

**Corruption,
Local Government
&
Decentralization**

CAMPAIGN FOR GOOD GOVERNANCE

**REPORT ON SOUTHERN & EASTERN PROVINCES WORKSHOPS
MADAM WOKIE HOTEL, BO & HOLY TRINITY SECONDARY SCHOOL,
KENEMA
DECEMBER 13 – 16 & 18 – 20**

ABOUT CAMPAIGN FOR GOOD GOVERNANCE

Campaign for Good Governance (CGG) is a non-partisan, non-governmental and registered national organization in Sierra Leone. Some of the leaders of the pro-democracy movement in 1996 established CGG to facilitate and encourage the full and genuine participation of all Sierra Leoneans in the political, social and economic process of development in their country, thus allowing them to freely

and constructively contribute to its overall development. As the name implies, **CGG** is the largest organization advocating for good governance in Sierra Leone.

CGG aims to develop a partnership between civil society and government based on dialogue, consultation and collaboration and sensitize the Sierra Leonean public on democracy and good governance to enable them to participate in the evolving political process. **CGG** also aims to provide a platform for broad-based discussion amongst the citizenry on current political issues that affect the sustainability of good governance. Civil society needs avenues to place their issues on the development agenda. This is why **CGG** promotes dialogue and networking amongst civil groups and particularly believes in conscientizing the citizenry on gender mainstreaming.

Using advocacy, provision of information, networking and training, **CGG** has three main programme areas: democratic participation of civil society, gender and community empowerment, and human rights. **CGG** has been involved, inter alia, in initiating programmes, particularly on corruption, local government and decentralization; bringing civil groups together at district and national levels in various fora; increasing public understanding of basic human rights principles with emphasis on women's and children's rights; collecting data and compiling statistics on domestic and sexual violence; peace building and reconciliation outreach; enhancing women's political participation and creating a micro-credit and savings scheme for market women.

THE INSTITUTE FOR AFRICAN WOMEN IN POLITICS

The Institute for African Women in Politics (**IAWiP**) was created by **CGG** as a regional advocacy, training, information, networking forum for African women on political issues. The aim underpinning the institute is to facilitate the participation of women in the political and decision-making structures of their countries. Initial emphasis is being placed on Sierra Leone as presidential and parliamentary elections are scheduled to take place in 2001.

The ultimate goal of **IAWiP** is to encourage, train and support significant numbers of women for political positions and in decision-making to promote a progressive African women's agenda.

PREFACE AND ACKNOWLEDGEMENTS

Corruption, Local Government and Decentralization is the result of a collaborative process involving not only the trainer but also participants at 2 regional workshops in the southern and eastern provinces in December 2000.

From December 13-16 and 18-20 2000, Campaign for Good Governance convened two training workshops in Bo and Kenema towns on the above issues with a view to sensitizing participants on the linkages between corruption, centralization and sustainable development. The workshops sought to review public perceptions of corruption and identify the costs, and highlight the over centralized system of government plus its attendant marginalization tendencies. It also aimed at generating ideas on viable strategies for pressuring, encouraging and demanding a local government policy and developing a public campaign to combat corruption.

Participants were drawn from each chiefdom in the 4 districts of the southern province and from Kenema and Kailahun districts in the eastern province. The participants were frank and they provided accurate assessments of the conditions in their communities vis-à-vis the themes of the workshops. Many thanks to them, for some, for making the long and difficult journey to the respective venues, to share ideas and experiences of the challenges they face in the course of activism in their localities.

Part 1 of this report comprises the summary of sessions conducted in Bo town. Part 2 contains a summary of the proceedings in Kenema town and part 3 contains group works conducted and the resulting recommendations.

We are most indebted to the **UNITED STATES AGENCY for INTERNATIONAL DEVELOPMENT (USAID) /OFFICE OF TRANSITION INITIATIVES (OTI) THROUGH WORLD VISION, SIERRA LEONE (WV, SL)**, which provided financial support. The prompt decision of WVSL to support us made the workshops possible in a very short time frame. We also thank the efforts of all the facilitators – CGG’s field staff in the districts – and commend them for their invaluable assistance.

We utilized information materials from **TRANSPARENCY INTERNATIONAL (TI)** and **USAID/OTI** to facilitate the workshops. CGG is most grateful for the availability. Though it is impossible to mention everybody who has contributed to this event, special thanks goes to our staff in the Freetown office for their administrative support; Sullay Bangura, Michaela Kamara and Isata Jalloh. Our gratitude goes to Christiana Solomon for conducting the training sessions.

The views and opinions expressed in this report are not necessarily those of CGG or the funding organization. They remain those of the participants. The responsibility for any errors lies with CGG.

Zainab Hawa Bangura (Mrs.)
Campaign Coordinator

TARGET GROUP

The target group was representatives from civil society groups and community leaders from the entire southern province and parts of the eastern province. 2 participants from each chiefdom, to be precise, were chosen, that is, 164 participants attended the workshops. The following criteria was also proposed for participation:

- All delegates were required to stay for the duration of the workshops.
- In the southern province, the accommodation for the residential was on a shared basis, whilst the workshop was non-residential in the eastern province.
- Political agents and party members were excluded from the workshop.
- Members of the CDF and other fighting forces were not allowed to participate.
- Gender balance was encouraged in the selection of workshop delegates.

METHODOLOGY

The training was conducted in a participatory way to enable the trainer to examine the relevance of the ideas presented and develop individual and collective responses. Emphasis was laid on the need to maximize inter-group networking and the use of charts. The sessions were structured in the following manner:

- Training sessions
- Group works
- Role Plays
- Brainstorming

TRAINING OBJECTIVES

- To enhance the capacities of participants and equip them with supplementary skills to enable them apply pressure for change within their communities.
- To empower participants to report incidents of corruption.
- To raise awareness and conscientize participants on corruption to challenge existing attitudes, behaviours and beliefs.
- To demonstrate the link between corruption and over centralization.
- To cascade the process through the multiplier effect of training trainers.

EXECUTIVE SUMMARY

Campaign for Good Governance has paid attention to governance issues since its inception but has increased its emphasis on corruption as the national chapter of Transparency International, and linked it with the highly centralized stat.

Corruption has the most damaging effect on the development of Sierra Leone, second only to the ten years rebel crisis, and within the last 30 years it has permeated all sectors and levels of society. Corruption must therefore be confronted as a matter of urgency, and its control seen as a pre-condition to economic growth. The various levels; government, civil society and the private sector can achieve this. Enhancing the role of civil society to demand accountability from government is one major strategy. This ensures congruence between public policy and actual implementation, and the efficient allocation and use of public resources

Local government was abolished in Sierra Leone in 1975. This has led to over-centralization of power and resources in Freetown leading to inefficiency and corruption. Fiscal chaos ensued and a collapse of all local infrastructures and services including schools, health clinics and roads. Decentralization of the state apparatus increases participation, equitable distribution of development benefits, more involvement of civil society and women and access to resources and services. More importantly, decentralization complicates and reduces the opportunities for corruption.

The main objective of the workshops was to raise awareness on the harm done by corruption by discussing the causes and effects on the development of the country, and to sensitize on the linkages between devolution of power and sustainable development. By so doing, the citizenry will pressure and demand a local government policy from government. Sensitization will also encourage civil society to monitor, detect and report instances of corruption.

The conference attracted civil society and community leaders from all over Bo, Pujehun, Moyamba and Bonthe Districts in the southern province, and Kenema and Kailahun districts in the eastern province. Using the participatory method, the workshops started off by defining corruption. In this context, participants gave numerous responses and identified the causes and costs of corruption. They also gave fresh insights into strategies on controlling corruption, advocating strongly for government to demonstrate commitment and political will to clamp down on corrupt legislators. They also called for a monitoring system on the assets, income, liabilities and business interests of parliamentarians, ministers and public officials.

On *Local Government and Decentralization*, participants collectively defined local government. Coming from local communities, they also highlighted the features of a local government. Participants also lamented the absence of decentralized communities which they said would limit the authority of the central government and devolve responsibility and decision-making to local structures at community levels. In this regard, they proposed local government structures to be implemented at their levels, which would facilitate the participation of women and youth, two sectors of society that continue to be politically marginalized.

What follows is a report of the proceedings in the two locations.

PART 1

SOUTHERN PROVINCE TRAINING WORKSHOP

DECEMBER 13 – 16 2000

1. INTRODUCTION

The workshop began with a welcome and introduction of the participants by the process facilitator, Christiana Solomon. She provided a brief overview on the rationale behind the workshop and took participants through the workshop objectives (see above).

Participants hoped that the workshop would enable them to:

- Acquire knowledge on the issues to be discussed.
- Network and establish linkages, including building a strong network at district and chiefdom levels.
- Learn skills to enable them function as ‘foot soldiers against corruption’¹
- Be self-confident to challenge existing patterns of behaviour in both issues.

1.1. **Definition of Corruption**

In a brainstorming session, corruption was defined as:

- Dishonesty
- Depriving others from their benefits
- Illegal diversion of public funds to an individual or group
- Greed
- Immorality
- Selfishness
- Not God-fearing

Corruption was defined in greater detail as “The [Improper and Unlawful] Misuse of public office for personal gain and for those close to them.

Instances of corruption were identified as:

- Public procurement
- Government appointments
- Providers of public services (e.g. drivers’ license, passport control) insist on payments for the services or to speed the process up.

¹ This term was coined by Christiana Solomon during the training.

- Revenue officials extort money by threatening to surcharge importers unless bribes are paid, in which case low assessment on goods are made.²
- Award of scholarships or grants
The methodologies used included:
 - Bribery
 - Extortion
 - Fraud
 - Embezzlement
 - Influence peddling
 - Kickbacks
 - Cronyism, connections

The trainer highlighted two forms of corruption:

1. Petty corruption which occurs as a result of poverty and is practiced on a low scale. Examples are traffic policemen who extort money for their own benefit by threatening to impose traffic penalties unless bribes are paid, or petty traders who create artificial scarcity to link up the prices of their wares.
2. Grand Corruption: This refers to corruption on a grand scale and is born out of greed. It involves areas such as officials contracting government business to themselves or taking percentages on government contracts, which are often paid into foreign bank accounts. This leads to capital flights whereby African leaders slash their ill-gotten wealth in European banks, which in turn adversely affects social and economic development.

Causes of Corruption

During this module, participants identified several factors. These range from:

- Bad governance
- Selfishness
- Dishonesty
- Non-enforcement of the law
- Lack of accountability and transparency
- Unlimited tenure in office
- Family commitments
- - isms
- Lack of adequate salaries/social security

Causes fall into three categories:

1. **Institutional Structures** – refers to established systems which display weaknesses. These structures fail as a result of wide authority, little accountability, little or no attempt to control the work of junior staff and lax working practices.
2. **Societal Attitudes** – refers to public perception and acceptance of corruption; a belief that a behaviour is not corrupt, a laissez faire attitude because no action will be taken if a matter is reported or that the behaviour is justified in

² See National Integrity Systems. The II Source Book Second Edition (II, Berlin, 1997) p.1.

the circumstances. These stem from personal loyalties, inequality or an illegitimate government in power.

3. **Rule of Law** – refers to the limited enforcement of the Rule of Law, which fuels the public's distrust and disregard and heightens its lack of confidence in the system.

Cost of Corruption

In a brainstorming session, participants highlighted some key costs:

- War/Destruction
- Underdevelopment
- Inefficient leadership
- Over expenditure and rise in prices
- Weak domestic economy

These were later categorized:

Political Costs – the entire political system is corrupt, from the electoral process to the various arms of government. Corruption in government undermines the Rule of Law, undermines service delivery to the public and reduces the ability of the government to govern.

Economic Costs – corruption impairs economic growth, scares off private investment and genuine taxpayers and encourages shadow economy.

Social Costs – corruption in government lowers respect for constituted authority and therefore the legitimacy of the government. This category accounts for a decline in moral values in society and increased warped admiration for corrupt officials who have illegally plundered the national treasuries to amass wealth

Controlling Corruption

In order to contain corruption, participants agreed that a combination of interlocking arrangements needs to be developed and implemented. These include:

- Administrative reform and the accountability of decision-makers.
- Appropriate channel for reporting instances of corruption
- Effective monitoring units at all levels
- An independent judiciary, and enforcement of the Rule of Law against culprits.
- A free and trained press to report cases of corruption.
- Government institutions should have checks and balances mechanisms
- Create citizen awareness campaign of costs of corruption and of citizen rights.

Roles, levels and strategies

Corruption can be controlled by 3 categories at 2 levels using certain strategies

Roles

Monitoring and controlling corruption cannot be left only to government agencies. Rather other stakeholders must be involved. These are civil society and the private sector.

Government

In order to counter corruption effectively, it is government's responsibility to do the following:

- Enforce laws
- Deregulate
- Initiate reform procedures
- Investigate reports of corruption
- Demonstrate political commitment
- Conduct random audits

Civil Society

Participants agreed that the basic function of civil society in this instance is to conduct public education on corruption and its attendant effects. In addition, civil society should:

- Investigate incidents of corruption and report to appropriate authorities
- Monitor government, serve as a public watchdog and increase public awareness of rights and responsibilities.

Private Sector

The role of the private sector was identified as:

- Establish a code of ethics or conduct to maintain integrity in public life and service.
- Cooperate with the host government to strategize on limiting corrupt practices in the private sector.
- Professional bodies should debar their members involved in corrupt practices. For instance the Sierra Leone Bankers Association.

Levels

The 3 categories operate on 2 levels namely; central and local levels.

Central Level

At this level laws and regulations are made and enforced by government, as well as major public programmes and policy reform. Civil society on its part may lobby government and advocate for a change at this level whilst the private sector should introduce specific anti-bribery clauses into corporate codes of conduct, monitor its application and effectiveness, and support a national anti-corruption drive.

Local Level

At the regional level, government should decentralize, interpret and implement laws and regulations and simplify interactions with the public.

Civil society should continue to educate the citizenry at the local level and monitor the local government structure in place.
The private sector, together with government and civil society, should establish customer service standards and the inevitable code of ethics.

Strategies

These include enforcement, prevention and public education strategies.

Enforcement Strategies

Enforcement strategies were identified as:

- More training for law enforcement and judicial agencies
- More severe sanctions such as punishment, blacklist and extradition order for culprits who jump borders.
- More focus on grand corruption to eliminate capital flights.
- Confiscate properties/assets of guilty officials.
- Establishment of internal anti-corruption and monitoring units.
- Establishment of complaint procedures and hotlines.
- Physical protection of witnesses
- Audit of government institutions with rapid reporting system.
- Removal of immunities of Parliamentarians to allow them face court charges.

Prevention Strategies

These include, but are not limited to:

- Increase in salaries and work conditions
- Regular rotation of public servants such as customs officials, police officers and banking officials.
- Financial disclosure of assets by Parliamentarians, Ministers and senior public servants before contesting elections or accepting appointments.
- Performance evaluation and standards of departments should be reviewed intermittently.
- Random monitoring of institutions and departments should discourage acts of corruption.
- Reward officials for good performance and witnesses for reporting incidents of corruption.
- Accountability of government officials and transparency in their undertakings should be practiced.
- Channels for complaints by junior workers should be created.
- Simplify and deregulate procedures
- Competitive public procurement regulations
- Open budgeting and government decisions.

Institution Building

All relevant institutions which can combat corruption should be adequately staffed and resourced. These are:

- The Anti-corruption Commission
- The Ombudsman
- The Auditor General

- The Judiciary
- The Public Service Commission
- Parliamentary Sub-Committees
- The National Electoral Commission

Public education strategies

To note are:

- Public awareness campaigns
- Citizen rights campaign
- Public opinion surveys
- Investigate journalism for trained personnel
- Moral and ethical education in educational institutions.

Local Government and Decentralization

What is local government?

During a brainstorming exercise, participants defined local government as:

- A branch of the central government
- A body/ies set up by an Act of Parliament to help in the day to day administration of the locality or department.
- A local government operates within a given locality in accordance with the laws of that locality.

Forms of Decentralization

Decentralization can take a number of forms. The simplest is known as decentralization whereby officers of the central government are dispersed into local and regional offices. For instance customs office, tax department.

Another form is devolution of power which involves the limited transfer by the central and administrative government of political and administrative authority to the local body.

From the above definitions, local government can therefore be described as a “self-government” involving the administration of public affairs in each locality by a body of elected representatives of the local community known as the local authority (or council). It is a form of decentralization.

Features of Local Government

Certain characteristics single out local government as a distinctive form of public administration:

- Local government is elected as against the culvert selected district council officials.
- Local government is multi-purpose; every local authority must provide a variety of services and implement many programmes.
- The local scale of its operations. Local government is ‘locally localized’ that is, each authority has responsibility in its own area only.
- Local government has a clearly defined structure

- Local government is subordinated to the central authority which is Parliament. Local authorities are created from an Act of Parliament, Act No 6 of 1991, and all such authorities are subject to the law.
- Local government determines a local tax system

The Need for Local Government

Some of the reasons advanced are that local government inter alia:

- Enhances democratic participation at all levels
- Is a partner of the central government
- Is an efficient method of administering certain services
- Counter balances overcentralization
- Is a breeding ground for future leaders; a stepping-stone to national politics
- Consists of members who are drawn from the local populace and who therefore identify with the people.
- Takes initiatives and experiment, when seeking a variety of solutions to the community's problems.
- Has the power to impose taxes, therefore the taxpayers should be represented on the body which determines how the money should be spent.

In sum, the value of local government is based on 3 attributes:

1. Pluralism – it contributes to the national political system
2. Participation – it contributes to local democracy
3. Responsiveness – it contributes to the provision of local needs through delivery of services.

Range of Services

Services provided by local government are wide ranging and fall into diverse categories:

Protective Services

These services are intended to protect the local community from dangers.

Examples are:

- Police
- Fire Force
- Consumer protection
- Licensing

Environmental Services

Protection of the physical environment and health requires:

- Sanitation
- Town Planning
- Anti-pollutants

Personal Services

Such services enhance the personal welfare and well-being of the local residents.

They are:

- Education

- Careers
- Housing
- Social welfare
- Aids

Recreational Services

Entertainment or recreational services should include:

- Theatres
- Museums
- Libraries
- Camp sites
- Festivals
- Sport facilities
- Film shows
- Ports

Commercial services to promote economic development include:

- Markets
- Transports
- Banks
- Local Courts
- Rates and taxes

Income of Local Government

Local government has 3 main sources:

1. Local determined taxes
2. Grants or subsidies from the central government, partner towns, lending institutions or international organizations
3. Rents and fees levied on license/markets, the transport sector, roads etc.

Part Two

Training Workshop in Kenema

The Training Workshop

The workshop officially began with a welcome ceremony and introduction whereby trainers, participants and facilitators introduced themselves. As in Bo Town, the trainer gave a brief overview of the workshop objectives and raison d'être of the workshop. At the end of the workshop participants would be able to:

- Define corruption
- Know the causes of corruption
- Know the cost of corruption
- Identify means of controlling corruption
- Increase leadership skills and be self confident
- Forge links with other actors from other communities
- Enhance their capacity to report incident of corruption and disseminate knowledge and gained in the respective localities

Definition of Corruption

Participants were asked what they thought the word meant. Numerous responses were given, some of which are:

- Deviation from norms and laws of the state
- Protection of self interest
- Misuse of available resources
- Resources of public funds and office at the expense of the masses
- Inducement for wrong doing
- Ill-gotten wealth through provision of justice

A single definition was provided that corruption is the improper and unlawful misuse of public office for personal gain and for those close to them.

Two types of corruption were highlighted:

1. Petty Corruption: Public officials such as traffic policemen and providers of public services e.g. drivers' licenses, passport control, telecommunication works either extort money for their own benefits or insist on payments for the services or to prevent delays. Such money is normally called 'grease money' as the palms are greased before a service is provided.
2. Grand Corruption: This involves a huge flow of cash from the consumers to the government officials. Instances are public document, huge kickbacks for government contracts and ghost workers. Monies amassed are then stashed away in foreign accounts giving rise to capital flight

Causes of Corruption

In the brain storming exercise participants gave a long list of all the causes they could think of. These include:

- Bad Governments
- Lack of accountability and transparency
- Discontent
- Abject poverty
- Connectocracy and all the negative -isms
- Lack of public awareness of rights
- Over centralization
- Poor salary scale
- A regime lacking proper mandate

The items were then put into one of three categories to summarize this session: Institutional Structures, Societal Attitudes and the Rule of Law. The main point here is to help the participants understand that the causes of corruption are multi-faceted. They also need to understand that corruption exist to a large extent because they have colluded with it in many small or large ways. Examples of the three categories may look like this:

Institutional Structures

Local authority enjoys a wide authority, claim perverse incentives and have not accountability mechanism

Societal Attitudes

Because of cronyism or familial ties, corruption tends to be justified. Moreover, the citizenry believes that the behaviour was not corrupt, adopt the attitude that there is no point in reporting corruption as nothing will come out of it or are afraid to report causes of corruption for fear of both personal and professional relation. Unfortunately, corruption has now been a way of life in Sierra Leone condoned by the vast majority as the only way amass wealth quickly.

Rule of law

The rule of law is perceived to be administered limitedly. The legal bias gives rise for corruption, public officials go unpunished because of political backing. Consequently, majority of the citizenry disregard and distrust the judiciary as it is thought to disenfranchise the needy.

Costs of Corruption

It is agreed that awareness of the cost of corruption propels the community to challenge and combat it. These costs are many and can be categorized:

Economic Costs

Corruption impairs economic growth, scares off potential private investment and encourages a shadow economy

Political Costs

The political system is eroded; the rule of law undermined, service delivery to the public becomes inefficient and weak. All these factors reduce the government's ability to rule.

Social costs

Ethics and moral values take a back seat in a corrupt society. Corruption is justified and accepted because it is seen to be successfully practiced by public officials. The public thus loses confidence and trust in the government.

Controlling Corruption

There are several different levels at which corruption occurs and can be controlled viz. the government, civil society and private sector, which all have an important role to play. Moreover, there are three overall strategies which can be needed to control corruption

Roles

Government

The role of government in controlling corruption is to:

- Enforce laws
- Deregulate procedures
- Independent reform procedures
- Investigate part of corruption
- Policy formulation and implementation
- Be more accountable to the local populace

Civil Society

Civil society is crucial in any drive to combat corruption. They engage in public education to reverse public apathy or tolerance of corruption, monitor the actions of government and also investigate acts of corruption.

Private sector

The private sector should cooperate with government to perfect market policies, determine standard prices for goods, ensure consumer safety and protection, and develop a self regulatory code of ethics.

Levels

Central Level

At this level, law and regulations are made, enforced or reformed and major public reform initiated for positive institution building. Civil society can also engage government to pressure for change or support independent anti-corruption units.

Regional Level

Here also laws must be interpreted and implemented. Government should simplify interaction with the public supported by Civil Society in public education programmes. In addition, customer service standards would be set collectively and a code of ethics developed.

Strategies

Enforcement strategies

Participants listed a good number of points, which were:

- More severe sanctions such as punishment, seizure of assets and properties
- Enforcement of the rule of law
- Establishment of a complaint bureau and hotlines
- Internal anti-corruption and monitoring unit
- Independent anti-corruption agency
- More training for law enforcement officers
- Greater focus on grand corruption

Prevention Strategies

The following were recommended:

- Government officials should disclose their assets before accepting appointment.
- Increase in salaries, emoluments and better working conditions
- Open budgeting and government decisions
- Rotation and regular transfer of public officials such as the police, military, customs and tax workers
- A well constituted reporting system for junior workers in an institution or department
- Competitive public procurement regulations
- Guilty public officials should be stripped of whatever immunities they enjoy
- Recruitment of qualified staff
- Reward, good performance and physical protection programme for witness
- Establishment of a code of ethics

Public Education Strategies

- Public education on corruption
- Citizen rights campaign
- Conduct public opinion survey on corruption
- Investigative journalism should be practiced to enhance awareness and calls for a change
- Religious and moral education in schools

Local Government and Decentralization

What is Local Government, Decentralization?

In answering to this question participants gave several definitions

- Local governments deals with local issues
- It is the sharing of power between the central government and local constituents
- Local government is a body that executes government duties at local level.
- Decentralization is a system whereby major ministries are scattered at regional and district levels.
- Local government is a special government created by an Act of Parliament; a statutory government.

A detailed definition was given of decentralization as:

Decentralization can take a number of forms, such as deconcentration, whereby officers of the central government are dispersed into local and regional offices.

Devolution of power involves the limited transfer by the central government of political and administrative authority to a regional body. Consequently, decentralization administration arranges for services to be provided and decisions made away from the capital and on the ground or locally.

Local government is therefore a self-government involving the administration of public affairs in each locality by a body of elected representatives of the local

community known as the local council. It follows that local government is a form of decentralization.

Features of Local Government

Local government stands out distinct from public administration because of the following features:

- Local government is elected
- The scale of its opera

Range of Services

Local government provides a wide range of services highlighted by participants:

- Health facilities
- Recreational centres
- Educational institutions
- Water supply
- Maintenance of feeder roads
- Law enforcement
- Dispute settlement

At the end, the points were categorised into:

Protective Service

Services such as law enforcement and the fire force which protects resident from danger.

Environmental Service

Local authorities seek to enhance the physical environment of their communities by providing garbage disposal services, maintaining roads, make transport available, combat pollution and sanitize cemeteries.

Personal Service

Local residents expect personal benefits from the local government which takes the form of:

- Education
- Careers
- Housing
- Social welfare

Recreational Service

The old saying ‘all work and no play makes Jack a dull boy’ is apt here. The need to relax gives rise to entertainment centres such as:

- Sports facilities
- Zoos
- Theatres
- Museums
- Festivals
- Camp sites
- Ports

Commercial Service

Refers to the provision of markets, cooperative societies, credit facilities and small holdings to promote economic development in the locality.

Revenue of Local Government

Local government receives revenue from 3 main sources:

1. Grants and subsidies from the central government
2. Local tax
3. External grants and aids.

Other sources include dues, rents, contributions and self-help projects.
The workshop ended with an unofficial ceremony.

SOUTHERN REGION

Working Groups on 'Costs of Corruption'

Group 1

- Disunity
- Poverty
- Civil War
- Deprivation
- Nepotism
- Marginalisation
- Underdevelopment
- Enmity
- High mortality rate
- High crime rate
- Illiteracy
- Frustration
- Inequality

- Abuse of human rights
- Tribal conflicts
- Inefficiency
- Lack of respect for the Rule of Law
- High cost of living
- Violation of customs, norms, taboos and traditions
- Poor economy – no taxes are paid
- Mismanagement of resources
- Abuse of priority areas
- Lethargic attitude towards work.

Group 2

- Under development
- War
- Poor standard of living
- Negligent attitude towards work
- Political instability
- Tribal/Regional marginalisation
- Inflation
- Brain-drain
- Abuse of human rights
- Prostitution
- Unemployment
- Grudges

- High rate of market system
- Monopoly of market system

Group 3

- Underdeveloped Society
- Hate
- War
- Migration
- High illiteracy rate
- Frustration
- Increase in hazards such as health
- Abuse of human rights
- Destructive confrontation
- Devaluation of local currency and resources
- Indiscipline
- Poor standard of living
- Unpatriotism and tribalism
- Inflation

Group 4

Political Costs

- Political bias
E.g. some paramount chiefs are not from ruling houses. The Paramount Chief of Kwamebai Krim was killed because he was not from a ruling house.

- The responsibilities and duties of local authorities are not clearly defined.
E.g. Local authorities do not account for local taxes and dues collected . Some of the results are:
 - a. Disunity among traders in Pujehun, for example
 - b. Grudges
 - c. Hate
 - d. Power struggle

- Creation of many decision makers
E.g. Kamajors convene courts and take decisions likewise local court chairmen.

- Violation of human rights
E.g. The excesses of the Kamajors are well known.

- Civil disobedience
E.g. Communal voluntary labour service is no longer practiced; roads are not maintained.

- Abuse of power

Economic Costs

- Tax Evasion
E.g. local, income tax and customs dues
People refuse to pay taxes and produce false receipts

- Voucher Gate Scandal
E.g. Delay of salaries

- Depopulation of villages
E.g. Centralisation of factories in urban areas
 - Poor educational facilities
 - Poor health centres
 - No good roads
 - No accountability
 - Lack of trust in chiefdom elders

- Illicit mining.

E.g. Smuggling

Special Costs

- Nepotism
- Destruction of schools
- Recruitment of children into the fighting forces – CDF, RUF
- Impoverishment of communities
- Fraud

Group 5

Corruption :-

- Leads to immorality, disunity, conflict, unemployment and finally war.
 - Causes inflation and subsequent collapse of the economy.
 - Causes lawlessness
 - Makes the ruling government unpopular
 - Leads to coup d'etats
 - Causes frustration, famine and death of the vulnerable citizens of a nation.
 - Causes brain drain and migration
 - Brings social and economic activities to a stand-still and lowers the standard of living.
 - Increase dependency rate
 - Encourages sycophancy
 - Is bad governance
 - Causes loss of life and property
-
- Creates social and political misfits
 - Leads to social and political marginalisation
 - Fosters mistrust
 - Perverts justice
 - Leads to mass illiteracy
 - Leads to poor health and unsanitary environment

In sum, corruption leads to social, economic and political degradation.

SOUTHERN REGION

Working Groups on 'Means of Controlling Corruption'

Group 1

Political Control

- Honest and competent people should be put in positions of trust.
- Imposition of bye-laws at chiefdom level by local authorities should be stopped.
- There should be checks and balances.
- Punishment must be imposed on culprits.
- There should be transparency and accountability.
- A Committee must be set up to investigate corruption.
- The Rule of Law should be observed.
- Justice must prevail
- Democracy must be practised at grass roots level that is, local government structure should be established through decentralization.
- Members of Parliament and Ministers should declare their assets before accepting public positions.
- The existence of campaign for good governance etc.

Social Control

- Attitudinal change is a priority.
- Patriotism must be a key word in society
- The illiteracy rate should be reduced.
- Government should address the issue of poverty.
- Job opportunities should be made available
- The citizenry should be God fearing.

Economic Control

- Workers and employees should be paid attractive wages
- Open market policies/investments should be initiated.
- Salaries should be paid promptly
- The local population should have access to loan facilities.

Group 2

Political Control

- Democracy should be practised.
- Assets should be declared before appointment to public offices.
- Promotion in public offices should be on the basis of merit.
- Law and order should be enforced at all levels.
- Accountability and transparency must prevail at all levels.
- Politicians should not be involved in conflicting business transactions.
- The Judiciary must be independent.
- Decentralisation should be implemented.
- The civil service should be re-structured.
- Developmental plans/policies should be maintained.

- An effective anti-corruption mechanism devoid of partisan politics should be effected.

Economic Control

- Conditions of service and living conditions should be improved.
- Salaries should be paid promptly.
- Local and foreign investors should be encouraged.
- Customs duties should be reduced.
- National wealth must be evenly distributed based on needs.
- Adequate employment opportunities should be provided.
- Illicit mining should be prohibited.
- Technical industries, firms etc must be established.
- A free market economy should be practised.
- Agro-based industries are vital.

Social Control

- Defaulters should be punished.
 - Respect for norms, customs, tradition, constitution should be maintained.
 - Adequate sensitization on civic rights and patriotism is a necessity.
 - More Human Rights Monitors at all levels should be employed.
-
- Government officials must not receive and accept controversial gifts.
 - Tribalism and discrimination must be avoided.
 - The immigration system should be decentralized.
 - Effective communication network at all levels should be maintained.
 - The fear of God is a strong means against corruption.
 - Fines levied on defaulters should be guided by the local government at chiefdom level.

Group 3

Social Control

- One should be self-disciplined.
- A change of attitude from negative to positive to avoid bribery is necessary.
- Human rights monitors should be encouraged to work effectively
- The citizenry is encouraged to be God fearing, to practice honesty, show love and concern for one another, learn to forgive each other and be hard working.
- Corrupt officials should be punished..
- Abuse of human rights should be abolished.

Economic Control

- The national resources, e.g. human and natural, should be evenly distributed.
- Better conditions of services for workers.
- Payment of salaries should be effected promptly.
- Accountability and transparency should be practiced.
- Foreign investors/investment code must be encouraged.
- Employment, recruitment, enrollment and promotions should be on merit.
- Adequate taxation on foreign investors should be levied. Also, politicians should not demand kickbacks from companies.
- A controlled market price limits corruption.
- Tools and equipment for improved agricultural activities is vital.

Political Control

- Politicians should declare their assets before elections.
 - Electoral malpractices should be avoided.
 - Government should establish an anti-corruption policy which should be enforced.
 - The National Electoral Commission should be completely neutral during elections
 - Democracy should prevail.
 - The government should revisit and upgrade local Acts to avoid subjective charges by court chairmen and other bodies on corruption issues.
 - Local reporters should be encouraged to report on corruption issues.
 - Bias in press censorship should be avoided.
-
- Structures to control all the - isms in politics e.g. nepotism, should be put in place.
 - Educational facilities at all levels e.g. rural areas should be put in place..
 - We should campaign for good governance.
 - Insistence on royal houses contesting chieftaincy elections should be discouraged.

Group 4

- Civic education, formal and informal, must be carried out.
- The constitution is to be made available and explained to the citizenry.
- Political commitment must be demonstrated.
- Lawbreakers should be punished.
- There should be no discrimination before the law.
- Sierra Leoneans should be honest, patriotic and God fearing.
- Respect for human rights should be promoted.
- Citizenship must be respected
- An open-door policy at all levels of society must be practised.
- Immigration policies must be checked thoroughly
- Proper management of public funds and strategic mineral resources.
- An effective anti-corruption unit must be formed to monitor public disbursement/implementation policies.

- Free and fair elections should be guaranteed.
- People holding public offices should be rotated or transferred regularly, that is approximately every two years. E.g. customs officers, immigration officers, permanent secretaries, the accountant general, marine resources staff.
- The Police Ordinance Act should be up-dated as well as other Acts in Sierra Leone e.g. The Local Court Act.
- Information should be cross-checked before published. This goes for journalists.
- All - isms should be put aside.

Group 5

- Transparency and accountability is a prerequisite in a democracy
 - Grand corruption e.g. embezzlement, fraud and misuse of public funds should be made a treasonable offence.
 - Prompt payment of entitlements, wages and salaries limits corruption.
 - Government should ensure that wages and salaries are attractive
 - Government should intervene to ensure that unskilled workers are given attractive stipends.
 - Government should give incentives to farmers in the form of cash, seedlings, and food for work.
 - The role of leaders and subjects should be clearly defined
 - Defaulters of rules and regulations should be punished by the law
 - An anti-corruption drive is to be launched at chiefdom level.
-
- Civil society must be educated to understand the concept of corruption in their various communities.
 - There should be checks and balances on the role of political leaders in various communities.
 - Equal rights and justice must prevail to all the citizens
 - There should be respect for human dignity.
 - Imposed contributions by community leaders in cash or kind should be eradicated.
 - Decentralisation is to be adopted at all levels to combat corruption.

SOUTHERN REGION

Working Groups on ‘Anti-Corruption Strategies’

Group 1

- Enactment of strict laws against corruption.
- Establish a special court to try corruption cases.
- Declaration of assets by politicians and public servants before taking up public offices.
- Decentralization.

- Commissions of Inquiry to investigate corruption scandals should be established.
- Government should regularly rotate or transfer people holding public offices.
- The Forces should be depoliticized.
- The Judiciary must prosecute cases without undue delay.
- Appointments and promotions should be based on merit.
- The arms of government should serve as independent bodies with checks and balances.
- Opportunities should be provided e.g. opportunities for the individual to develop his personality, access to free education, fair conditions of work, security against unemployment, freedom of press.
- The radio, newspapers and television should be free to write about and accurately address issues of corruption without any hindrance.
- Industrial harmony should be sought. Conditions of service for workers should be uniformly determined by the State.
- An independent anti-smuggle squad to combat smuggling must be constituted.
- Enforcement of the rule of law e.g. quick dispensation of justice, impartiality, the lifting of immunities of Parliamentarians.
- All public officials guilty of corruption should be dismissed.

Group 2

Public Sensitization

- Public education on the ramifications of corruption is a must.
- Human rights education for the citizenry must be embarked upon.
- To embark on public opinion surveys on corruption
- Press freedom must be guaranteed for exposure of corrupt practices.
- To embark on religious and moral education in educational institutions.

Preventive Strategies

- Declaration of assets by public officials before appointment to public office.
- Prompt payment of salaries should be effected.
- Appointment to public offices should be made on merit.
- Periodic and regular transfer of those holding public offices.
- Those holding positions of trust must be responsible for the ills of their offices.
- A reward system based on merits should be instituted.
- Creation of an internal auditing system.
- Setting up of effective monitoring systems at all levels.
- Random checks and balances at all levels must be carried out.
- Black listing corrupt officers and publishing their names should limit corruption.
- Decentralisation of all government functionaries.
- Setting up of an independent and impartial anti-corruption commission.

- Evaluation procedures of public institutions on capabilities.

Enforcement Strategies

- Supremacy of the rule of law.
- Defaulters of the rule of law should be brought to justice without delay.
- The Judiciary should be impartial
- Protection of witnesses is a key issue to reporting corruption
- A cash compensation for witnesses should be made
- Members of Parliament should be stripped of immunities if accused of corruption.
- Infringement on government properties should be punishable by law.

Group 3

- All government officials should declare their assets
- Government should set up a mechanism that should check and monitor government officials.
- Government should ensure that proper accountability on the use of government funds is spelt out.
- Culprits guilty of the misuse of government funds should be dealt with according to the law.
- Executive leaders should be encouraged to be corruption free
 - e.g. (i) to stop accepting bribes
 - (ii) avoid the practice of the negative – isms
- Constructive nationalism should be practised. This includes national indigene control of banks, business houses, importing agencies etc.
- Salaries and wages should be made attractive
- Avoid partisan politics
- A uniform state policy to control corruption should be developed.
- Decentralization must be implemented
- The Ombudsman must become more effective
- Parliament should consult with electorates before decisions are made
- Civic education must be embarked upon

Group 4

Objectives: Minimization of corruption at political, economic, social and at religious level to at least 75% in Sierra Leone in the year 2001.

Policies

- Creation of a just and equitable government and leadership system that promotes democracy, human rights, freedom, participation and social harmony among Sierra Leoneans. Creation of a system based on the principles of good.
- Creation of a just and equitable system that would benefit all Sierra Leoneans.
- Creation of an adequate educational system that is adapted to our national and cultural realities and nurtures not only intellectuals but also focuses on development growth as well as civic responsibility.
- Creation of a cultural system that promotes compassion as well as ethical life individually and collectively.

Strategies

- To encourage good political level playing field by holding free and fair elections.
 - Effective implementation of government policy in combating corruption through law enforcement agencies.
 - Declaration of assets of top civil servants and political heavy weights e.g. Accountant General, Cabinet Ministers etc.
 - Introduction of an effective accountability and transparency mechanism e.g. a quarterly public financial reporting system.
 - Provision of adequate job facilities, job satisfaction and job security.
 - Creation of an internal monitoring and evaluation mechanism
 - Introduction of a proper mining policy e.g. dealer licenses etc.
 - Creation of effective anti-corruption agencies.
 - Adequate and prompt salary payments.
 - People holding public offices should be rotated or transferred every two years.
 - Recruitment of new political leaders and retirement of top civil servants and political heavy weights who have held offices over a decade.
-
- Decentralisation of government functionaries and agro-based industries.
 - The constitution should be available to all citizens through civic education.
 - An adequate and trained security system **must** be guaranteed to protect the lives and properties of the citizens.
 - The immigration system must be thoroughly upgraded.
 - Adequate subsidies for agricultural production must be provided by government.
 - Creation of good roads network through out the country
 - Effective communication network throughout the country for all.
 - Adequate and affordable medical facilities for all.

Group 5

Legislative

- Political aspirants should resign from former posts/jobs before contesting elections.
- Members of Parliament should declare their assets
- A criminal, fugitive and convicted citizen should be illegible to contest any elections in Sierra Leone.

- Parliamentarians/politicians should not be involved in any business transaction/business enterprise.
- There shall be proportional representation in parliament from the four regions of the country.
- There shall be a maximum of two political parties.
- A parliamentary aspirant should be of high moral standard.

Executive

- Appointment of ministers should be based on merit.
- Criteria for appointment as a minister must be based on the development input of the individual in his/her constituency.
- Every government minister should be answerable to both the President and his/her constituent.
- The policy of assimilation should not be encouraged
- Selfishness and greed should not be encouraged.

Judiciary

- Appointment of any member of the Judiciary should be based on merit.
 - A special monitoring unit should be set up to monitor activities of the judiciary
 - Every normal citizen at the age of 18 and above should be granted voting rights – enforcement of the rule of law.
 - There should be regular transfers for all members of the judiciary.
 - Members of the judiciary should be impartial and must not be bribed.
 - No member of a judiciary should take up more than one office at a time.
 - There should be prompt payment of salaries for members of the judiciary.
 - Quality education should be a pre-requisite.
-
- Transparency and accountability on the part of the judiciary must be maintained
 - Members of the judiciary should be God fearing.

EASTERN REGION

Working Groups on ‘Anti-Corruption Strategies’

Group 1

- Effective awareness raising campaigns on the ills of corruption should be made
- Violators should be treated according to the due process of law.
- Any responsibility given an official *must* be based on merit and he/she must operate within his/her terms of reference.
- Appointment of all political leaders (national and traditional) must be by elections and not by selection.
- The assets of all political leaders must be declared before elections and there must be random monitoring and auditing of such elected officers.

- Auditors *must* be free from political manipulations and, must be self disciplined.
- Conditions of service for all workers must be adequate, regular and attractive.
- Encourage credible and viable investors.
- Number of expatriates must be reduced to encourage qualified Sierra Leoneans.
- Immigration laws should be enforced and the number of foreigners engaged in trading in our natural resources should be controlled.
- To improve formal and non-formal education sector.
- The inflation rate should be checked such that the salaries of workers reflect the market price of commodities.
- Break the culture of silence.

Group 2

Foreign Strategies

- Immigration laws must be rigid, that is, all immigrants must have authentic documents before entering our country.
- Black listed companies must on no account be allowed to be established setup in Sierra Leone.
- All foreign companies must abide by the laws of the State.
- Export licenses must only be given to nationals/citizens.
- Encourage foreign investors in the agricultural sector.

Domestic Strategies

- Have an effective independent electoral commission.
- All aspirants for public offices must declare their assets.
- Random monitoring and evaluation must be done on all public office personnel.
- People caught in the act of corruption must be punished to serve as a deterrent.
- Civil societies must be empowered for effective work.
- Employment should be based on merit.
- Political leaders must be committed.
- Priority must be given to education.
- The gap between the rich and the poor should be bridged.
- There should be a stipulated amount levied as fines in accordance with the gravity
- An effective system of collecting taxes should be established
- A very good machinery should be set up to ensure proper use of revenue collected.
- There should be periodic elections of local government officials so as to avoid corruption, dictatorship and familiarity.
- Consultative meetings between local government officials and the populace should be conducted regularly.
- The outcome of each proceedings should be examined immediately.
- Local government authorities should respect their subjects and their opinions
- Youths should be encouraged to participate in decision making
- There should be gender balance in the representation of officials.

Southern Province ‘Proposed Structure of a Local Government’

Group 3

- Chiefs must be democratically elected and not selected out of sentiments
- The Paramount Chief elections should not be based on royalty but on capability and efficiency of local residents.
- The Chairman of a local government should be formally educated and free from corruption
- Taxpayers should elect the chiefs of their own choice.
- Youth representatives should participate in decision making at chiefdom committee levels.
- There should be written bye-laws governing a local government or administration
- Court fines should not exceed Le 50,000 no matter the gravity of the crime at local level.
- Communication networks should be effective and monitored.
- A committee should be set up to sensitize the populace about local government policies.
- Compulsory contributions should not be imposed by chiefdom authorities towards the visit of central government’s personnel e.g. District Officer, Ministers etc.
- Human rights should be maintained at local government levels
- A committee should be created for checks and balances at local government levels
- Regular transfer of local personnel at district levels, except Paramount Chiefs and councilors, should curtail corruption
- Women should be partners in decision making.

Group 4

- The executive of a local government should be elected by the local community on the ground.
- Local court acts/gazettes should be reviewed after every two years
- The formation of chiefdom committees should be done through elections by the chiefdom tribal authorities.
- Local Government staff should be trained and qualified
- They should serve as a delivery mechanism to the grass root level; as liaison officers.
- All bye-laws should be documented
- The laws and roles of local administration must be clearly defined to the people at grass roots level.
- Available funds should be used for the development of the chiefdom
- Adequate and prompt payment of salaries to chiefdom administration must be effected.
- Proper accountability and transparency should be practised at local administrative levels e.g. revenue collection
- An internal auditing system at local level should be established on income and expenditure

- The staff composition should be gender balanced and women should have a say in decision making.
- All necessary logistics should be provided at local administrative level
- Elected officials should seek the interest of the local citizens
- Government should provide accommodation for local administrative workers
- The Local Government should be respected by the central government
- Cooperative societies should be formed in every chiefdom for development
- People who refuse to pay taxes should be punished.

Group 5

- Local Government should be semi-autonomous
- Local government authorities should know how to read and write
- Officials for special duties should be trained for their job descriptions.
- The local government should set up a district statistics office which shall be charged with the responsibility of data collection on the number of people in every local government operational area
- A district finance office should be set up for the management of the local government revenue.
 - i. in a case where an account is opened in any of the rural banks there should be three signatories viz.: paramount chief, treasurer, clerk
 - ii. members of the civil society should monitor all proceedings
- All local government bye-laws should be documented
- Civil society groups in our local government area should be regularly appraised of the activities of the local authorities.

- Authorities should be adequately motivated to carry out their jobs.
- Appointment of local government authorities should be by a democratic process
- Good communication network should be put in place between both the local and central governments.
- The local government should endeavour to cater for the health and sanitation needs of its chiefdom
- The burden of educational needs should be shared by both local and central governments.
- The local government should tap available resources of revenue at its disposal for infra-structural development in the chiefdom
- All laws of a local government should be enforced.

SOUTHERN REGION

Working Groups on ‘Proposed Structure of a Local Government’

Group 1

- The Local Council members should be democratically elected.
- The size of the personnel should be of a reasonable proportion.

- Bye-laws should be documented and should reflect the wishes of the people.
- There should be checks and balances
- Law officers should be strict in the dispensation of justice
- There should be monitoring agencies to monitor the structures
- Council members should be drawn from the local populace
- Those guilty of corrupt practices must be brought to book.
- The Council should comprise of people with good educational background.
- The Council should be responsive to the needs of the people.
- Officers must be motivated, that is, incentives and salaries must be adequate.
- There should be transparency and accountability
- Exorbitant fines should not be levied on people guilty of minor offences.
- The local government should give scholarships to under privileged children
- Auditing – this must be done regularly in order to enhance efficient and sound financial management.
- The council should venture into more financial businesses in order to improve their financial base.
- In service training should be provided most of the workers should be given the opportunity to further their training in local government administration.

Group 2

- Members of the local government should be democratically elected
- The local government must be subordinate to the central government.
- An effective system of accountability and transparency should be formulated.
- Guidelines and bye-laws of the local government must be properly documented and explained to the local population

- Qualified personnel should be employed to provide effective delivery of services.
- Attractive incentives/salaries should be paid to officials.
- An effective communication network on the activities of the local government should be established.
- A well-defined structure of local government should be set up.
- The roles and responsibilities of officials in the local government, for instance, customary law officer should be clearly defined.
- The scale of operations of the local government should be localized.
- There should be adequate personnel so as to enhance efficiency

EASTERN REGION

Anti-corruption Strategies

Group 3

- Stringent laws against corruption and very harsh penalties should be inflicted on culprits to serve as a deterrent to others.

- Public officers should be adequately trained and be monitored at all levels.
- Public officers should be accountable to the public for transparency and probity.
- Regular transfer of public officers from one region to another should control corruption.
- Incentives, facilities and regular emoluments should be provided for workers. Those found guilty of corruption should forfeit their assets and properties.
- Stringent immigration laws should be put in place.
- A good and committed leadership is required.
- Mass civic education is necessary for awareness raising on corruption.
- Impromptu auditing and auditors reports should be made public.
- Adequate screening of public officers by the public should be made possible.
- Public officers who are due on leave must proceed on leave and be retired when due.
- Establishment of anti-corruption units nationwide and they must be free from political influence.
- An independent and unbiased electoral commission will enhance the political process.
- The constitution must be respected.
- Judicial independence is paramount.
- All non-governmental organisations/investors should be monitored by the appropriate authorities.

EASTERN REGION

Anti-corruption Strategies

Group 4

Economic

- Privatize government corporations and parastatals.
- Establish effective and frequent monitoring and evaluation/reporting units.
- Raise/improve the standard of living of the people; narrow the gap between the poor and the rich.
- Adequate and prompt payment of salaries and effective working conditions should be made.
- Tax incentive to investors – free port.

Social

- Appointments should be based on merit

- Strict control of immigration laws to curtail unwelcome guests.
- Effective public awareness campaign
- Trained and independent journalists are required to expose corruption
- Inservice courses for public servants should be organised to enhance their capacities.
- Create employment facilities.
- Accurate reports on corruption must be made and incentives paid
- Commensurate punishments for corrupt practices should be given as a deterrent to others.
- Establish anti-corruption units free from government influence.

Political

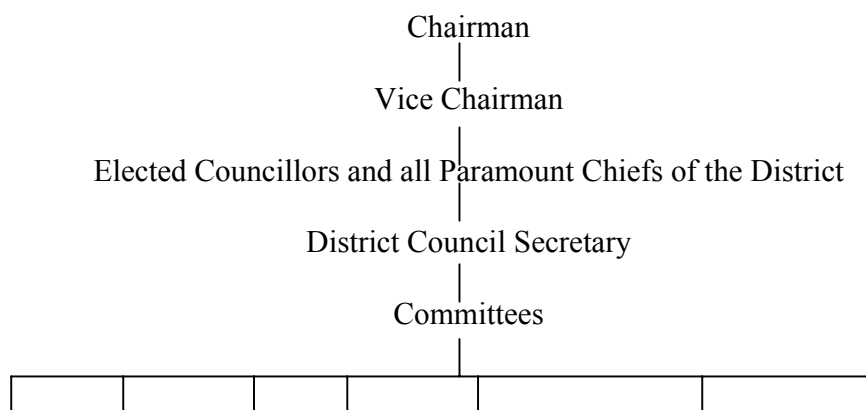
- Decentralisation
- An effective democratic system
- An effective, equipped and independent judiciary
- Contracts to be given on merit with citizens given priority
- Good and effective mining policy

EASTERN REGION

Working Groups on ‘Proposed Local Government Structures’

Group 1

District Council Structure



F& GP Education Health Works Agriculture Planning Social Welfare etc.

Technocrats e.g. Chief Regional Engineer, District Medical Officer etc.

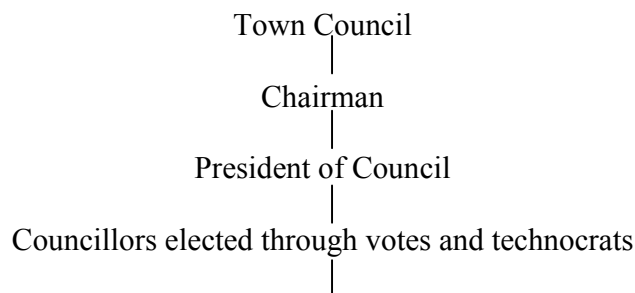
Supporting Staff – Treasurer and Clerical Staff

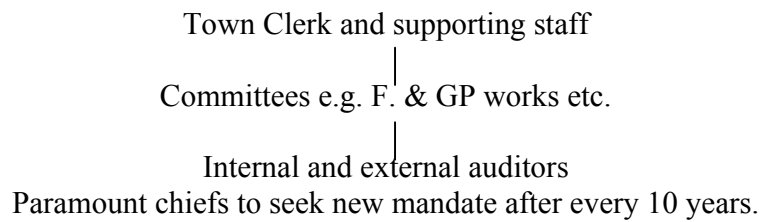
International and External Auditors.



Note: - All Councillors must be indigenes of that locality

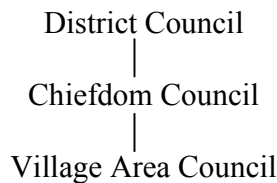
- 10 Tax payers to one Councillor





Group 2

A local government is a body of elected persons responsible for the administration of a particular area or locality. For effective performance it should be structured as below:



Village Area Council

- Comprises of progressive elders headed by the elected village chief.
- Responsible for the day to day administration of that area or community.

Chiefdom Council

- Comprises of elected chiefdom councillors headed by the Paramount chief
- They administer the chiefdom

District Council

- Comprises of elected PCs, councillors and some diverse public officers. It is a body or bodies set up by an Act of Parliament to help in the day to day administration of the department or locality. They serve both the community and the central government.

EASTERN REGION

Group 3

- Local government officials at all levels must be elected by every eligible voter in the locality.
- Every aspirant in a local election must be resident in the locality.

- Every aspirant should declare their assets
- A Local government must be responsible and accountable to their locality and the central government.
- All local government laws must be codified and made known to the people in the locality.
- A committee must be set up to educate the masses regularly on local government policies at all levels.
- Rotation of certain key employees is a must e.g. treasury clerks, town clerks, court clerks, bailiffs etc.
- Seminars/in-service courses should be conducted for workers of local government.
- A Local government should provide basic facilities for the community from funds collected through revenue/subsidies and other forms of taxes.
- Impromptu auditing of local government finances should be regularly done and results made public.
- Stringent punishments should be meted out to any officer who defrauds the local government of its finances.
- Elections should be based on the simple majority system.

EASTERN REGION

Group 4

- A local government should operate at four levels – city council, district council, town council and chiefdom council.
- Representatives on such councils should be elected in a free and fair election.
- The central government should legislate laws to enable local government to generate funds for their development goals.
- Grants and aids should be made available to the local government.
- Representatives on such councils should be people based in the locality.
- The workers in such councils should be rotated.
- The councils should give a quarterly report on their activities for assessment – thus promoting accountability and transparency.
- Welfare services to the communities should also be provided
- Taxes should suit the income levels of the people.
- Officials should have clearly stated/defined tenure of office.
- Councils should be well equipped to respond to emergency situations like natural or artificial disasters.
- Members should be elected on a non-partisan basis.
- A local government should have defined and written laws guiding their operations.

EASTERN REGION

Working Groups on ‘Costs of Corruption’

Group 1

Political Costs

- Poor leadership/inefficient leadership, that is, by appointment and not by elections.
- Uprising loss of lives and properties
- Loss of human dignity and collapse of the rule of law
- An unstable government
- International disreputation
- Brain-drain

Socio-economic Costs

- Social and economic break down: education, agriculture and mismanagement of resources.
- Early marriages
- Poor medical facilities
- Youth suppression
- Underdevelopment, poor infrastructures
- High rate of trauma
- Increase in crime rate
- Malice and disunity in the society fuelled by the media

Cultural Costs

- Breakdown in cultural and traditional values
- Disrespect of elders in the society
- Disrespect for women

Group 2

Political Costs

- Bad Governance
- Lack of accountability and transparency
- Poor representation, wrong people in key positions
- Long stay in public office leading to inefficiency
- Non-peaceful environment and an ungovernable society

Economic Costs

- Poverty
- High cost of living
- Poor salary structure
- Devaluation of local currency
- Misuse of public funds
- Profiteering

Social Costs

- Low level of education and its attendant brain drain problem
- Teenage pregnancies
- Rapid spread of diseases such as HIV/AIDS
- War/destruction
- Injustice
- Ungodliness
- Underdevelopment
- Gossip and hypocrisy

Group 3

Social Costs

- Frustration/Stress
- Rebellion in the home
- Waywardness/delinquency
- School dropouts/semi-literates
- Breakdown in marital homes
- Religious disputes
- Youth marginalization

Economic Costs

- Hyper inflation/devaluation of currency
- Low life expectancy
- Low cash crop production/low foreign exchange for the state

Political Costs

- Breakdown in law and order
- National development is frustrated.
- Misrepresentation in parliament, chiefdoms etc.
- Rebellion, thuggery, violence, high crime rate, anarchy

Group 4

Four Categories

- Education
- Social
- Political
- Economic

1. Education Costs

- Inefficient teachers
- Delay in salary payment to teachers
- Inadequate salaries and poor conditions of service
- Inadequate supply of school materials
- Inaccessibility of majority of people to education

2. **Social**

- Leads to war
- Lawlessness among youths
- Poverty
- Lack of respect and dignity
- Poor medical facilities
- Unemployment
- Lack of confidence and truth from donors
- Misuse of public properties
- Disunity between the communities
- Injustice in the judiciary
- Industrial strikes
- Untold sufferings
- Ungodliness

3. **Political Costs**

- Inefficient leadership
- Lack of clear political vision
- Misuse of power
- Disunity among politicians/communities
- Human rights violations
- Bad governance

4. **Economic Costs**

- Over expenditure/waste of public funds
- Lack of accountability and transparency
- Poor economic planning
- Low exchange rate of our currency
- Low quality production of our goods and services
- Battered economy

EVALUATION

1. How do you rate the workshop?
 Poor () Fair () Good () Very Good (-)
2. Was the duration enough?
 Yes (-) No. If not, how long should it have lasted?
3. Was the time allocated for each session and group discussion enough?
 Yes () No 9 (second day)

4. Was the content adequate?
Yes (-) No ()
5. How do you rate the:
 - a) Presentation: Poor () Fair () Good () Very Good (-)
 - b) Facilitation: Poor () Fair () Good () Very Good (-)
6. How do you rate the accommodation?
Poor () Fair () Good (-) Very Good ()
7. Was the notice given enough?
Yes () No (-)
If not how much time do you suggest? I (week)
8. How do you rate the venue?
Poor () Fair () Good () Very Good (-)
9. How do you rate the interaction among participants?
Poor () Fair () Good () Very Good (-)
10. How do you rate the food
Poor () Fair () Good (-) Very Good ()

Participants made the following recommendations:

- 80 pages exercise books should be distributed instead of A4 papers.
- Video coverage was requested for future programmes
- Certificates should be distributed in consecutive training programmes
- Name tags were also requested
- More of workshops of this nature should be conducted as well as more cross-district participation encouraged.