

# OPEN GOVERNMENT PARTNERSHIP



## **SIERRA LEONE'S REVIEWED NATIONAL ACTION PLAN POST EBOLA**

## I. Introduction

The Government of Sierra Leone enjoyed peace and stability from 2002 since the end of the civil war but this is now being threatened by the Ebola Virus. The drive to move out of the post conflict framework to a burgeoning democratic, stable and developing state is facing huge challenges as resources are now being channeled to the fight against Ebola. Since May 2014, the Ebola virus has claimed 1037 lives and affected 3562 people in Sierra Leone (as of the 26<sup>th</sup> October 2014). On 2 October 2014, it was estimated by Save the Children that 5 people an hour were being infected with the Ebola virus in Sierra Leone. The number of infected has been doubling every 20 days.

The Ebola virus is not endemic to Sierra Leone or to the West Africa region and this epidemic represents the first time the virus has been discovered in the sub region. Top United States medical official Thomas Frieden said the Ebola outbreak in West Africa is unlike anything since the emergence of HIV/Aids. The outbreak has killed more than 3,860 people, mainly in West Africa and more than 200 health workers are among the victims.

Despite all these challenges, the citizens and the government are full of hope. The OGP Sierra Leone secretariat and the National Steering Committee have worked on an actionable post Ebola strategy with the hope that Ebola will be kicked out of Sierra Leone and the sub region in early 2015.

The government is still committed towards improving transparency and accountability in the delivery of services to its citizens. As such the government still aims to roll out the validated National Action plan (NAP) which will address the three grand challenges as agreed upon in the national steering committee of **improving public integrity, effective management of public resources and improving corporate accountability** and the fourth grand challenge which emerged after consultations in ‘**Improving Public Services**’.

The National Steering committee with support from the OGP Sierra Leone secretariat have thus reviewed the implementing timeframes for the 11 commitments to tie in with the current state of affairs. An implementing time frame that will roll out a post Ebola strategy has been endorsed by ALL.

## II. Sierra Leone’s Open Government Efforts to Date

### Transparency

The Government of Sierra Leone has worked steadfastly on improving transparency across Government by bringing the citizens closer to governance. This has been the cornerstone of the Agenda for Change (Poverty Reduction Strategy Paper II) and the more recent Agenda for Prosperity (PRSP III) especially in the areas of public resources management, public

integrity, fighting corruption and corporate accountability. Further, in October 2013, Sierra Leone passed the Right to Access Information law and in July 2014 appointed the Chairperson and the 4 commissioners which additionally emboldened its commitment to transparency.

#### **Key Actions:**

- **Transparency Sierra Leone Website:** In 2012, the Office of the President launched Transparency Sierra Leone. The objective of this initiative is to give citizens access to information on contractors, funding mechanisms and progress of implementation of major government projects to increase transparency in service delivery.
- **Audit Service Sierra Leone:** Recent policy reforms in the Public Accounts Committee of Parliament has ensured that audit reports are reviewed and published within a shorter time frame. In addition, audit reports are made public at the same time it is laid in parliament. Currently, the Auditor General's report is submitted within the twelve months period as required by the 1991 Constitution of Sierra Leone.
- **Right to Access Information:** A Chairperson and four commissioners have been nominated by the President and ratified by Parliament to operationalise the Access to Information Law.
- **Archives and Records Management:** GoSL is committed to building a reliable and trustworthy evidence-based information/data management system to support policy-making and service delivery across the public service. To achieve this, it requires an integrated records and information management strategy linked to a sound legal and organizational structure and a capacity-building program.

#### **Citizen Participation**

Increasing civic participation in governance and decision making has been promoted by Government efforts especially through the Open Government Initiative under the Office of the president. The process of increasing civic engagement in the day to day dealings of Government has positively impacted delivery and has made Government more responsive to the demands of the people.

#### **Key Actions:**

- **Sierra Leone Conference on Development and Transformation (SLCDT):** the objective of the conference was to chart Sierra Leone's ascent to a middle income country within the next few decades. The formulation of the action plans were buttressed by extensive national consultations in all thirteen (13) Districts. However, more work will need to be done to strengthen the Citizen's manifesto and systematically assess the implementation of the action plan.
- **Citizens' Committee:** An outcome of the SLCDT was the creation of a Citizens Committee to monitor the implementation of the action plan from the conference. The

secretary of the committee is to work in collaboration with citizens to hold the Government accountable for implementing the key recommendations.

- **Open Government Initiative:** the OGI has been in existence since 2008 to bring government closer to citizens. One of the key accomplishments of the OGI is the presentation of a scorecard by citizens on the performance of Government in the key service delivery sectors. Over the years years they have done many activities that show that government is interested in opening up her activities to the citizenry of Sierra Leone even before the concept of open government partnership was born.
- **Emergency Operations Center:**A response mechanism in the fight against Ebola. For example the ‘Ose to Ose’ sensitization was carried out to directly engage and educate citizens on how to protect themselves from the ebola virus.

### **Accountability**

Increasing accountability through citizen participation has been a major thrust of Government activities.

### **Key Actions**

- **Citizens’ Budget:** Since 2012, a citizen’s budget has been prepared by the Ministry of Finance and Economic Development to inform the public about how the country’s resources are being managed. It is a simplified version of the economic policies, allocations and summaries of the previous budget to allow for year-on-year comparisons by citizens.
- **Citizens’ Report Card:**A national survey that urged citizens to report on the activities of the government of Sierra Leone with regard to their activities and whether they had been fulfilling, or not; thereby holding them accountable to the people.
- **Single Treasury Account:** A Consultant has been hired to work on the Single Treasury Account.
- **Performance Tracking Indicator:** The Office of the Chief of Staff hosts a Performance Management Service Delivery Unit (PMSD) which holds initially all Ministers accountable but has been deepened to include all Ministries, Department and Agencies heads and the local councils. The PMSD engages with civil society and the media to monitor independently the performance indicators. To date 104 performance contracts have been signed off nationwide.
- **Ebola Education and Citizens Engagement Solution:**A solution for education and citizen engagement based on analytics of transcribed voice calls and SMS messages sourced directly from citizens.

### **Fighting Corruption**

The President of the Republic of Sierra Leone in his State Opening of Parliament in 2014 and in the Foreward of the Agenda for Prosperity reiterated his zero tolerance policy on

corruption. The Anti-Corruption Commission (ACC) has been given independence since 2008 and benefits from the cooperation of the highest office in the Office of the President to systematically rout out corruption in order to improve service delivery.

### **Key Actions**

- **Anti-Corruption Commission (ACC) Act:** The amended 2008 ACC law is one of the strongest in the sub region which allows for independent prosecution of corrupt individuals without reverting to the Office of the Attorney General. Between 2008 and 2013, over 50 prosecuted cases have ended in a conviction including sitting Ministers and Worships of the Local Councils.
- **Asset Declaration Unit:** This unit under the ACC requires all public servants to declare their assets, income and liabilities three months before taking office following which they should provide yearly submissions until they leave office. In 2012, approximately 47,761 declaration forms were distributed and over 45% were returned to the Asset Declaration Unit by public officials. It is important to note that asset declarations are currently still private and are not in the public domain.
- **Pay No Bribe Campaign:** An inter-governmental campaign was launched in February 2014 to tackle the issue of petty bribery in key service delivery institutions in collaboration with DFID. This campaign will firstly ensure that citizens are empowered by being aware of their rights through the publication and dissemination of service charters of key Government services. Government then intends to scale up monitoring and reporting on incidences of bribery through a robust data collection and management system that will be established in the Anti-Corruption Commission.

### **Improving Service Delivery**

In the Agenda for Change, the President espoused his desire to run the country like a business in order efficaciously and efficiently address this issue of inadequate service delivery. In order to ensure that performance and delivery became the center of Government operations, the Office of the President has championed efforts to introduce a performance contracting system. Today all key tiers of Government including MDAs, Local Councils, and tertiary education institutions operate under performance contracts through which MDAs effectiveness, efficiency and level of accomplishment of annual work are measured.

- **Performance Contracts:** through the Performance Management Service Delivery Directorate; Ministries, Departments and Agencies (MDAs), local council officials and other public servants are required to sign performance contracts with the Office of the President which sets out their yearly objectives and activities. Performance is assessed on a bi-yearly basis and performance scores are made available to the public. To date 104 performance contracts have been signed.

### **Technology and Innovation**

#### **Key Actions**

- **Landing of the fiber optic cables:** the fiber optic cables have landed and the backbone structure is at the latter stages of development.
- **Integrated Financial Management Information System:** this system was implemented in 2005 using a free balance platform to support fiscal discipline, objective allocation of resources, value for money and probity in the use of public funds. This has been one of the key concrete steps towards e-government penetration.
- **Open Government Initiative Digital Resource Libraries:** As recently as November 2013, the OGI launched a new website along with digital libraries in all four regions (Kenema, Makeni, Mattru Jong and Western Area Rural). The intent is to help residents of those areas in close vicinity to have access to information that is currently on other websites of MDAs and at the same time provide facilities such as those similar to an Internet Café. This could be a medium that the GoSL can leverage on when we use technology as the basis for making open data available from government to the people.

### **III. Our National Action Plan Development Process**

#### **Formation of the civil society network (March 2014)**

- A civil society network, the Federation of Civil Society Organizations (The Federation) wrote a letter to government in response to the request for their participation in developing Sierra Leone's first National Action Plan (NAP). The Federation held a press conference at the office of Sierra Leone Association of Journalists. Campaign for Good Governance, Society for Democratic Initiatives, Center for Accountability and the Rule of Law and others met separately with regard to the Open Government Partnership (OGP) membership process.
- Government responded to the civil society network's letter by welcoming the engagement of CSOs in the OGP and NAP.
- Members of the civil society network agreed on the need for a civil society coordinator, and the Federation Chairperson assumed the role with concurrence or no opposition from the other CSOs.
- The initial meeting saw members of civil society get together to rally around a common vision for the OGP process and submitted more names to be included in the civil society network.

#### **Early meetings with the Government (March 2014 to April 2014)**

- President Koroma gave his support for the NAP to be developed in partnership between government and civil society and designated the Open Government Initiative

(OGI) and the Millennium Challenge Coordinating Unit (MCCU) to be co-implementers of the NAP development process.

- A thirty-four person Steering Committee consisting of 17 members each from both civil society and government was established.
- Meetings were held between government officials and CSO network members to co-design and agree the NAP development process.
- A series of open meetings facilitated by the OGI were held between the CSO network and government officials (the Steering Committee) to scope out the action plan and commitment areas.

#### **Draft National Action Plan (March 2014 to April 2014)**

- The narrative for a draft NAP was developed by implementing units and shared and agreed upon within the Steering Committee.
- OGI organized a sensitization effort with regard to the draft National Action Plan at events in all twelve districts of the country and the Western Area.
- The draft NAP, which included commitments agreed by government and civil society and an annex of additional tasks in a work-plan format, was then released for public consultation.
- Sensitization and consultations were separately held again with all twelve districts in the country and the Western Area. During the consultation the people of Sierra Leone referred to “Improving Public Services” as their most popular grand challenge. The steering committee deliberated around that and decided to create at least one commitment that speaks to improving public services. It was subsequently agreed that the service charter commitment be affirmed as the one that will address the concerns of the citizenry (see consultations report).

#### **Finalizing the Draft National Action Plan (April 2014)**

- Steering Committee New policy leads met with civil society network members and government policy leads.
- The OGI facilitated meetings between civil society network members and policy leads on relevant commitments as gathered from the consultations. Data collected was massaged and information from the consultations shared
- Public validation was held based on the draft NAP on April 29<sup>th</sup> 2014. His Excellency the President of the Republic of Sierra Leone confirmed the validation in his keynote address at the same meeting.

- Commitments were developed and agreed in further detail between government and civil society, and a final meeting held to clear up any issues arising from some commitments.

#### **Finalizing the National Action Plan (May 2014 to June 2014)**

- Consultations will continue as draft NAP is made final by steering committee. Adjustments to the NAP will be made after feedback is received from the OGP Support Unit.

#### **Reviewing the National Action Plan in response to the Ebola Crisis (September 2014 to October 2014)**

- Ongoing consultations with the public, steering committee members saw the need for a review of the timelines based on the current state of affairs in the country. A notification letter was sent to the OGP secretariat. A further review will be done in early February 2015.

### **IV. Sierra Leone's Open Government Partnership Commitments**

**Objective 1:** public integrity improved vis-à-vis the promotion of more effective transparency and accountability measures for public officials

- 1) Develop and implement a Public Integrity Pact with 5 pilot MDAs that identifies key commitments in line with Section 8 -- Public Integrity -- of the ACC Act, 2008 to improve public trust in public service delivery and to ensure effective accountability of public officials.***

Sierra Leone does not currently have a public integrity policy, however, it is expected that a Public Integrity Policy will institute safeguard measures that will guarantee timely access to public services. There is a Code of Conduct for all public officials and other regulations, however, adherence and popularization leaves much to be desired which adversely affects corruption. It is expected that the development of the Pacts will promote ethical and proactive performance by public officials in the discharge of their duties especially in delivering key public services in an effort to improve accountability.

#### **RELEVANCE – Accountability**

##### **Actions Required/Milestones for Completion:**

- a) Dissemination, administration and enforcement of existing integrity policies to improve public trust strengthened.

- b) 5 pilot MDAs selected to sign an integrity pact with ACC on key commitments to reduce corruption in their Institutions.
- c) Service charters for 20% MDAs (including 5 pilot MDs for integrity pacts) which clearly identifies the service provided, timeframe to expect service to be rendered and any associated costs developed and displayed with clearly visible complaints mechanisms identified when services are not rendered according to published procedures and timeframes.
- d) Yearly assessment of integrity commitments undertaken for 5 pilot MDAs.

***2) Pass a robust and proactive Archives and Records Management Act to support the implementation of the Right to Access Information Act in a bid to improve public transparency***

The Archives and Records Management Bill has been drafted and several small scale consultations have already been had in collaboration with the Strategy and Policy Unit in the Office of the President. However, it has yet to be tabled by Cabinet or Parliament. Passing of the Archives and Records Management Bill will support the implementation of the Right to Access Information Act as it will serve as a key tool to informing database management and archiving of key Government documents that will be stored in formats that are accessible to the public vis-à-vis print and electronic mediums.

**RELEVANCE -- Transparency**

**Actions Required/Milestones for Completion:**

- a) Public consultations on the Archives and Records Management Bill undertaken.
- b) Draft tabled in Cabinet by the Ministry of Information and Communication in collaboration with the Ministry of Education, Science and Technology.
- c) Capacity and needs assessment in records management completed.
- d) Bill submitted to Parliament by Ministry of Information and Communication.
- e) Archives and Records Management Bill passed by Parliament.
- f) Establish of an e-management

**Objective 2:** improved management of public resources through reducing opportunities for wastage, ensuring value for money and improved transparency in budget management

***3) Scale up and deepen the activities of the Performance Management and Service Delivery Directorate to improve accountability and increase civic participation in governance issues.***

The Performance Management and Service Delivery Directorate was established in 2013 in the Office of the Chief of Staff to lead performance contracting of key public officials within key service delivery institutions across Government. To date, performance contracts have been rolled out to over 80% of Ministries, Departments and Agencies, tertiary education institutions and Local Councils. The Performance Tracking Table are used to help institutions plan their activities against which they are assessed on a bi-yearly basis in a bid to ensure improved service delivery, however, dissemination of the assessments to the public has been poor which has undermined its objective of improving accountability. Improving on civic participation in the PMSD process will increase accountability which is assumed will result in improved service delivery.

**RELEVANCE – Accountability and Citizen Engagement**

**Actions Required/Milestones for Completion:**

- a) All assessments of MDAs covered by PMSD published in a yearly volume to be made available to the public in print and online mediums.
- b) 9 pilot MDAs for implementation selected.
- c) Ensure that in the planning and budget cycle for an initial 9 piloted MDAs; yearly activity plans are prepared in conjunction with procurement plans which will be the basis of budgets submitted for consideration to the Ministry of Finance and Economic Development. The planning cycle and fiscal cycle must be synchronized to ensure that the activity based budget by MOFED is in fact

informed by proper planning vis-à-vis a robust activity and procurement plan which should inform budget preparation.

- d) Town Hall meeting held not more than 2 months after publication to engage the public (100 members- citizens and Civil Society Organizations) on the findings by the Performance Management and Service Delivery Directorate through H.E public the bi-yearly assessment of the performance contracts.

**4) *Increase compliance with audit measures to improve transparency and accountability in public resource spending***

The Audit Service Sierra Leone is the key institutions that have championed the fight against reducing public wastage and promoting value for money across Government. However, there are still opportunities to strengthen the work of this key institution in an effort to ensure more efficacious and transparent use of public resources.

**RELEVANCE – Transparency and Accountability**

**Actions Required/Milestones for Completion:**

- a) White Paper prepared by the Executive that addresses key mechanisms and actions that Government intends to take to implement the recommendations of the 2012 Audit report with the view of reviewing recommendations as more information is made available in the 2013 Audit Report which will be published during the implementation period of this action plan.
- b) Policy paper to advice Constitutional Review Committee on placing limitations on length of time the Parliamentary Public Accounts Committee has to review and publish the audit report. This policy paper will be prepared by Open Government Partnership Sierra Leone National Steering Committee.
- c) At least 50% of the published Audit Report recommendations implemented by relevant MDAs and these actions made public during the annual performance contracting assessment process.

**5) *Establish a Single Treasury Account to improve financial accountability***

It is evident that reducing wastages in the management of public resources is partially dependent on fiscal discipline and the leveraging of the extractive industry especially through the promotion of transparent practices in contract negotiation and management. The aim is to leverage on key actions that the Government has already identified as essential to improving fiscal and extractive industries transparency with a view towards better management of public resources such as the establishment of the Single Treasury Account which was highlighted in the 2014 Budget presentation by the Hon. Minister of Finance and Economic Development. Its establishment will streamline Government fiscal procedures and create more transparency and accountability in Government spending.

### **RELEVANCE – Accountability and Technology/Innovation**

#### **Actions Required/Milestones for Completion:**

- a) Single Treasury Account established by undertaking a census of all Government Bank accounts and findings made public.
- b) Procedures and mechanisms implemented by The Ministry of Finance and Economic Development in collaboration with relevant institution will run a Single Treasury Account which will form the basis of a new Memorandum of Understanding with relevant Banks on the modus operandi of Government transaction based on a Single Treasury Account Model.

#### ***6) Enact a Revenue Management Bill to promote transparency and accountability in the granting of tax incentives***

The Revenue Management Bill is an Act that is required to regulate the management of revenue especially with reference to the granting of tax incentives. Implementing the draft Revenue Management Bill is crucial in that it would require the government to publish a statement of its tax expenditure, detailing all tax exemptions, the beneficiaries and the revenue foregone in a bid to promote transparency. It will also require producing and publishing a cost benefit analysis on the need to grant tax incentive on annual basis hence the public will be well inform on the rationale for granting tax incentives which may engender public debate and foster accountability and reduce the discretionary powers of Government officials. This Bill was meant to be effected from 2011, but progress towards enacting it has been very slow and the effect can be seen in the extensive tax exemptions granted to Companies which are resulting in a significant loss of Government revenue.

#### **Actions Required/Milestones for Completion:**

- a) Public consultations held on the Bill and revised accordingly.

- b) Bill tabled in Cabinet by Ministry of Finance and Economic Development.
- c) Bill tabled in Parliament.
- d) Bill passed by Parliament and enacted.

### **7) *Scaling up extractive industry transparency initiatives***

In the area of transparency in the extractive industries, Sierra Leone has been a member of the Extractive Industries Transparency Initiative since 2008, and although it was suspended in 2012, she just recently became EITI-compliant. It is currently working on passing the EITI bill which has already been developed to improve efforts towards transparency and to ensure Sierra Leone's compliance. The non-disclosure of mining contracts has been an issue that has been raised by many civil society organizations and the issue is valid as it will hold both government and the extractive industries accountable in their dealings.

### **RELEVANCE – Transparency**

#### **Actions Required/Milestones for Completion:**

- a) EITI Bill tabled in Cabinet by the Office of the Chief of Staff.
- b) EITI Bill passed by Parliament.
- c) Publish the process and outline the checks and balances carried out for allocation of licenses by the Mines and Mineral Resources Ministry and the Petroleum Directorate.
- d) Disclose environmental impact assessments prior to the award of any extractives rights.
- e) Perform audits and publish financial reports of the Diamond Area Community Development Fund and the Community Development Fund.

**Objective 3:** improved corporate accountability through more transparent negotiation processes for mining activities and the utilization of open data portals to give the public access to mining contracts and other relevant documents

- 8) *Improve monitoring of the Local Content Policy (LCP) especially around monitoring the implementation of activities and improving linkages with MDAs in order to improve local participation and accountability in the process.***

This policy is necessary to ensure that there is sufficient linkage between the local economy and foreign enterprises. By setting specific performance requirements, the Government aims to ensure that the benefits that Sierra Leone seeks to obtain from FDI including improved technology and managerial skills are integrated into the domestic market and distribution networks. There are key facilitative commitments that are already prescribed by the LCP such the establishment of an implementing committee; however, it is currently not functional. However;it needs to become more functional. Since key MDAs have a monitoring role to play, it is important that they understand their roles and responsibilities to implement the LCP. Moreover, MDAs should have collaborative meetings and share plans, revenue streams to enhance transparency and accountability.

## **RELEVANCE – Accountability and Citizen Engagement**

### **Actions Required/Milestones for Completion:**

- a) Setting up of a MDA linkage mechanism (revival of the implementing committee) to inform the implementation and monitoring of the local content policy to ensure more efficient sharing of information across key implementing institutions facilitated.
- b) An audit of the implementation of the local Content Policy to inform the development of a Local Content Bill undertaken.

- c) Local Content Bill tabled by Ministry of Trade and Industry in Cabinet.
- d) Local Content Bill discussed and ratified by Parliament and passed into law.

**9) 70% of all Mining and Agricultural lease agreements and contracts revised and made public with a view to improve transparency, accountability and public participation**

Currently, not all mining agreements and contracts are not accessible documents vis-à-vis Government online repositories. Following the preparation of the 2011 EITI report, a gap analysis was undertaken by Government institutions in collaboration with civil society organizations and one of the key areas of concern was the revision of contracts and making these documents public. While significant progress has been made on the revision of key mining contracts, some work is still required on making lease agreements and contracts public in an effort to promote transparency and encourage civic participation in the debate and execution of mining contracts. This commitment will create more access points for the public to these documents to engender national debate.

**RELEVANCE – Accountability and Citizen Engagement**

**Actions Required/Milestones for Completion:**

- a) 70% of mining and agricultural contracts published on the yet to be established open data portal, Ministry of Finance and Economic Development Website and National Minerals Agency website.
- b) Publish processes and outline the checks and balances carried out for allocation of licenses by the Mines and Mineral Resources Ministry and the Petroleum Directorate.
- c) A bi-yearly symposium of private sector partners, relevant communities, Government and Civil Society Organizations to discuss the state of contract execution held.
- d) Public discussions held on all new Mining Licenses and Contracts before they are signed by Government with relevant documentation prepared for public dissemination by Ministry of Mines and Mineral Resources.

- e) Participating Companies make public their CSR Policy and yearly Work Plan (minimum- online posting of the work plan) to facilitate operationalization of the Community Development Agreement ensured by the Strategy and Policy Unit. Adherence monitored by the National Minerals Agency in a yearly assessment of the respective work plans of the participating Companies.

### **10) Implementation of the Right to Access Information Law**

The Right to Access Information Act was passed in October, 2013 as part of Government's response to a clarion call to improve transparency across Government by making information readily available and accessible. Government has worked collaboratively with civil society and donor partners to develop the Right to Access Information Act and implementation has leveraged on support from partners, however, we need to put pressure to ensure full implementation. GoSL is vested in ensuring that the Right to Access Information Act tenets take root in Sierra Leone and engender greater transparency in Government wide transactions. Some training has been undertaken of Information Officers and a Right to Access Information Act implementation readiness assessment is currently underway but the process needs to be supported and nurtured to achieve the desired results.

#### **Milestones for Completion:**

- a) Regulations to implement the FOI Act developed.
- b) 250 public information officers in 13 Districts within the first year of implementation trained.
- c) Public sensitization campaigns launched for both Government and non-government users.
- d) Public Information Commission established with Commissioner identified.

### **11) Establish an open data portal to improve transparency in fiscal and extractive transactions.**

The Government of Sierra Leone has made a commitment to participate in the open government partnership in order to increase transparency and accountability, and at the same time to help in the fight against corruption.

Building on our progress to date with other initiatives, Sierra Leone continues its efforts to expand access to government data from government ministries, departments and agencies. Today, we do not have such a website that is fully functional with open government data even though we have a website named Transparency Sierra Leone that has not met its objectives. This past October, Sierra Leone announced its intent and commitment

## **RELEVANCE – Transparency and Technology/ Innovation**

### **Actions Required/Milestones for Completion:**

- a) Open data readiness assessment completed in collaboration with development partners.
- b) Experts on the design of an open data portal with development partners and Non-Governmental Organizations engaged.
- c) Source funding to establish a data portal for pilot Government documents such as budget, 70% of mining and agricultural contracts and 20% of Laws of Sierra Leone that have been gazetted.

## Time Frames and Implementing Institutions

Activity	Implementing Institution	Start Date	End Date
<b>Commitment 1: Develop a Public Integrity Pact with 5 pilot MDAs that identifies key commitments in line with Section 8- Public Integrity in the ACC Act, 2008 to improve public trust in public service delivery to ensure effective accountability of public officials</b>			
1) Dissemination, administration and enforcement of existing integrity policies to improve public trust strengthened.	Ministry of Information and Communication and Public Sector Reform Unit	April 2015	April 2016
2) 7 pilot MDAs selected to sign an integrity pact with ACC on key commitments to reduce corruption in their Institutions.	Anti-Corruption Commission	June 2015	Aug 2016
3) Service charters for 20% MDAs (including 7 pilot MDs for integrity pacts) which clearly identifies the service provided, timeframe to expect service to be rendered and any associated costs developed and displayed with clearly visible complaints mechanisms identified when services are not rendered according to published procedures and timeframes.	Performance Management and Service Delivery Directorate, Millennium Challenge Coordinating Unit & Anti-Corruption Commission	Feb 2015	Aug 2016
4) Yearly assessment of integrity commitments undertaken for 7 pilot MDAs.	Anti-Corruption Commission	Jan 2016	January 2017
<b>Commitment 2: Pass a robust and proactive Archives and Records Management Act to support the implementation of the Right to Access Information Act in a bid to improve public transparency.</b>			

5) Public consultations on the Archives and Records Management Bill undertaken.	Public Sector Reform Unit, Ministry of Information and Communication and Ministry of Education, Science and Technology	Aug 2015	Dec 2015
6) Draft tabled in Cabinet by the Ministry of Information and Communication in collaboration with the Ministry of Education, Science and Technology.	Ministry of Information and Communication and Ministry of Education, Science and Technology	Dec 2015	Jan 2016
7) Capacity needs in records management assessment completed.	Public Sector Reform Unit, Ministry of Information and Communication and Ministry of Education, Science and Technology and Parliament	Aug 2015	Feb 2016
8) Bill submitted to Parliament by Ministry of Information and Communication.	Ministry of Information and Communication and Parliament	Feb, 2016	Feb, 2017
9) Archives and Records Management Bill passed by Parliament.	Ministry of Information and Communication	March, 2016	Mar, 2017
<b>Commitment 3: Scale up and deepen the activities of the Performance Management and Service Delivery Directorate to improve accountability and increase civic participation in governance issues.</b>			
10) All assessments of MDAs covered by PMSD published in a yearly volume to be made available to the public in print and online mediums.	Performance Management and Service Delivery Directorate	June 2015	Nov, 2015 - ongoing

11) 9 pilot MDAs for implementation selected.	Performance Management and Service Delivery Directorate	April 2015	March 2016
12) Ensure that in the planning and budget cycle for an initial 9 piloted MDAs; yearly activity plans are prepared in conjunction with procurement plans which will be the basis of budgets submitted for consideration to the Ministry of Finance and Economic Development. The planning cycle and fiscal cycle must be synchronized to ensure that the activity based budget by MOFED is in fact informed by proper planning vis-à-vis a robust activity and procurement plan which should inform budget preparation.	Performance Management and Service Delivery Directorate	Sept 2015	Nov 2016
13) Town Hall meeting held not more than 2 months after publication to engage the public (100 members- citizens and Civil Society Organizations) on the findings by the Performance Management and Service Delivery Directorate through H.E public the bi-yearly assessment of the performance contracts.	Performance Management and Service Delivery Directorate	March, 2015	May, 2015 Nov, 2015
<b>Commitment 4: Increase compliance with audit measures to improve transparency and accountability in public resource spending</b>			
14) White Paper prepared by the Executive that addresses key mechanisms and actions that Government intends to take to implement the recommendations of the 2012 Audit report with the view of reviewing recommendations as more information is made available in the 2013 Audit	Strategy and Policy Unit	-	Dec, 2015

Report which will be published during the implementation period of this action plan.			
15) Policy paper to advice Constitutional Review Committee on placing limitations on length of time the Parliamentary Public Accounts Committee has to review and publish the audit report prepared by Open Government Partnership Sierra Leone National Steering Committee.	Sierra Leone Open Government Partnership National Steering Committee	-	Sept, 2015
16) At least 50% of the published Audit Report recommendations implemented by relevant MDAs and these actions made public during the annual performance contracting assessment process.	PMSD	When new audit report is published	Yearly assessment
<b>Commitment 5: Establish a Single Treasury Account to improve financial accountability</b>			
17) Single Treasury Account established by undertaking a census of all Government Bank accounts and findings made public.	Ministry of Finance and Economic Development	-	Dec, 2015

18) Procedures and mechanisms implemented by The Ministry of Finance and Economic Development in collaboration with relevant institution will to run a Single Treasury Account which will form the basis of a new Memorandum of Understanding with relevant Banks on the modus operandi of Government transaction based on a Single Treasury Account Model.	Ministry of Finance and Economic Development	-	June, 2015
<b>Commitment 6: Enact a Revenue Management Bill to promote transparency and accountability in the granting of tax incentives</b>			
19) Public consultations held on the Bill and revised accordingly.	Ministry of Finance and Economic Development	June, 2015	Dec, 2015
20) Bill tabled in Cabinet by Ministry of Finance and Economic Development.	Ministry of Finance and Economic Development	Feb, 2016	April, 2016
21) Bill tabled in Parliament.	Ministry of Finance and Economic Development	June, 2016	-
22) Bill passed by Parliament and enacted.	Parliament		Aug, 2016
<b>Commitment 7: Scaling up extractive industry transparency initiatives</b>			
23) EITI Bill tabled in Cabinet by the Office of the Chief of Staff.	Office of the Chief of Staff	November, 2014	Oct, 2014
24) EITI Bill passed by Parliament.	Parliament	January 2015	March 2015
a) Publish the process and outline the checks and balances carried out for allocation of licenses by the Mines and	NMA & NRA		

Mineral Resources Ministry and the Petroleum Directorate.			
25) Disclose environmental impact assessments prior to the award of any extractives rights.	EPA & NMA		
26) Perform external audits and publish financial reports of the Diamond Area Community Development Fund and the Community Development Fund.	NMA, MMR & ASSL		
<b>Commitment 8: Improve monitoring of the Local Content Policy especially around monitoring the implementation of activities and improving linkages with MDAs in order to improve local participation and accountability in the process.</b>			
27) Setting up of a MDA linkage mechanism (revival of the implementing committee) to inform the implementation and monitoring of the local content policy to ensure more efficient sharing of information across key implementing institutions facilitated.	Ministry of Trade and Industry, & Ministry of Labor and Social Security	Aug, 2014	Dec, 2014
28) An audit of the implementation of the local Content Policy to inform the development of a Local Content Bill undertaken.	Ministry of Trade and Industry, & Ministry of Labor and Social Security	Jan, 2015	April, 2015
29) Consultations on Bill held		May, 2015	Aug, 2015
30) Local Content Bill tabled by Ministry of Trade and Industry in Cabinet.	Ministry of Trade and Industry, & Ministry of Labor and Social Security	-	Aug, 2015
31) Local Content Bill tabled by Parliament and passed.	Ministry of Trade and Industry, & Ministry of Labor and Social Security	-	Oct, 2015
<b>Commitment 9: 70% of all Mining and Agricultural lease agreements and contracts revised and made public with a view to improve transparency, accountability and public participation</b>			
32) 70% of mining and agricultural contracts published on the	Ministry of Information and	-	June, 2015

yet to be established open data portal, Ministry of Finance and Economic Development website and National Minerals Agency website.	Communication, Ministry of Finance and Economic Development and the National Minerals Agency		
33) Publish processes and outline the checks and balances carried out for allocation of licenses by the Mines and Mineral Resources Ministry and the Petroleum Directorate.	Ministry of Mines and Mineral Resources and the Petroleum Directorate	-	June, 2015
34) A bi-yearly symposium of private sector partners, affected communities, Government and Civil Society Organizations to discuss the state of contract execution held.	Strategy and Policy Unit	Aug, 2015	June, 2016
35) Public discussions held on all new Mining Licenses and contracts before they are signed by Government with relevant documentation prepared for public dissemination held by Ministry of Mines and Mineral Resources.	Ministry of Mines and Mineral Resources	Aug, 2015	June, 2016
36) Participating Companies make public their CSR Policy and yearly Work plan (minimum- online posting of the work plan) to facilitate operationalization of the Community Development Agreement ensured by the Strategy and Policy Unit. Adherence monitored by the National Minerals Agency in a yearly assessment of the respective work plans of the participating Companies.	National Minerals Agency	-	June, 2015
<b>Commitment 10: Implementation of the Right to Access Information Law</b>			
37) Regulations to implement the FOI Act developed.	Ministry of Information and	April, 2015	Dec, 2015

	Communication		
38) 250 public information officers in 13 Districts within the first year of implementation trained.	Ministry of Information and Communication	April, 2015	Feb, 2016
39) Public sensitization campaigns launched for both Government and non-government users.	Ministry of Information and Communication	-	Aug, 2015
40) Public Information commission established with Commissioner identified.	Ministry of Information and Communication	July 2014	Completed
<b>Commitment 10: Establish an open data portal to improve transparency in fiscal and extractive transactions.</b>			
41) Open data readiness assessment completed in collaboration with development partners.	Ministry of Information and Communication, Right to Access Information. Open Government Initiative, Millennium Challenge Coordinating Unit	Aug, 2014	Jan, 2016
42) Experts on the design of an open data portal with development partners and Non-Governmental Organizations engaged.	Ministry of Information and Communication , Right to Access Information	April, 2015	Jun, 2015
43) Source funding to establish a data portal for pilot Government documents such as budget, 70% of mining and agricultural contracts and 20% of Laws of Sierra Leone that have been gazetted.	Ministry of Information and Communication , Right to Access Information	April, 2015	Jun, 2015