

OPEN GOVERNMENT INITIATIVE (OGI)

OFFICE OF THE PRESIDENT

STATE HOUSE, FREETOWN

Strategic Planning

Open Government Initiative (2014 – 2015)

Part I -- Introductory Statement

After achieving much success in the earlier phase, certain new developments now foster new opportunities for the Open Government Initiative (OGI) to increase and improve her relevance to both the government and the people of Sierra Leone. Such developments are inclusive of, but not limited to the following:

- The Implementation of Sierra Leone's OGP National Action Plan for the promotion of transparency in governance.
- The establishment of an Open Data Portal to collect data and relevant information from a variety of sources.
- The passing of the freedom of information bill into an act of Parliament (the Right to Access Information, 2013 and the establishment of the Right to Access Information Commission, 2014 clears the path for effective collaboration).
- The tabling of the Local Content and EITI Bills in Parliament will further enhance and broaden OGI's scope of partnerships in achieving some of the commitments in the OGP National Action Plan.
- The launching of the Agenda for Prosperity as a poverty reduction strategy is a blueprint for national development. OGI will attempt to simplify the document so that citizens can evaluate and assess government policies.

Part II -- Background Statement/History

The Open Government Initiative is a good governance doctrine fashioned by President Ernest Bai Koroma at the onset of his administration in 2008. On this foundation of good governance, he framed the open government initiative as the open channel of communication between Government and the people.

The GoSL's medium of communication with the public had generally been characterized by weak institutions that convey information and that are challenged by limited financial resources to develop or strengthen them. There is also a disconnection in communication and information flow between urban areas, rural communities, disadvantaged population groups and the central government. It is this disconnection between the people at all levels with their government that had led the Open Government Initiative to double their efforts in "Bringing the government closer to the people and the people closer to the government." Compounding all these problems is the large proportion of illiterate citizens compared to a small universe of the educated class living mostly in towns and cities. These entire put together has been a daunting experience with regard to having the citizens of this country participate in governance.

In the previous phase of the OGI, the focus was inclusive of, but not limited to the following:

- To introduce citizens to the institutional features of the three branches of government and to connect them to these institutions.
- To open up civic education channels of communication through which the public can participate in the three branches of government, including local government and Agencies.
- To encourage responsible and informed political participation—defined as a set of activities including discussing and debating using various channels of communication, town hall meetings, Radio/TV panel discussions

There is renewed opportunity to now improve on the Open Government Initiative in Sierra Leone given the recent endorsement of the country as member of the Open Government Partnership. Following the passing of the aforementioned Act in October 2013, OGI understands the importance and accepts the challenge of improving its activities to a new and enhanced fashion and is therefore developing a strategy that will maximize the organization's relevance and improve on the benefits to the people and government by opening up government even more. The Open Government Initiative (OGI) has also developed other thematic areas to reach out to the people. "**Citizens Right to Know**" is a new mechanism and channel to get information to and from the provinces; "**Federation Link**" is a nationwide radio programme that reports on current governance issues around the country. Citizens contribute to the programme through Text messages and Phone-in calls. This new strategy will increase the activities, delivery and profile of the OGI as we open up government to the country in an unprecedented manner.

OGI will continue to use traditional social media (newspapers, television, radio, town hall meetings, consultative workshops, Inter-Agency meetings, etc.) to disseminate information about their activities and affairs. The strategy also seeks to ask for ideas and suggestions from the citizenry of Sierra Leone with regard to how governance can be improved and other matters.

Over the next two years the OGI Sierra Leone would like to increase activities around the tenets on which it was traditionally founded: Transparency, Accountability, Participation and Collaboration within government ministries, departments and agencies (MDAs) and by extension, local governments. But at the same time would embark upon new initiatives such as the review of the constitution, sensitizing the nation on the Agenda for Prosperity, and tapping into diaspora resources, among other things.

The rest of the strategy speaks to the new opportunities in which OGI can foster a PACT (Participation, Accountability, Collaboration and Transparency) between the government and the people of Sierra Leone.

Part III –Sponsorship, Management and Staff

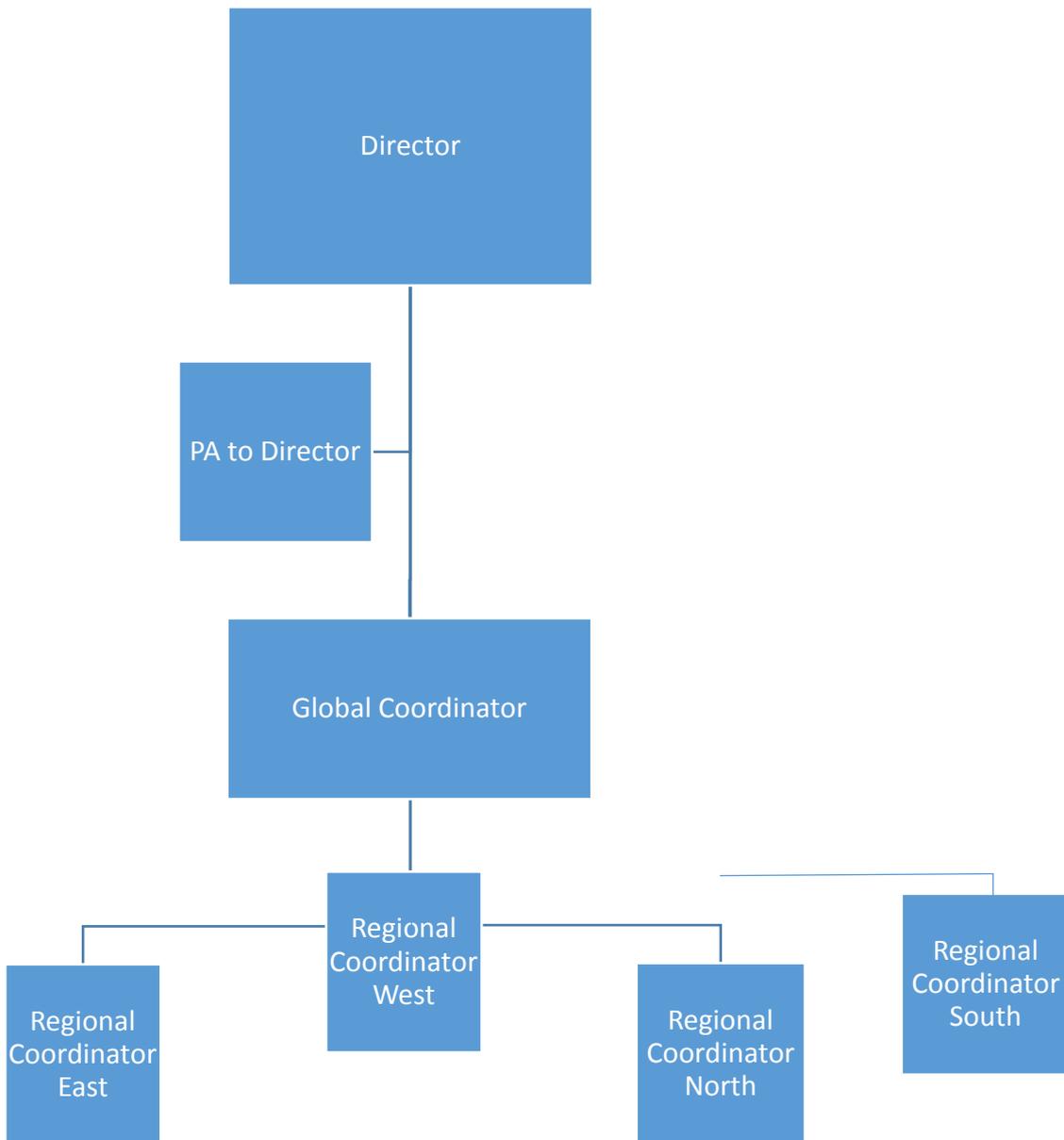
The OGI exists in a three-tiered hierarchy. There is a **Champion, Sponsor and a Secretariat**. President Koroma is the **Champion**; the Secretary to the President is the **Sponsor** and the Secretariat which has the bulk of **the staff**.

OGI SPONSOR

1. **The Secretary to the President-** Mr. Emmanuel B. Osho Coker
2. **The Principal Assistant to SP** -Mr. Reginald Thomas

SECRETARIAT

1. **Director-** Madam Khadija Sesay
2. **Personal Assistant to the Director – Vacant**
3. **National Coordinator-Vacant**
4. **Programme Manager-** Mohamed Munthaga Jalloh
5. **Assistant Programme Manager-** Abdel Renkel Koroma
6. **Researcher – Vacant**
7. **Information Technologist – Vacant**
8. **Communication Officer-** Abdul Samad Kamara
9. **Assistant Communication Officer-** Hannah Hamida Karim
10. **Regional Coordinator East–Vacant** (due to recent death) Acting-John Sievallie
11. **Regional Coordinator North-** Abdul Charles Mansaray
12. **Regional Coordinator South-** Prince K. Kallon
13. **Regional Coordinator West – Vacant** (due to recent death) Acting- Doris Fatima Webber
14. **Office Assistant National-** Mohamed Lamin Kamara
15. **Logistic Officer (Volunteer)-** Mariatu Jalloh
16. **Office Assistant East - (Volunteer)** Mohamed Conteh
17. **Office Assistant-North - (Volunteer)** Abdurrahman Sankarala
18. **Office Assistant South - (Volunteer)** Ibrahim Kamara
19. **Office Assistants West - (Volunteer-1)** Olu Morgan Williams and
20. **Office Assistants West - (Volunteer-2)** MbaimbaTuray
21. **Drivers**



Part IV --Organisational Tenets – Mission, Vision, and Values

Mission Statement

Promotes participatory democracy, accountability and transparency by providing a forum where government functionaries account for its stewardship to the people and the people in turn have their say in governance.

Vision Statement

OGI aims to establish an enabling environment or develop a culture of democracy where citizens can have dialogue with their government with regard to national policies that directly affect their lives. OGI also aims at building national structures that will be sustainable or serve as a catalyst for good governance and democracy.

The Values of Open Government Initiative

In a global environment in which the development of new technologies and an increasingly connected and engaged population in social media circles both at home and abroad, it becomes imperative in growing democracies for Sierra Leone leaders to adopt open government practices that will promote transparency, citizen involvement, and alliances. In order to change how government works, provide more effective government services and establish a more robust democracy, the OGI suggests the following open government principles for adoption.

Government is committed to transparency and accountability.

Government should adopt policies, practices, and procedures that allow citizens to have access to understandable, accurate, reusable, and auditable data and information about government operations and decision making (with updates available as they are made, whenever possible).

- MDAs should use new technologies to put information about their operations and decisions online.
- MDAs should also seek public feedback to identify information of greatest use to the public.
- Government should operate under a presumption of openness and accessibility, while also maintaining privacy, confidentiality, security and compliance with all relevant laws.

These policies, practices, and procedures will increase accountability, promote informed public participation, and create economic development opportunities.

Government is committed to meaningful public participation.

- Government believes members of the public have a valuable role in governing their communities and should have opportunities to take part in decision making opportunities.
- Government supports establishing guidelines and practices that will enable the public to contribute opinions and ideas regarding political, economic, management, and other decisions using a variety of methods, as conveniently as possible for citizens.

These guidelines and practices will create more informed and effective policies, enhance and expand opportunities for the public to participate throughout decision-making processes.

Government is committed to collaborating with the public and across MDAs.

- Government should create opportunities to work jointly with individuals as well as public, non-profit, academic, and private sector groups to address the needs of the community.
- Government should also enhance and expand its cooperation among MDAs and other governmental agencies in order to more effectively fulfill their obligations to citizens.
- Citizens are equally encouraged to contribute their time and knowledge.
- Government will take steps to provide efficient and effective methods of participating and collaborating, and commits to incorporating citizen feedback into decision making processes.
- Government is committed to sharing best practices and software and other resources within MDAs.
- Government supports collaborating with MDAs to share technology resources, lessons learned, and best practices; reform procurement practices, policies, and procedures; and learn to function not only as a provider of services but as a source for other government entities, the public, and other organizations to add value to the Government's services.

Open Government Directive:

These commitments require that the Government create a legal framework that will institutionalize the principles of transparency, accountability, participation, and collaboration into the culture and work of MDAs. Therefore, the President shall establish a renewed Open Government Initiative to guide the implementation of the tenets of Open Government.

This strategy paper developed in conjunction with a majority of the 149 Chiefs or their representatives, 100 Village Headmen, 16 Tribal Heads and other government officials, a contingency of Civil Society and a cross section of the media, forms the basis on which such an initiative or directive will evolve.

The Principles of Open Government

The principles of open government have been established on the notion that the strength and vibrancy of nations depend on an active civil society and robust engagements between governments and their citizens to advance shared goals of peace, prosperity and the well-being of all people. They ought to be transparent, accountable, participatory and collaborative and are particularly targeted to be implemented by the arms of government, namely, the Executive, Legislative and Judiciary and by some extension, local governments.

Transparency: This in effect means making government information available to the public as a requirement for an informed citizenry and an accountable government. It is said of transparency that it promotes openness of the democratic process through reporting and feedback mechanisms, clear processes of policies and procedures; and the conduct of actions by those holding decision-making authority. It makes information understandable and keeps clear standards accessible to citizens. Transparency promotes accountability by providing the public with information about what the Government is doing.

OGI will promote transparency within the three arms of government: the Executive, Legislative and Judiciary.

Accountability: A way to hold decision-makers, especially the powerful ones, to account for what they do. Political accountability means regular and open methods for sanctioning or rewarding those who hold positions of public trust through a system of checks and balances among the executive, legislative and judicial branches. The strategy's principal aim is to make the three branches politically accountable to the people through the various channels of communication that bring them closer to the institutional operations of government, and to question their effectiveness through national conversations and

dialogue. In this manner, the citizen's voices are heard by government as the citizens in turn understand and appreciate government in the exchange.

Participation and Collaboration speaks to Democracy, which requires opportunities for participation and collaboration for the citizens and government in solving issues of governance whenever possible. This is at the core of democratic governance.

Engaging ordinary citizens in deliberations about the operations of government can increase legitimacy, bring crucial local knowledge to bear on public action, add resources, and enhance public accountability. To that end, a healthy democracy needs the capacity to involve its citizens in key decision making exercises. Government cannot be left to leaders, experts, and pundits alone with the public only weighing in only during elections. People from all walks of life should be encouraged to wrestle with tough questions, seek common ground and develop and articulate their views.

Using various media avenues, OGI will solicit public participation on how the three arms are faring in policy formulation and implementation in Government. In town Hall meetings, radio & television broadcasts, and press briefings with regard to public feedback on issues will be elicited to ensure there is maximum participation by all.

Part V -- SWOT Analysis

Strengths

- An Executive Director who is passionate about the future of this country and that comes with an activist/civil society background that is most fitting for the role.
- Support from the highest office of the land in the Presidency of Sierra Leone.
- Partnership with all the Paramount Chiefs, Tribal Heads, and Village Heads across the entire country, which gives access to the majority of Sierra Leoneans at the grassroots level.

Weaknesses

- A weak support system at both the administrative and operational level.
- The office is lacking adequate personnel in some areas that will foster successful implementation of program activities
- The OGI has not been able to give the resourceful diaspora much of a chance to participate in the governance of their ancestral homeland to the detriment of the nation in general.

Opportunities

- The new Right to Access Information Act, 2013 and the establishment of the Commission has brought new opportunities to OGI with regard to opening up government even more.
- Also, a new method of classifying information or data can be led by OGI as we inform the people who need to know what information is available and which is not.
- Additionally, the OGI has qualified for membership of the Open Government Partnership (OGP), which provides a new bundle of opportunities to get better with what we do while upholding best practices as we deal with the tenets of open government (Transparency, Accountability, Participation and Collaboration).
- New partnerships with all the Paramount Chiefs, Tribal Leaders, and Village Heads, given them a stake in the OGI processes and overall governance.

- Creation of a new team to enhance competency in leading the renewed efforts of the OGI

Threats

- MDAs undermining the efforts of OGI because of the role they play in bringing information to the people and exposing them sometimes due to the nature of the job

Part VI -- Major Goals

- OGI will form an effective communication strategy around the Agenda for Prosperity
- OGI will play a major role in the activities around the review of the 1991 Constitution of Sierra Leone
- OGI will monitor clusters that will provide technical support around the eleven (11) commitments of the OGP National Action Plan.
- OGI must create a diaspora strategy that would make it conducive for Sierra Leoneans living abroad to participate in the governance of their homeland
- OGI will work with the Open Government Partnership worldwide to improve on governance mechanism and introduce International best practice.
- OGI will continue with their traditional activities with regard to disseminating information to the people and giving them a say in government via the Scorecard.
- OGI should lead the government's efforts towards qualifications for international accolades for good governance in organizations and/or indices such as the MCC, EITI, Mo Ibrahim Foundation, United Nation's Human Development Index, etc.

VI. Major Goals

In all of these major goals below that are applicable to strategy over 2014 - 2015 OGI plans to disseminate information and encourage the people to provide their thoughts and feedback on how government is meeting their plans, or not, as is necessary. This will be done yet again in the spirit of the tenets of an open government that promotes transparency, accountability, participation and collaboration.

VI.1 Major Goal I

OGI will form an effective communication strategy around the Agenda for Prosperity

Agenda for Prosperity Pillars

Pillar 1 – Diversified Economic Growth

The Agenda for Prosperity (AfP) gives pressing priority to promoting diversification towards economic sectors with long term potential for inclusive, sustainable growth, to increase value-added aspects in production, and to remove constraints to women's participation in the economy.

In all the strategies that will focus on agriculture, fisheries, manufacturing, and tourism. And others that Government will work to remove constraints, such as promoting feeder roads and other infrastructure, microfinance and wider financial access, setting up economic hubs and special economic zones, and

institutional support improved coordination among MDAs and other actors is paramount. OGI will help facilitate this coordination and disseminate the information to the people on a continuum.

Pillar 2 – Managing Natural Resources

The AfP Vision relies heavily on use of Sierra Leone's rich natural resources, both renewable and non-renewable, to be the initial driver for rapid growth. Natural resources have the potential to generate significant revenues, but could also distort development in various ways if not properly planned. The Transformation Development Fund, to ensure natural resource revenues are used to promote Sierra Leone's transformation and to sustain inclusive economic development.

Strong coordination across-sectors and among agencies and actors within sectors will be essential, as will cooperation with neighbouring countries.

The environment also faces challenges from on-going activities, such as land degradation from subsistence agriculture, forest exploitation, and unplanned urban development.

Important strategy issues are specific to the following individual sectors.

Pillar 3 – Accelerating Human Development

This Pillar seeks to develop human capital, to empower people to reduce poverty, and to accelerate the achievement of the Millennium Development Goals following significant strides from 2008- 2012. **Strategies will promote the acceleration of human development, through improving education quality and access, providing extensive health services, controlling HIV/AIDS, providing safe water and improved sanitation, population policy including reducing migration to the cities and slowing fertility, and mainstreaming gender parity.**

Pillar 4 – International Competitiveness

Economic growth will be determined by the success of Sierra Leone's companies and industries, enabled by a supportive business environment, including a good institutional framework, adequate infrastructure, access to credit, and availability of skilled labour. It will need significant foreign direct investment, and so must be internationally competitive; at present it is low on global competitiveness lists. **Competitiveness will require partnership between public and private sectors, and coordination among MDAs and development partners.** Government is giving priority to removing the wide range of identified constraints, and to building the necessary supportive environment and infrastructure. It will emphasize a gender responsive approach in all activities to develop competitiveness.

Pillar 5 – Labour and Employment

Unemployment and under-employment are high, especially among youth and women; much of the labour force has little training or education. Quality and productivity of informal work have to be improved, through training and education, small-enterprise development and access to credit. Labour conditions need improvement. The AfP strategy is to encourage all economic actors to provide productive and adequately remunerative employment opportunities, for all who are willing to work, including vulnerable groups, while improving working conditions. Strategy calls to create employment, at all levels of the private and public sector economy; skills development; designing public works programmes to employ youth; and ensuring an employment-friendly institutional framework.

Pillar 6 – Social Protection

Economic growth has not reduced poverty, inequality and vulnerability to risks, resulting in why the AfP stresses implementation of the 2011 National Social Protection Policy, to complement the effects of economic growth in building resilience. Strategies will develop social protection policies, institutions and programmes, building capacity of relevant agencies and their staff; extending social insurance interventions; providing basic social protection packages for the vulnerable; strengthening support for nutrition, health care, education and housing.

Pillar 7 – Governance and Public Sector Reform

Good Governance, including access to justice, peace and security, and effective capacity in the public sector, are all pre-requisites for the AfP Vision. Capacity-building and other activities, in a wide range of vital and diverse sectors and areas of institutional development, all contribute to this crucial Pillar. The following below as delineated in Pillar 7 of the AfP are all relevant areas of importance to the OGI and in which the strategy of the organization will take into account as they form a middleman between the people and the government of Sierra Leone.

- Parliament, political and local governance, including institutional issues such as the relative roles of Chiefdoms and local councils.
- Anti-corruption and transparency, with the work of the Anti-Corruption Commission.
- Public finance management (for central and local government, and MDAs), including improving budgeting, expenditure management and revenue mobilization; developing the work of the Audit Commission, as well as Internal Audit; strengthening public procurement and fiscal decentralization.
- Public service reform, creating a capable public service of the right size, with an appropriate skills mix and job composition to deliver its core functions; development of agencies, institutions and policies, including public sector pay reform; strengthening data systems.
- Justice, Safety and Security Sector, including capacity-building for Justice, Security, Police, Armed Forces, Prisons & Fire services. Strategies involve ensuring appropriate equitable access to services for all; strengthening sector management, staffing with trained personnel, and institutional capacity; simplifying procedures; developing physical infrastructure to meet needs.
- Promotion of human rights and democracy, with the work of the Human Rights Commission and the National Commission for Democracy; developing human rights culture through education; and promoting public awareness of equality, non-discrimination and other human rights, issues and responsibilities.

Pillar 8 – Gender and Women’s Empowerment

Government has committed to gender equality and women’s empowerment, signing a range of policy declarations and enacting legislation.

The AfP goal is to empower women and girls through (a) education, reducing socio economic barriers and supporting formal and non-formal education; (b) increasing their participation in decision-making in public, private, and traditional institutions, and access to justice and economic opportunities; (c) strengthening prevention and response mechanisms to violence against women and girls; and (d) improving the business environment for women, with access to finance and capacity development. Government will enact Gender Equality legislation, set up a National Women’s Commission, and focus on coordinated gender awareness and action across and among MDAs and civil society.

IV.2 Major Goal II

OGI will play a major role in the activities around the review of the 1991 Constitution of Sierra Leone

In the President’s speech at the launching of the Constitutional Review Committee, the following comments were made: “The committee will submit its recommendations to my Government. Government

will in turn look into the report, and submit it to parliament. If parliament approves, it will then be put into a referendum for the people to decide the fate of the proposed covenant.”

Clearly that speaks to the involvement of OGI relatively deeper than just disseminating information from the committee to the people. Including the role of taking information from the committee to the people, OGI should play its rightful role in showing transparency in the Executive (Government) and Legislative (Parliament) and the Judiciary by following the deliberations from the Committee to Cabinet and to Parliament to the people in a referendum.

IV.3 Major Goal III

OGI should look into classifying information as a major goal for the right to access information to be effective

Data classification is the grouping of data based on its level of sensitivity and the impact to the Government should that data be disclosed, altered or destroyed without authorization. A classification level must be assigned to information when that information is determined to be classified. A classification level indicates the relative importance of classified information to national security and thereby determines the specific security requirements applicable to that information. Clearly defined classification levels are essential to an effective classification system.

Government should consider using the U.S. classification model of information system, which has three levels -- Top Secret, Secret, and Confidential or something more suitable and appropriate. OGI need not necessarily be the one creating the levels of classification, but they should either contract the work out or be involved in the deliberations of the effort to classify data and then disseminate to the public to the extent possible.

IV.4 Major Goal IV

OGI must create a diaspora strategy that would make it conducive for Sierra Leoneans living abroad to participate in the governance of their homeland

Drawing on its long-standing experience, the International Office of Migration (IOM) has formulated a comprehensive strategic approach centered on the 3Es for action: to **Enable, Engage and Empower** transnational communities as agents for development – with each area involving a range of interventions by governments and other stakeholders, supported by IOM through policy advice and programming.

OGI should find a way to tap into the diaspora with the tenets (transparency, accountability, participation and collaboration) of open government leading the way to make them realize their dreams of becoming development actors. Their resources are immensely varied and range from skills knowledge and ideas to cultural capital, finance and trade links. They contribute in both human and social capital on one hand and economic and cultural on the other. The OGI strategy for the diaspora is unprecedented in that it plans to **Enable, Engage and Empower** diaspora communities to contribute towards national development.

Enable: The OGI, working with the ODA will create appropriate conditions that are essential to enable transnational communities to become effective agents for development. The degree to which diaspora can contribute is directly related to the ability of members of these communities to develop their full potential and acquire the necessary skills and resources to serve as architects of economic and social progress. Steps to enhance the well-being of members of the diaspora include reducing the vulnerability of

migrant communities by guaranteeing their access to essential services such as healthcare, and ensuring respect for their social rights to maximize their potential as agents for development.

Engage: Knowing and understanding transnational communities is crucial to engaging effectively with them and developing the appropriate outreach strategies towards diaspora. OGI has access to data gathered on diaspora communities that have assessed their socioeconomic profile and their willingness to contribute to the development of their countries of origin, and to improve the understanding of communication pathways within diaspora communities.

OGI's outreach can take place in Sierra Leone through bodies that connect with returning members of the diaspora, including investors, skilled professionals or academics. In countries where diaspora members reside, OGI's outreach strategy could require the strengthening of Sierra Leonean Embassies and Consulates, including training attachés, whose portfolios now increasingly include service provision to the Sierra Leonean diaspora.

Empowering: With the right conditions in place, transnational communities (such as Sierra Leoneans' in the diaspora as proven) will spontaneously transfer resources and strengthen links between their countries of origin and destination regardless and often in spite of administrative, regulatory and other constraints. However, the Government of Sierra Leone can empower this process by introducing special measures and programmes in a variety of fields. For OGI, an organization that is seeking to engage the Sierra Leonean diaspora, it is imperative that they expand their mandate to open up the Government of Sierra Leone with the tenets of open government i) transparency, ii) accountability, iii) participation and iv) collaboration to all Sierra Leoneans regardless of where they reside.

IV.5 Major Goal V

OGI must enlist with the Open Government Partnership to improve on the efforts of opening government to the nation and employing best practices as necessary

The Government of Sierra Leone has enacted the Right to Access Information and that provides qualification for Sierra Leone to become eligible for membership to the Open Government Partnership, a consortium of countries who have met certain minimum requirements with regard to assessments in four main areas or indicators namely: Fiscal (Budget) Transparency, Access to Information, Asset Disclosure by Public Officials, and Citizen Engagement.

Open government is smarter, more effective and more efficient. The world is changing quickly. Technology is revolutionizing the way citizens interact with their government.

The OGP aims to secure concrete commitments from governments to promote transparency, empower citizens, fight corruption, and harness new technologies to strengthen governance. To achieve these objectives, OGP brings together governments and civil society organizations as true partners. Becoming more open, allows governments to create new ways to engage with citizens and tap their expertise to make better decisions. This allows scarce public resources to be used effectively in these financially constrained times. At minimal cost, governments can make large amounts of data available that businesses can then use to extract commercial value.

With the advent of the passing of the right to access information act, OGI commits to promoting increased access to information and disclosure about governmental activities at every level of government.

OGI commits to increasing our efforts to systematically collect and publish data on government spending

and performance for essential public services and activities.

OGI commits to pro-actively provide high-value information, including raw data, in a timely manner, in formats that the public can easily locate, understand and use, and in formats that facilitate reuse.

OGI commits to providing access to effective remedies when information or the corresponding records are improperly withheld, including through effective oversight of the recourse process.

OGI recognizes the importance of open standards to promote civil society access to public data, as well as to facilitate the interoperability of government information systems.

OGI commits to seeking feedback from the public to identify the information of greatest value to them, and pledge to take such feedback into account to the maximum extent possible.

OGI must Support Civic Participation.

OGI values public participation of all people, equally and without discrimination, in decision making and policy formulation. Public engagement, including the full participation of women, increases the effectiveness of governments, which benefit from people's knowledge, ideas and ability to provide oversight.

OGI commits to making policy formulation and decision making more transparent, creating and using channels to solicit public feedback, and deepening public participation in developing, monitoring and evaluating government activities.

OGI commits to protecting the ability of not-for-profit and civil society organizations to operate in ways consistent with our commitment to freedom of expression, association, and opinion.

OGI commits to creating mechanisms to enable greater collaboration between governments and civil society organizations and businesses.

OGI will Increase Access to New Technologies for Openness and Accountability.

New technologies offer opportunities for information sharing, public participation, and collaboration. OGI intends to harness these technologies to make more information public in ways that enable people to both understand what their governments do and to influence decisions.

OGI commits to developing accessible and secure online spaces as platforms for delivering services, engaging the public, and sharing information and ideas.

OGI recognizes that equitable and affordable access to technology is a challenge, and commit to seeking increased online and mobile connectivity, while also identifying and promoting the use of alternative mechanisms for civic engagement.

OGI commits to engaging civil society and the business community to identify effective practices and innovative approaches for leveraging new technologies to empower people and promote transparency in government.

OGI also recognizes that increasing access to technology entails supporting the ability of governments and citizens to use it.

OGI commits to supporting and developing the use of technological innovations by government employees and citizens alike. OGI also understands that technology is a complement, not a substitute, for clear, useable, and useful information.

OGI acknowledges that open government is a process that requires ongoing and sustained commitment.

OGI commits to reporting publicly on actions undertaken to realize these principles, to consulting with the public on their implementation, and to updating our commitments in light of new challenges and opportunities.

OGI pledges to lead by example and contribute to advancing open government in other countries by sharing best practices and expertise and by undertaking the commitments expressed in this declaration on a non-binding, voluntary basis. Our goal is to foster innovation and spur progress, and not to define standards to be used as a precondition for cooperation or assistance or to rank countries.

OGI stresses the importance to the promotion of openness of a comprehensive approach and the availability of technical assistance to support capacity- and institution-building.

OGI commits to espouse these principles in our international engagement, and work to foster a global culture of open government that empowers and delivers for citizens, and advances the ideals of open and participatory 21st century government.

IV.6 Major Goal VI

OGI will liaise with International and Local organizations that focus on the promotion of good governance.

The overriding objective of OGI is to promote the principles of democracy i.e. Good governance, Human Rights, Citizens engagement etc. OGI will therefore collaborate with agencies that advocate for the promotion of transparency, accountability and citizens engagement which are considered to be ingredients of good governance.

The Open Government Initiative (OGI) will also work and collaborate with the Performance Management and Service Delivery Unit under the Office of the Chief of Staff was formally set up in 2013 to track and report on the performance of each MDA over a twelve month period and the results tabulated and assessed, but not necessarily made public. OGI believes it can play a role to make such available to the public thereby meeting our commitment to the Right to Access Information on one hand and holding our MDAs publicly accountable to the people on the other.

IV.7 Major Goal VII

OGI should provide coverage and report on the government's efforts towards qualifications for international accolades for good governance in organizations and/or indices such as the MCC, EITI, Mo Ibrahim Foundation, United Nation's Human Development Index, Transparency International, etc.

Staying true to the national vision of improving the image of Sierra Leone across the globe, it becomes imperative that we are seen as a productive, progressive and corrupt-free country. This requires managing the efforts of the nation in various segments that nurture good governance. OGI should monitor and report back to government and the people of Sierra Leone with regard to any efforts geared towards meeting indicators and whatever shortcomings and/or challenges being faced by the Government of Sierra Leone. Holding those responsible for the necessary improvements in the expressed areas being measured via indicators in these key national initiatives is the overall strategy of the OGI

IV.8 Major Goal VIII

OGI will continue with the Citizens feedback survey Citizens Report Card to provide opportunity for citizens to evaluate government activities.

In her efforts to bring elected and appointed officials to account to the population for actions taken on their behalf, OGI organizes citizens feedback survey to provide an opportunity for people to scrutinize the activities of government and see whether their aspirations and needs are met.

Facilitate and coordinate a weekly all inclusive open dialogue between government and the nation through television and radio network (specific radio and TV programs available).

Improving citizen's knowledge about the institutional features of the different branches of government and connect them to those institutions.

Open up civic education channels of communication through which the public can connect with the three arms of government at national and local levels.

Encourage responsible and informed political participation through discussions, debates and other forms of dialogue.

Provide awards to individuals and institutions for good governance work in the country on an annual basis and at the same event, communicate rankings by the people through surveys and scorecards as is deemed suitable.

Part VII -- Monitoring and Evaluation

To assess the effect of this participatory democracy, serious considerations need to be given to the feedback flow between citizens and government, in which citizen input in policy making is reflected in the government policy decision. When opinions proposed by citizens through government are not properly reflected whether directly or indirectly, citizens will feel left out of the loop and lose interest in the effectiveness of the policies in question. In this respect, the project's effectiveness should be monitored and evaluated.

The Monitoring and Evaluation of the project will be in accordance with results-based monitoring and evaluation system that will provide the basis for the project assessment.

The objectives of the monitoring evaluation and learning system are to:

- identify major constraints in the program delivery and to ensure corrective action is taken early,
- provide an effective overall evaluation of program performance,
- identify key lessons learned and success stories from program implementation that can guide future programming, and
- Provide an effective system to meet the monitoring and evaluation requirement of donors, UNDP Sierra Leone, and the UN system.

Glossary

- **AFP ---Agenda for Prosperity**
- **ODA---Office of Diaspora Affairs**
- **HIV/AIDS—Human Immune Virus**
- **MDA'S----- Ministries Departments and Agencies**
- **OGI-----Open Government Initiative**
- **OGP-----Open Government Partnership**

- **MCCU----- Mellenium Challenge Cordinating Unit**
- **EITI-----Extractive Industries Transparency International**

No.	Activities	Responsible Party	Budget	Comments
1	Create an effective communication strategy around the Agenda for Prosperity			<ul style="list-style-type: none"> • The Agenda for Prosperity has eight pillars. Each pillar has a life of its own and should be monitored, tracked and reported on over the next four years. OGI should create a communications strategy around the pillars assign them to a responsible party and report on them on a continuum
2	Participate in the activities around the review of the Constitution and disseminate to the nation			<ul style="list-style-type: none"> •An OGI dedicated person has to be a constant observer in the sitting meetings of the constitution review committee. •This individual will be responsible for writing a report on everything that is discussed and disseminated to the people through print media, radio, and TV programs during the course of the deliberations
3	Oversee the classification of information as a major factor of success for the right to access information			<ul style="list-style-type: none"> •The classification of data has to be paramount in the grand scope of things with regard to having a successful implementation of the Right to Access Information Act, 2013. OGI should be on top of such information and disseminate it to the nation in a timely manner.
4	Create a diaspora strategy that would make it conducive for Sierra Leoneans living abroad to participate in the governance of their domicile country			<ul style="list-style-type: none"> • The diaspora has for long wanted to be a part of governance in their country of domicile. OGI will make that possible by opening up government to the diaspora and addressing their concerns and/or issues in a two-way dialog. • A diaspora representative in some of the key countries with a critical mass of Sierra Leoneans

				should be assigned to engage the diaspora. Also, ICT should be used to as a means of fostering dialog between the diaspora and government as is necessary
5	Enlist with the Open Government Partnership to improve on the efforts of opening government to the nation and thereby tackle corruption from another angle			<ul style="list-style-type: none"> • Apply for membership, develop the country's National Action Plan and follow through until resolution • Organize visits to open government partner countries for study tours and/or workshops being held to improve standards and practices of the office • Employ the tenets of open government partnership of transparency, accountability, partnership and collaboration in the three arms of government and local government.
6	Liaise with other organizations such as the ODA and the Performance Monitoring Unit to inform Sierra Leoneans about government's accomplishments			<ul style="list-style-type: none"> • OGI should build relationships with accountability-oriented organizations that exist to help promote good governance on behalf of the people. •The public relations person should be assigned the task of liaising with relevant organizations so joint programs either on TV and radio could be held to keep the public informed on how the recommendations are being implemented or not. Similarly, by making public the successes and challenges by various MDAs who sign contracts with the Executive on a monthly or quarterly basis.
7	Provide coverage and report on the government's efforts towards qualifications for international accolades for good governance in organizations			<ul style="list-style-type: none"> • Every year the government of Sierra Leone is assessed by international organizations that do so for a living. The OGI should position itself to be able to

	and/or indices such as the MCC, EITI, Mo Ibrahim Foundation, United Nation's Human Development Index, Transparency International, etc			share the work the government of Sierra Leone is doing to score well in these indices on one hand, and on the other, to make sure that institutions like the SLEITI, MCC and others are making steady progress towards achieving their goals.
8	Continue to do their traditional activities with regard to disseminating information about the three arms of government and collecting feedback to be reported back to government via mechanisms like the Scorecard and radio and television shows, etc.			<ul style="list-style-type: none"> • OGI should continue with their traditional methods of operating as documented in activities 9 through 16 below:
9	Encourage the three branches of the Government to share public information and dialogue with the people			<ul style="list-style-type: none"> • Direct dialogue sessions at districts level with the Presidency and Cabinet Ministers • Debate/dialogue sessions on issues of law and order, rights and justice system
10	Encourage Local Government to share public information and dialogue with the people			<ul style="list-style-type: none"> • Town hall meetings with the local government in their districts of operation • Endeavor to increase awareness of the masses on the roles and responsibilities of Councils
11	Enhance the communication flow between the people and Government through available Information and Communications Technology and traditional media			<ul style="list-style-type: none"> • Use "Have your Say in Governance", an interactive question and answer discussion session forum broadcasted nationwide as a means to enhance communication flow • Provide policy information through the OGI website including e-town hall meetings with Sierra Leoneans in the Diaspora
12	Hold quarterly Inter-Agency meetings and training workshops in target communities and discuss			<ul style="list-style-type: none"> • Establish partnership between civil society, Paramount Chiefs, government and appropriate

	findings to highlight gaps and needs in public service			structure to conduct the exercise of MDAs
13	Establish “The Citizen’s Right to Know” as the underlying theme of the Open Government Initiative			<ul style="list-style-type: none"> • “The Citizens Right to Know” a fortnightly radio governance program that intends to educate, inform and sensitize the general public on the critical undertakings of government on issues of concern within the community. Examples include: Agenda for Prosperity, Constitutional Review, and other critical aspects of governance
14	Host Quarterly Consultative meetings at regional level			<ul style="list-style-type: none"> • These consultative meetings to include the views of all stakeholders involved in the activities such as OGI Secretariat, Civil Society, representatives from the Media, Paramount Chiefs, Tribal Heads, Village Heads and other relevant organizations and institutions would add a lot of value to the ultimate goal of opening government to the people and bringing the people to government
15	Increased capacity of the OGI secretariat to implement project and account for project outputs and resources			<ul style="list-style-type: none"> • Recruitment of 6 OGI Monitoring and Evaluation Officers • Purchase of 4 vehicles, motor bikes and empower the regional offices • Local and International training for OGI staff and Partners
16	Project activities and outputs monitored on a continuous basis			<ul style="list-style-type: none"> • Quarterly press conferences evaluating OGI activities • Joint field visits to the various regions • Quarterly review and progress reports, including

