>	<p>The Commissioner</p> <ul style="list-style-type: none"> <li>a) A proper identifiable command structure</li> <li>b) Less conflict between the ACC and Government</li> <li>c) Improved understanding of and confidence in the ACC</li> <li>d) Coalition building will encourage changes in attitudes especially at senior level</li> <li>e) Releases Commissioner from mundane activities to concentrate on strategic issues</li> <li>f) No internal conflict and better working environment</li> </ul>		<p>1. The Commissioner</p> <ul style="list-style-type: none"> <li>a) Good management skills</li> <li>b) Leadership skills</li> <li>b) Good public relations skills</li> </ul>		

Broad Activities	Output Indicators	Material	Skills/knowledge needed	Time Start	Time Finish
<p>2. Deputy Commissioner</p> <p>a) To report to the Commissioner who will be kept informed on all ACC activities</p> <p>b) To oversee the overall administration of the ACC</p> <p>c) Meet with all Directors at morning briefing sessions.</p> <p>d) To have "hands on" control on operations by chairing all operational meetings</p> <p>e) Ensure that the ACC does not lose sight of its objectives and keeps "on track"</p> <p>f) Give advice to the Commissioner on strategic issues</p> <p>g) Supervise publication of Annual Report</p> <p>h) Liaise closely with Advisory Committees</p> <p>i) Take control over discipline, and welfare of staff</p> <p>k) Manage and Control Public Relations Strategy especially in regard to contact with the Media</p>	<p>2. Deputy Commissioner</p> <p>a) Good working professional relationship with Commissioner developed</p> <p>b) good professional management of ACC operations</p> <p>c) Objectives achieved competently</p> <p>d) Little or no conflict within ACC</p> <p>e) Commissioner will have reliable facts and information at hand promptly</p>		<p>2. Deputy Commissioner</p> <p>a) Technically competent</p> <p>b) Good at people management</p>		

## **16.0 KEY RESULT AREA 2003-2008**

### **CORRUPTION PREVENTION DIVISION – NARRATIVE**

#### **STRATEGIC OBJECTIVE: TO PROMOTE AND ENHANCE BEST PRACTICES AND SERVICE DELIVERY ACROSS ALL PUBLIC SECTOR INSTITUTIONS**

The current situation is that the Corruption Prevention Department (CPD) has identified a number of generic issues that have emerged from Departmental and Ministerial analyses (such as Customs and Excise, Health, Education, Immigration and some NGOs). As a result, CPD has already set up a measure of new systems and developed monitoring processes.

The strategic challenge now is to use this experience to extend the ACC's influence into other line Ministries and to ensure that what has so far been achieved is applied. The immediate target therefore is to complete the Best Practice Guide and to establish a system of engagement with the Ministry of Health and the Central Tender Board.

CPD wishes to focus on:

- Ensuring that their recommendations are complied with.

- Seeing that there is a greater adherence between existing initiatives.
- The implementation of the National Anti-Corruption Strategy.
- Developing and introducing Codes of Conduct in Ministries/Departments including Parliament.
- Sanctions.
- Improved legislation.
- Providing support to, and assist in the introduction of appropriate procedures in local government offices as they are established under the Local Government Act, bearing in mind the ongoing decentralisation process.

In order to achieve this, CPD will adopt a form of engagement with line Ministries that emphasises the role of reform through ethics and attitude change rather than simply by enforcement (in the way that is applied by the Auditor-General, for example).

CPD sees as essential the sharing of information and the coordination of strategies with other reform programmes funded by different donors (such as World Bank).

## 16 (A) KEY RESULT AREAS 2003-2008

### CORRUPTION PREVENTION DIVISION

#### STRATEGIC OBJECTIVE: TO PROMOTE AND ENHANCE BEST PRACTICES AND SERVICE DELIVERY ACROSS ALL PUBLIC SECTOR INSTITUTIONS

Broad Activities	Output Indicators	Equipment	Skills/knowledge needed	Time Start	Time Finish
<p>1. Examine and review systems &amp; procedures of clients in order to eradicate or minimise corruption opportunities</p> <p>2. Introduce and implement new systems of work in client institutions and ensure compliance.</p> <p>3. Conduct overt observations</p> <p>4. Hold workshops with clients to foster improved accountability</p> <p>5. Establish complaints mechanisms within client organisations</p> <p>6. Promote Best Practices, Corporate Governance, Codes of Conduct</p> <p>7. Monitor and maintain constant contact with client organisations</p> <p>8. Make preparations for decentralisation of CPD to Bo, Makeni and Kenema</p> <p>9. Improve liaison with R &amp; D Department</p>	<p>1. A reduction in the occurrence of corruption</p> <p>2. The efficient delivery of services in client institutions</p> <p>3. An improvement in the conduct of public officers</p> <p>4. Codes of Conduct introduced in key client institutions</p> <p>5. "Best Practice" Guides published</p> <p>6. Effective implementation of new systems and procedures</p> <p>7. Improved legislation reduces corruption opportunities</p> <p>8. Improved confidence by Clients in the activities of the ACC</p>	<p>Vehicles (Landrovers)</p> <p>Office furniture</p> <p>Computers including Power Point and Projector</p> <p>Still and Video Camera</p> <p>Presentation equipment (OHP, Flip chart, TV)</p> <p>VHF Radios</p> <p>Mobile phones</p>	<p>Legal knowledge.</p> <p>Basic accountancy and auditing skills</p> <p>Bills of Quantity</p> <p>Knowledge in Systems design and work-study.</p> <p>Computer Literacy – including PowerPoint.</p> <p>Communication skills (public speaking and public relations)</p> <p>Report writing.</p>		

Broad Activities	Output Indicators	Equipment	Skills/knowledge needed	Time Start	Time Finish
<p>10. Identify external consultancy inputs required.</p> <p>11. Recruit a local Principal Corruption Prevention Officer</p> <p>12. Appoint a Technical Adviser to give advice on Prevention (DFID appointee)</p>	<p>9. Decline in corruption reports</p> <p>10. Increase in Revenue collection</p> <p>11. Improved performance/relations with clients as a result of decentralisation</p> <p>12. Good technical advice and skills transfer</p>				

## 17.0 KEY RESULT AREAS 2003-2008

### COMMUNITY RELATIONS DEPARTMENT – NARRATIVE

#### **STRATEGIC OBJECTIVE: TO “CHANGE ATTITUDES” BY EDUCATING SOCIETY AWAY FROM CORRUPTION, SOLICITING PUBLIC SUPPORT IN THE FIGHT AGAINST CORRUPTION AND ENHANCING THE PUBLIC IMAGE OF THE ACC THEREBY PROMOTING CONFIDENCE IN THE ACC**

The Community Relations Department has developed a clear strategic rationale to on-going and future activities. Activities so far have reflected an approach towards sensitising the public on the establishment of the Commission, getting citizens to know what corruption is all about and encouraging the population to get involved in fighting corruption. CRD is satisfied that this part in the sensitisation process is reaching completion (although it will continue to some degree to be a continuous process) and is now focussing on the next stage of its activities.

CRD intends:

- To extend its range of activities beyond Freetown.

- To engage with Members of Parliament so as to promote political will.
- To establish Integrity Clubs.
- To form and develop anti corruption coalitions with stakeholders and partners.
- To contribute to the training of new local government officers appointed under the Local Government Act.
- To work with local communities to develop an understanding of local government and the techniques for holding local government officers to account.
- To create and refine citizen’s understanding of corruption by revisiting its public outreach programmes and publicity materials so as to reflect a more sophisticated message that relates to acts of corruption and the effect of corruption on their lives and on society as a whole.
- To engage at Upper Primary School level with future extension to Secondary School level.
- To move from promoting and encouraging citizens to only report corruption, to promo-

**17 (a) KEY RESULT AREAS 2003-2008**  
**COMMUNITY RELATIONS DEPARTMENT**

**STRATEGIC OBJECTIVE: TO “CHANGE ATTITUDES” BY EDUCATING SOCIETY AWAY FROM CORRUPTION, SOLICITING PUBLIC SUPPORT IN THE FIGHT AGAINST CORRUPTION AND ENHANCING THE PUBLIC IMAGE OF THE ACC THEREBY PROMOTING CONFIDENCE IN THE ACC**

Broad Activities	Output Indicators	Equipment	Skills/knowledge needed	Time Start	Time Finish
<ol style="list-style-type: none"> <li>1. Hold radio and TV discussions.</li> <li>2. Organise inter-active community meetings</li> <li>3. Produce TV documentaries</li> <li>4. Produce radio programmes</li> <li>5. Produce promotional materials (Bill- Boards, T-shirts, hats, key-holders, pens, rulers, posters, handbills)</li> <li>6. Organise community theatre programmes</li> <li>7. Produce educational curriculum development materials</li> <li>8. Establish integrity clubs in schools</li> <li>9. Promotional activities (drama, poetry, music, essays, painting)</li> <li>10. Produce radio jingles and adverts</li> </ol>	<ol style="list-style-type: none"> <li>1. Public well informed about ACC activities</li> <li>2. Increased awareness level in fight against corruption, consequences of corruption awareness increased especially negative aspects of corruption on development</li> <li>3. Public made aware of ACC activities</li> <li>4. Feedback from follow-up surveys</li> <li>5. ACC kept in the public eye: corruption as an issue kept in the open</li> <li>6. Improvement and involvement in community participation</li> </ol>	<p>Bus and Landrover</p> <p>Editing suite</p> <p>Mobile Film Unit</p> <p>Computers including lap tops</p> <p>Photocopiers, scanner</p> <p>PA System, microphone stands</p> <p>Video/still camera</p> <p>Tape recorders</p> <p>Video equipment</p>	<p>Photographic</p> <p>Computer</p> <p>Public speaking</p> <p>Human relations and PR</p> <p>Journalistic and Mass Communication</p> <p>Advertising</p> <p>Acting, Playwriting and drama production</p> <p>Confidence building</p> <p>Report writing</p> <p>Project proposal</p>		

Broad Activities	Output Indicators	Equipment	Skills/knowledge needed	Time Start	Time Finish
<p>11. Hold talks, presentations and workshops</p> <p>12. Coalition building with civil society including faith-based groups</p> <p>13. Participate in Trade Fairs and Exhibitions</p> <p>14. Produce ACC Newsletter</p> <p>15. Develop an ACC Web site</p> <p>16. Engage with vulnerable groups (women, orphans, disabled)</p> <p>17. Organise effective Public relations (Press briefings, open days, organised visits)</p> <p>18. Organise witness preparation programme</p> <p>19. Make preparations for decentralisation to Bo, Makeni and Kenema</p>	<p>7. Influencing change of attitude from school age, improving on adult responsibility</p> <p>8. Public allowed to express their views and emotions</p> <p>9. Capture and sustain public attention to corruption issues</p> <p>10. Strengthen and enhance national "will" to fight corruption</p> <p>11. Improved interaction with the business community</p> <p>12. Investor confidence in SL enhanced</p> <p>13. Better delivery of services to vulnerable groups, greater protection, entitlements and rights</p> <p>14. Image of ACC improved</p> <p>15. Secure confidence of witnesses to go all the way through Court process</p>	<p>TV monitors</p> <p>Overhead projector</p> <p>PowerPoint projector</p> <p>Flip chart</p> <p>Resource Centre /Library</p> <p>VHF radios</p>			

## 18. KEY RESULT AREA 2003-2008

### INVESTIGATION DEPARTMENT – NARRATIVE

#### **STRATEGIC OBJECTIVE: TO EFFECTIVELY INVESTIGATE ALLEGATIONS OF CORRUPTION, BRING OFFENDERS TO COURT AND ENSURE THAT THEY ARE SUCCESSFULLY PROSECUTED**

The current situation is that the Investigations Department is operating in a re-active way driven almost entirely by the nature of complaints that are received through the front door of the Commission via the Report Centre. Most of these cases are of a petty nature that largely stem from the sensitisation processes of the Commission that encourages citizens to report corruption.

Cases are then allocated to Investigators according to the existing workload capacity of each individual officer. In terms of successful outcomes, the nature of successful prosecutions is less than the Commission desires, although much of this is due to factors outside the control of the Commission.

The immediate strategic changes that are important are:

- To change the case allocation process to one that is based on and around similarity of case type rather than on the individual officers work load capacity.

- To move beyond merely dealing with low level cases to a more pro-active approach that reflects and responds to the Department's own understanding of where the body of corruption lies in Sierra Leone. This implies much stronger and improved training and capacity development in areas such as forensic investigation and other specialist areas of investigation.

More generally :

- In terms of successful prosecutions, the Department wants to mobilise the Commission as a whole in order to influence reforms in key agencies that the ACC depends upon for successful prosecutions, such as the Judiciary and the Attorney-General's office.
- To be part of the broader influencing capability of the Commission, in particular through the Commission championing the implementation of the National Anti Corruption Strategy Plan.
- To press vigorously for the reform of the Anti Corruption Act.
- To contribute to a stronger collegiate management whereby issues of importance that come to the attention of Investigations Department are shared with other Departments within the Commission (and vice versa).

**18 (a) KEY RESULT AREA 2003-2008****INVESTIGATION DEPARTMENT****STRATEGIC OBJECTIVE: TO EFFECTIVELY INVESTIGATE ALLEGATIONS OF CORRUPTION, BRING OFFENDERS TO COURT AND ENSURE THAT THEY ARE SUCCESSFULLY PROSECUTED**

Broad Activities	Output Indicators	Equipment	Skills/knowledge needed	Time Start	Time Finish
<ol style="list-style-type: none"> <li>1. Recruit and train more personnel (graduates)</li> <li>2. Push for a new Anti Corruption Act</li> <li>3. Recruit a Legal Officer in the ACC</li> <li>4. Push for a Special Prosecutor in the AG's office</li> <li>5. Utilise fully training and competencies</li> <li>6. Attach officers to other SL Institutions (as part of the learning/information gathering process)</li> <li>7. Utilise intelligence and information from informers</li> <li>8. Establish a network system with other stakeholder institutions</li> <li>9. Improve on inter-departmental relationships in the ACC</li> <li>10. Establish a Resource Centre</li> </ol>	<ol style="list-style-type: none"> <li>1. Investigations completed on time and competently; reduced stress on investigators; enhanced efficiency; improved "clear-up" rate on investigations</li> <li>2. Increase in successful prosecutions; improved performance in investigations; strengthens image of the ACC</li> <li>3. Better legal advice on Dockets; quicker and more effective preparation of Prosecution Dockets; less criticism from AG on standards of investigations.</li> <li>4. Quicker prosecutions; Improved relationship and less conflict with the AG; increase in successful prosecutions; improved public image and confidence in the ACC</li> </ol>	<p>Landrovers</p> <p>Teaching aids (flip chart, OHP, video/TV, white board, chalk board)</p> <p>Specialist reference books and journals (law, accountancy, quantity surveying)</p> <p>Fingerprint slabs, rollers, ink, records, forms</p> <p>Chemicals and infra-red equipment</p> <p>Communication equipment (VHF Radios, Mobile phones)</p>	<p>College level education (graduate)</p> <p>Computer literacy</p> <p>Analytical skills</p> <p>Report writing</p> <p>Presentation skills</p> <p>Investigative interviewing</p> <p>Counselling guidelines for witnesses</p> <p>Forensic investigations</p> <p>Banking fraud</p> <p>Accountancy, audit, legal knowledge (for non-specialists)</p>		

Broad Activities	Output Indicators	Equipment	Skills/knowledge needed	Time Start	Time Finish
<p>11. Establish Investigation Units in Bo, Makeni and Kenema</p> <p>12. Establish and equip an Interview Room</p> <p>13. Establish ACC Detention Centre</p> <p>14. Develop forensic capabilities</p> <p>15. Establish Exhibit Room</p> <p>16. Localise all expatriate posts</p>	<p>5. Professionally conducted investigations; more convictions; individual and personal development enhanced; improvement in confidence and morale and better team spirit</p> <p>6. Improved mutual assistance</p> <p>7. Good intelligence leading to improved investigations; more proactive investigations; ability to identify and target suspect groups</p> <p>8. Easier access to documents and records; non-corruption cases referred and acted upon; partnerships established for sustained co-operation</p> <p>9. More focussed direction for departments in fighting corruption; improved inter-departmental trust</p> <p>10. Improved investigation (knowledge-based); improved efficiency</p>	<p>Still Camera</p> <p>Binoculars</p> <p>Handcuffs</p> <p>Weighing scales</p> <p>Office furniture, stationery</p> <p>Computers, scanner, software, printers, photocopiers</p> <p>Accommodation (staff and office)</p> <p>Bo, Makeni, Kenema and additional for Freetown</p> <p>Generator</p> <p>Personal protection</p> <p>Body Armour</p>	<p>Prosecution</p> <p>Team building</p> <p>Management skills</p> <p>Driving</p> <p>Use of Communication equipment</p>		

Broad Activities	Output Indicators	Equipment	Skills/knowledge needed	Time Start	Time Finish
	<p>11. More efficient, effective and economic investigations; reduction in corruption nationwide</p> <p>12. More accurate and comprehensive witness and suspect statements; no "trial-within-a-trial"; more convictions</p> <p>13. Better control over suspects</p> <p>14. Improved evidence gathering capability; better conviction rate</p> <p>15. Better control and improved accountability over exhibits</p>				

## 19. KEY RESULT AREA 2003-2008

### RESEARCH AND DEVELOPMENT DIVISION – NARRATIVE

#### **STRATEGIC OBJECTIVE: TO EFFECTIVELY RESEARCH, STORE AND DEVELOP INTELLIGENCE WHICH WILL PROVIDE THE BASIS FOR INVESTIGATIONS ESPECIALLY OF CARTELS AND MAJOR SUSPECT GROUPS**

Research and Development Department is currently contending with a lot of demands that it is having difficulty in dealing with because of a lack of technical training and logistical support, which other Departments within the Commission do not suffer from to the same degree. In addition there is a lack of strategic liaison with other parts of the Commission. Noticeable is the fractured approach to information and intelligence gathering and dissemination and a lack of corporate unity and shared endeavour that is compounded by a lack of a clear sense of coordination at senior management level.

#### **The immediate challenge is:**

- To become more proactive and gather intelligence on covert operations pertaining to corruption.
- To get a Commission-wide IT

Management System and Data base in place and effective, which can be used in profiling corruption to provide feed back to all Commission Departments.

- To improve the dissemination of knowledge within the Commission that can be used by the Commission as a whole.
- To get an understanding of the effectiveness of senior management collaboration that would make dissemination more effective, including a revised role for the Senior Management Team beyond simply case management.
- To ensure that ground rules are in place to remove some of the surprises that the Department experiences.
- By the end of 2003 to have the Director trained in intelligence management skills.
- To have the Research Officer and Research Team trained in advanced intelligence gathering and management.
- To have the Report Centre and Development Unit Staff trained in analytical skills.
- By the end of 2006, to have a Library that will serve as a Departmental reference and training resource.

**19 (A) KEY RESULT AREA 2003-2008****RESEARCH AND DEVELOPMENT DIVISION****STRATEGIC OBJECTIVE: TO EFFECTIVELY RESEARCH, STORE AND DEVELOP INTELLIGENCE WHICH WILL PROVIDE THE BASIS FOR INVESTIGATIONS ESPECIALLY OF CARTELS AND MAJOR SUSPECT GROUPS**

Broad Activities	Output Indicators	Equipment	Skills/knowledge needed	Time Start	Time Finish
<p>1. Report Centre</p> <p>a) Receive Reports from the public (in person, by letter, phone, e-mail)</p> <p>b) Process Reports</p> <p>c) Present Reports to Senior Management Team (SMT)</p> <p>d) Act on SMT's instructions (distribute, KIV, refer or research)</p> <p>e) Monthly reports sent to other Agencies</p> <p>f) Store information/data</p> <p>g) Create files which are sent to other (ACC) Departments</p> <p>h) Prepare &amp; present statistics</p> <p>i) Contribute to Annual Report</p> <p>j) Establish RCs in Bo, Makeni and Kenema</p>	<p>1. Report Centre</p> <p>a) Promotes confidence/respect in the ACC to "hear" complaints</p> <p>b) Good and effective decision making</p> <p>c) Good dissemination of decisions</p> <p>d) Provides easy access to information and statistics</p> <p>e) Provides accurate information that assists ACC management in decision making</p> <p>f) Provides information flow to public and enhances public confidence</p>	<p>All Units</p> <p>Motor vehicles including motor cycle</p> <p>VHF Communications</p> <p>Computers (laptops, PCs, Scanner, Printers, Copier)</p> <p>Still &amp; Video camera</p> <p>Micro-cassette recorder</p> <p>Torches</p> <p>Personal detection/ Security scanner</p>	<p>Report writing</p> <p>Public relations</p> <p>Interviewing</p> <p>Computer literacy</p> <p>Research and analysis</p> <p>Intelligence gathering</p> <p>Surveillance techniques</p> <p>Source hunting</p> <p>Intelligence management</p> <p>Information management</p> <p>Fire prevention</p>		

Broad Activities	Output Indicators	Equipment	Skills/knowledge needed	Time Start	Time Finish
<p>2. Research Unit (includes Field Officers)</p> <p>a) Gather, collate &amp; analyse intelligence proactively</p> <p>b) Identification, sourcing and co-ordination of informants</p> <p>c) Collect intelligence based on requests</p> <p>d) Provide intelligence to SMT for decision making purposes and for inclusion in the database</p> <p>e) Be proactive in identifying and reporting trends in corruption</p> <p>f) Conduct covert operations</p> <p>g) Establish liaison with institutions</p> <p>h) Work with other law enforcement/intelligence agencies (internal &amp; external)</p> <p>i) Liase with Investigations and Corruption Prevention Departments</p> <p>j) Provide rapid response to information received</p> <p>k) Maintain a secure source register</p> <p>l) Do research on existing reports (when requested)</p>	<p>g) Provides easy access to the public, reduces costs for the public and promotes public confidence in the ACC</p> <p>2. Research Unit (including Field Officers)</p> <p>a) Good ground-based intelligence to support and help drive Investigations and CPD</p> <p>b) Maintain flow of intelligence</p> <p>c) Good direction and efficiency</p> <p>d) Better decision-making. Corrupt cartels, groups, suspects easily identified and active contribution to investigation and prosecution</p> <p>e) Good information flow to ACC (promotes pro-activity)</p> <p>f) Better sharing of knowledge and information</p>	<p>Answering/fax machine</p> <p>Binoculars</p> <p>Night vision goggles</p> <p>Office furniture</p>	<p>Defensive driving</p> <p>Photography</p> <p>Audio recording</p> <p>Basic legal knowledge</p> <p>Leadership and management</p> <p>Team building</p> <p>Risk assessment</p> <p>Oral presentation</p> <p>Collating reports</p>		

Broad Activities	Output Indicators	Equipment	Skills/knowledge needed	Time Start	Time Finish
<p>3. Development Unit</p> <p>a) Establish and maintain Data facilities and information</p> <p>b) Provide an analysis of all source intelligence</p> <p>c) Collate and analyse information received from Report Centre and Research Unit</p> <p>d) Provide and Disseminate information to Departments/SMT</p> <p>e) Study closed files and extract relevant information</p> <p>f) Contribute to Annual Report</p>	<p>g) Better team-building, information flow and improved departmental results</p> <p>h) Topical information/intelligence captured quickly and accurately</p> <p>3. Development Unit</p> <p>a) Up-to-date information available instantly</p> <p>b) Correct and accurate information collected; better interpretation of information and intelligence</p> <p>c) Quick and sound management decisions</p> <p>d) Corrupt cartels, groups, suspects identified; trends in corruption identified</p> <p>e) Well informed public leading to greater confidence in ACC</p>				

## **20.0 KEY RESULT AREA 2003-2008**

### **ADMINISTRATION DEPARTMENT INCLUDING FINANCE AND HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT – NARRATIVE**

#### **STRATEGIC OBJECTIVE: TO DEVELOP WITHIN THE ACC SOUND ADMINISTRATION AND FINANCIAL PRINCIPLES AND PROCEDURES AND A COMPETENT WORK FORCE**

Currently, the areas of administration and finance are reasonably well covered, but the finance staff are over-stretched and the administration staff is ill-equipped to cover the mass of HR-related activities that the Commission should be undertaking.

The immediate objective is to develop sound administrative principles and procedures and to develop a strategic budget approach that enables the Commission to respond to evolving priorities, under the direction of the Commissioner and the Deputy Commissioner.

The Department will be strengthened by turning it into the Department of Finance and Administration headed by its own Director who

will sit on the Commission Management Board. In addition to the recruitment of a Director, it will be necessary to recruit senior professional staff with experience in Human Resource Management and Development and the appropriate support staff.

Priority areas in 2003 and 2004 and beyond are:

- Introduction of new Conditions of Service and the Code of Conduct.
- Introduction of a revised pay structure.
- Application of new Terms of Employment to all Commission staff.
- Introduction of a new Training and Staff Development Plan.
- Introduction of a new Performance Appraisal System.
- Introduction of improved corporate planning and budget allocation processes.

**20 (A) KEY RESULT AREA 2003-2008**

**ADMINISTRATION DEPARTMENT INCLUDING FINANCES AND HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT**

**STRATEGIC OBJECTIVE: TO DEVELOP WITHIN THE ACC SOUND ADMINISTRATION AND FINANCIAL PRINCIPLES AND PROCEDURES AND A COMPETENT WORK FORCE**

Broad Activities	Output Indicators	Equipment	Skills/knowledge needed	Time Start	Time Finish
1. Administration a) Maintain Admin. Dept Files b) Purchase consumables c) Maintain and provide public utility services for the ACC d) Maintain inventory of fixed assets e) Attend to maintenance of office equipment and buildings 2. Finances a) Prepare Annual Budget b) Maintain petty cash c) Apply for and obtain funding from Acc. General d) Maintain Vote Service Ledger	1. Administration a) Effective administration b) Keeps the office running c) ACC functions properly d) Prevents theft of ACC assets e) Good working environment 2. Finances a) Funding for the next year, good planning possible b) Quick payments (under Le100,000) made for smoother operations c) Funds available on a regular basis	HR and Accountancy (Sun system) software packages Generator Safes, cash boxes, security cabinets Vehicles, Computer equipment Training equipment	Bookkeeping Computer literacy Office procedures Government accounting Financial regulations Procurement procedures HR Skills IT Skills		

Broad Activities	Output Indicators	Equipment	Skills/knowledge needed	Time Start	Time Finish
e) Prepare Quarterly Financial Reports f) Prepare expenditure proposal g) Prepare payment vouchers h) Prepare cheques i) Sign cheques j) Compare budget with actual expenditure k) Maintain Fixed Asset Register l) Authorise payments for utilities m) Analyse monthly payments n) Prepare annual financial statements for external audits o) Prepare staff salaries p) Maintain vehicles (payments) q) Prepare bank reconciliation statements	d) Good track on incoming funds-accountability e) Accountability & better management decisions f) Good budgeting g) Staff & bills get paid on time i) Good accountability and planning j) Verification of ACC assets k) Maintenance of ACC utilities: smooth uninterrupted operations l) Good financial control m) Satisfactory Audit Report: continued funding n) Staff get paid on time: morale boost o) Operations continue uninterrupted p) Good financial accountability	Financial, human and other materials, computers, photocopiers, training aids, overhead projectors buildings, transport and sports equipment. Professional qualifications			

Broad Activities	Output Indicators	Equipment	Skills/knowledge needed	Time Start	Time Finish
<p>3. Human Resource Management</p> <ul style="list-style-type: none"> <li>a) Recruit ACC staff</li> <li>b) Maintain and update staff data base</li> <li>c) Maintain Staff files</li> <li>d) Staff recruitment and placement</li> <li>e) Implement Conditions of Service including Code of Conduct and Standing Orders</li> <li>f) Design and install performance appraisal system.</li> <li>g). Introduce a reward and commendation system for deserving officers.</li> <li>h) Ensure provision of basic recreation and health facilities</li> <li>i) Conduct Probity checks on new ACC staff</li> </ul> <p>4. Human Resource Development</p> <ul style="list-style-type: none"> <li>a). Conduct TNA.</li> <li>b) Prepare Staff Development Plan.</li> <li>c).Design appropriate programmes</li> <li>d) Identify Training providers</li> </ul>	<p>3. Human Resource Management</p> <ul style="list-style-type: none"> <li>a) Effective control and management</li> <li>b) Control of staff numbers</li> <li>c) Control of staff performance and behaviour</li> <li>d) Maintain staffing levels</li> <li>f) Only officers of high calibre appointed</li> </ul> <p>4. Human Resource Development</p> <ul style="list-style-type: none"> <li>a) Identification of training needs and planning</li> <li>b) Good training Policy in place with planned programmes</li> <li>c) Meets actual Training needs</li> <li>d) Only best trainers</li> <li>e) Good environment for training</li> </ul>				

Broad Activities	Output Indicators	Equipment	Skills/knowledge needed	Time Start	Time Finish
<p>e) Identify training facilities</p> <p>f) Procure training aids</p> <p>g) Implement Training Programmes</p> <p>h) Evaluate and monitor impact of training programmes.</p> <p>5. Security Unit</p> <p>a) Provide Security checks at ACC Offices entrances</p> <p>b) Secure offices and property</p> <p>c) Receive letters and maintain correspondence log books</p> <p>d) Keep record of vehicle movements</p> <p>e) Maintain records of officers' movements</p> <p>f) Maintain fire and safety precautions</p>	<p>f) Good training with best materials</p> <p>g) Adequate staff trained and posted to critical and relevant areas in the ACC</p> <p>h) Training and development programmes will be implemented and evaluated annually</p> <p>i) A motivated, competent and disciplined and committed work force</p> <p>5. Security unit</p> <p>a) Reduced theft and fire risk and confidential "leaks"</p> <p>b) Correspondence kept secure</p> <p>c) No panic/injuries in case of fire</p> <p>d) Good "clean-desk" policy implemented</p> <p>e) Better utilisation of vehicles Injuries limited</p>				

**21.0 KEY RESULT AREA 2003-2008****DECENTRALISATION TO BO, MAKENI AND KENEMA – NARRATIVE****STRATEGIC OBJECTIVE: TO MAKE ACC SERVICES MORE AVAILABLE TO THE COMMUNITY AT LARGE**

The current position is that the Commission is only represented in Freetown, and no station other than Freetown has been established.

The Commission recognises that a quick move towards decentralisation is important for it to counter the current public perception that it only applies to the Capital.

The Commission intends :

- To have an established presence in Bo by the end of 2004 or early 2005.
- In the interim, to establish a post in Bo that will serve as a centre for operations, by all Departments, that emanate currently from Freetown and act as a focal point for operations in and around Bo.
- In the context of planned decentralisation of Local Government functions throughout Sierra Leone, to provide ready support for the decentralisation process in that area.

**21 (A). KEY RESULT AREA 2003-2008**

**DECENTRALISATION TO BO, MAKENI AND KENEMA**

**STRATEGIC OBJECTIVE: TO MAKE ACC SERVICES MORE AVAILABLE TO THE COMMUNITY AT LARGE**

Broad Activities	Output Indicators	Equipment	Skills/knowledge needed	Time Start	Time Finish
<ol style="list-style-type: none"> <li>1. Make financial provision</li> <li>2. Prepare logistical plan for new office</li> <li>3. Identify &amp; acquire office accommodation</li> <li>4. Provide for staff accommodation</li> <li>5. Equip office and staff houses</li> <li>6. Identify junior staff locally</li> <li>7. Recruit and train staff new or transfer existing staff</li> <li>8. Launch opening. Publicise</li> </ol>	<ol style="list-style-type: none"> <li>1. Reduced running costs</li> <li>2. Better ACC Service delivery</li> <li>3. Increased public support to ACC</li> </ol>	<p>Office furniture</p> <p>Stationery</p> <p>Computer equipment</p> <p>Vehicles</p>	<p>Good planning and logistical skills</p>	<p>2004</p>	<p>2007</p>

## 22.0 KEY RESULT AREA 2003-2008

### INFORMATION TECHNOLOGY UNIT – NARRATIVE

#### **STRATEGIC OBJECTIVE: TO DEVELOP AN ACC INTEGRATED IT MANAGEMENT SYSTEM THAT WILL DELIVER RELEVANT, ACCURATE AND TIMELY INFORMATION IN THE MOST COST EFFECTIVE AND SECURE MANNER**

The current situation is that the Commission has about 15 stand-alone computers, a few with internet access. There has not been an integrated approach to the configuration, purchase and distribution of the current equipment. As a result, the equipment is being under-utilised and intelligence and investigating officers do not have full access to the totality of the information held by the Commission on suspects, previous complaints etc.

Since the Commission intends to expand both in Freetown and later to Bo and beyond, it is important to embark on a review of IT needs throughout the organisation and to develop an IT Strategy for the Commission. For this, it will

be necessary to recruit an IT Manager in 2003 and for one of his/her early tasks to be the development of the IT Strategy in time for it to be included in the first phase of the Commission's decentralisation to Bo in late 2004 or early 2005.

The IT Strategy will be guided, inter alia, by the following principles:

- That all Departments in the Commission will have full access to information contained in the system.
- That information will be used as a tool to support and promote the accountability of the Commission itself.
- That information will provide direction to the Commission.
- That it will assist the Commission to identify and in determine operational priorities.

The IT Manager will therefore have many responsibilities, which will include the security and maintenance of the equipment, and the post is likely to be based in the new Finance and Administration Department.

**22 (A) KEY RESULT AREA 2003-2008**

**INFORMATION TECHNOLOGY UNIT**

**STRATEGIC OBJECTIVE: TO DEVELOP AN ACC INTEGRATED IT MANAGEMENT SYSTEM THAT WILL DELIVER RELEVANT, ACCURATE AND TIMELY INFORMATION IN THE MOST COST EFFECTIVE AND SECURE MANNER**

Broad Activities	Output Indicators	Equipment	Skills/knowledge needed	Time Start	Time Finish
Identify and engage an IT Manager who will develop an ACC IT Strategy covering: a) Ownership and management of the Strategy b) Information standards c) IS/IT Security d) Procurement e) Management structure f) Programme & Project Management g) Support and maintenance h) Implementation i) Training	Speedy establishment of an IT System	All necessary Computer Hardware and Software	Total Computer literacy		

**23. KEY RESULT AREA 2003-2008****THE ADVISORY COMMITTEE ON CORRUPTION - NARRATIVE**

**STRATEGIC OBJECTIVE: TO HAVE IN PLACE A COMPETENT AND WELL MOTIVATED ACC ADVISORY COMMITTEE THAT WILL ADVISE ON STRATEGIC MATTERS AFFECTING THE ACC, INCLUDING SPECIFIC ADVISORY RESPONSIBILITIES FOR INVESTIGATION AND PROSECUTION, CORRUPTION PREVENTION AND COMMUNITY EDUCATION**

The current position is that members of the Advisory Committee have been appointed. The Committee is in place, it has a Chairperson, and it has started to function, although it is still to reach its full potential.

The immediate aim is to explore how the Committee can contribute to further enhancing the mission and position of the Commission in Sierra Leone society, and to establish the modalities through which it will provide the means to fulfil its obligations, under the Anti Corruption Act, of holding the Commission to account.

**23 (A) KEY RESULT AREA 2003-2008**

**THE ADVISORY COMMITTEE ON CORRUPTION**

**STRATEGIC OBJECTIVE: TO HAVE IN PLACE A COMPETENT AND WELL MOTIVATED ACC ADVISORY COMMITTEE THAT WILL ADVISE ON STRATEGIC MATTERS AFFECTING THE ACC, INCLUDING SPECIFIC ADVISORY RESPONSIBILITIES FOR INVESTIGATION AND PROSECUTION, CORRUPTION PREVENTION AND COMMUNITY EDUCATION**

Broad Activities	Output Indicators	Equipment	Skills/knowledge needed	Time Start	Time Finish
<p>1. Committee already appointed by HE the President and Chairman nominated</p> <p>2. Committee meets on a regular basis at least once every three months or as required</p> <p>3. Committee engages with Commission in regard to Conditions of Service and related matters for ACC Staff and develops communication lines to ACC staff</p> <p>4. ACC Administration Staff appointed to manage the Committee (Calling meetings, Preparation of Agenda, finances and providing secretarial services).</p> <p>5. Commissioner formally requests Committee to identify and nominate (three) additional members who will form an "Operational Sub Committee" comprising experts/technical persons to give advice on</p> <p>a) Investigation and Prosecution (under the management of the Director of Investigation)</p>	<p>1. Well respected and motivated members appointed</p> <p>2. Regular meetings ensures good working relationship with Commission</p> <p>3. COS meet ACC expectations and motivate staff, who will be able to discuss matters with the Committee raising morale</p> <p>4. Committee managed well</p> <p>5. The three ACC Departments will have independent advice and support in areas of any conflict and will have ready external support</p>	<p>Finances and secretarial services</p>	<p>The sub committee members will need skills/expertise/ experience in</p> <p>a) Law</p> <p>b) Education</p> <p>c) Accountancy and Finances and business management</p>		

Broad Activities	Output Indicators	Equipment	Skills/knowledge needed	Time Start	Time Finish
<p>b) Corruption Prevention (under the management of the Director of Prevention)</p> <p>c) Community Relations (under the management of the Director of Community Education)</p> <p>6. Commissioner appoints members of the Sub-Committees and spells out TORS for the sub-committees</p> <p>7. Members of Sub Committee receive some training induction into the ACC Operations</p> <p>8. Sub Committees meet at least once a month or as required</p>					

## **24.0 KEY RESULT AREA 2003-2008**

### **NATIONAL ANTI-CORRUPTION STRATEGIC PLAN – NARRATIVE**

#### **STRATEGIC OBJECTIVE: IMPLEMENTATION OF A NATIONAL ANTI-CORRUPTION STRATEGY PLAN**

The current position is that the Commission has, since it started operations, conducted a range of activities, that are reflected in this Strategic Plan.

In order for it to extend the impact of its work, the Commission will adopt a strategy that will provide a vehicle for penetrating a full range of institutions in Sierra Leone and marshalling these institutions to work with and alongside the Commission.

The immediate strategic step is to initiate the

process by which the Commission can kick off its statutory responsibility under the Anti Corruption Act. Doing this is fully within the control of the Commission. The Commission wishes to do this.

The Commission will recognise that it is important, as it makes its plans, to take into account the full range of activities that are currently being funded by other donors (Governance Reform Project, Judicial Reform, for example) to avoid duplication of effort and resources and the need to liaise closely with other players involved in these activities.

As the Commission has expressed, in this Strategic Plan, its commitment to kick start the National Anti Corruption Strategy, it will seek endorsement of the Plan by the President. Such an endorsement will express national ownership of the Plan, political commitment and will be a call for full support in its implementation.

**24(A) KEY RESULT AREA 2003-2008**

**NATIONAL ANTI CORRUPTION STRATEGIC PLAN**

**STRATEGIC OBJECTIVE: IMPLEMENTATION OF A NATIONAL ANTI CORRUPTION STRATEGY PLAN**

Broad Activities	Output Indicators	Equipment	Skills/knowledge needed	Time Start	Time Finish
<p>1. Receive final report on DFID/WB National Anti Corruption Survey</p> <p>2. Appoint an internal ACC Committee on National Anti Corruption Strategy chaired by Commissioner and comprising Deputy Commissioner, all Directors and Technical Advisers</p> <p>3. Draw up TORS for the Committee</p> <p>4. Committee works on preparation of a framework of the National Strategy</p> <p>5. Commissioner passes framework document to the Secretary to the President</p> <p>6. SP using the framework establishes National Task Force with clear TORS</p> <p>7. Task Force develops the draft National Strategy Plan (with technical input from ACC) in conjunction with all stakeholders</p>	<p>Output Indicators</p> <ol style="list-style-type: none"> <li>1. Public perceptions clear which will help in designing in first instance the framework</li> <li>2. Clear and concise direction to task force. This will assist Task Force in moving forward rapidly.</li> <li>3. Clear criteria set providing direction</li> <li>4. The framework will provide the way forward clearly and concisely. Task Force will have direction</li> <li>5. SP will have an authoritative document to kick start the process</li> <li>6. Task Force will have direction</li> </ol>				

Broad Activities	Output Indicators	Equipment	Skills/knowledge needed	Time Start	Time Finish
<p>8. Task Force completes draft Plan and promotes it publicly through a workshop involving civil society</p> <p>9. Task force completes Final National Plan and passes to ACC for implementation</p> <p>10. ACC Committee draws up implementation plan</p> <p>11. Implementation</p>	<p>7. Draft Plan articulated quickly</p> <p>8. Public feels involved in the process which will enhance credibility and encourage support for it</p> <p>9. ACC has direction</p>				

**PART THREE: BUDGET AND RESOURCE ALLOCATION PLAN (Figures in Leones)****24. CORRUPTION PREVENTION DEPARTMENT**

<b>DETAILS</b>	<b>2003 Le'000</b>	<b>2004 Le'000</b>	<b>2005 Le'000</b>	<b>2006 Le'000</b>	<b>2007 Le'000</b>	<b>2008 Le'000</b>
Corruption Prevention Activities	671.0	558.4	846.3	921.7	977.2	1,037.1

**25. COMMUNITY RELATIONS DEPARTMENT**

<b>DETAILS</b>	<b>2003 Le'000</b>	<b>2004 Le'000</b>	<b>2005 Le'000</b>	<b>2006 Le'000</b>	<b>2007 Le'000</b>	<b>2008 Le'000</b>
Corruption Relations Activities	282.9	265.1	474.0	507.4	539.3	573.8

**26. INVESTIGATIONS DEPARTMENT**

<b>DETAILS</b>	<b>2003 Le'000</b>	<b>2004 Le'000</b>	<b>2005 Le'000</b>	<b>2006 Le'000</b>	<b>2007 Le'000</b>	<b>2008 Le'000</b>
Investigations Activities	652.7	756.0	1,075.3	1,169.8	1,229.9	1,294.3

**27. RESEARCH AND DEVELOPMENT**

<b>DETAILS</b>	<b>2003 Le'000</b>	<b>2004 Le'000</b>	<b>2005 Le'000</b>	<b>2006 Le'000</b>	<b>2007 Le'000</b>	<b>2008 Le'000</b>
Research and Development Activities	662.8	471.7	681.0	733.8	772.4	813.8

**28. FINANCE AND ADMINISTRATION DEPARTMENT**

<b>DETAILS</b>	<b>2003 Le'000</b>	<b>2004 Le'000</b>	<b>2005 Le'000</b>	<b>2006 Le'000</b>	<b>2007 Le'000</b>	<b>2008 Le'000</b>
Finance and Administration Logistics	627.7	822.7	1,121.8	1,217.1	1,292.8	1,374.6

**29. DECENTRALISATION**

<b>Freetown (Expansion)</b>	<b>2003-2004</b>	<b>2004-2005</b>	<b>2005-2006</b>	<b>2006-2007</b>	<b>2007-2008</b>
Office Accommodation	391,0	75,0	136,8	184,7	249,3
Office Utilities	40,0	46,0	52,9	60,8	69,9
Transport	220,0	253,0	540,0	250,0	287,5
Stationery	84,0	96,0	111,0	127,7	146,9
Telecommunications	60,0	69,0	79,4	91,3	105,0
IT System	75,0	86,3	98,9	113,7	130,8
Security	40,0	46,0	52,9	59,8	68,8
	<u>910,0</u>	<u>671,9</u>	<u>1,071,9</u>	<u>888,0</u>	<u>1,058,2</u>
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Office Accommodation	150,0	14,0	16,0	18,4	21,2
Office Utilities	3,6	4,1	4,7	5,4	6,2
Transport	25,0	10,0	11,5	13,2	15,2
Stationery	28,0	32,2	37,0	42,5	48,9
Telecommunications	20,0	23,0	—	—	—
IT System	—	—	—	—	—
Security	10,0	12,0	13,8	15,0	17,3
	<u>236,6</u>	<u>95,3</u>	<u>83,0</u>	<u>94,5</u>	<u>108,8</u>

<p><b>Makeni</b></p> <p>Accommodation Utilities Transport Stationery Telecommunications IT System Security</p>	<p><b>Kenema</b></p> <p>Accommodation Utilities Transport</p>	<p><b>Stationery</b></p> <p>Telecommunications IT System Security</p>															
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**30. STAFF DEVELOPMENT**

	2003-2004	2004-2005	2005-2006	2006-2007	2007-2008
Induction Course Training in Mandatory Competencies PEACE MODEL Report Writing Laws of Evidence Team Building Management Skills HR Management Computer literacy Secretarial					

**31. ADVISORY COMMITTEE ON CORRUPTION**

	2003-2004	2004-2005	2005-2006	2006-2007	2007-2008

**32. NATIONAL ANTI CORRUPTION STRATEGY PLAN**

	2003-2004	2004-2005	2005-2006	2006-2007	2007-2008

**33. SUMMARY**

	<b>2003-2004</b>	<b>2004-2005</b>	<b>2005-2006</b>	<b>2006-2007</b>	<b>2007-2008</b>
<b>TOTALS</b>					