**REPUBLIC OF SIERRA LEONE**

**OPEN GOVERNMENT PARTNERSHIP**

**SIERRA LEONE OPEN GOVERNMENT PARTNERSHIP SELF ASSESSMENT REPORT FOR THE PERIOD 2014 TO 2016**

**SEPTEMBER 20**

**SEPTEMBER 2016**

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# **INTRODUCTION AND BACKGROUND**

In 2008 the Government of Sierra Leone demonstrated its willingness to open governance by establishing the Open Government Initiative (OGI) to ensure this practice. Passing of the Right to Access Information Act justifies this. In 2013 the government decided to give it a global legitimacy by submitting its Letter of Intent to join the Open Government Partnership. Sierra Leone qualified by scoring 4 points out of 4 on fiscal transparency, 4 points out of 4 on Access to Information, 2 points out of 4 on Income and Assets Disclosure and 3 points out of 4 on Citizens Engagement.

Through a consultative process, Sierra Leone developed its First National Action Plan (NAP) consistent with the four (4) main principles of the OGP, which are; Transparency, Civic Participation, Public Accountability, Technology and Innovation for Openness and Accountability. Below is a table showing how the commitments are linked to these four (4) principles.

|  |  |
| --- | --- |
| COMMITMENTS | OGP PRINCIPLES |
| Transparency  | Civic Participation | Public Accountability | Technology and Innovation for Openness and Accountability |
| 1 | Develop and implement Public Integrity Pact with 5 Pilot MDAs that identify key commitments in line with Section (8) of the Anti-Corruption Commission (ACC Act of 2008), to increase public trust in public services to ensure accountability of public officials.  |  |  |  |  |
| 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. |  |  |  |  |
| 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.  |  |  |  |  |
| 4 | Increased compliance with audit measures to improve transparency and accountability in public resource spending. |  |  |  |  |
| 5 | Establish a Single Treasury Account to Improve financial accountability |  |  |  |  |
| 6 | Enact a Revenue Management Bill to promote transparency and accountability in granting of tax incentives. |  |  |  |  |
| 7 | Scale up Extractive Industry Transparency Initiatives (EITI) |  |  |  |  |
| 8 | **I**mprove 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.  |  |  |  |  |
| 9 | 70% of all mining and agricultural lease agreements and contracts revised and made public with the view to improve transparency, accountability and public participation.  |  |  |  |  |
| 10 | Implement the Right to Access Information Law |  |  |  |  |
| 11 | Establish an Open Data Portal to improve transparency in fiscal and extractive transactions. |  |  |  |  |

The OGP commitments also speak to the five grand challenges that Sierra Leone is focusing on addressing; which are increasing public integrity, improving corporate accountability, managing public resources and improving public services as shown below;

**Commitment 1: Develop and implement Public Integrity Pact with 5 Pilot MDAs that identify key commitments in line with Section (8) of the Anti-Corruption Commission (ACC Act of 2008), to increase public trust in public services to ensure accountability of public officials.**

*The pacts ensure minimum standards of operation for public-private interface as a way of ensuring effective service delivery with a taste for transparency and integrity. A Public Integrity Policy is vital in Sierra Leone to guarantee timely access to public services, promote ethical and proactive performance by public officials in the discharge of their duties especially in delivering key public services.*

**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.**

*The Government of Sierra Leone believes in the right to access information whose effective implementation depends on the proper and dedicated management of records and archives. Without a proper management system of key government information, these documents cannot be publicly disclosed. The Act will serve as a key tool to inform database management and archiving of key Government documents that will be stored in formats that are accessible to the public.*

INCREASING PUBLIC INTEGRITY

IMPROVING PUBLIC SERVICES

**Co*mmit*ment 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.**

*Sierra Leone employs Performance Management Contracting as a way of improving on service delivery and ensuring value for money. For this purpose, the Performance Management and Service Delivery Directorate was established in 2013 in the Office of the Chief of Staff to lead performance contracting of public officials within key service delivery institutions across government. The performance contract is used to help institutions plan activities and relate these to budget and results against which they are bi-yearly assessed to ensure improved service delivery and accountability for the benefit of the citizens. The demand to deepen and expand became crucial and this led to the expansion from 22 institutions to 104 and cascaded to include Permanent Secretaries, Directors of Parastatals, Principals of Tertiary Institutions, Chairman and Mayors of Councils during the period 2014 to 2016.*

**Commitment 10: Implement the Right to Access Information Law**

*Implementation of the Right to Access Information Act is vital in changing the culture, practice and administrative arrangement facilities around how people seek and receive official information from public institutions. It was hoped that through this commitment, legislation compelling the release of information will be put in place and guaranteed as a matter of law. When citizens have access to information, it will aid them to demand accountability for better service delivery.*

**Commitment 4: Increased compliance with audit measures to improve transparency and accountability in public resource spending.**

*The laws of Sierra Leone makes it mandatory on public services to respond to audit queries, employ internal auditors and external auditors and provide audit reports. The Audit Service Sierra Leone releases comprehensive Audit Reports with key findings and recommendations on the activities and transactions of MDAs. It is incumbent upon public institutions to follow the recommendations of the Audit Report. Implementing the recommendations of the Auditor General’s Report will increase the effective management of public resources and as a result help in improving service delivery.*

**Commitment 5: Establish a Single Treasury Account to improve financial accountability**

*The Single Treasury Account leverages on key actions that government has already identified as essential to improve fiscal transparency. Its establishment streamlines government’s spending from the fragmented system of handling government receipts, accounts and payments, thus minimizing wastage. The new system enables consolidation and optimum utilization of government’s cash resources.*

**Commitment 6: Enact a Revenue Management Bill to promote transparency and accountability in granting of tax incentives.**

*It was anticipated that this law will regulate the management of revenue especially with reference to the granting of tax incentives so that government can generate more revenue for social services delivery. Tax incentives have been granted in a discretionary manner and without a cost benefit analysis. Also, there is no accountability in the tax incentives granted by government. The law would require government to publish a statement of its tax expenditure, detailing all tax exemptions, the beneficiaries and revenue forgone in a bid to promote transparency. It would require producing and publishing annually a cost benefit analysis on the need to grant tax incentives and hence public well informed on the rationale for granting tax incentives.*

EFFECTIVE MANAGEMENT OF PUBLIC RESOURCES

**Commitment 7: Scale up Extractive Industry Transparency Initiatives (EITI)**

*Sierra Leone is a member of the EITI since 2008. The aim of the EITI is to create standards for countries to increase greater transparency on companies and government disclosure of income received from Extractive resources. Key to this process is the regular reconciliation of payment received by government from mining companies through regular reporting. Scaling up the EITI process in Sierra Leone will to a greater extend improve transparency and accountability in the management of extractive industries.*

**Commitment 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.**

*The LCP was necessary and needed to ensure that there is sufficient linkage between the local economy and foreign investment and enterprises. The LCP expresses regional desire to focus on local content development, promoting the transfer of skills to Sierra Leoneans, generating jobs and increasing the use of locally produced goods and improving the rate of local ownership. This trend is in line with the country’s poverty Reduction Strategy code named Agenda for Prosperity. The setting of special performance requirements ensures that the benefit that Sierra Leone seeks to obtain from foreign direct investments including improved technology and managerial skills are integrated into the domestic market and distribution networks.*

**Commitment 9: 70% of all mining and agricultural lease agreements and contracts revised and made public with the view to improve transparency, accountability and public participation.**

*Following the 2011 EITI report, a gap analysis was done collaboratively with Government and CSOs; and one of the concerns identified was the revision of contracts and their disclosure to the public. The disclosure of mining and agricultural lease agreements and contracts to the public is an effort to promote transparency and encourage civic participation and debates on execution of contracts.*

**Commitment 11: Establish an Open Data Portal to improve transparency in fiscal and extractive transactions.**

*This is the conduit for government to share information produced with the public, release such information proactively and routinely where applicable, within the limits of the law together with the standard principles of transparency and honesty.*

IMPROVING CORPORATE ACCOUNTABILITY

# **FIRST NATIONAL ACTION PLAN IMPLEMENTATION PROCESS**

## **Consultations during Implementation**

### **Radio and Television**

Radio and Television programmes are the quickest and easiest ways utilized in Sierra Leone to reach the people. The OGP utilized the already existing weekly Radio and Television programmes that were used by the OGI to bring people closer to the government and the government closer to the people. These platforms were also used to engage the citizens on the development of the First NAP. The Radio and TV programmes were also used to update the public on progress made in the implementation of the First NAP. Opportunities were given to citizens to give their comments and contributions through phone-in and text messages. Citizens expressed their views on which values should be given priority thus expanding knowledge on the OGP and allowing public participation.

### **Town Hall Meetings at District Level**

Another popular means of reaching the people in Sierra Leone is through Town Hall meetings. This tool was explored fully during the development and implementation of NAP. Regular Town Hall meetings were held at District level to sensitize members of the public on the progress with regards to the implementation of the NAP. These meetings were facilitated by the Civil Society members in the Steering Committee. The essence of the Town Hall meetings was to update the citizens on the status of the implementation and seek their input and contributions in terms of suggestions to improve on the implementation of the commitments.

### **Steering Committee Meetings**

Sierra Leone’s OGP National Committee comprises of equal number of government and civil society representatives. The OGP National Steering Committee continued to meet frequently as the need arises and in some situations met two (2) or three (3) times in the month. The essence of these meetings was to discuss implementation status and track progress. CSOs were very active and fully participated in the NAP development and evaluation process. In some cases implementing agencies were invited to update the Steering Committee on how far they have gone in implementing their individual commitments.

## **Consultation/ Comment Period**

Prior to drafting the Self-Assessment Report, consultations were held with the individual MDAs to discuss the status of the commitments and milestones. It is based on these meetings that the draft report was developed which was again shared with the Steering Committee Members and the Implementing Agencies. The Draft Report was presented to the Steering Committee in a meeting for their comments, inputs and contributions and they were given five (5) days to send their comments. Both the Steering Committee and the Implementing Agencies gave their comments which were incorporated into the Second Draft Report. Furthermore, the Draft Report was posted on the OGI website[[1]](#footnote-1)for public comment for two weeks. The website link was shared using social media, radio and television programmes.

# **INDEPENDENT REPORTING MECHANISM (IRM) PROGRESS REPORT RECOMMENDATIONS**

The IRM provided the following recommendations that Sierra Leone have taken steps to implement;

* Increasing citizens’ knowledge on the OGP.
* Getting the implementing agencies more involved in the OGP as insiders.
* Pursuing OGP principles in sectors where evidence suggests that the wider citizenry face the greatest incidence of abuse of rights, corruption and lack of accountability and transparency including law enforcement.
* Including the local government commitments in the next action plan.
* Completing the implementation of the commitments on Audit recommendations
* Working with independent bodies to introduce commitments that would strengthen integrity and independent oversight of corruption prone areas.

## **Increasing Citizens’ Knowledge on the OGP**

The IRM Report recommended that government should work on increasing ordinary citizen’s knowledge of the OGP, particularly the commitments and milestones. It further elaborated that mechanisms for bringing information to communities on the OGP process should go beyond the ad-hoc Town Hall meetings or open air meetings to include linkages with community structures and institutions such as community based organizations and community radios. In line with this recommendation, the OGP continued to facilitate citizens’ engagements with public officials at Town Hall meetings, dialogue sessions, inter-agency meetings and surveys. Over and above this; the OGI came up with the innovative idea of linking community radio stations nationwide every Sunday. Through these community radios district media partners are engaged to report on current governance activities within their districts and educate the citizens of the OGP processes. In addition, the “Have Your Say in Governance” programme was also used to educate the citizens about the OGP process. A call centre has been established with a toll-free line to allow citizens to communicate on issues related to public service delivery in the quest to promote accountability and transparency in public life and improve delivery of services. These efforts also addressed the IRM report’s recommendation that government should work on increasing the opportunities for ordinary citizens to feedback regularly on ministries, departments and agencies’ delivery of services to further enhance uptake of accountability civic participation initiatives offered by the OGP process.

Furthermore, learning from the experiences during the development of the First NAP, the development of Sierra Leone’s Second NAP was a rigorous exercise involving the consultation of groups and individuals across the various sections of society. Through these consultations government officials, CSOs, grassroots organizations, religious groups, media and citizens in general were educated on the OGP process. A series of meetings and dialogues were held to popularize and sensitize the public on the OGP. The exercise also involved informing and discussing with the public about NAP 1 and the progress that the nation had made towards its implementation. Most importantly, these platforms gave Sierra Leoneans the opportunity to analyze their challenges within the context of NAP principles and grand challenges to come up with specific recommendations for NAP 2. Road shows were organized wherein popular musicians and comedians helped to disseminate information about the OGP process; the implementation of NAP 1 and the development of the NAP 2.NAP 2 commitments and milestones were drawn from the suggestions and recommendations provided during these consultations.

In addition, social media was also utilized. A WhatsApp number was given for citizens to give their comments on the implementation of the first NAP as well as recommendations for inclusion in the Second NAP. The platform was also used to provide information to citizens about the OGP process.

## **Getting Implementing Government Institutions more involved with the OGP as insiders**

One of the top five smart recommendations of the IRM Report was to get Implementing Government Institutions more involved with the OGP as insiders. In line with this, the OGP intensified its linkages with the various implementing agencies under NAP 1; inviting them to meetings and popularizing the OGP process. In addition, individual meetings were also held with each implementing MDA during the implementation of NAP to reemphasize the need to take ownership and ensure that their commitments are implemented.

Furthermore, learning from the experiences of NAP 1; the development of NAP 2 involved holding series of meetings with the implementing agencies to ensure the incorporation of their inputs into the NAP. MDAs were invited to meetings and were given an opportunity to look at the commitments and provide their suggestions which were open to SC scrutiny. Upon finalization of NAP 2, meetings were held with individual implementing agencies. These meetings provided an opportunity for the MDAs to understand the commitments and discuss frankly what they are able to do within the next two years. The meetings also served as validation meetings on the NAP 2 commitments. The submitted Second NAP was endorsed by the implementing MDAs, Parliament, Cabinet and the public through the various consultation processes that took place.

A Pre-cabinet meeting on the OGP process was also held in a bid to get the MDAs more involved as insiders, the progress report of the First NAP and the proposed commitments for the Second NAP were presented to Cabinet, where the President, Vice President and all Cabinet Ministers were present. The aim of this was to create ownership of the commitments by the individual MDAs from the highest level.

## **OGP principles should be pursued in sectors prone to corruption and lack of accountability and transparency including law enforcement**

Following this recommendation, the second NAP incorporated gender and women empowerment as one of the commitments (Commitment 1). This is in consideration of the fact that victims of gender and sexual violence continue to face difficulties in accessing justice and the much needed medical care. It is anticipated that this commitment will strengthen access to justice for gender based violence and lead to a decline in the incidences. Commitment 9 also proposes transparency in the justice system through activation of child mediation panels in the nine councils. Additionally, the commitment on improving the quality of life through effective service delivery for cleaner and healthier communities also came from citizens’ concern over poor waste management in Freetown. However, in a way all the commitments presented in the Second NAP speak to citizens’ rights and seek to address corruption, lack of accountability and transparency including law enforcement.

Seventy percent of our National Budget goes towards the procurement of goods and services. The Auditor General’s Report clearly identified poor procurement processes and MDAs’ failure to implement recommendations of the Auditor General’s Report and in particular those related to procurement. In light of this, two commitments in the NAP 2 seek to address procurement related issues.

## **Inclusion of local government commitment**

Sierra Leone operates on a decentralized government system. A key function of Local Government in Sierra Leone is to ensure an informed citizenry. Among the top five recommendations was also the suggestion that local government commitments dealing specifically with improving transparency in public service delivery should be included in the next action plan. Thus, after wide consultations, the commitment on improving waste management processes was included in the Second NAP. The rationale behind this is that waste management touches on the lives of people and improving it means enhancing standards of living, hygiene, safe environment and reduction in both air borne and water related diseases like malaria and typhoid that are prevalent in Sierra Leone.

## **Completion of Commitment on Audit Recommendations**

Ensuring compliance with audit recommendations improves transparency; it anchors on performance audit reform, increases adherence and compliance to audit measures and helps in both preventive and curative types of corruption. A strong white paper and penalties for not complying were understood to be the best options to ensure compliance. Although the white paper was not put in place, compliance was ensured by guaranteeing inclusion of audit recommendations in the performance contracts. The NAP one commitment on the Auditor General’s Report was not too specific and as a result the OGP learnt its lessons in terms of monitoring the implementation of the commitment and therefore a more specific commitment that has to do with the Auditor General’s Report was included in the NAP 2.

## **Working with Independent bodies on integrity and independent oversight of corruption prone areas**

### **Parliament**

Learning from the development of the First NAP, OGP consulted selected Members of Parliament (Transparency and Accountability Committee, Finance Committee, Public Accounts Committee). The essence of these consultations was to empower them on the OGP process and the need to have a robust oversight on the governance process in Sierra Leone including the OGP.

### **Civil Society Organizations (CSOs)**

Extensive consultations were done with specialized CSOs. Most of the commitments to strengthen integrity and reduce corruption were suggested and accepted by the Steering Committee.

### **Judiciary**

Consultations were also done with the judiciary at the highest level on case management and fast tracking cases of gender and sexual violence.

# **IMPLEMENTATION OF NATIONAL ACTION PLAN COMMITMENTS**

## **Commitment One**

|  |
| --- |
| THEME:IMPROVED PUBLIC INTEGRITY |
| Commitment 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 |
| Commitment Start and End Date | April 2014 to June 2016 |
| Lead Implementing Agency | Anti-Corruption Commission |
| Persons responsible from implementing agency | Ady Macauley |
| Title, Department | Commissioner, Anti-Corruption Commission |
| Email | adymacauley@aol.com  |
| Phone | +23276543534 |
| Other actors involved  | Government Ministries, Department/ Agency | Ministry of Information and Communication; Public Sector Reform Unit; Performance Management & Service Delivery Directorate; Millennium Challenge Coordinating Unit |
| CSOs, Private Sector, Multilaterals, Working Groups  | Campaign for Good Governance; SLUDI; CARL; Transparency International; Federation of Civil Society; Rogbainbay Farmers and Traders Association |
| Status quo or problem/ issue to be addressed  | The pacts ensure minimum standards of operation for public-private interface as a way of ensuring effective service delivery with a taste for transparency and integrity. |
| Main Objective  | To improve the promotion of more effective service delivery, transparency and accountability measures for public officials. |
| Brief description of Commitment | This commitment is geared towards developing public integrity policies which will provide safeguard measures that will guarantee timely access to public services. It is also geared towards developing an Integrity Pact which will promote ethical and proactive performance by public officials in the discharge of their duties especially in delivering public services in an effort to improve accountability. |
| Relevance | This commitment relates primarily to improve trust in public service delivery and to ensure effective accountability of public officials. It speaks to a change in work ethics, responsibility and culture. It also serves as a tool for preventing corruption if well built into the work character. It establishes value for money and public trust in the work of government and officials. It empowers citizens to access information on service delivery. |
| Ambition | The ambition is to promote ethical standards in public service delivery which is to serve as a tool to fight corrupt practices through integrity. If well followed it will ensure minimum standard of operations for Public Private interface as a way of ensuring effective service delivery and transparency. In addition, Sierra Leone will meet its commitments as espoused in the various protocols that it is signatory to. Sierra Leone ratified the United Nations Convention Against Corruption on 30th September 2004; African Union Convention on Preventing and Combating Corruption and the ECOWAS Protocol to Combat Corruption. Currently, the Anti-Corruption Commission now has the prosecutorial powers over corruption cases. |
| Completion level | Not started | Limited | Substantial | Completed |
|  |  |  |  |
| Description of the results | * The National Anti-Corruption Strategy (NACS) speaks directly to integrity policies and Integrity Management Committees were set up in all Ministries, Departments & Agencies (MDAs) to oversee the implementation of the National Anti-Corruption Strategy 2014-2018.
* Dissemination, administration and enforcement of existing integrity policies to improve public trust strengthened.
* 5 pilot MDAs signed an integrity pact with ACC to reduce corruption in their institutions.
* Service charters for 20% MDAs (including the 5 pilot MDAs for integrity pacts) clearly identify the service provided, timeframe to expect service to be rendered and any associated costs developed and displayed with clearly visible complains mechanisms to identify when services are not rendered according to published procedures and timeframes.
* Yearly assessment of integrity commitments undertaken for 5 pilot MDAs.
 |
| End date | June 30th2016 |
| Next steps |  |
| Additional Information |
|  |

**Summary of Progress on Achievement of Milestones**

|  |  |  |
| --- | --- | --- |
| **No.**  | **Description** | **Completion Progress**  |
| 1.1 | Disseminate and enforce integrity policies | Completed |
| 1.2 | Five Pilot MDAs sign integrity Pacts with ACC | Completed |
| 1.3 | 20% of MDAs develop Service Charters | Completed |
| 1.4 | Assess five pilot MDAs’ integrity commitments | Completed |

## **Commitment Two**

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| THEME: IMPROVED PUBLIC INTEGRITY |
| Commitment 2: Pass a robust and proactive Archives and Records Management Act to support the implementation of the Rights to Access Information Act in a bid to improve transparency. |
| Commitment Start and End Date | April 2014 to June 2016 |
| Lead Implementing Agency | Ministry of Information and Communications |
| Persons responsible from implementing agency | Mr Paul Sandy |
| Title, Department | Government Permanent Secretary; Ministry of Information and Communications |
| Email | pmsandy@yahoo.com |
| Phone | +232 76 613504 |
| Other actors involved | Government Ministries, Department/ Agency | Ministry of Education, Science and Technology; Public Sector Reform Unit; Parliament; Cabinet Secretariat; National Public Procurement Authority |
| CSOs, Private Sector, Multilaterals, Working Groups  | Non-State Actors, International Media Development; National Federation of Civil Society and Media Organisations |
| Status quo or problem/ issue to be addressed  | The effective implementation of the Right to Access Information Act depends on the proper and dedicated management of records and archives. Public Officials are now compelled to keep correct and proper records as they will be in a position to make such records public when requested.  |
| Main Objective  | To support the implementation of the Right to Access Information Act as it will serve as a tool to inform database management documents which will be stored in format accessible to the public in print and electronic medium.  |
| Brief description of Commitment | This commitment is geared towards supporting the implementation of the Rights to Access Information Act through the passing of the Archives and Records Management Bill. It will serve as a key tool in informing database management and archiving of government documents. |
| Relevance | This commitment speaks to promoting transparency and public accountability. It is clear that with a sound archives and records management as a practice of government, people will ultimately have clarity in government procedures and practices. If there are records, it makes government open and through this the public is empowered to hold government officials accountable for all lapses and procedures as approved by related legislation. It reinforces clear referencing and knowledge in government’s procedures and for future learning. It ensures continuity and triggers innovation to service delivery. |
| Ambition | * This is to promote transparency in the work of government vis-a-vis procedures and practices, but more importantly to establish a tool for referencing, for accountability, for sustainability in knowledge and work culture.
* If well focused, it will provide a turnaround in the culture of records keeping and result in improvement in service delivery as per approved legislation and statutory instruments.
* The more open we are in keeping records, the better we would be in civic participation in governance; learning from mistakes of the past and innovating for effective and efficient service delivery.
 |
| Completion level | Not started | Limited | Substantial | Completed |
|  |  |  |  |
| Description of the results | * Public consultations on the Archives and Records Management Bill undertaken by PSRU
* Archives Bill tabled in Cabinet.
* Capacity and needs assessment on records management done.
* E-governance infrastructure established.
* Parliament is yet to pass the Archives and Records Management Bill.
 |
| End date | June 2016 |
| Next steps | Passage of the Bill |
| Additional Information: The continuation of this commitment is factored in the NAP 2 |
|  |

**Summary of Progress on Achievement of Milestones**

|  |  |  |
| --- | --- | --- |
| **No.**  | **Description** | **Completion Progress**  |
| 2.1 | Public consultations on the Archives and Records Management Bill undertaken | Completed |
| 2.2 | Bill tabled in Cabinet by Ministry of Information and Communication in collaboration with Ministry of Education, Science and Technology | Completed |
| 2.3 | Capacity and needs assessment in Records Management completed | Completed |
| 2.4 | Bill submitted to Parliament by Ministry of Information and Communication | limited |
| 2.5 | Archives and Records Management Bill passed by Parliament | Not started |
| 2.6 | Establish an E-Governance Infrastructure | Completed |

## **Commitment Three**

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| THEME: TRANSPARENCY IN BUDGET MANAGEMENT OF PUBLIC RESOURCES |
| 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.  |
| Commitment Start and End Date | April 2014 to June 2016 |
| Lead Implementing Agency | Performance Management and Service Delivery Directorate |
| Persons responsible from implementing agency | Mr. Abdul-Rahman Sowa |
| Title, Department | Director; Performance Management and Service Delivery Directorate |
| Email | abdulrahmansowa@gmail.com |
| Phone | +23276650637 |
| Other actors involved | Government Ministries, Department/ Agency | Citizens Committee |
| CSOs, Private Sector, Multilaterals, Working Groups  | Network Movement for Justice and Development (NMJD) |
| Status quo or problem/ issue to be addressed  | This is in line with government’s efforts in reducing opportunities for wastage by ensuring value for money and improved transparency in budget management. The Performance Management and Service Delivery Directorate was established in 2013 in the Office of the Chief of Staff to lead in performance contracting of public officials within key service delivery institutions across government. The performance contract is used to help institutions plan activities and relate these to budget and results against which they are bi-yearly assessed to ensure improved service delivery and accountability for the benefit of the citizens.  |
| Main Objective  | The objective is to deepen the activities of the Performance Management and Service Delivery Directorate in order to improve accountability and increase civic participation in governance issues. |
| Brief description of Commitment | This commitment is geared towards disseminating the assessment reports of MDAs on the performance contracts in a bid to improve accountability, civic participation and accountability in the performance management and service delivery process which will result in improved service delivery. Furthermore, it is also geared towards ensuring planning and budget cycles for piloted MDAs are prepared in conjunction with procurement plans which will be the basis of budget submission for consideration by the Ministry of Finance and Economic Development. |
| Relevance | This commitment speaks to public accountability and fiscal transparency and more so to adherence to procedures in legislation in financial matters. It expands on the fact that spending has to be done in accordance with approved budget and for the purposes for which funds were allocated. Therefore, the relevance is to create a mechanism in which public spending is being gauged with compliance and purpose. Also, it helps for MDAs to account for variances and emerging responsibilities in the budgetary process. If well practiced and followed, it ushers in a change in human practice of not only wanting to be examined. It supports integrity in both self and organization and working under the ambit of the law. |
| Ambition | Government intends to be open and transparent with what it plans to deliver on an annual basis and to gauge its performance in doing so. This type of mannerism shows government’s ambition to improve service delivery, recognition of good and poor performance. It provides an opportunity for reviews, adjustments in both quality of what has been delivered and has been spent. It also provides civic participation in both monitoring and evaluation of government and promotes the culture of service responsiveness, performance, accountability and judicious use of the tax Leones.  |
| Completion level | Not started | Limited | Substantial | Completed |
|  |  |  |  |
| Description of the results | * Performance contracting in Sierra Leone is implemented and followed on an annual basis. The 2014 results were pronounced by the President in 2015 under media spot light. This was then discussed on air across the country (SLBC, Democracy Radio 98.1 and AYV Radio serves as witness) and in print media. The bulk of the public of Sierra Leone are informed via radio and TV.
* 9 Pilot MDAs for implementation were selected.
* It was ensured 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.
* Town Hall meeting organized by the Performance Management and Service Delivery Directorate was held on the results of the performance contract. The meeting was chaired by His Excellency the President of Sierra Leone.
 |
| End date | June 30th2016 |
| Next steps |  |
| Additional Information |
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**Summary of Progress on Achievement of Milestones**

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| **No.**  | **Description** | **Completion Progress**  |
| 3.1 | All assessments of MDAs covered by PMSD published in a yearly volume to be made available to the public in print and online mediums. | Completed |
| 3.2 | Nine pilot MDAs for implementation selected. | Completed |
| 3.3 | Ensure that in the planning and budget cycle for an initial 9 piloted MDAs; y early 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. | Completed |
| 3.4 | Town Hall meeting held not more than 2 months after publication to engage the public (1 00 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. | Completed |

## **Commitment Four**

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| THEME: TRANSPARENCY IN BUDGET MANAGEMENT OF PUBLIC RESOURCES |
| Commitment 4: Increase compliance with audit measures to improve transparency and accountability in public resource spending  |
| Commitment Start and End Date | April 2014 to June 2016 |
| Lead Implementing Agency | Strategy and Policy Unit, Office of the President |
| Persons responsible from implementing agency | Professor Strasser-King |
| Title, Department | Director; Strategy and Policy Unit |
| Email | sogiethomas@gmail.com |
| Phone | +23278170181 |
| Other actors involved | Government Ministries, Department/ Agency | Audit Service Sierra Leone; Performance Management & Service Delivery Directorate; Open Government Partnership Steering Committee; Parliament |
| CSOs, Private Sector, Multilaterals, Working Groups  | Budget Advocacy Network; Federation of Civil Society and Reporters Union.  |
| Status quo or problem/ issue to be addressed  | The Audit Service Sierra Leone releases comprehensive Audit Reports with key findings and recommendations on the activities and transactions of MDAs related to improving Public Service Delivery, transparent procedures and value for money. However, the recommendations are not translated into actions by compliance of MDAs in order to effectively manage public resources. Every year billions of Leones are unaccounted for, for the same issues. There is not much improvement on the side of MDAs to adhere to the recommendations of the Auditor General’s Report and even the Public Accounts Committee of Parliament. |
| Main Objective  | To ensure that MDAs comply with the recommendations of the Audit Service. |
| Brief description of Commitment | This commitment is to ensure that there are legal provisions and a policy paper which will push MDAs to adhere to recommendations of the Auditor General’s Report.  |
| Relevance | This commitment is primarily meant to reduce wastages and improve transparency and accountability in the use of public resources.  |
| Ambition | The ambition is to see that all MDAs adhere to the recommendations of the Auditor General’s Report. It will also ensure that value for money is obtained and proper public financial management procedures adhered to. Furthermore, transparency and accountability in the use of public resources will build the trust and confidence of the citizens, hence foster improved democracy in Sierra Leone.  |
| Completion level | Not started | Limited | Substantial | Completed |
|  |  |  |  |
| Description of the results | * The SPU was supposed to facilitate issuance of the White Paper which did not happen because consultations were not undertaken given the EVD outbreak. As an alternative, SPU engaged with PMSD as a sister unit within the Office of the Chief of Staff to include implementation of audit recommendations into the performance contracts of Ministers. Furthermore, implementation of audit recommendations is part of the Progress Assessment Framework (PAF) which is a multi-donor framework in collaboration with Government to identify performance benchmarks that triggers funding support from Donors into the Consolidated Fund based on level of compliance.
* The Policy Paper to review and amend the Government Budgeting and Accountability Act, 2005 was prepared by the OGP, Sierra Leone National Steering Committee and submitted to both the Constitutional Review Committee and the House of Parliament.
* 24.2%[[2]](#footnote-2) of the recommendations of the Auditor General’s Report for 2013 were implemented.
 |
| End date | June 2016 |
| Next steps | The NAP 2 also has commitments geared towards increasing the implementation rate of the Auditor General’s Report.  |
| Additional Information |
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**Summary of Progress on Achievement of Milestones**

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| **No.**  | **Description** | **Completion Progress**  |
| 4.1 | 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 Audi t Report which will be published during the implementation period of this action plan. | substantial completion |
| 4.2 | 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. | Completed |
| 4.3 | 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. | Limited completion |

## **Commitment Five**

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| THEME: TRANSPARENCY IN BUDGET MANAGEMENT OF PUBLIC RESOURCES |
| Commitment 5: Establish a Single Treasury Account to improve fiscal accountability  |
| Commitment Start and End Date | April 2014 to June 2016 |
| Lead Implementing Agency | Ministry of Finance and Economic Development (MoFED) |
| Persons responsible from implementing agency | Kebbe Kouroma |
| Title, Department | Accountant General; MoFED) |
| Email | kkouroma@yahoo.co.uk |
| Phone | +23276906281 |
| Other actors involved | Government Ministries, Department/ Agency | Accountant General’s Department |
| CSOs, Private Sector, Multilaterals, Working Groups  | Budget Advocacy Network |
| Status quo or problem/ issue to be addressed  | The Single Treasury Account is to leverage on key actions that government has already identified as essential to improve fiscal transparency. Its establishment will streamline government’s spending from the current fragmented system of handling government receipts, accounts and payments, thus minimizing wastage. The new system will enable consolidation and optimum utilization of government’s cash resources. |
| Main Objective  | To consolidate the optimum utilization of government cash resources and also the receipt and payment of government at the end of each day.  |
| Brief description of Commitment | This commitment was geared towards establishing a structure that links all government bank accounts held in different commercial banks for the consolidation and optimum utilization of government cash resources. This was also meant to enable government to consolidate its receipts and payments at the end of each day hence reducing ideal cash lying in banks while government struggles to finance social welfare delivery. The milestones were;1. Establishment of Single Treasury Account and census publication.
2. Mechanisms and procedures in place.
 |
| Relevance | This commitment is to improve financial accountability using innovative technology. The single Treasury Account will facilitate better fiscal and monetary coordination as well as better reconciliation of government accounts in a timely manner which in turn improves the quality of fiscal information. It will enable government to improve appropriation, operation control during budget execution and efficient cash management hence reducing wastage and quantum of government resources lying idle in various commercial bank accounts.  |
| Ambition | The Single Treasury Account (STA) is to address the current fragmented system for handling government receipts and payments that greatly hamper the progress towards preparing a comprehensive public account that will include all Government operations. This commitment will lead to unified control over government’s cash resources that will reduce the cash lying idle for extended periods in numerous bank accounts held by spending agencies while the Government continues to finance its activities by high levels of borrowing. The intended policy result was to have a legal framework which will regulate the commitment. This has already been achieved as the current Public Financial Management Bill has clauses which will regulate the Single Treasury Account and also make provision for the publishing of government accounts on monthly, quarterly and annual basis.  |
| Completion level | Not started | Limited | Substantial | Completed |
|  |  |  |  |
| Description of the results | The survey of the inventory of all bank accounts was successfully completed. The non-classified information of the census of all back accounts report was submitted to the OGP and was made public. The operations of the Single Treasury Account required a legal instrument and government has factored that into the 2016 Public Financial Management Act. Instructions are given to the Bank of Sierra Leone and Commercial Banks now provide details of all government account balances on a daily basis. Phase one of the implementation of the TSA has been completed and the second phase of the TSA implementation is in progress |
| End date | June 2016 |
| Next steps |  |
| Additional Information |
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**Summary of Progress on Achievement of Milestones**

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| **No.**  | **Description** | **Completion Progress**  |
| 5.1 | Single Treasury Account established by undertaking census of all Government Bank accounts and findings made public. | completed |
| 5.2 | Procedures and mechanisms implemented by the Ministry of Finance and Economic Development in collaboration with relevant institutions will run a Single Treasury Account (STA) which will form the basis of Service Level Agreement with relevant Banks on the modus operandi of Government transactions based on Single Treasury Account Model. | Completed |

## **Commitment Six**

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| THEME: TRANSPARENCY IN BUDGET MANAGEMENT OF PUBLIC RESOURCES |
| Commitment 6: Enact a Revenue Management Bill to promote transparency and accountability in the granting of tax incentives  |
| Commitment Start and End Date | April 2014 to June 2016 |
| Lead Implementing Agency | Ministry of Finance and Economic Development (MoFED) |
| Persons responsible from implementing agency | Alimamy Bangura |
| Title, Department | Director; Economic Policy and Research Unit- MOFED |
| Email | banguraalim@gmail.com |
| Phone | +23276381924 |
| Other actors involved | Government Ministries, Department/ Agency | Parliament |
| CSOs, Private Sector, Multilaterals, Working Groups  | Budget Advocacy Network; Federation of Civil Society and Reporters Union.  |
| Status quo or problem/ issue to be addressed  | Tax incentives were being granted in a discretionary manner and without a cost benefit analysis. Also, there was no accountability in the tax incentives granted by government. Citizens did not know how much tax incentives were granted by government on their behalf and to who, which will have created an opportunity for citizens to know how transparent and accountable the incentives were used.  |
| Main Objective  | To regulate granting of tax incentives in a bid to increase transparency and accountability. |
| Brief description of Commitment | The aim of this commitment was to ensure the passage of a law whose aim is to reduce tax expenditure and foster transparency and accountability in the granting of tax incentives. The law would require government to publish a statement of its tax incentives detailing all tax exemptions, the beneficiaries and the revenue forgone.  |
| Relevance | This commitment is meant to promote transparency and accountability by providing information to the public about tax incentives. It will enable citizens to know how much tax incentives have been granted to various institutions and individuals hence empowering citizens to hold duty bearers and those receiving the incentives accountable for their use. It will also reduce the discretionary way government is granting tax incentives. CSOs can also use the tax incentives’ information to analyze the cost-benefit on some of the investments or individuals receiving tax incentives  |
| Ambition | It was anticipated that this law will regulate the management of revenue especially with reference to the granting of tax incentives so that government can generate more revenue for social services delivery. The law would require government to publish a statement of its tax expenditure, detailing all tax exemptions, the beneficiaries and revenue forgone in a bid to promote transparency. It would require producing and publishing annually a cost benefit analysis on the need to grant tax incentives and hence public well informed on the rationale for granting tax incentives. |
| Completion level | Not started | Limited | Substantial | Completed |
|  |  |  |  |
| Description of the results | * Little has been done in ensuring that the RMB is passed as MoFED is not interested in passing this law. However, government has taken some strides to include some aspects of the RBM in the Finance Act, 2016 especially targeted at reducing tax incentives.
 |
| End date | June 2016 |
| Next steps |  |
| Additional Information |
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**Summary of Progress on Achievement of Milestones**

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| **No.**  | **Description** | **Completion Progress**  |
| 6.1 | Public consultations held on the Bill within reasonable timeframe | Not started |
| 6.2 | Bill tabled in Cabinet by Ministry of Finance and Economic Development | Not started |
| 6.3 | Bill tabled in Parliament | Not started |
| 6.4 | Bill passed by Parliament and enacted | Not started |

## **Commitment Seven**

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| THEME: TRANSPARENCY IN BUDGET MANAGEMENT OF PUBLIC RESOURCES |
| Commitment 7: Scaling up Extractive Industry Transparency Initiative |
| Commitment Start and End Date | April 2014 to June 2016 |
| Lead Implementing Agency | Ministry of Mines and Mineral Resources or Office of the Chief of Staff |
| Persons responsible from implementing agency | Mina Horace |
| Title, Department | Sierra Leone Extractive Industries Transparency Initiatives |
| Email | info@sleiti.gov.sl |
| Phone | +23279759547/ +23276664550 |
| Other actors involved | Government Ministries, Department/ Agency | Parliament; Open Government Initiative |
| CSOs, Private Sector, Multilaterals, Working Groups  | Network Movement for Justice and Development; Society for Democratic Initiative ( SDI) and Federation of Civil Society and Reporters Union |
| Status quo or problem/ issue to be addressed  | Sierra Leone is a member of the EITI since 2008. The aim of the EITI is to create standards for countries to increase greater transparency on companies and government on disclosure of income received from Extractive resources. Currently, Sierra Leone does not have an EITI law which will provide the legal basis for transparency and accountability in the extractive sector. This commitment will strengthen the ongoing process in terms of providing legal basis for the operation of the SLEITI. |
| Main Objective  | To improve corporate accountability through more transparent processes for mining activities. |
| Brief description of Commitment | This commitment was meant to ensure that Sierra Leone has the EITI law. |
| Relevance | The commitment ensures transparency and accountability in the extractive sector. |
| Ambition | Our ambition is to have a robust policy regulation, procedure, guidelines and law for disclosures on the use of resources in the extractive industry for the benefit of Sierra Leoneans.  |
| Completion level | Not started | Limited | Substantial | Completed |
|  |  |  |  |
| Description of the results | * Attempts were made to table Bill in Cabinet, However, Cabinet, advised that a Policy supporting the Bill should be developed first.
* The processes and checks by which mining licenses are granted by the Ministry of Mines and Mineral Resources are all contained in the Mines and Minerals Act (2009) and related laws, such as the Environmental Protection (Mines and Minerals) Regulations of 2013. Mining lease agreements are available online on the National Mineral’s Agency website. Environment Impact Assessments are fully disclosed in public.
 |
| End date | June 30th 2016 |
| Next steps | * Perform external audits and publish financial reports of the Diamond Area Community Development Fund and the Community Development Fund.
 |
| Additional InformationCommunity Development Fund given to community were made public.  |
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**Summary of Progress on Achievement of Milestones**

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| **No.**  | **Description** | **Completion Progress**  |
| 7.1 | EITI Bill tabled in Cabinet by the relevant MDAs (Ministry of Mines and Mineral Resources or the Office of the Chief of Staff) | limited |
| 7.2 | EITI Bill passed by Parliament | Not started |
| 7.3 | 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 | Completed |
| 7.4 | Disclose environmental impact assessments prior to the award of any extractives rights | Completed |
| 7.5 | Perform audits and publish reports of the Diamond Area Community Development Fund | Not started |

## **Commitment Eight**

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| THEME: CORPORATE ACCOUNTABILITY AND OPEN DATA FOR MINING |
| Commitment 8: Improving 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.  |
| Commitment Start and End Date | April 2014 to June 2016 |
| Lead Implementing Agency | Ministry of Trade and Industry |
| Persons responsible from implementing agency | Emmanuel Konjoh |
| Title, Department | Government Cabinet Minister; Ministry of Trade and Industry |
| Email | emmanuel.konjoh@lcu.sl |
| Phone | +23276829583 |
| Other actors involved | Government Ministries, Department/ Agency | Ministry of Labour and Social Security; Citizens Committee |
| CSOs, Private Sector, Multilaterals, Working Groups  | Network Movement for Justice and Development; Federation of Civil Society; Human Rights Commission; NATCOM |
| Status quo or problem/ issue to be addressed  | The LCP was necessary and needed to ensure that there is sufficient linkage between the local economy and foreign investment and enterprises. The LCP expresses regional desire to focus on local content development, promoting the transfer of skills to Sierra Leoneans, generating jobs and increasing the use of locally produced goods and improving the rate of local ownership. This trend is in line with the country’s poverty Reduction Strategy code named Agenda for Prosperity. The setting of special performance requirements ensures that the benefit that Sierra Leone seeks to obtain from foreign direct investments including improved technology and managerial skills are integrated into the domestic market and distribution networks.  |
| Main Objective  | To ensure sufficient linkage between the local economy and foreign enterprises in Sierra Leone through effective monitoring and evaluation of the Local Content Policy. |
| Brief description of Commitment | This commitment was intended to bring to the fore a mechanism for effective linkage between the local economy and foreign entrepreneurship investment. It took into cognizance the implementation of a LCP and its relevance to the people of Sierra Leone as they strive to integrate proactively into the local economy. |
| Relevance | This commitment speaks to civic participation in public accountability and empowerment which is a critical booster to a thriving economy. In the Sierra Leone case, a sound integration of the local economy and foreign investment is key in answering the current aspirations of becoming a middle-income country by 2025.  |
| Ambition | Sierra Leone is making strides to bring to reality its ambitious aspirations of becoming a middle economy by 2015. A key contribution to this ambition is the integration of the local economy to Foreign Direct Investment. The accompanying job creation and empowerment that is envisaged, will ultimately allow a competitive advantage to locals and the local entrepreneurs.  |
| Completion level | Not started | Limited | Substantial | Completed |
|  |  |  |  |
| Description of the results | * MDA linkage mechanism revived and functional. Also, inter-ministerial committee have started meeting.
* In 2014, the SLLCU used scorecard system to assess business compliance with the Local Content Policy. The Sierra Leone Local Content scorecard as it is called, collected information from 26 companies on a half yearly basis.
* Evidence from the scorecard formed part of the presentations made at community meetings and consultations for the development of the action plan. The evidence from the scorecard informed the drafting of the Local Content Bill.
* Consultations on the Bill were completed. The Bill was tabled and approved before Cabinet, debated in Parliament and passed as law.
 |
| End date | June 30th2016 |
| Next steps |  |
| Additional Information |
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**Summary of Progress on Achievement of Milestones**

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| **No.**  | **Description** | **Completion Progress**  |
| 8.1 | Setting up of an MDA linkage mechanism (revival of the implementing committee0 to inform the implementation and monitoring of the local content policy to ensure more efficient sharing of information across key information across key implementing institutions facilitated.  | Completed |
| 8.2 | An audit of the implementation of the Local Content Policy to inform the development of a Local Content Bill to be undertaken | Completed |
| 8.3 | Consultations on Bill held | Completed |
| 8.4 | Local Content Policy tabled by Ministry of Trade and Industry in Cabinet | Completed |
| 8.5 | Local Content Bill tabled in Parliament and passed | completed |

## **Commitment Nine**

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| THEME: CORPORATE ACCOUNTABILITY AND OPEN DATA FOR MINING |
| 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.  |
| Commitment Start and End Date | April 2014 to June 2016 |
| Lead Implementing Agency | National Mineral Agency (NMA) and Ministry of Agriculture, Forestry and Food Security |
| Persons responsible from implementing agency | Mr. Sahr Wonday (NMA) and Madam Victoria Kabia(MAFFS) |
| Title, Department | Director; National Minerals AgencyGovernment Deputy Minister; Ministry of Agriculture, Forestry and Food Security |
| Email | swonday@gmail.com |
| Phone | +23276210000/ +23276601299 |
| Other actors involved | Government Ministries, Department/ Agency | Ministry of Mines and Mineral Resources; Ministry of Finance and Economic Development; Ministry of Justice and Attorney General; Extractive Industry Transparency Initiative Unit; Petroleum Directorate; Strategic Policy Unit; National Mineral Agency; OGI Office |
| CSOs, Private Sector, Multilaterals, Working Groups  | Transparency Initiative; Justice Sector Coordinating Unit; Anti-Corruption Commission; SDI; CARL; SLUDI; National Federation of Civil Society  |
| Status quo or problem/ issue to be addressed  | Following the 2011 EITI in collaboration with civil society conducted a gap analysis and one of the concerns identified was the revision of contracts and their disclosure to the public. Mining and agricultural lease agreements and contracts were not disclosed to the public which would have helped to promote transparency and accountability in the agricultural and mining industries.  |
| Main Objective  | To create more access points for the public in order to engage in national debate on lease agreement and contracts in the Mining and Agricultural Sectors.  |
| Brief description of Commitment | This commitment was intended to provide transparency, accountability and openness on the award of lease agreements and contracts in mining and agricultural sectors. It is also geared towards publishing 70% of the mining and agricultural lease agreements, foster public participation in contractual disclosure before the signing of contract, corporate and social responsibility and publication of yearly work plans. |
| Relevance | Contractual and lease agreement procedures remain a concern for credible and transparent governance. The relevance of this commitment therefore speaks to public accountability, fiscal transparency and civic participation and governance. A start-up with the two thriving sectors namely; agriculture and mining is a pointer to this. If well practiced, it clarifies the public apprehensions around accountability and transparency in the process.  |
| Ambition | Our ambition is to close the feedback loop regarding the two sectors for which the people are so interested to see progress regarding accountability and transparency. Therefore, being able to be accountable through disclosure on all data and information on all contracts and leases is the way forward. Both NMA and Ministry of Agriculture websites would serve as the conduits to achieve the stated objectives. |
| Completion level | Not started | Limited | Substantial | Completed |
|  |  |  |  |
| Description of the results | * Mining agreements signed with government and companies after the licenses have been granted, are available on the National Minerals Agency’s website ([www.nma.gov.sl/home/mining-agreements](http://www.nma.gov.sl/home/mining-agreements) )
* The process of publishing the required information is being done by the National Mineral’s Agency (website. [www.nma.gov.sl](http://www.nma.gov.sl) ).
* Public discussions on mining and agribusiness licenses and contracts have not started in full because there were no new entrants since the development of NAP
* The yearly symposium meant to be held with private sector partners, affected communities, Government and Civil Society Organizations to discuss the state of contract execution was not held due to the Ebola.
* Mining companies are reluctant to publish their CSR Policy and Annual Work Plans to inform community development in the primary host communities where mining activities are taking place. Companies are mandated to do so through their websites but information presented there is scanty. However, as an alternative to ensure communal beneficiation, the Community Development Agreements (CDAs) model template is developed, primary host communities identified, sensitization of most affected communities and their local authorities conducted.
 |
| End date | June 30, 2016 |
| Next steps | * Conduct symposium with private sector, affected communities, government and CSOs.
 |
| Additional Information |
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**Summary of Progress on Achievement of Milestones**

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| **No.**  | **Description** | **Completion Progress**  |
| 9.1 | 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.  | Completed |
| 9.2 | 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 and Ministry of Agriculture, Forestry and Food Security | Completed |
| 9.3 | A yearly symposium held of private sector partners, affected communities, Government and Civil Society Organizations to discuss the state of contract execution held. | Not started |
| 9.4 | Public discussions held on all new mining and agribusinesses licenses and contracts before they are signed by Government with relevant documentation prepared for public dissemination held by Ministry of Mines and Mineral Resources and Ministry of Agriculture, Forestry and Food Security | Not applicable |
| 9.5 | 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 and ascertained 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.  | Limited completion |

## **Commitment Ten**

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| THEME: CORPORATE ACCOUNTABILITY AND OPEN DATA FOR MINING |
| Commitment 10: Implementation of the Right to Access Information Law  |
| Commitment Start and End Date | April 2014 to June 2016 |
| Lead Implementing Agency | Right to Access Information Commission  |
| Persons responsible from implementing agency | Mr. Unisa Sesay |
| Title, Department | Chairman – Right to Access Information Commission  |
| Email | sesay.unisa@gmail.com |
| Phone | +23276606011 |
| Other actors involved | Government Ministries, Department/ Agency | Minister of Information and Communication |
| CSOs, Private Sector, Multilaterals, Working Groups  | National Federation of Civil Society; Society for Democratic Initiatives ( SDI); Coalition of Civil Society and Human Right Activists; Independent Media Development  |
| Status quo or problem/ issue to be addressed  | The Government of Sierra Leone passed the Right to Access to Information Law but the implementation of this law is still very slow and as a result the majority of the citizens still do not have access to information because the systems, processes, infrastructure and capacity are still not yet to the task. |
| Main Objective  | To improve access to information and data processes for requesters and agencies.  |
| Brief description of Commitment | It was expected that the commitment would promote the availability of information especially to the public through the following milestones;* Right to Access Information Regulations.
* 250 Public Information Officers trained.
* Public sensitization campaigns.
* Public Information Commission in place.
 |
| Relevance | This commitment is in tandem with public accountability, transparency and empowerment. It lays bare on Sierra Leone’s strong willingness to account to its people and to ensure their full participation at every level of governance underscoring the principles of democracy; for the people, of the people, and by the people. |
| Ambition | The ambition here is to have both in spirit and practice open, transparent and accountable governance; and to do so through an infrastructure committed to the people where information and data can be received. Thus, the establishment by law of the RAIC and the support to its human resource and finance. It is hoped this commitment will ensure strong civic participation and empowered public that will demand for better public service delivery |
| Completion level | Not started | Limited | Substantial | Completed |
|  |  |  |  |
| Description of the results | * The final draft regulations are in place.
* 97 Public Information Officers were trained with support from SDI.
* The Public Information Strategy of the Commission is being rolled out with initial emphasis on sections 8-12 of the Act on proactive disclosure of information, while providing support to initiatives by other parties as necessary. Eventually, the process is moving to directly engage public and private entities, whilst dedicated programs on the RAI process are being finalized with media houses.
* The Commission was established and commissioners were appointed.
* The Commission has moved into spacious accommodation, with 14 professional staff in post.
 |
| End date | June 30, 2016 |
| Next steps |  |
| Additional Information |
| The establishment of the Commission in September 2014 at the highest peak of Ebola crisis and provision of limited resources by government for its operations indicates a very high commitment from the government. Development partners are being encouraged to support the FOI process which is geared towards promoting transparency, accountability and good governance.  |

**Summary of Progress on Achievement of Milestones**

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| **No.**  | **Description** | **Completion Progress**  |
| 10.1 | Regulations to implement the Right to Access Information Law  | Substantially completed |
| 10.2 | 250 Public Information Officers in 13 Districts within the first year of implementation trained | Substantial completion |
| 10.3 | Public sensitization campaigns launched for both Government and Non-Government users | Limited completion |
| 10.4 | Public Information Commission established with Commissioners identified.  | Completed |

## **Commitment Eleven**

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| THEME: CORPORATE ACCOUNTABILITY AND OPEN DATA FOR MINING |
| Commitment 11: Establish Open Data Portal to improve transparency in fiscal and extractive transactions  |
| Commitment Start and End Date |  |
| Lead Implementing Agency | Right to Access Information Commission  |
| Persons responsible from implementing agency | Mr. Unisa SesayMs. Yeama Thompson |
| Title, Department | Chairman and Commissioner– Right to Access Information Commission  |
| Email | sesay.unisa@gmail.comyeama.thompson@gmail.com |
| Phone | +23276606011+23279107752 |
| Other actors involved | Government Ministries, Department/ Agency | Ministry of Information and Communications, Open Government Initiative Secretariat, Millennium Challenge Coordinating Unit |
| CSOs, Private Sector, Multilaterals, Working Groups  | National Federation of Civil Society; Society for Democratic Initiative ( SDI) International Media Development; Non-State Actors  |
| Status quo or problem/ issue to be addressed  | This is the conduit for government to share information produced with the public, release such information proactively and routinely where applicable, within the limits of the law together with the standard principles of transparency and honesty.  |
| Main Objective  | To serve as a public repository to input and access government and other information for public interest. |
| Brief description of Commitment | This commitment was meant to ensure that data is made available for the public through the establishment of the Open Data Portal.  |
| Relevance | This commitment relates to access to information, civic participation and technology and innovation. This ultimately ensures openness and accountability which is extremely relevant to our current governance landscape. An infrastructure like the Open Data is a conduit for this. |
| Ambition | The open data is a means to be connected to Sierra Leone making the country open, transparent and accessible and helps Sierra Leoneans at home and in the diaspora in planning and benchmarking progress. It also helps to forge partnership in a more open fashion and create an avenue for citizens’ access to public information. |
| Completion level | Not started | Limited | Substantial | Completed |
|  |  |  |  |
| Description of the results | * The Open Data Readiness Assessment was validated and finalized.
* Several remote meetings (conference calls) were undertaken by NuCivic that included the MCCU, RAIC, MIC. MCCU was the lead Unit managing this process on behalf of OGI who solicited the support from World Bank Unit the portal was formally handed over to RAIC in August 2015. Furthermore, some additional training was undertaken during World Bank mission from the 11th to the 15th of May 2015. An on-site training was conducted by NuCivic in August 2015 over two days that included representatives of all the data group clusters.
* Funding was secured from World Bank through OGI.
* The government in collaboration with World Bank decided that; because of the imminent Ebola crisis the focus should be on compiling data on EVD to give the public access to data that can be used to undertake trend analysis and other activities on Ebola. Furthermore, it should be noted that some laws and agreements were uploaded on the site during the review period.
 |
| End date | June 30th 2016 |
| Next steps |  |
| Additional Information |
|  |

**Summary of Progress on Achievement of Milestones**

|  |  |  |
| --- | --- | --- |
| **No.**  | **Description** | **Completion Progress**  |
| 11.1 | Open data readiness assessment completed in collaboration with development partners  | Completed |
| 11.2 | Experts on the design of an open data portal with development partners and Non-Governmental Organisations engaged | Completed |
| 11.3 | Source funding to establish a data portal.  | Completed |
| 11.4 | Pilot Government documents such as budget; 70% of mining and agricultural contracts and 20% of all laws of Sierra Leone that have been gazette | Substantially completed |

## **Overall Implementation Progress for All Commitments and Milestones**

The table below summarizes each commitment level of completion, whether implementation was completed or substantially completed, limited or not started at all.

|  |  |
| --- | --- |
| **Commitments**  | **Milestones and their implementation** |
| **No** | **Overall results** | **Not Started** | **Limited**  | **Substantial**  | **Completed** | **Inapplicable** |
| **1** | Develop and implement a Public Integrity Pact | 4 | completed | 0 | 0 | 0 | 4 | 0 |
| **2** | Pass a robust Archives and Records Management Act | 6 | Substantial  | 1 | 1 |   | 4 | 0 |
| **3** | Scale up and deepen Performance Management | 4 | Completed | 0 | 0 | 0 | 4 | 0 |
| **4** | Increase compliance with the Audit Recommendations | 3 | Substantial  | 0 | 1 | 1 | 1 | 0 |
| **5** | Establish a Single Treasury Account | 2 | Substantial | 0 | 0 | 0 | 2 | 0 |
| **6** | Enact a Revenue Management Bill | 4 | limited | 4 | 0 | 0 | 0 | 0 |
| **7** | Scaling up EITI | 5 | substantial | 2 | 1 | 0 | 2 | 0 |
| **8** | Improve monitoring of the Local Content Policy | 5 | completed | 0 | 0 | 0 | 5 | 0 |
| **9** | 70% of all Mining and Agriculture contracts are made public | 5 | Substantial  | 1 | 1 | 0 | 2 | 1 |
| **10** | Implementation of the Right to Access Information Law | 4 | Substantial  | 0 | 1 | 2 | 1 | 0 |
| **11** | Establish an Open Data Portal | 4 | Substantial  | 0 | 0 | 1 | 3 | 0 |
|  |  | **46** |  | **8** | **5** | **4** | **28** | **1** |

Despite the Ebola crisis, Sierra Leone was able to completely implement 28 (61%) of its milestones with 4 (9%) substantially completed, 5 (11%) limited completion and 8 (17%) not started out of 46. One (2%) milestone was not applicable during the implementing period.

# **PROGRESS ON THE ELIGIBILITY CRITERIA**

## **Fiscal Transparency**

Evidence abound that Sierra Leone has made some progress in improving fiscal transparency. Sierra Leone’s Score on the Open Budget Index increased from 39 in 2012 to 52% in 2015; providing a testimony that the Government of Sierra Leone has increased the amount of budget information made available to the public. In addition, to improve fiscal accountability Sierra Leone established the Single Treasury Account to address the fragmented system for handling government receipts and payments (Commitment 5) and this was incorporated in the Public Finance Management Act (2015). Additionally, the Public Finance Act (2016) has provisions especially targeted at reviewing and reducing tax incentives which were granted in a discretionary manner.

## **Disclosure of Assets**

A seventy percent (70%) increase has been recorded in the disclosure of Assets of Public Officials; a progression from about fifteen thousand (15,000) in 2010 to about twenty six thousand two hundred (26,200) currently. This attribute helps to minimize corruption, increase transparency and improve judicious use of public resources.

## **Citizens Participation**

Increased stakeholder participation in the budget discussion has been recorded. There has been increased engagement and participation at all levels. This could be indicated by the extent and level of attendance, meaningful or significant contributions in meetings and constructive criticisms. On the OGP process in particular, irrespective of our democratic and partisan governance, there is coherence on the way forward for open governance, participation and partnership.

## **Right to Access Information**

There is clear evidence that there are still challenges to access information based on the fact that some citizens are not interested and some do not find use for certain information. Additionally, adequate information forums have not been sustained and in some instances structures have been lacking. However, the Access to Information Law, the Open Data Portal; community radio stations, increased number of television stations provides the various channels to which access to information has increased. In the Second NAP, the OGP process has continued to consolidate people’s rights to access information.

# **PEER EXCHANGE AND LEARNING**

Sierra Leone recognizes the value inherent in Peer Exchange and Learning as has been demonstrated by the leadership in the African Peer Review Mechanism (APRM) process. The OGP process also subscribed to this as shown by the three study visit tours undertaken namely;

1. The European Regional Meeting in Dublin Ireland
2. Visit to London, Britain
3. Visit to Manila, Philippines

The aim of these visits was to ensure preparedness of the OGP management team in Sierra Leone and the Steering Committee as a way of emulating best practices.

# **CONCLUSION, OTHER INITIATIVES AND NEXT STEPS**

## **Lessons Learned**

* OGP has helped in enhancing effective collaboration between state and non-state actors.
* The OGP process has brought government closer to the people through public consultations.
* Building trust between CSOs and Government in terms of partnership is a gradual and painstaking process which requires consistency and courage.
* The timing of the Sierra Leone NAP does not tie in to the Sierra Leone National Budgetary process thereby starving commitments that require financial allocations.
* The inclusion of the public at the initial national consultations enhanced the validation of NAP as a country document hence citizens’ ownership enforced. Thus regular interface with the public on the OGP process is vital and will continue to be reinforced.
* The OGP process has created a group of reformers lobbying for the promotion of accountability and transparency in public life and improving delivery of services.
* Involving the implementing agencies during the development of NAP and their interface with the SC and other stakeholders is important for the development, implementation, monitoring and reporting of commitments and milestones.

## **Challenges to the development and implementation of NAP 1**

* Grasping the OGP concept was quite challenging especially with an existing OGI concept in Sierra Leone. Learning was mostly by doing.
* The process itself met some initial resistance as there were skepticisms and misgivings by MDAs in terms of a group monitoring their activities. Resource allocation for OGP coordination and implementation were extremely limited. Most of the OGP commitments were not factored in the budget of the agencies responsible for their implementation.
* Getting the by-in and cooperation of some of the Public Officials at the initial level was not done posing challenges during the implementation period. Commitments that are not supported by the implementing MDAs are less likely to be implemented.
* Awareness raising was a challenge as the OGP concept was new.
* The government did not allocate special funds for the OGP process activities but rather the process of financing it was subsumed into the allocation of the OGI Secretariat.
* The Ebola disease was a hindrance in the early implementation of the National Action Plan as all implementing agencies were focusing their activities in the fight against Ebola. A presidential ban on all public gatherings delayed public consultations on the implementation progress of commitments. Cancellation of steering committee meetings for commitment progress up-date and fear of touch caused increased absenteeism at workplaces and the early writing of the self-assessment report.

## **Government Initiatives taken to Advance OGP values/ principles**

* Establishment of the Open Data Council to provide technical and strategic policy guidelines on the operation of the Open Data Portal.
* Sectoral arrangement for performance and public service delivery which is a mechanism for enforcing coordination, collaboration synergy and information sharing among MDA sector members for transparency, collective wisdom, accountability and consultation in service provision.
* The service delivery charter as per the NAP was limited to certain MDAs but Government has now made it mandatory to all MDAs.
* Government has moved forward to ensure that Single Treasury Account is part of our legal framework.
* As per NAP, government was scaling up and deepening performance management but now as long as any agency access government funding it is mandatory to sign up to performance management.
* Government is now publishing the citizens’ budget.
* Government has enhanced its efforts to monitor the implementation of OGP activities; in particular tracking the implementation progress of NAP commitments and milestones. Cabinet Secretariat has put in place a monitoring framework which has already been embraced by the agencies responsible for implementing commitments under NAP 2.

## **Next Steps: OGP generally and Unfulfilled Commitments**

* Outreach to neighboring countries to embrace the tenets of OGP.
* Continuous lobbying to the Sierra Leone Government for budget allocation for OGP activities.
* Training of the Steering Committee on the OGP process, the Independent Review Mechanism and OGP Self-Assessment Reporting.
* Align unfulfilled commitments into the government-wide performance contract of implementing MDAs.
* Implementation of the Second National Action Plan for Sierra Leone; accompanied by regular public awareness on progress, regular monitoring and evaluation.
* Maintain the regular monthly OGP Steering Committee meetings.
1. (<http://ogi.gov.sl/forum_thread/%20Make%20your%20comment%20on%20%20the%20%20draft%20Sierra%20Leone%20%20Self%20Assessment%20OGP%20report>) [↑](#footnote-ref-1)
2. 2014 Auditor General’s Report Page xi [↑](#footnote-ref-2)