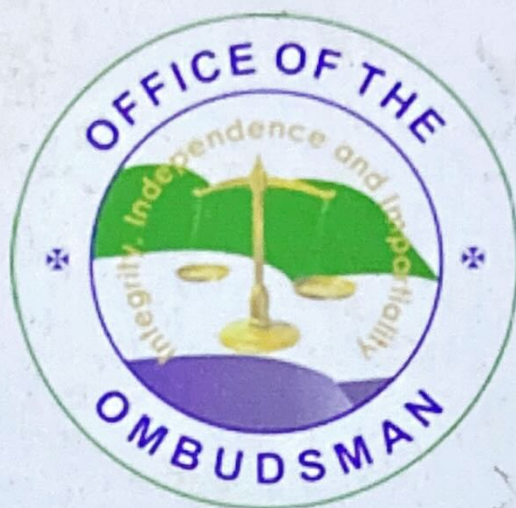




**Office of the Ombudsman of the Republic of
Sierra Leone**

Strategic Plan for 2018-2022

November 2017

FOREWORD

When I assumed office in May this year, the Strategic Plan for 2014-2016 was already obsolete; hence, the need for the development of a new Plan, which will set out the objectives, goals, activities and priorities of the institution.

In view of the above, I solicited the technical and financial assistance of the United Nations Development Program (UNDP) in Sierra Leone, for the development of a Strategic Plan for 2018 -2022.

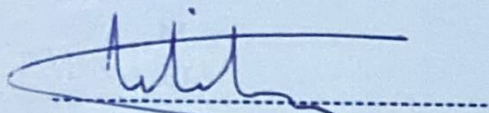
This Strategic Plan was developed by a UNDP Consultant, with inputs from staff members of the Office of the Ombudsman during individual consultations and from stakeholders during a consultative meeting, prior to the commencement of its development, and at a validation workshop, after completion of a draft, which has now become the final document.

This Strategic Plan, unlike previous plans has an implementation strategy which is prudently costed, to ensure effectiveness and efficiency as well to ensure accountability.

We are grateful to the UNDP for funding the development of this Strategic Plan and for the services of their Consultant – Charles Goredema, who worked with our institution with the highest degree of professionalism.

We are also grateful to all those who contributed in diverse ways to the development of the plan through attendance of the Consultative Meeting and the Validation Workshop.

The office is now positioned to start the implementation of the Strategic Plan in January 2018.



Melron C. Nicol-Wilson Esq.
Ombudsman of the Republic of Sierra Leone

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Acronyms

ACC	Anti-Corruption Commission
CCTV	Closed Circuit Television
CMI	Complaints, Mediation and Investigations
CSOs	Civil Society Organisations
EPA	Environmental Protection Agency
HRC	Human Rights Commission
HR & SS	Human Resources and Support Services
ICT	Information & Communication Technology
KMU	Knowledge Management Unit
LRC	Law Reform Commission
MDAs	Ministries, Departments and Agencies
MOUs	Memoranda of Understanding
PABX	Private Automatic Branch Exchange system
UNDP	United Nations Development Program
USD	United States Dollars

1. Background

The Ombudsman has existed in Sierra Leone since 2001. Having been provided for in the Constitution, the form and competencies of the Office of the Ombudsman were specifically enacted in the Ombudsman Act (No. 2 of 1997). The Act empowers the Ombudsman to receive complaints from anyone aggrieved by maladministration, abuse of power or other inequitable treatment by a public official or public institution. Employees of government ministries, statutory bodies, members of municipalities, parties to contractual transactions with public institutions and members of the public can benefit from the intercession of the Ombudsman.

The Ombudsman may investigate complaints, acting personally or through delegated subordinates.¹ If the Ombudsman finds the complaints to be substantiated, he/she may recommend corrective action. The Ombudsman works with a Secretariat, headed by an Executive Secretary and 'composed of such staff as may be required for the purposes of the Ombudsman.' The Secretariat consists of investigators, secretarial support staff, mediators, intake clerks and drivers. The current Ombudsman is the third holder of the office. The Strategic Plan for 2018 – 2022 was developed within six months of his assumption of office.

The establishment and maintenance of the Office of the Ombudsman signifies the importance attached by Sierra Leone to ensuring that ordinary people, who may not be able to afford the services of lawyers, can obtain relief for injustices committed by public officials. The Ombudsman is integral to a system of checks and balances designed to improve the reach, quality and impact of governance – as demonstrated by the establishment of the Anti-Corruption Commission (ACC), the Human Rights Commission (HRC) and the Environmental Protection Agency (EPA). The Ombudsman provides an avenue for the resolution of disputes that may arise between members of the public and organs of state at any level. Underscoring the importance of the Ombudsman is the broad range of spheres in which he can intervene. This includes central government, local government at various levels, state owned enterprises, regulatory bodies and public institutions of higher learning. The literature reviewed documents the activities of the Ombudsman in at least 36 institutions. The Ombudsman may investigate parliament, or the office of the President.

It is important to note the overlap in the terrain of operation among the various 'pillars of integrity' named above. An incident brought to the attention of the Ombudsman as a complaint could constitute a violation of human rights, and also indicate corruption. The risk of conflicting findings on the same incident underscores the need for collaboration.

2. Building on previous Strategic Plans

Two Strategic Plans have been implemented to date. The first Plan covered the period 2009 – 2013 and the second covered the period 2014 – 2016. The life of the latter ended in December 2016, making it necessary to develop a third Strategic Plan to guide the interventions of the Ombudsman going forward. To date, there has been no comprehensive evaluation of the implementation of the previous Strategic Plans. The third Strategic Plan has consequently been deprived of the benefit of the record of successes achieved, failures recorded and lessons learnt. In developing it, extensive use was made of 5 reports

¹Delegation is envisaged and permitted by sections 10(1) and 17 of the Ombudsman Act (no. 2/1997)

submitted to Parliament by the Ombudsman - covering 2008-2009, 2010, 2011-2012, 2013-2014 and 2015-2016. In addition, an institutional familiarization and assessment exercise undertaken by the current Ombudsman soon after his assumption of office provided useful background material. The observations were documented in a 100-Day Action Plan.

The various reports reflect continuity between the first two Strategic Plans, with the same priorities being retained. The selected cases reported on expose issues involving the abuse of authority, breaches of contractual undertakings by public officials, instances of arbitrary decision-making, delays in the payment of pension and related benefits and occasionally apparent corruption. They also bring up weaknesses in recruitment practices being used by the public service. The Ombudsman also highlighted the predicament caused to suspects by delays in the investigation of and adjudication of criminal cases. A great deal of attention is taken up by labour-related disputes arising in the public sector.

The challenges encountered during the implementation of the previous Strategic Plans are articulated in successive reports and can be summarized as:

- Inadequate funding, which has impeded the performance of some activities. Deficits in funding range between 50% and 75%, with the worst years being 2011 and 2012. The shortfall is particularly reflected in the lack of equipment and motor vehicles to support the work of the Ombudsman. Without transportation, the Ombudsman cannot provide service outside the main centres;
- The Office does not have sufficient human resources, leading to a growing backlog of cases;
- The working space is inadequate and not suitable for the work to be done;
- The profile of the Ombudsman is lower than it should be - as it is only known by a low percentage of potential beneficiaries. This impression persists, despite the considerable work conducted by the second Ombudsman to enhance the visibility of the office;
- Poor levels of co-operation from some institutions - reflected in delays in getting responses to complaints, and in complying with the recommendations of the Ombudsman. The Ombudsman noted some foot-dragging even where there had been consent to the recommendations.
- Related to the last point is the lack of authority and capacity to enforce recommendations. The legislation under which the Ombudsman works creates a potentially cumbersome procedure to compel compliance, involving the President and parliament. Its efficacy may be tested, for instance in a case in which the executive authority is an interested party.

As the profile of the Ombudsman rises, and more people become aware of the services available from his office, the workload and costs imposed on the office will inevitably increase. It will be even more critical than before to support the authority, credibility and effectiveness of the Ombudsman. The development of a new Strategic Plan presents an opportunity to re-view the previous strategies. It specifically calls for a re-examination of the strategic priorities, the principles and values underpinning the work, the overall vision, mission of the Office, and the goals to be pursued. Most importantly, it requires reflection on the ultimate purpose of the mandate entrusted to the Ombudsman.

3. The Strategic Plan

3.1 Orientation of the Plan

The Strategic Plan for 2018 – 2022 is informed by the aspiration of Sierra Leone to become a society in which ‘governments are voted in and out of power peacefully, and where citizens can hold governments to account for efficient and effective delivery of public services’² The Strategic Plan is based on the experience accumulated since the establishment of the Office, and responds to the demands that have emanated from its organic expansion. As far as possible, the Strategic Plan anticipates the key challenges to be encountered within the next five years.

Sierra Leone’s national Vision 2035 is significant to the implementation of robust reforms to the system of governance in general, and to this Strategic Plan in particular, as it draws attention to the reality that demanding accountability in the management of public affairs, and administrative fairness are not isolated phenomena but rather part of a larger approach to development. In this regard, it fortifies the constitutional imperative (which is enshrined in section 6(5) of the Constitution) for the state to ‘take all steps to eradicate all corrupt practices and the abuse of power’.

The interventions of the Ombudsman should impact on all aspects of the management of public affairs, in other words it must be encountered in equal measure in urban, peri-urban and rural Sierra Leone. The life experiences of prospective beneficiaries of the services of the Ombudsman will differ for each of these categories, as the malpractices affecting them will not be the same. In addition, in some instances resort to the Ombudsman is optional, while for others it is the only option. The ultimate test of the utility of the Ombudsman is the extent to which he/she can influence transient holders of public power to exercise it fairly, impartially and for legitimate purposes.

With the benefit of experience, the Ombudsman should consider whether the current quasi-judicial, advisory form of determinations is conducive to the performance of the function set out above. In this regard, it may not be ideal for compliance with determinations made by the Ombudsman to be regarded as optional. The implications of any change to a stricter regime– including the risks, should be carefully considered.

3.2 Guiding Principles and Values

In implementing the Strategic Plan, the Ombudsman is guided by the following principles:
To protect the rights of the parties that seek our services, while respecting the rights of parties against whom complaints are made

To promote the administration of public affairs fairly and effectively

To make available an impartial, effective and efficient dispute resolution mechanism

To identify and recommend the elimination of structures and practices that are inimical to, or inconsistent with impartial public administration

The Office of the Ombudsman upholds the following values:

A collaborative approach – to be an institution in which staff work with each other and which supports the work of other institutions

Independence – to only answer to the complainants that entrust it with their personal

²As captured in the Vision 2035 set out in the Agenda for Prosperity. Ref: <http://www.sierra-leone.org/Agenda%204%20Prosperity.pdf>

information, and to parliament, while abiding by the rule of law;
Integrity – to examine complaints honestly, diligently and objectively;
Accessibility – to receive and welcome relevant information from any person or institution;
Accountability – to use the resources made available to it responsibly.

3.3 Strategic Priorities

The Ombudsman Act mandates the Ombudsman to investigate maladministration, abuse of power, and any improper conduct that is prejudicial to any person. If the complaint is found to be justified, the Ombudsman can negotiate, mediate or conciliate to resolve the issues. He may also recommend corrective action to the institution involved, or report the complaint to a more appropriate institution, such as the police or the anti-Corruption Commission.

On the basis of accumulated experience, and having regard to the progress achieved to date, the priorities are:

- To establish and maintain a credible, respected institution;
- To ensure operational autonomy and financial independence, while being fully accountable in the use of resources;
- To improve accessibility and visibility to the public;
- To enhance the impact of interventions on governance and the delivery of public services.

4. Vision

A Sierra Leone which consistently respects and upholds good governance.

5. Mission

To improve governance and promote the delivery of public services in Sierra Leone by effectively responding to, and preventing maladministration and the abuse of power.

6. Strategic Goals

The goals of this Strategic Plan are derived from the Strategic Priorities. They are formulated and expressed as outcomes as follows:

Goal 1:

A technically competent, internally cohesive, efficient and effective institution

Goal 2:

The Ombudsman is autonomous and financially independent

Goal 3:

The Ombudsman is more visible and accessible to the public

Goal 4:

The interventions of the Ombudsman impact positively on governance and service delivery

6.1 Challenges and Remedial Responses

This section considers the challenges likely to arise in achieving each of the goals in the Strategic Plan. It proposes responses by which the challenges can be tackled. Some responses are operational, while others involve technical assistance.

Goal 1:

To establish and maintain a technically competent, internally cohesive, efficient and effective institution.

Challenges:

Technical competence:

The resource shortfalls that have been highlighted in the previous Strategic Plans invariably impact on the technical competence of the Ombudsman. They include under funding, inadequate staff complement, the lack of appropriate equipment and the shortage of vehicles.

The Office of the Ombudsman is an institution, and should be viewed and supported as such. Experience in Sierra Leone and elsewhere in Africa highlights the dangers of relying solely on the *gravitas*, reputation and connectivity of the incumbent. The capacity of the institution at all levels has to be strengthened, through appropriate training and providing conducive facilities. As the economy develops and gets more complex, expertise in disciplines such as corporate governance, administrative law and constitutional law will be important to the functioning of the Ombudsman. Since the Ombudsman extensively relies on subordinates, such expertise has to exist in sufficient depth.

Internal cohesion

Goal 3 of the 2014 – 2016 Strategic Plan aspired to strengthen the institutional capacity of the office to provide effective support to programmes. Objectives 3.1 and 3.2 are pertinent. There was a commitment to 'conduct a capacity needs assessment and train personnel in relevant professional skills and expertise'. There was also an undertaking to 'develop the culture of teamwork among staff at the office.....and enhance collaboration with one another.' The imperative to ensure a coherent network has long been acknowledged. The advent of a new strategic plan, with new structures, makes it even more urgent to activate it.

Efficiency

Enhancing efficient working practices are currently impeded by a number of challenges. Optimal performance is difficult to ensure in the absence of mechanisms by which to regularly monitor work attendance and actual performance. This is particularly so in the absence of structured work plans, underpinned by a Strategic Plan. Furthermore, the rapid organic expansion of the Office has necessitated better and regular communication across various centres in distant parts of the country. It has also introduced a need to better secure the staff and equipment available to the Ombudsman. Implementation of the 2018-2022 Strategic Plan is expected to magnify these challenges.

Effectiveness

A recurrent complaint is that, while the Ombudsman can compel witnesses to assist him with his investigations and force people to produce documents for that purpose, the Ombudsman Act does not give him power to ensure compliance with the directives. Compliance is voluntary, or only secured with the intervention of the President or parliament. In the event of non-compliance, complainants cannot follow up or indeed be involved in any follow up action conducted by the Ombudsman. Furthermore, the

operational link to the President is likely to incapacitate the Ombudsman from investigating complaints against the President, or against a department that falls under the President's office. This can damage the credibility of the Ombudsman. The existing recourse to a somewhat cumbersome, indirect enforcement mechanism suffers from possible bureaucratization, and could be stifled by the same factors that made it necessary to create the Ombudsman in the first place.

Remedial Responses

Technical competence

Enhanced technical competence is the outcome of appropriate recruitment, training and retention practices. A stable employee base is likely to contribute to the development of internal expertise. Funding received from the Ministry of Finance has not been able to support capacity building, and is unlikely to do so in the future.

Support should be sought from alternative sources for training in investigation skills, alternative dispute resolution and report writing, to raise standards within the Office. This includes mediation, conciliation and negotiation. The economy is bound to become more complex, although the dominance of the public sector is likely to persist. In preparation for a widening of scope for disputes involving the public sector, expertise in administrative justice, constitutional law and corporate governance is required. Training should enable the Ombudsman's staff to determine disputes as well as recommend changes in administrative practices that are consistent with the law and with best practice.

There are examples of funding arrangements that have been entered into between equivalent institutions in other parts of Africa and supporting partners to provide training support.

During the life of the Strategic Plan, it is envisaged that up to 8 officers will receive training in investigation and mediation. Some of the training will be conducted outside Sierra Leone. It is envisaged that regional managers will be trained in quarterly monitoring of the activities and interventions envisaged.

A manual to guide the handling of complaints will be developed in the early stages of implementing the Strategic Plan. An efficient case management system will be developed in the first year of implementation.

Internal cohesion

To implement the Strategic Plan, the staff complement is expected to grow by 40%. The office will be administratively structured into three main divisions and seven units. A Director will head each division, while a unit head will lead each unit. The growth will occur mainly in two of the three divisions. One division will be responsible for Complaints, Mediation and Investigations (CMI), a second will manage Human Resources & Support Services (HR & SS) while the third division will be responsible for Finance. The CMI division will be made up of intake clerks, mediators, investigators and legal officers. Mediators and intake clerks will comprise the Mediation Unit. Investigators will work from the Investigation Unit, with the legal officers being in the Legal Unit.

The HR & SS division will be made up of four units, respectively responsible for knowledge management, secretarial and office support, transport and professional management. It will be the largest division. The Finance division will include an accountant, a procurement officer, and a finance assistant.

As part of improving conditions of service, uniforms will be introduced for support staff, with all staff being issued with identification and office access cards.

Efficiency

Experience has shown that the resources that can be deployed by the Ombudsman are limited. These include human resources, financial resources and equipment. Yet, the complaints brought to the Ombudsman have usually stood unresolved for too long, and their resolution should not be delayed further. The situation demands creativity in the type of resources to be procured and the manner of use. It is imperative for the Ombudsman to improve efficiency of operations. Indeed, the service charter commits the office to time frames that do not brook unnecessary delays. To achieve them, there should be minimal duplication of effort, no wastage of resources and greater use of appropriate technology. The Strategic Plan ushers in an era characterized by the mobilization, analysis, management and internal sharing of knowledge. It supports integrity and professionalism through improved time management practices, which include electronic check-in and check-out by staff, use of the intranet for recording commitments and leave and an electronic database for all files. The plan improves intra-office communication by the use of a PABX system, while inter-office co-ordination will be enhanced by improved Internet access. The latter should facilitate the holding of periodical management meetings without long distance travel being undertaken. It will also enable personnel in different parts of the country to better communicate. A network of closed circuit television (CCTV) equipment will support security of personnel, and of equipment.

Effectiveness

The Ombudsman is not intended to be a law enforcement agency. In considering enforcement options, lessons could be learnt from the practice of regulatory authorities, for instance in the sphere of consumer protection. Regulators generally have a range of civil, administrative and criminal enforcement remedies at their disposal. These are intended to:

- Stop the conduct complained of; or
- Reverse the harm caused;
- Ensure future compliance with the law;
- Deter future offending conduct;
- Encourage compliance; and
- In extreme cases, punish the wrongdoer with administrative sanctions.

The options to be availed should be considered for inclusion in the Ombudsman Act. The enforcement mechanisms selected should then be publicised, ahead of their implementation, to inform the public and minimise friction with public institutions against whom they may be invoked. To prevent having to set up a new, costly, enforcement structures, the Ombudsman should utilise the structures being used in civil cases.

Enhancing outreach and investigative work requires upgrading the resource base significantly. To equip all the offices will require ten four - wheel drive vehicles, ten motorbikes, 10 desktop computers, 10 lap top computers, 10 printers, 4 scanners, 10 photocopiers, and 4 video cameras. Office furniture comprising 10 tables, 10 swivel chairs and 20 client/visitors chairs is required to equip additional office space.

It will be cost-effective for the Ombudsman to occupy premises that are owned by the Office and custom designed for the planned functions. Within the period of

implementation, the intention is to acquire land and construct a four storey head quarters. In each of the regions in which it is represented, the Office of the Ombudsman intends to construct offices. This will resolve the issue of working space for the foreseeable future.

Goal 2:

To ensure the institutional autonomy and financial independence of the Ombudsman

Challenges:

The organisational scheme in the Ombudsman Act renders the Ombudsman answerable to the President, and indirectly to Parliament. While this link with the Presidency could fortify the legitimacy and influence of the Ombudsman, it may have an opposite effect in a polarised political environment or in instances where the commitment of the President to good governance is in question. It could negate the work of the Ombudsman should there be disagreement between him and the President in a particular matter. In any event, the basic expectation of democracy is that no one should be above reproach if they violate the law, including the principles of administrative justice.

The Ombudsman substantially depends on budgetary support from the Ministry of Finance. Since the establishment of the Office, the adequacy of funding has been problematic, resulting in some activities not being done. The cost of implementing the 2018 - 2022 Strategic Plan is expected to be higher than either one of its predecessors, which will put a strain on the primary source of funding. It is necessary for the Ombudsman to broaden sources of funding.

Remedial Responses

Institutional autonomy

The Ombudsman Act envisages two kinds of reports from the Ombudsman to parliament through the President. In specific cases, as a response to non-compliance by a public institution whose conduct is investigated, the Ombudsman may report to the President (section 13(3)). In the event of the President not enforcing compliance, the Ombudsman is required to report to parliament. The Ombudsman is also required to submit a report on his activities to the President twice a year. The report is thereafter to be laid by the President before parliament. (Section 15). The resort to parliament in the case of non-cooperation by the President is presumably intended to enable the Ombudsman to rely on the powers of parliament to censure the offending party. The Strategic Plan proposes a departure from this reliance on parliament.

An essential part of the strategy is to clarify the positioning of the Ombudsman in relation to the conventional pillars of the state, and to enhance his effectiveness. Legislative reform to require the Ombudsman to account directly to parliament is required. This assumes that parliament is so structured as to be able to engage with the Ombudsman on the report.

Financial independence

Funding support for the implementation of the Strategic Plan should combine core funding from government with activity or project-specific funding from other sources. The latter should be made up of a mix of capital expenditure or asset procurement projects and operations related projects initiated by the Ombudsman through proposals. The Ombudsman should undertake a detailed assessment of the existing funding streams while exploring new funding opportunities, with the assistance of the Directors and the Programme Manager. The latter in particular should lead on the creation of new proposals.

Public funding for the Ombudsman by the Ministry of Finance, follows the submission of a projected budget. No specific source of revenue is dedicated or ring fenced to support the Ombudsman's budget. Over the years, the release of funds has been problematic to the Ombudsman, on account of inadequacy and delays. The possibility of ring-fenced resource allocation needs to be explored, on the basis that there are sectors of the economy which generate more work for the Ombudsman than others. A possible stable source of public funding could be pension funds.

Financial independence requires the office to enhance its financial control and resource management, and be efficient and accountable in the use of resources, through appropriate instruments. These attributes are axiomatic to attracting and retaining the support of all sources of funding, whether they are government or donors. The Finance and HR & SS divisions should play a critical role in this regard.

Goal 3:

To improve the accessibility and visibility of the Ombudsman to the public

Challenges:

Channels of communication between the Ombudsman and the public are of critical importance. Accessibility also assumes that all prospective users are able to reach the premises of the Ombudsman. The Ombudsman's reports examined do not indicate whether any cases have been received from people with disabilities. They also do not indicate whether any complaints have been received from groups rather than individuals. As the services of the Ombudsman get better known, the profile of beneficiaries may broaden.

Reliable facilities like computers, networking through the Intranet, and efficient transportation are essential tools for the Ombudsman to take in cases, manage the caseload, and for managing the knowledge that will accumulate.

Financial management also requires appropriate technology.

Remedial Responses

Public outreach activities should be targeted on the basis of knowledge of the socio-economic profile of beneficiaries. The CMI division needs to rely on the knowledge management expertise that will be developed in the HR & SS division to conduct the necessary profiling. Eventually the communications officer will utilise the outcomes in developing appropriate material for public outreach activities.

Mainstreaming of gender equality should be a crosscutting theme in all interventions, as the lower representation of women among users of the Ombudsman's services has repeatedly been highlighted. This should in turn translate into changes in the recruitment practices to new positions, a policy on interns and the targeting of outreach engagements.

The Strategic Plan envisages:

1. Quarterly Intake Clinics and Prison monitoring for each regional office
2. Quarterly Prison Monitoring from the Head Office.
3. 4 Systemic Investigations every year
4. 2 Regional and Global Study Tours for 8 staff members
5. Production of a Quarterly Newsletter
6. Production of 250 Service Charter Bill Boards
7. Jingles for reporting of cases
8. 12 radio discussion programs a year per regional office

9. 12 radio discussion programs per year for Head Office
10. Half-yearly meetings with stakeholders of 14 District amounting to 28 meetings
11. Half-yearly meetings with Parliamentarians and Ministers/Permanent Secretaries
12. Half – yearly meetings with staff of public institutions
13. Several regional workshops convened by Head Office
14. Quarterly Press Briefing convened at Head Office
15. 12 TV Discussion Programmes at the instance of head office per year.
16. The upgrading and maintenance of the website
17. Production of calendars, diaries and pens
18. Maintenance of a face book page
19. Production of the Annual Report
20. Information technology upgrade and related logistics

The stipulation for half yearly reports to the President by the Ombudsman, set out in the Ombudsman Act, needs to be reviewed. It appears to have fallen into disuse.

Goal 4:

To ensure that the interventions of the Ombudsman impact positively on governance and service delivery

Challenges:

The reports indicate the following to be the main aspects of governance targeted by the Ombudsman are:

- The abuse of power
- High-handed action
- Unreasonable delays in the payment of terminal benefits
- Unfair discrimination

Many complaints reported to the Ombudsman stem from abuse of power and human misjudgment rather than defective laws. At the same time, deficiencies in various internal procedures for redressing grievances have been exposed. There seems to be a sufficient volume of the latter type of cases, especially in the management of statutory corporations and regulatory bodies, to justify systematic collation, analysis and proactive responses.

The poor level of co-operation from some Ministries, departments and Agencies during the investigation of complaints and following their determination by the Ombudsman has been cited as a recurrent problem. Although this is not evident from the reports perused, this attitude appears to be related to the absence of enforcement authority to enforce compliance. It has been argued that, in some instances, delays in compliance with recommendations, where they take the form of monetary awards, is caused by the lack of funds. It may not be within the capacity of Ministries, Departments and Agencies (MDAs) that are expected to comply with the recommendations to pay, if the funds have not been availed by the Ministry of Finance. Even imposing punitive measures against them would amount to the proverbial 'barking up the wrong tree'.

Remedial Responses:

A priority is for the Legal Unit, in the CMI division to identify all aspects of the Ombudsman Act that need to be amended to align the Act to the Strategic Plan as suggested above.

A related matter is for the Legal Unit to identify all MDAs that require their internal grievance redress mechanisms to be developed and upgraded. Beyond these mechanisms is legislation that is out-dated, or inconsistent with the precepts of administrative justice or even with the Constitution. Recommendations for reform should be directed to the Law Reform Commission. The Ombudsman should consider recommending the adoption of comprehensive legislation to regulate administrative justice. Numerous examples of such legislation exist in Africa and in the Commonwealth.

Collaboration and complementarity with collegiate institutions, such as the ACC, the HRC, and the Legal Aid Board are important values of the Strategic Plan. In particular, considering options for enforcing decisions, the Ombudsman should seek options that can be aligned with those being used by these institutions.

7. Cross Cutting Themes

Institutional development: The Ombudsman will improve its own capacity to deliver technical assistance in a more effective, efficient and equitable manner.

Gender mainstreaming: the annual reports highlight the low representation of women as complainants reporting cases to the Ombudsman. The imbalance requires to be addressed, with the Strategic Plan positioning the impact of its interventions on women as a focal point.

Staff wellbeing: an audit of the existing capacity endowment of the Office and the training needs should be used as a first step in developing measures to establish and sustain the satisfaction of staff with their working environment and career prospects. Cohesion and the successful implementation of the Strategic Plan depend substantially on the retention, and hire of competent, motivated staff.

8. Risks and Mitigation measures

Risk	Mitigation
There may not be commitment to implement the Strategic Plan	The Strategic Plan is internally driven. The consultation process, during the development of the Strategic Plan and external stakeholder consultations, has fostered support for its content and implementation. The focus on results to be achieved in sequence is expected to generate new skills and revitalise staff morale
Existing structures may not be supportive	The proposed re-structuring structure will yield an organisation governed by policies, procedures and systems and designed to support implementation
There is no structured succession plan to ensure continuity and minimize disruptions to implementation	The re-structuring, an enlightened system of performance appraisal and promotion, will ensure the build-up of skills and capabilities to support institutional resilience. Divisions, units and regional management structures are all necessary innovations.

Appropriate and adequate resources are not available	The Strategic Plan proposes to complement public funding with non-core funding from other sources, mainly international supporting partners. A Programme manager, to identify needs and funding opportunities, will be appointed and supported.
Will the staff be available, suitably trained and retained for the duration of the Strategic Planning period?	Emphasis will be placed on recruitment and appropriate staff training. Contracts will be aligned to the strategic plan. There will be greater utilization of IC Technology, which has not previously been prioritized
Full accountability – the Ombudsman should be answerable for the successful implementation of the Strategy. How and when will progress be measured?	The Implementation Plan adequately provides a framework to monitor its implementation, and to appraise the performance of the various players. The Programme Manager, working with the Executive Secretary, will co-ordinate the collection of data on implementation, and report at the annual retreat.

9. FRAMEWORK OF STRATEGIC PLAN

VISION: A Sierra Leone whose public institutions consistently respect and uphold the principles of good governance in their work
MISSION: To improve governance and promote the delivery of public services in Sierra Leone by effectively responding to, and preventing maladministration and the abuse of power

Strategic Goals:

- (i) A technically competent, internally cohesive and effective institution;
- (ii) The Ombudsman is autonomous and financially independent
- (iii) The Ombudsman is more visible and accessible to the public
- (iv) The interventions of the Ombudsman impact positively on governance and service delivery

GOAL 1: A technically competent, internally cohesive, efficient and effective institution	Activities	Means/Instruments/Tools	Expected Outcomes	
			Short term*	Medium term (2022)
	Undertake skills and capacity audit of current staff	Skills and experience audit to identify strengths and gaps, and make adequate arrangements to fill gaps	Comprehensive profile of strengths and gaps, and arrangements made to fill gaps	Increased number of staff competent in resolving complex complaints
	Training of operational and support staff as required	Internal and outsourced training workshops	Appropriate staff recruited, trained and retained	
	Recruitment of staff	Advertisements, interviews, appointments		

	Appoint Directors to head the 3 divisions:HR & SS, Finance and CMI			Strengthened institutional capacity	Enhanced staff integrity and professionalism			
	Training in ICT	Internal and outsourced training workshops	Most management meetings conducted by conference call and/or on Skype	Greater use of corporate e-mail accounts				
			Improved communication among staff					
			Working environment secured and improved for staff and equipment					
	Establish methods of improving staff wellbeing and morale	Survey questionnaires, informal meetings and briefings, suggestion boxes	Equipment including cameras, screens and decoders	Biometric features recognition and recording system, Uniforms for support staff, identity cards, intranet		Funds, venue, programme	Institutional	Coherent planning and
	Install CCTV system for internal security							
	Support staff professionalism and integrity							
Organize annual staff retreat								

	Establish avenues for internal communication	Survey questionnaires, informal meetings and briefings, suggestion boxes	cohesion nurtured	working strengthened
	Install PABX for intra-office communication	PABX system		
	Establish regular staff interaction (e.g. a Common Room, monthly briefings)	Funds for refreshments, newspapers		
	Publicize core institutional values	Intranet, revised staff contracts, performance appraisals, regular briefings, staff retreat		
	Include core values in staff contracts	Research, consultative meetings with investigators, memoranda Literature review (annual reports)		
	Include core values in staff performance appraisals			
	Identify challenges encountered in obtaining co-operation of MDAs during case investigations			
	Identify challenges encountered in obtaining compliance by MDAs with recommendations	Input to Law Reform Commission (LRC), briefings to relevant parliamentary committee(s)	Policies, operational procedures and management practices that are supportive of implementation of the Strategic Plan	
	Formulate remedial provisions to amend the Ombudsman Act			
	Submit remedial provisions to appropriate institution			
	Advocate for adoption of remedial provisions to amend the Ombudsman Act			Increase in rate of compliance with Ombudsman's determinations/rulings

	Develop operational regulatory and guidance manuals		Input from the divisions and regional offices Comparative overview of practice manuals used by counterpart local institutions			Proactive and reactive interventions by the Ombudsman improved
	Establish Knowledge Management Unit (KMU)					
	Collect, document and catalogue literature in accessible e-format		Terms of reference and scope of work, Technical training			
	Analyze available literature as required					
	Appoint Communications Officer					
	Establish and manage office Intranet		Server, technical training	Institutional cohesion nurtured		
	Link all offices electronically for inter-office meetings		Internet modems	Enhanced inter-office co-ordination		
	Enhance Ombudsman's knowledge management capacity		Server for Intranet	Enhanced co-ordination across the institution		
	Identify changes to the Ombudsman Act that support the autonomy of the Ombudsman		Literature review, consultations with investigators, Legal analysis; memoranda to Law Reform Commission			Clearer relationship established between the Ombudsman and pillars of state
	Motivate for reforms to the Ombudsman Act					
GOAL 2: The Ombudsman is autonomous and financially independent						Ombudsman reports directly to Parliament

	Identify non-funded activities and line items in the Strategic Plan	Review of previous annual reports, 2017 & 2018 Budget Estimates, Overview of 2018-2022 Strategic Plan		Activity and project specific funding secured
	Acquire office space	Review of office space requirements against staff numbers Meetings with appropriate authorities and institutions		50% of capital expenditure procured from non-core funding sources
	Identify sources of funding and other support	Consultations with collegiate institutions Networking consultations with potential international supporting partners Adequate rules for managing use of resources	Relationships with supporting partners established and/or maintained	Office accommodation acquired Strategic Plan implemented
	Prepare proposals by which to secure funding and other support for activities	Project proposals, Annual budget estimates	Resource mobilization opportunities explored	Increase in funded projects
	Solicit for funding and other support	Review of office space requirements against staff numbers		Additional office space acquired
	Identify fixed asset requirements	Track public media coverage of events involving the Ombudsman		Increased awareness of and improved confidence in the
	Review and monitor information on the Ombudsman in the public media			
GOAL 3: The Ombudsman is				

more visible and accessible to the public	Prepare a documentary on activities, challenges & achievements	Documentalist, trained staff for interviews, case studies, transport	services of the Ombudsman	
	Update the website regularly	Computer server, computers		
	Identify civil society organisations working in spheres relevant to the Ombudsman's mandate	Database on CSOs		
	Compile and update a mailing list of relevant CSOs			
	Circulate information and updates to relevant CSOs			
	Brief relevant CSOs concurrently with the publication of the newsletter	Briefing notes		
	Prepare information, communication and materials for civic education	Input from all divisions and regional offices		
	Prepare and broadcast jingles			
	Compile, publish and circulate a Quarterly Newsletter			
	Undertake Intake Clinics	Transport (motor vehicles, motor bikes); adequate complement of staff		Increase uptake of complaints from the public
	Undertake prison monitoring visits			
	Prepare and disseminate Service Charter Bill Boards	Bill boards, service charter		

	Initiate and participate in discussion programs on radio	Fees as required by media houses concerned		
	Initiate and participate in discussion programs on TV			
	Publish and/or disseminate calendar, diaries and pens	Calendars, diaries, pens		
	Maintain a presence on Facebook	Input from Knowledge Management		
	Convene quarterly stakeholder briefings	Briefing venues, Briefing notes		
	Produce and circulate the Annual Report	Annual report		
	Analyse reports from dissemination activities and CSOs to obtain a profile of beneficiaries	Reports from CSOs, medial reports		
	Develop and distribute information, communication and education materials to under-represented sectors	Information, communication and education materials		
	Conduct intake clinics that target under-represented sectors	Intake clinics		
	Conduct public lectures	Lecture venues, lecture briefing notes		
		Public media – including		

Relationships with supporting partners maintained

Increased awareness of and improved confidence in the services of the Ombudsman

Greater access by under-represented sectors to the Ombudsman

Increase in levels of awareness of and confidence in the

		interviews, documentaries and podcasts	services of the Ombudsman
		An improved website	
	Establish partnerships with selected civil society organizations	Information, Communication and Civic Education materials	
		Quarterly Newsletter	
		Mailing list	
	Enhance communication between the Ombudsman and the public	Intake Clinics	
		Prison monitoring visits by regional offices	
		An improved website	
		Quarterly Newsletter	
		Service Charter Bill Boards	
		Jingles	
		Radio discussion programs	
		TV Discussion Programs	
		Annual Report	
	Enhance communication between the Ombudsman and stakeholders	Regional Workshops	
	Participate in various informative public engagements	Quarterly Press Briefing	
		Intake Clinics	
	Maintain a presence on face book	Face book page	
	Prepare quarterly newsletter	Newsletter	

	Prepare Annual Report		Annual report		
	Identify MDAs from which there have been recurrent complaints		Annual reports, Consultations with investigators and mediators	Improved quality of dispute resolution mechanisms within MDAs	
GOAL 4: The interventions of the Ombudsman impact positively on governance and service delivery	Undertake Regional Workshops		Workshop venues		Predictable and impartial management of employment relations in the public sector
	Conduct half-yearly meeting with Parliamentarians and Ministers/Permanent Secretaries, and staff of public institutions		Meeting venues, agenda and reports		
	Participate in academic lectures		Lecture venue, Lecture notes		
	Review and if necessary sign Memoranda of Understanding (MoUs) with the Anti-Corruption Commission, Human Rights Commission and Legal Aid Board		Memoranda of Understanding (MoUs)	Active collaborative networks that enrich the pool of information available to the Ombudsman	Improved quality of public administration
	Enter into MoUs with trade unions				
	MoUs with CSOs				
	Prepare ad hoc reports and Annual reports		Reports		Increase in levels of awareness of and confidence in the services of the Ombudsman
	Set periodical performance targets		Implementation Plan, Annual	Effective	

CROSSCUTTING THEMES	Collect data on performance	Work Plans	implementation of Strategic Plan			
		Annual Work Plans, Performance Monitoring Framework				
		Self reporting by staff				
		Appraisal forms				
		Work plans				
	Conduct performance appraisals	Implementation Plan			Feedback from broad range of stakeholders	
		Report on implementation				
		Solicit feedback from users of Ombudsman's services				
	Interviews, surveys, review of literature					
	Review report					
Commission independent review	Review report	Review report				
	Continuing institutional development, Gender mainstreaming, Staff well-being					

* by the half way point of the Strategic Plan

10. Monitoring and Evaluation

Implementation of the Strategic Plan will be regularly monitored. The attainment of the respective outcomes expected, as well as the overall impact of activities undertaken will be evaluated at two stages. The first evaluation will be conducted just after the mid-way point, in July and August 2020. The final evaluation, in the form of a comprehensive review, will be conducted in January and February 2023. Both evaluation processes are expected to inform the next strategic plan.

Monitoring and evaluation processes at the Ombudsman are intended to inform management at the Ombudsman, the public to whom the Ombudsman is accountable and supporting partners that provide resources to the Ombudsman whether interventions are achieving results. They are also intended to ensure the optimal use of the resources available. Staff generally will benefit from lessons that emerge through the monitoring and evaluation processes, with reports being circulated and posted on the Intranet for general information.

Designated member of staff will monitor the following:

- € The levels of input against outcomes in order to better assess value for money of the activities undertaken;
- € Whether activities are undertaken on time and adequately.

It is important therefore that as many activities as possible should be documented, and that the records are securely stored for monitoring. The best-positioned operatives to conduct activity monitoring, on a **quarterly** basis, are:

- The Executive Secretary
- Regional managers;
- The Director: HR & SS;

The evaluation will assess the following aspects of the interventions of the Ombudsman:

- **Relevance** – the evaluation will assess the extent to which the activities undertaken, outputs produced/delivered have contributed to the outcomes anticipated. A decision will be taken in each instance whether the outcome against which performance is measured is short term (ST) or medium term (MT). Relevance will be analyzed using data from documents reviewed, responses from interviews with direct beneficiaries and input from other stakeholders.
- **Effectiveness** - the evaluation will focus on achievements, effects and changes which occurred and which were directly or indirectly related to the intervention of the Ombudsman. Effectiveness will be determined by analyzing the implementation of annual work plans and where feasible, of target indicators in the Implementation Plan.
- **Efficiency** - the evaluation will focus on the one hand on the level of technical and allocating efficiency of the Finance Division and, on the other, on the explanatory factors for any deviations from the Implementation Plan. Finally, it

will identify measures to be implemented to enhance the efficiency of future allocations.

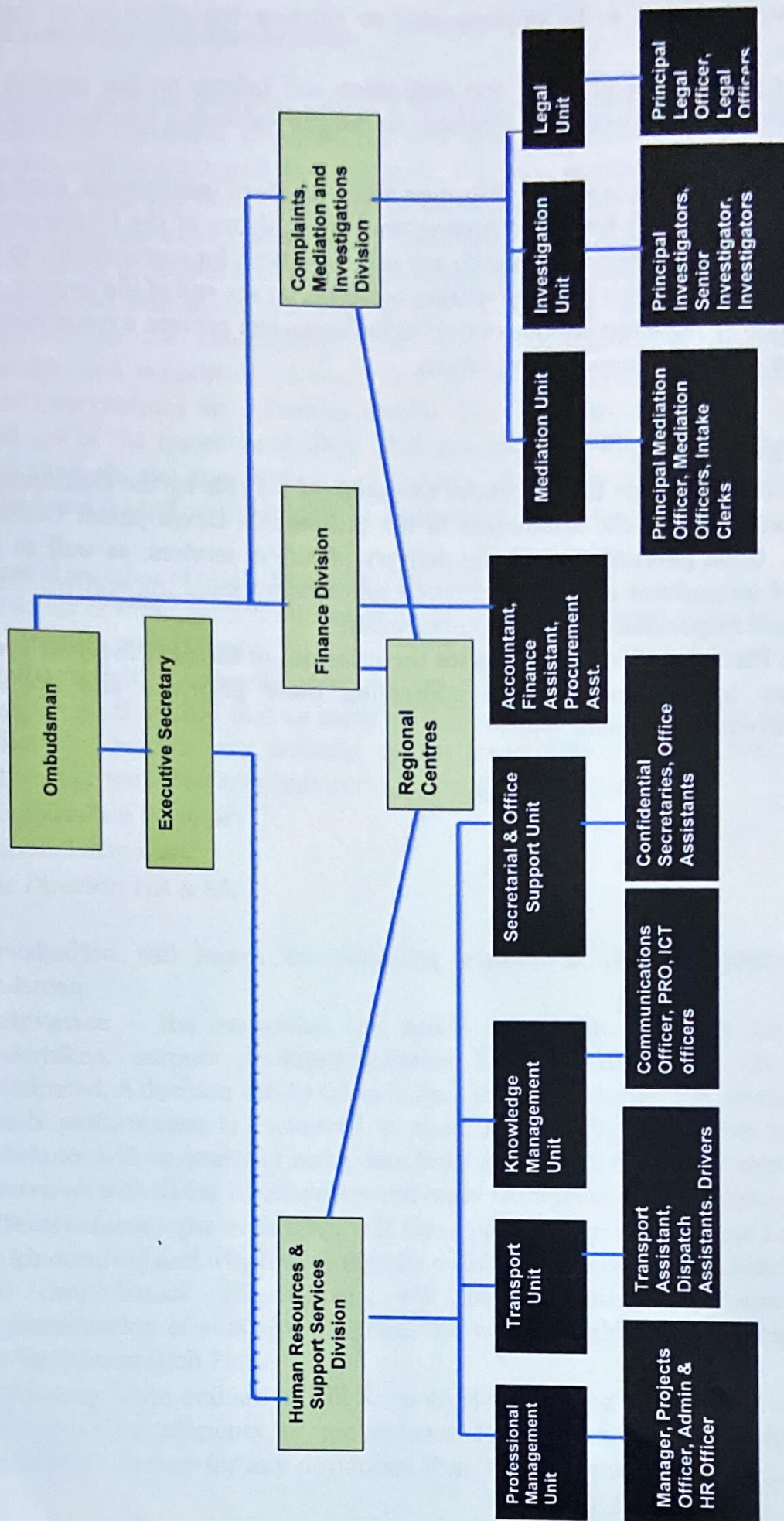
- **Impact**, to the extent possible, the evaluation will inform on the positive or negative changes produced or attributable to the Ombudsman's interventions for beneficiaries.
- **Sustainability** concerns the identification and analysis of institutional, legal and policy changes resulting from the interventions or guidance of the Ombudsman. To this end, the evaluation will identify any pre-conditions for sustainability in the context or sector in which the intervention occurred. At the end of the inquiry, the issue is whether the interventions of the Ombudsman can prevent a recurrence of injustice in similar circumstance in future.

11. Conclusion

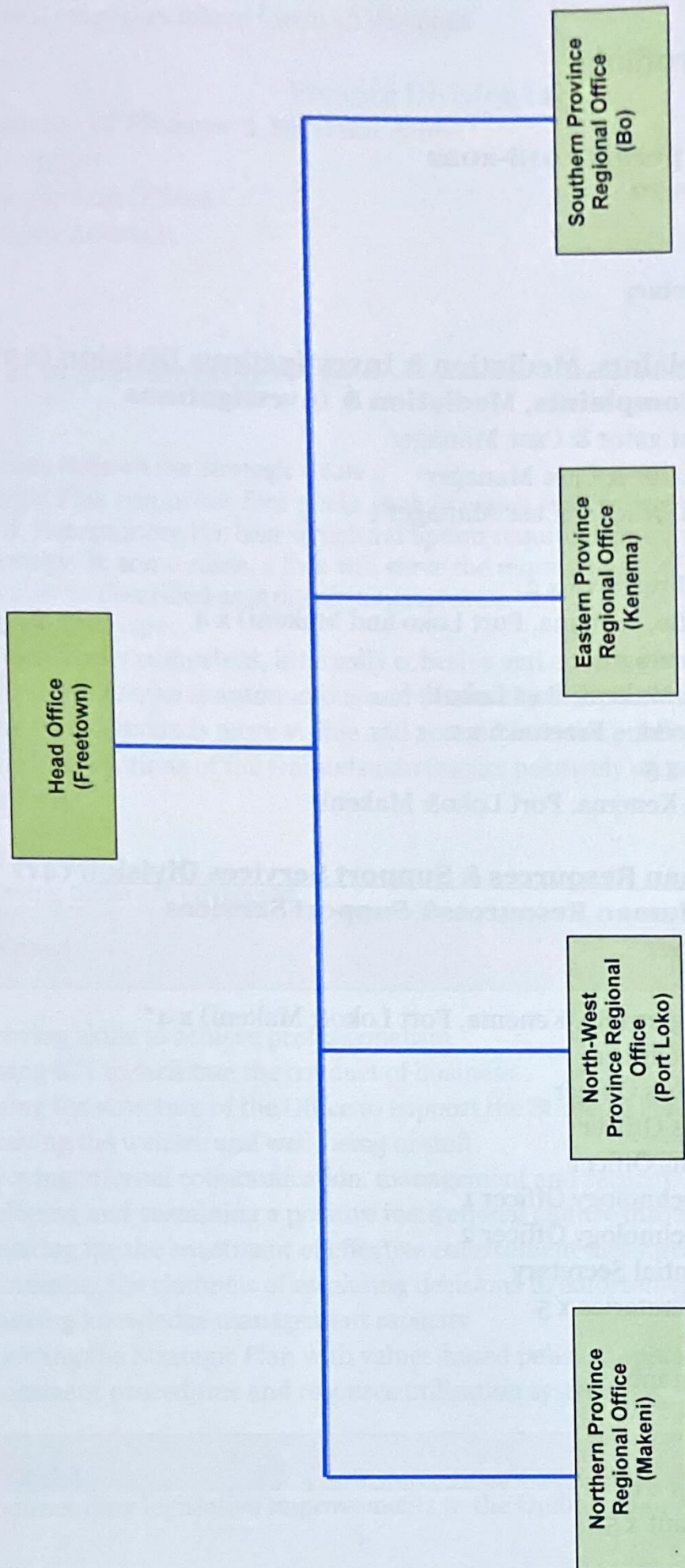
There can be no doubt that the successful discharge of his role by the Ombudsman will impact positively on the attainment of the Sustainable Development Goals in Sierra Leone. Good governance and the delivery of public services, as well as the diminution of inequalities and discrimination are constitutional imperatives. They are also the core responsibilities of the Ombudsman.

The Strategic Plan identifies and addresses the priorities of the next five-year cycle, the challenges to be confronted in addressing these priorities and possible mechanisms to overcome them.

12. Proposed Institutional Organogram



13. Proposed Office Organogram



ANNEX 1: Staff Profiling

STAFFING for the period 2018-2022
TOTAL NUMBER = 70

1. Ombudsman
2. Executive Secretary

Complaints, Mediation & Investigations Division (23)

1. **Director of Complaints, Mediation & Investigations**
2. Principal Investigator & Case Manager
3. Principal Mediator & Case Manager
4. Principal Legal Officer & Case Manager 1
5. Legal Officer x 2
6. Investigator – Freetown x 2
7. Investigators (Bo, Kenema, Port Loko and Makeni) x 4
8. Mediation Officers x 4
(Bo, Kenema & Makeni, Port Loko)
9. Mediation Officers – Freetown x 2
10. In-Take Clerks x 5
(Freetown, Bo, Kenema, Port Loko & Makeni)

Human Resources & Support Services Division (41)

1. **Director of Human Resources & Support Services**
2. Program Manager
3. Project Officer
4. Regional Managers (Bo, Kenema, Port Loko & Makeni) x 4*
5. Administrative Officer
6. Human Resources Officer
7. Public Relations Officer
8. Communications Officer
9. Information Technology Officer 1
10. Information Technology Officer 2
11. Senior Confidential Secretary
12. Confidential Secretaries x 5
13. Transport Assistant
14. Senior Driver
15. Drivers x 9
16. Office Assistants x 6
17. Dispatch Assistant x 5

* Regional managers interact with all divisions

Finance Division (4)

- 1. Director of Finance & Internal Audit**
2. Accountant
3. Procurement Officer
4. Finance Assistant

ANNEX 2: Implementation Plan

1. Explanatory Note on the Strategic Goals

The Strategic Plan comprises four goals, each of which requires certain tasks to be performed. Determining the best structural option requires a summary of the tasks required by the Strategy. In some cases, a task will serve the requirements of more than one goal. The tasks can also be described as strategic objectives.

The Strategic Goals are:

- (i) A technically competent, internally cohesive and effective institution
- (ii) The Ombudsman is autonomous and financially independent;
- (iii)** The Ombudsman is more visible and accessible to the public;
- (iv) The interventions of the Ombudsman impact positively on governance and service delivery

2. Tasks Envisaged

The following tasks are envisaged:

Goal 1 Tasks

1. Improving skills to achieve professionalism
2. Utilising ICT to facilitate the conduct of business
3. Aligning the structure of the Office to support the Strategic Plan
4. Improving the welfare and well-being of staff
5. Improving internal communication, management and security
6. Developing and sustaining a positive institutional culture through upholding core values
7. Motivating for the enactment of effective enforcement measures in the Ombudsman Act
8. Streamlining the channels of escalating decisions to enforcement
9. Enhancing knowledge management capacity
10. Supporting the Strategic Plan with values-based policies, operational processes, procurement procedures and resource utilisation systems

Goal 2 Tasks

1. Recommending legislative improvements to the Ombudsman Act in line with Strategic Plan

2. Mobilising resources to support the implementation of the Strategic Plan
3. Procuring fixed assets to support the implementation of the Strategic Plan

Goal 3 Tasks

1. Regularly updating and circulating information on the activities of the Ombudsman
2. Establishing partnerships with civil society organisations
3. Enhancing channels of communication between the Ombudsman and the public
4. Improving communication between the Ombudsman and other stakeholders
5. Publicizing the Ombudsman's services to sectors not covered previously

Goal 4 Tasks

1. Providing technical advice to MDAs on improving administrative governance
2. Establishing and/or renewing collaborative and information exchange relationships with complementary structures
3. Recommending legislative improvements to promote administrative justice
4. Monitoring the implementation of the Strategic Plan
5. Measuring the effectiveness of the Ombudsman

Annex 3. Implementation Framework

Goal 1: A technically competent, internally cohesive, efficient and effective institution							
Task	Activities	Inputs	Responsibility	Estimated cost in USD	Partners	Expected Outputs	Time Frame
1. Improving skills to achieve professionalism	Undertake skills and capacity audit of staff	Personnel files, self reporting, In-house audit	Executive Secretary	-	Procurement Committee	Comprehensive profile of strengths and gaps, and arrangements to fill gaps	2018
	Train operational and support staff as required	Identified trainees, Trainers (internal and external) appointed		Investigators/mediators (8 x 2) 350,000		Skills and in-house technical capacity established	2018 - 2022
	Recruit staff	Advertisements, Selection, Interviews	Ombudsman	Support staff 100,000 (10 x 2)	Executive Secretary	Services rendered efficiently	2018 - 2022
	Undertake regional and international study visits	Travel and subsistence costs x 8 persons, Cost of materials		-		Appropriate staff recruited, trained and retained	2018 - 2019
				524,800	Executive Secretary	Staff trained	2018 - 2022
						Database on staff competencies	
						Record of staff training conducted;	
						Reports on study visits undertaken;	
						Improved quality and speed of services to the public	
						Improved quality of service within the institution	

2. Utilising ICT to facilitate the conduct of business	Train staff to utilise ICT	Trainers, computers and software, Technicians time	Ombuds man	As above (for training generally, in Goal 1:1)	Knowledge Manage- ment Unit coordinates training	Stable IT System Increased access to information Secure Data and Information	2018 - 2019	Record of training conducted; Migration of all operations staff to corporate e-mail accounts - Use of the intranet by at least 50% of staff	More efficient institution
	Install corporate e-mail for all staff								
3. Aligning the structure of the Office to support the Strategic Plan	Appoint Directors	Advertise- ments, Interviews	Ombuds- man	-	Executive Secretary	Institutional management structure established	2018	Appointment contracts	Improved institutional capacity
	Appoint Regional Managers						2018	Appointment contracts	
	Appoint Programme Manager						2018	Appointment contract	
4. Improving the welfare and well-	Appoint projects officer	Survey with input from staff across the offices	Executive Secretary	-	Regional managers	Resource mobilisation opportunities explored - Funded projects Internal fund- raising capacity strengthened	2018	Appointment contract	Improved communi- cation among staff across the
	Conduct staff survey to establish needs and preferences					Office space for common room/monthl y briefings	2018	Survey report	
							2018, 2020, 2022		

being of staff	Annual retreat	Programme; Venue selection; Procurement Committee authorisation		200,000	Ombudsman, Director: Finance, regional managers		2018 - 2022	Programme; Proof of event; Report on staff retreat	institution - Increased number of staff competent in resolving complex complaints
	Establish avenues for internal communication	Survey with input from staff across the offices		-			2018 - 2022	Survey report; Sample identification card; proof of payment	
	Provide identification cards for staff			2,000			2019 - 2020	Common room facilities, Record of briefings	
	Establish regular staff interaction (e.g. a Common Room, monthly briefings)	Office space		-			2018 - 2022	Domain name licence	
5. Improving internal communication, management and security	Renewal of domain name and maintenance of e-mail account	Server, Internet Links	Procurement Committee**	7,000	Ombudsman, Director: HR & SS		2018 - 2022	Proof of purchase; Inventory of assets, insurance certificates for all	
	Provision of desktop and laptop computers	Computers and software		Desktop computers (20) 30,000; Laptop computers (20) 30,000;			2018 - 2022		

				Printers (10) 7,700 Scanners (4) 750 Photocopiers (10) 20,000 Video cameras (8) 5,500					
	Install external mobile communications	Payment of bills		60,000		External mobile communication installed	2018 - 2019	Proof of purchase and installation	equipment
	Provide stable power supply	5 Medium capacity generators, UPS/Inverter		4 generators for regional offices: 30,400 1 generator for head office: 34,000		Power supply stabilised across the institution		Proof of purchase and installation; Reduction in periods of inactivity due to power outages	
	Installation of PABX	PABX and land line receivers		14,600		PABX installed at head office	2018	Proof of purchase and installation	
	Installation of electronic/biometric check-in system	Biometric identification and access control system		2,600		Electronic/biometric check-in system installed	2018	Proof of installation; Documented entry/exit history;	Improved staff integrity
	Installation of CCTV and intrusion detection system	Cameras and TV Monitors, with Accessories		2,500		Cameras and TV Monitors installed	2018 - 2019	Retrieved video footage	Improved overall security of staff and equipment
	Installation of fire	Fire sprinkler		2,900		Fire prevention	2018 - 2019	Installed systems at all	

	prevention and detection systems with alarm	systems with alarm				and detection systems installed		offices	
6. Developing and sustaining a positive institutional culture through upholding core values	Publicise core institutional values	Content on the website and intranet	Executive Secretary	-	Director: HR & SS	All staff understand the values in the Strategic Plan	2018 – 2022	Website, intranet	Improved cohesion among staff
	Include core values in staff contracts	Revised and new staff contracts						Content of staff contracts	Conducive working environment
	Include core values in staff performance appraisals	Revised appraisal forms				All staff practice the values in the Strategic Plan		Content of performance appraisal forms	Appreciation by the public
7. Motivating for the enactment of effective enforcement measures in the Ombudsman Act	Identify challenges encountered in obtaining co-operation of MDAs during case investigations	Research, consultative meetings, memoranda	Ombudsman	-	Director: CMI	Draft amendments agreed to with policy-makers	2018 - 2019	Legislative changes in bills prepared for parliament	Improved rate of compliance
	Identify challenges encountered in obtaining compliance by MDAs with recommendations								
	Formulate the remedial provisions to				Director: CMI; regional managers				

10. Supporting the Strategic Plan with values-based policies, operational processes, procurement procedures and resource utilisation systems	accumulated archival information. Populate, test run and set up database							support all forms of work and as a basis for record keeping.		accumulated since 2008	
	Analyse available literature as required										
	Establish and maintain Intranet										
	Review all current practices and procedures against the demands of the new Strategic Plan	Review of institutional policies and practices, travel, Strategic Plan 2018-2022, consultative meetings	Ombudsman			Executive Secretary, all Directors	Ombudsman's report to annual retreat	2018 - 2019	Annual reports, mid-term review report, minutes of Procurement Committee meetings	Strategic Plan implemented timeously	
	Develop manual on: Procurement and asset management – including transportation	Review of procurement practices to date, quotations for vehicle insurance & maintenance comparative practices in similar institutions	Director: Finance	1,500 (telephone costs)			Manual on Procurement and asset management		Manual on: Procurement and asset management; Minutes of Procurement Committee meetings	Improved funding position of the institution	
	Adopt transparent and accountable procurement										

practices													
Develop manual on: Financial management practices	Review of financial best practices									Manual on Financial management		Manual on Financial management	
	Develop Code of Ethics	Review of current staff Rules and regulations	Ombudsman		-		Updated Staff Rules and regulations		Content of Staff rules and regulations				
TOTAL cost for Goal 1: \$1,440,500													
Goal 2: The Ombudsman is autonomous and financially independent													
Tasks	Activities	Inputs	Responsibility	Estimated cost in USD	Partners	Expected Outputs	Time Frames	Performance Indicators	Expected Outcomes				
1. Recommending legislative improvements to the Ombudsman an Act in line with the Strategic Plan	Identify changes to the Ombudsman Act that support the autonomy of the Ombudsman	Review of Ombudsman Act, consultative meetings, input from academics and other stakeholders	Ombudsman	-	Executive Secretary all Directors, regional managers	Memorandum explanatory of the vision, mission and current challenges.	2018	Record of consultations Position paper, Memoranda	Ombudsman directly accountable to Parliament				
	Motivate for the adoption of the identified changes to the Ombudsman Act	Briefings to policy makers, civil society organisations and other change agents	Ombudsman	-		Recommendations for remedial legislative changes	2018		Enhanced credibility				
2. Identify non-funded activities and		Strategic Plan 2018-2022, staff	Ombudsman	Running costs: 1,000,000	Program Manager, Procure-	More than 50% of capital expenditure	2018 - 2022	Financial statements	Strategic Plan implemented				

resources to support the implementation of the Strategic Plan	line items in the Strategic Plan	consultations		ment Committee	derived from non-core funding by end of Year 1, escalating to 75% by end of Year 5	Annual reports, Ombudsman's report to annual retreat Feedback from stakeholders	timeously
	Identify sources of funding and other support	Consultative networking, review of contemporary trends in funding, review of donor reports, telephone calls	Rental costs for 2018 – 2019: Head Office 90,000 Regional Offices 40,000				
	Prepare proposals by which to secure funding and other support	Funding proposals to government and to donors quotations, field travel					
	Solicit for funding and other support	Consultations, telephone calls	1,500		75% of capital expenditure derived from non-core funding by Year 5 At least 50% of activities funded from non-core funding by Year 5		

3. Procuring fixed assets to support the implementation of the Strategic Plan	Identify fixed asset requirements of the Ombudsman	Consultations, field travel, telephone calls	Ombudsman	Construction costs: Head Office 1,000,000 Construction (4 regional offices) 1,000,000 Furniture 100,000	Executive Secretary, Director: HR & SS Program- me Manager	25% of office premises occupied by the Office belong to it by Year 2 - 35% of office premises occupied by the Office belong to it by Year 3 - 50% of office premises occupied by the Office belong to it by Year 4 - 75% of office premises occupied by the Office belong to it by Year 5	2018 - 2022	Fixed assets listed in asset register - Significant reduction in rental costs incurred	
	Prepare proposals by which to secure funding and other support	Consultative networking, funding proposals, quotations, field travel							
	Solicit for funding and other support								
	Acquire and register fixed assets	Field travel, telephone calls, consultative meetings							
TOTAL cost for Goal 2: \$3,231,500									

Goal 3: The Ombudsman is more visible and accessible to the public

Tasks	Activities	Inputs	Responsibility	Estimated cost in USD	Partners	Expected Output	Time Frames	Performance indicators	Expected Outcomes
1. Regularly updating and circulating information on the activities of the Ombudsman	Review and monitor media information on the Ombudsman	Interns, newspapers, internet, social media, broadcasts on radio and TV	Knowledge Management Unit	-	All staff, print media practitioners	Quarterly reports for inclusion in the newsletter	2018 – 2022	Media subscriptions, Review notes	Improved awareness of the services of the Ombudsman
	Prepare documentary on activities, challenges & achievements	Media consultant, Video documentary – including airing on TV, copying to DVD/ROMs	Knowledge Management Unit	25,000	Procurement Committee	Documentary on DVD and accessible through the website and to staff for public briefings	2019, 2021	Documentary uploaded on the website Hits on the website Briefings at which documentary is shown	
	Procure projectors and laptop computers for all offices	5 Home Theatre Projectors, 5 laptop computers, 1 electric projection screen, 5 portable screens	Knowledge Management Unit	Projectors: 7,500 Laptop computers: 7,500 E-screen: 300 Mobile screens: 200	Procurement Committee		2018		
2. Establishing partnerships with civil society	Identify CSOs relevant to the Ombudsman's mandate	Research in the media, field observations social networking	Knowledge Management Unit	-	Director: CMI	Nationwide database of relevant CSOs including key officers and contact details	2018 – 2022	Database of CSOs Media reports Quarterly reports from	Ombudsman has a national presence

organisations (CSOs)											regional offices	
	Compile and update a mailing list of relevant CSOs	Website for receiving subscriptions, participants registers from events, social media, printed media									Database of CSOs	
	Circulate information and updates to relevant CSOs	Information and communication materials, e-mail network Database of CSOs									Acknowledgements from CSOs	
	Brief relevant CSOs concurrently with the publication of the newsletter	Quarterly newsletter, transport, briefing venues, At least 25% of registered CSOs attend briefing									Attendance registers	Relationships with CSOs sustained
3. Enhancing channels of communication between	Prepare information, communication civic education materials	Input from operational staff	KMU	10,000							Sample materials; proof of distribution	Public demand for good governance stimulated

the Ombudsm an and the public	Prepare and broadcast jingles		KMU	25,000		jingles broadcast on media platforms	Proof of payment from media houses
	Compile, publish and circulate Quarterly Newsletter	Input on activities from all Divisions and regions	Ombuds man	60,000	All Directors	Quarterly newsletter circulated	Proof of delivery of newsletter
	Undertake Intake Clinics	Transport, subsistence allowances					
	Undertake prison monitoring visits	Transport		200,000			Record of intake clinics; Transport vouchers
	Undertake systemic investigations	Transport	Director: CMI	70,000	Regional managers		Record of prison visits; Transport vouchers
	Prepare and distribute Service Charter Bill Boards	Transport, technical support to mount billboards, Equipment as required	KMU	174,000	Procure- ment Commit- tee		Sample billboard; Number of bill boards distributed
	Initiate and participate in discussion programs on radio	Transport, archival data, Input notes	KMU	Head Office: 8,000 Regional Offices: 31,600	Director: CMI		Recorded radio programs
		Provide support staff with uniforms including	Design of uniforms, Quotes.	Procure- ment Committee	25,000	Transport Assistant	Support staff supplied with uniforms

the Ombudsman's services to sectors not covered previously	beneficiaries and sectors served to date	n activities, archival material	Management Unit		organisations, UNDP	showing beneficiaries by gender and sector of the economy		
	Procure transportation to distribute information, communication and education materials	Transport, information, communication and education materials, invitation letters and flyers	Procurement Committee	10 motor bikes 42,000 Toyota motor vehicles: 857,080	Regional managers	Information disseminated to marginalised sectors	2018 - 2021	Copies of distributed materials
	Conduct intake clinics that target under-represented sectors		Director: CMI	-		Complaints received from broader cross-section of the community	Notes recorded at intake clinics	
	Conduct public lectures		Ombudsman	-	Director: CMI and regional managers	Information disseminated to marginalised sectors Stakeholder feedback	Attendance registers, publicity flyers of events	
TOTAL for Goal 3: \$2,117,510								

Goal 4: The interventions of the Ombudsman impact positively on governance and service delivery									
Tasks	Activities	Inputs	Responsibility	Estimated cost in USD	Partners	Expected Outputs	Time Frames	Performance Indicators	Expected Outcomes
1. Providing technical advice to MDAs on improving administrative governance	Identify MDAs with recurrent administrative shortcomings	User requests - User needs surveys - Archival material - Media reports - Reports from HRC and/or ACC	Director: CMI	-	Ombudsman	Improved quality of administration, and/or dispute resolution mechanisms	2018 – 2022	Advisories issued out - Acknowledgements of receipt of advisories	Predictable and impartial management of employment relations in the public sector
	Undertake Regional Workshops	Information, communication and education materials - Selection of target audiences - Resource persons knowledgeable in administrative justice -	Ombudsman	92,000	Regional managers	Improved quality of public administration		Workshop reports	Qualitative improvement in legislation directly impacting on governance

	Convene half-yearly meeting with Parliamentarians	Documentary Information, communication and education materials - Case studies - Exhibition materials to showcase outputs of the Ombudsman and to raise awareness	Ombudsman	33,000	Executive Secretary, Director: CMI	Awareness by political leaders of scale and impact of maladministration and abuse of power in the country	Minutes of proceedings	
	Convene half-yearly meetings with Ministers & permanent secretaries	Documentary Information, communication and education materials - Case studies - Policy briefs	Ombudsman		Legal Officers	Commitments of political leaders to legislative and structural improvements	Minutes of proceedings	
	Review and if necessary sign Memoranda of Understanding (MoUs) with		Ombudsman	-	Director: CMI, heads at ACC, HRC and LAB	Structured networking with stakeholders	Memoranda of Understanding (MoUs) - Increase in	
2. Establishing and/or renewing collaborative and								Pool of information available to the Ombudsman enriched by

4. Monitoring the implemen- tation of the Strategic Plan	Compile <i>ad hoc</i> reports	Ombudsman	-	Director: HR & SS	Pre-emptive responses to administrative malpractices		<i>Ad hoc</i> reports	Monitoring reports feed into Evaluation Report - Strategic Plan implemented successfully
	Input to Law Reform Commission	Research, memoranda	-		Law reform advocated	2018 - 2019	Correspondence exchanged with LRC	
	Participate in academic lectures	Venue, Publicity material, Lecture notes, Transport	-			2018 - 2022	Reports on lectures	
	Set annual performance targets, Collect data on levels of input on all activities, Collect data on outcomes achieved	Annual work plans, Quarterly monitoring reports, Performance appraisals	-	Executive Secretary, Programme manager, regional managers	Quarterly reports, which compare inputs against outcomes.	End of March, June, September & December each year from 2018 - 2022	Monitoring report	
	Collect data on performance	Monthly reports User experience questionnaires	-			2018 - 2022	Completed appraisal forms	
	Collect performance appraisals	Staff Rules and regulations, Appraisal	-					

		forms, consultative meetings							
	Report on implementation	Annual reports, quarterly reports, feedback from beneficiaries, stakeholders and supporting partners	Ombudsman	-	International development organisations Independent reviewer	Detailed input to Review Report	2020, 2022	Review reports	
5. Measuring the effectiveness of the Ombudsman	Solicit feedback from users of Ombudsman's services	User survey, surveys by credible CSOs	KMU	-	Executive Secretary, all Directors and regional managers	Feedback from broad range of stakeholders	Mid- 2020, End of 2022	Positive comments from beneficiaries	Strategic Plan reviewed
	Commission independent evaluation	Independent reviewer appointed, Quarterly monitoring reports, Legislation, Lists of beneficiaries and stakeholders Budget	Ombudsman	90,000		Positive Review report		Positive comments from other stakeholders	
	Undertake Evaluation								
TOTAL for Goal 4: \$249,000									
SUB-TOTAL: \$7,038,510									
CONTINGENCY (calculated at 10% of the sub total): \$703,851									
TOTAL for 2018-2022: \$7,742,361									

- 4.
5. ** The signatories to the Institution's account are:
6. 1. The Ombudsman
7. 2. The Executive Secretary
8. 3. The Director of Finance
9. 4. The Accountant.
10. Any three may authorize transactions in which the Committee's approval is required.



*Empowered lives.
Resilient nations.*