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ANTI-CORRUPTION COMMISSION

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SIERRA LEONE, WEST AFRICA

REQUEST FOR EXPRESSION OF INTEREST

CONSULTING SERVICE: DEVELOPMENT OF THE SIERRA LEONE ANTI-CORRUPTION COMMISSION (ACC) STRATEGIC PLAN 2011- 2013

1. BACKGROUND:

Corruption has been perceived as a major hindrance to the socio economic development of the republic of Sierra Leone and a contributing factor to events leading to the country's ten year rebel war. This fact has been articulated in the report of the Truth and Reconciliation Commission (TRC), set up to examine the causes of the war and remedies to prevent a recurrence.

In order to deal with the systemic nature of corruption that has eaten deep into every fibre of the society, the Anti-Corruption Commission was set up by an Act of Parliament in 2000 to provide for the prevention of corruption and other related matters. This Act has since been repealed to address the inherent weaknesses on its mandate and replaced with the Anti-Corruption Act 2008 being an Act that provides for the continuation of an independent Anti-Corruption for the prevention, investigation, prosecution and punishment of corruption and corrupt practices and other related matters.

In pursuance of this goal, the Commission uses three approaches in the fight against corruption. Namely;

- Public Education and Outreach on the effect of corruption and the benefit of a corrupt free society
- Systems and Processes Review of policies and procedures of government Ministries, Departments and Agencies
- Intelligence, Investigations and Prosecution of corrupt offences

In an effort to have a more coherent approach in the fight against corruption, the National Anti-Corruption Strategy (NACS) 2008-2013 was developed to orchestrate the fight against corruption and introduce key pillars of integrity. In addition, the Commission's operation is guided by the 2008-2010 strategic plan to achieve its mandate as set out in the new Anti-Corruption Act 2008.

The objectives of this strategic plan are (i) to enable the ACC take a leading role in coordinating the implementation of the National Anti-Corruption Strategy; (ii) set and attain performance targets for its existing and emerging mandate and (iii) build human financial and other capacities required for its work within the strategic planning period.

2. PURPOSE OF THE STRATEGIC PLAN DEVELOPMENT:

The 2008 - 2010 strategic plan has enjoyed successful implementation. Three months to the end of the planned period, ACC is desirous of developing a new plan to cover the period 2011 – 2013. Consequently, the purpose of the Strategic Plan Consultancy is to assess the status of implementation of the current ACC Strategic Plan and make recommendations for improvement of the pace and quality of implementation in all three operational areas and support functions of the Commission.

The plan will also address the mechanisms put in place for institutional and strategic arrangements; analyse progress made so far on implementation; identify significant gaps between plan and implementation. Consequently, the Consultants will draw lessons from these analyses and recommend steps to further strengthen implementation of the strategic plan. It is expected that the Consultant will also provide key stakeholders with an independent assessment of implementation of the strategic plan 2008-2010, focusing on the kick-start phase and roll-out phase. Finally it will build on existing progress and other related assessment that have been carried out so far.

3. OBJECTIVES:

General Objectives:

1. To Develop three year strategic plan which should:
 - Identify with areas the organization would like to focus on and at the same time develop a framework to support effective programme implementation
 - Analyse and review the mission, vision, roles and responsibilities of the ACC; clearly identifying and building on complimentary, synergy and effective communication structure for both the Headquarter and regional offices.
 - Evolve effective organizational structure, clear mandate of the Headquarter and regional offices while identifying an appropriate communication structure, complementarities and synergy in their roles and responsibilities.

Specific Objective:

- (i) Undertake organizational analysis, paying attention to its vision, mission and core values outlined in the strategic plan 2008-2010 and based on the outcome of a retreat to be initiated by the consultant, redefine the vision, the mission and core values of the ACC. Where necessary critically look at the current organization structure of the ACC and suggest organizational changes to ensure efficiency, focus and delivery of the Commission's mandate.
- (ii) Undertake a strength, weaknesses, opportunities and threats (SWOT) analysis for internal and external environment with a view to addressing the challenges to and opportunities for, the organization
- (iii) Analyze and review strategic objectives, strategies, activities and outline implementation matrix for the strategic plan
- (iv) Develop the framework for strategic planning process, ensuring its timely completion and thereby enabling the organization derive maximum benefit from the process
- (v) Facilitate the strategic planning process and produce a new draft of strategic plan covering the period 2011-2013 that is consistent with the priorities and vision of the organization.

4. REVIEW OF OPERATIONAL DEPARTMENTS

General Objective:

Assess the extent to which transformation processes planned for the kick start and roll-out of the Strategic plan to make ACC a more efficient and effective organization, including; expected institutional changes, programme direction, management and administrative issues and other preconditions that have been put in place to improve organizational systems and procedures.

For the purpose of this review, operational departments : the Systems and Processes Review Department, The Public Education & External Outreach department and the Intelligence, investigations & Prosecution department.

Specific Objectives:

- (i) Examine the policies and procedures of the Intelligence, Investigations and Prosecutions Department and make recommendations on its overall operations including but not limited to professional standards, integrity, efficiency and effectiveness of the report centre on corruption
- (ii) Assess the organizational structure and context for the implementation, management and verification of asset declaration in line with the provisions of the Anti-Corruption Act 2008 with a view to making its implementation effective and efficient
- (iii) Assess the role of systems and processes review Department of the Commission with a view to making maximum impact on its entire operation including review reports to clients and other stakeholders
- (iv) Assess the coordinating role of the ACC on the implementation of the National Anti-Corruption Commission and provide advice on the facilitation, funding strategy and monitoring of the process
- (v) Assess the communication strategy and public education and external outreach programmes of the Commission with a view to making it more efficient and effective in the fight against corruption.
- (vi) Assess institutional linkages and proffer recommendations on how the commission can effectively build partnerships and synergy in the fight against corruption.

5. REVIEW OF FINANCE AND SUPPORT SERVICES

General objectives:

- (i) Assess the efficiency and effectiveness of the ACC planning, programming, budgeting, monitoring, evaluation and reporting activities within the context of a Result-Based Management (RBM) framework

Specific objectives:

- (i) Review the Human Resource policy, practices and procedures and produce an organizational study report
- (ii) Examine the capacity of ACC staff taking into account the current staffing levels, provide recommendations to address capacity, work load analysis and output. In addition, identify staffing gaps and duplication in line with the organizational strategic objectives
- (iii) Review the current finance and procurement practices and procedures of the Commission and make recommendations on necessary improvements
- (iv) Review the IT policies and communication strategies for effective implementation of the Commission's strategic objectives

- (v) Examine the role of internal audits and make recommendations for maximum impact on quality assurance and improvement in the overall operations of the ACC including finance

6. METHODOLOGY:

(a) Development of Strategic Plan 2011-2013

The consultant will review existing documentations including the ongoing programmes, organizational structure, vision and mission in line with the ACC mandate. With the involvement and participation of senior management, the consultant will draft a road map for initiating strategic planning process while documenting the organizational reviews. On the basis of the road map, the Consultant will organize a retreat for key stakeholders.

7. DELIVERABLES:

- **Workshop/retreat report on strategic planning**
- **Three year strategic plan document covering 2011-2013**
- **Activity plan for 2011, 2012 and 2013 that is coherent with the long term strategic plan**

8. TIME FRAME:

The time frame for this consultancy will be 12 weeks divided as follows;

- Assessment of the Headquarters in Freetown: 4 weeks
- Assessment of the regional offices in Bo and Makeni: 2 weeks including travel days
- Preparation/facilitation for workshop and development of first draft strategic plan: 4 weeks
- Editing/fine tuning of final report and presentation to management: 2 weeks

9. MANAGEMENT:

The consultant will be supervised by the Commissioner. Regular consultation and result tracking meetings will be held throughout the period.

The ACC will pay the consultant(s) a fee that will be agreed upon by both parties subject to the government of Sierra Leone withholding tax law. The ACC will also cater for the consultant(s) road transportation costs out of Freetown related to the assignment on terms and conditions set out in the detailed contract that forms part of this TOR. The Commission will also facilitate and organise interviews and contacts, working space and facilities i.e. access to telephone, stationery, photocopy, and printer.

10. QUALIFICATION/PROFILE OF CONSULTANT(S):

The preferred Consulting firm is expected to possess the following:

- i. Strong background in organizational development and human resource management or related field;
- ii. Similar experience in similar post-conflict developing countries over the last 5 years;
- iii. Similar previous experience in strategic planning and review
- iv. Possession of programmes/project management skills

11. Based on the foregoing, the Anti-Corruption Commission now invites eligible Consulting Firms to indicate their interest in providing the above services. Interested firms must provide information that they are qualified to perform the services (brochures, description of similar assignments, experience in similar conditions, and availability of appropriate skills among staff). Firms may associate to enhance their qualifications
12. Selection will be based on experience, qualification, quality of personnel, and the ability to complete consulting services within the specified time frame.

13. METHOD OF SUBMISSION OF EXPRESSION OF INTEREST

Expressions of interest may be hand delivered in sealed envelopes clearly marked in Bold Print "**EXPRESSION OF INTEREST – CONSULTANCY SERVICES – DEVELOPMENT OF STRATEGIC PLAN 2011 – 2013 – ACC**", by 12:00 noon on 17 December 2010 and addressed to:

**The Procurement and Administrative Manager
Anti-Corruption Commission
3rd Floor, Cathedral House
3 Gloucester Street
Freetown
Tel: 033 199 065**

Expression of Interest may also be submitted by email to:

efofana@anticorruption.gov.sl

