

2009

SOUTHERN SUDAN ANTI-  
CORRUPTION COMMISSION



## SOUTHERN SUDAN ANTI-CORRUPTION STRATEGY, 2010 - 2014

TOWARDS A CORRUPTION-FREE SOUTHERN SUDAN.

Rumbek, September 2009

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Quote from the President of GOSS:

“If you swallow something that belongs to the people, we will force you to vomit it out”

General Salva Kiir Mayardit, President of the Government of Southern Sudan.  
Prayer Breakfast, Southern Sudan Legislative Assembly, 2007

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## Terminology

### Abuse of power

This involves a public official using his/her vested authority to improperly benefit another public official, person or entity (or using the vested authority to improperly discriminate against another public official, person or entity).

### Action Plan

The detailed plans for implementation of the Government of Southern Sudan Anti-Corruption Strategy, including specific interventions, performance indicators, organizations responsible for those interventions, and reporting time frame.

### Asset

Any property, whether real estate or personal property, including money, that may be subject to use in the payment of debts.

### Bribery

Bribery involves the offering or giving of a benefit, or attempting to give a benefit that improperly affects the actions or decisions of a public official. This benefit may accrue to the public official, another person or an entity.

### Conflict of interest

This involves a public official acting or failing to act on a matter where the public official has an interest or another person or entity that stands in a relationship with the public official has an interest.

### Corruption

Corruption is defined as “*The abuse of entrusted authority for private gain*”, (SSACC, December 2007). A legal definition is provided in the Southern Sudan Anti-Corruption Commission Act, 2009. Corruption takes various forms such as bribery, embezzlement, extortion, and fraud.

### Embezzlement

This involves theft of resources by persons entrusted with the authority, control or supervision of such resources.

### Extortion

This involves coercing a person or entity to provide a benefit to a public official, another person or an entity in exchange for acting (or failing to act) in a particular manner.

### Favouritism

This refers to the provision of services or resources according to personal affiliations (for example ethnic, religious, party political affiliations, etc.) of a public official.

**Fraud**

This denotes actions or behaviours by a public official, other person or entity that fool others into providing a benefit that would not normally accrue to the public official, other persons or entity.

**Insider trading/ Abuse of privileged information**

This involves the use of privileged information and knowledge that a public official possess as a result of his/her office to provide unfair advantage to another person or entity to obtain a benefit, or to accrue a benefit himself/herself.

**Nepotism**

This involves a public official appointing or ensuring that family members are appointed to public service positions or that family members receive contracts from State resources. This manifestation is similar to conflict of interests and favouritism.

**Public Official**

Any member of Southern Sudan and State government including the President of Southern Sudan, Vice President, Minister, Assembly Member, Governor, State Minister, and County Commissioner; Judge of the Judiciary; Persons employed or engaged in any capacity, including unpaid, part-time or temporary employment in government institutions as defined or who are under the control and supervision of an employer who is a government institution as defined in this section whether or not they are called employees.

**Sexual Harassment**

Uninvited and unwelcome verbal or physical behaviour of a sexual nature especially by a person in authority toward a subordinate (e.g. an employee or student).

**Trafficking of influence**

This involves a public official, using the prerogatives and facilities resulting from his or her position as a public official, or agent of the state, sponsors, as proxy or middleman, interests that are alien to the administration.

## Abbreviations and Acronyms

CACF	County Anti-Corruption Fora
CPA	Comprehensive Peace Agreement, 2005
GOSS	Government of Southern Sudan
ICSS	Interim Constitution of Southern Sudan, 2005
JOSS	Judiciary of Southern Sudan
MIB	Ministry of Information and Broadcasting
MOIA	Ministry of Internal Affairs, GOSS
MOLACD	Ministry of Legal Affairs and Constitutional Development, GOSS
SACF	State Anti-Corruption For a
SPLA	Sudan People's Liberation Army
SACF	State Anti-corruption Fora
SSAC	Southern Sudan Audit Chamber
SSACC	Southern Sudan Anti-Corruption Commission
SSACF	Southern Sudan Anti-Corruption Forum
SSCC	Southern Sudan Chamber of Commerce
SSLA	Southern Sudan Legislative Assembly
SSCCSE	Southern Sudan Centre for Census, Statistics and Evaluation



## Foreword

H.E. Dr. Pauline Riak, Chairperson of Southern Sudan Anti-corruption Commission

Corruption has become a global threat not only for economic development of the countries themselves and their international relations, but also for the global economy and politics. The different forms of corruption at the expense of society are especially damaging in the countries in transition, which are building new democratic institutions as a prerequisite for economic development.

Over the last decade societies all over the world have come to recognize the extent to which bad governance and corruption have undermined their welfare and stability. Consequently, governments, the private sector, religious institutions, media and civil society organizations have declared the fight against corruption to be of highest priority.

The Government of Southern Sudan is blessed to start from scratch as it were; Southern Sudanese are united by a long struggle that makes them strong and undermines cynicism; and the traditional culture in Southern Sudan lends itself to honest practices. Southern Sudan is in the process of reconstructing itself from the ravages of a protracted war and thus it is faced with a number of challenges. These challenges include developing high quality human capital, providing sustained security, establishing a vibrant economy, providing peace dividends, being transparent, participatory and accountable to the populace.

The Southern Sudan Anti-corruption Strategy and activities consciously aim to impart good governance in all spheres of our national life and to create a vibrant and wholesome environment that will foster socio-economic growth and development and the attainment of our individual and collective national aspirations. Good governance will ensure the consolidation and perpetuation of the gains and efforts of all present and future government reforms.

The responsibility of fighting corruption cannot be entrusted to one individual or institution, rather preventing and fighting corruption should be every Southern Sudanese priority and responsibility. It is envisaged that the strategy will assist in put in place national integrity systems where all the sectors like judiciary, legislative, executive, civil society, the business community, private sector and the media will enhance transparency, accountability and the rule of law.

The Southern Sudan Anti-corruption Strategy and Action Plan is a milestone towards the fulfillment of our national obligation under the UN Convention against Corruption – that is the

requirement that each state party must take measures to foster collaboration among public institutions, the private sector and the civil society in the fight against corruption.

The Strategy is designed to be undertaken by every government institution at the GOSS and state levels and every citizen of Southern Sudan. It is derived from the analysis of stakeholder consultations over a period of two years and is hinged on twelve guiding principles that describe multiple policy goals of the GOSS. The strategy is meant to be a tool for implementing standard practices and procedures in both public and private sectors to improve service delivery and eradicate corrupt practices to achieve sustainable social, economic and political development.

This Strategy shall be implemented through a Five Year Action Plan which contains a series of preventive and responsive measures to be undertaken at all three levels of government in Southern Sudan and among non state actors.

The Strategy will be monitored, evaluated and amended if, when and where necessary to achieve the objectives of a corruption free Southern Sudan.

I wish to thank the GOSS leadership, staff of the SSACC, our international consultants, our colleagues in participating government institutions, our donor/partner friends and the public at large for the support and encouragement given to the SSACC in preparation of this Southern Sudan Anti-corruption Strategy and Action Plan, 2010-2014.

H.E. Dr. Pauline Riak

*Chairperson, SSACC*

## Foreword

H.E. Gen. Salva Kiir Mayardit, President, GOSS

Corruption is neither peculiar to Southern Sudan nor is Southern Sudan a corruption-free zone. It is a serious world-wide problem. It is a huge monster that causes a lot of harm to countries and societies even the first world countries. It can inflict even a lot more harm on a country and people emerging from a protracted civil war like the Sudan. I am acutely aware that there are public perceptions that corruption is prevalent in Southern Sudan. These public perceptions are not completely unfounded.

It is in part due to this particular reason that I and the entire Government of Southern Sudan are committed to fighting corruption. I recognise that fighting corruption is a huge challenge. I recognise that the expectations of the people of Southern Sudan, the region and the international community are very high. I recognise that we have not yet met these high expectations. However, GOSS is determined to root out corruption from Southern Sudan. Of course, fighting corruption requires a lot of resources. This is why I have promised to give the Southern Sudan anti-corruption Commission the resources it needs to combat corruption from our meager resources. I take this opportunity to appeal to our development partners, the donors and the international community to help us with resources to effectively fight corruption. Waging a war against corruption will also require strengthening of the legal framework and giving the Commission additional powers. So, the Commission shall be given prosecution powers to enable it to prosecute corruption cases.

However, fighting corruption requires a clear, robust and workable long-term strategy. I believe this 5-year Strategy will enable the Government of Southern Sudan, the private sector, the civil society, our development partners and other stakeholders to be able to wage and win the war against corruption. I congratulate the Southern Sudan Anti-corruption Commission and the Strategy Drafting Team for drafting this 5-year anti-corruption strategy and action plan on behalf of the Government and people of Southern Sudan. I urge all the stakeholders, especially government institutions, to fully implement the Strategy and Action Plan.

I am confident that fighting corruption is not a mission impossible. I am confident that if the task is approached with iron determination the victory will be won. So, I take this opportunity to appeal to all the stakeholders to work together and harder to combat corruption. We must not allow corruption to undermine development in this country. We must uproot it to ensure the people of Southern Sudan and the future generations enjoy peace dividends. We deserve a better future.

In conclusion, I wish to send a crystal clear message to all those who are involved or may get involved in corruption in Southern Sudan in the future. Rest assured the Government of Southern Sudan will prosecute you. You can run but you cannot hide. I assure you that the long

arm of the Law will catch you. In addition, GOSS will take all the necessary steps to ensure all public properties are recovered. We will not allow anyone to get away with murder. We will suffocate those who have swallowed public money until they vomit it out.

Gen. Salva Kiir Mayardit

President, Government of Southern Sudan

## EXECUTIVE SUMMARY

The Government of Southern Sudan recognizes that corruption exists and is committed to fight the evil of corruption in all its forms and manifestations. This Government of Southern Sudan Anti-Corruption Strategy (the Strategy) is seen as the vehicle for fighting corruption.

The Strategy defines corruption as “The abuse of entrusted authority for private gain”, (*SSACC, December 2007*). A legal definition is provided in the Southern Sudan Anti-Corruption Commission Act, 2009. Corruption takes various forms such as bribery, embezzlement, extortion, and fraud.

The following are the vision, mission, strategic goals, key objectives and the guiding principles of the Strategy.

### **Vision**

The vision of the Government of Southern Sudan is to establish a corruption-free Southern Sudan.

### **Mission**

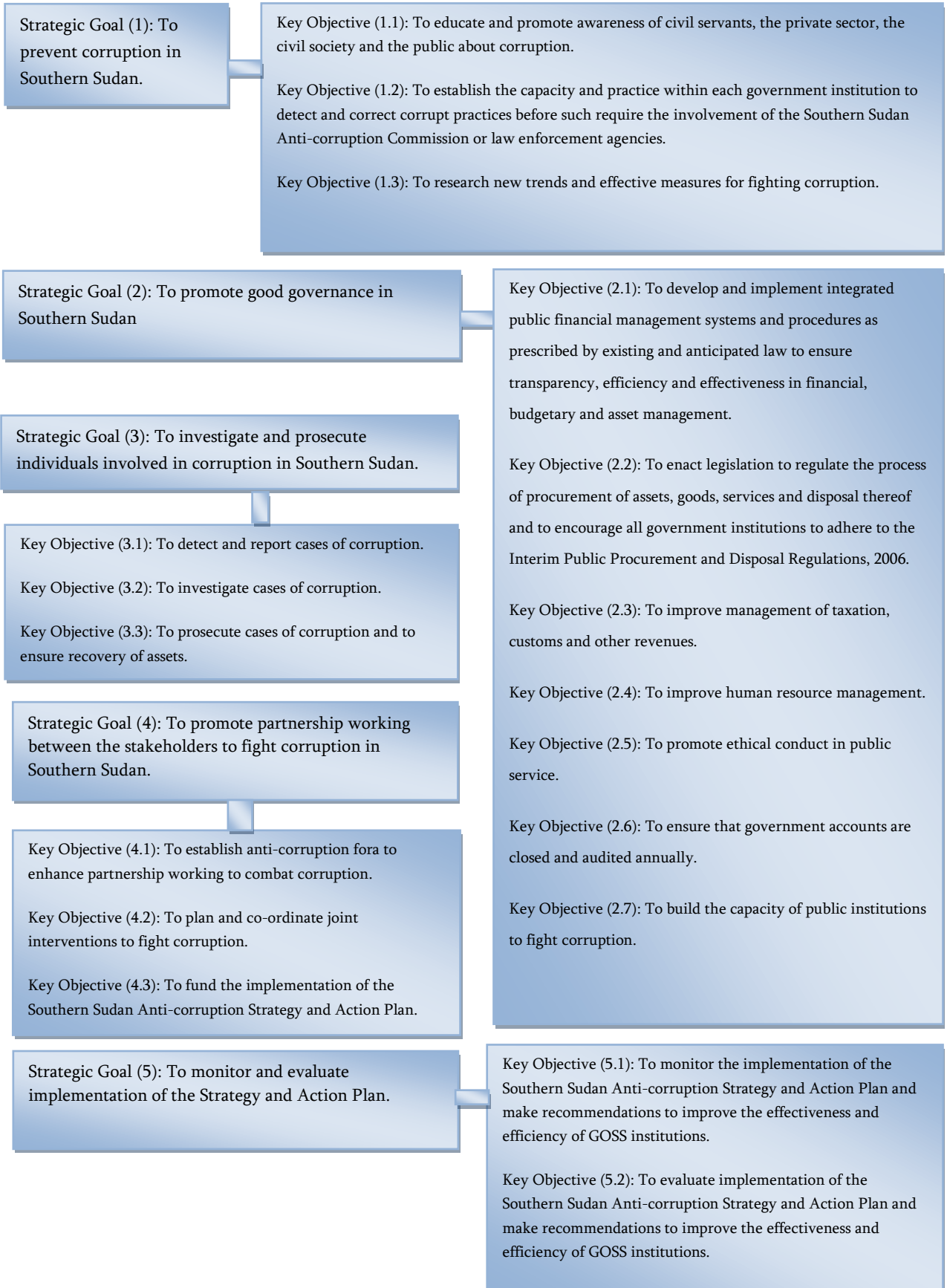
The mission of the Government of Southern Sudan is:

To mainstream and prioritise measures and reforms to fight corruption in Southern Sudan.

### **Strategic Goals and Key Objectives:**

In order to achieve the vision and mission of the Government of Southern Sudan, the Strategy will pursue the strategic goals listed on the following page.

## STRATEGIC GOALS AND KEY OBJECTIVES OF THE STRATEGY



## **Guiding Principles**

The design of the Strategy is based on twelve Guiding Principles that describe the multiple policy goals of Government of Southern Sudan in this important endeavour. These principles are described within the Introduction section of the Strategy itself

## **Action Plan**

The Strategy is implemented through the Action Plan which contains a series of preventative and responsive measures. The Action Plan will be implemented by all the Stakeholders at the three levels of the Government of Southern Sudan. The Action Plan describes a collection of activities and programmes to be undertaken by specific institutions and levels of government, and includes deadlines and reporting that will aid the Government of Southern Sudan in planning future AC activities.

## **Monitoring and Evaluation**

The Strategy and Action Plan will be monitored by the Southern Sudan Anti-Corruption Commission (SSACC) and Anti-Corruption Fora at the three levels of the government. These fora include the Southern Sudan Anti-Corruption Fora, the State Anti-Corruption Fora, and County Anti-Corruption Fora.

SSACC in collaboration with the Southern Sudan Centre for Census, Statistics, and Evaluation (SSCCSE) and the Anti-Corruption Fora mentioned above, and other institutions shall evaluate implementation of the Southern Sudan Anti-corruption Strategy and Action Plan on an annual basis. This process will culminate in production of an annual report which shall be submitted to and discussed by the Stakeholders.

## 1. INTRODUCTION

Corruption is one of the major problems facing the Government of Southern Sudan (GOSS). Since the signing of the Comprehensive Peace Agreement (CPA) in 2005, economic development has been one of the GOSS's priorities. However, corruption is perceived as one of the major deterrents to economic development in Southern Sudan.

The drafters of the Interim Constitution of Southern Sudan (ICSS) in 2005 saw the point that a newly formed Government in Southern Sudan, emerging from decades of war had the potential to be vulnerable to corrupt practices when they made a provision for the establishment of several watchdog institutions, including the Southern Sudan Anti-corruption Commission (SSACC) in the ICSS to lead GOSS in the fight against corruption.

Hence, the Southern Sudan five-year Anti-corruption strategy is a holistic approach designed for the fight against corruption throughout Southern Sudan

The following sections cover the vision and mission of the Government of Southern Sudan, strategic goals, key objectives and the guiding principles.

### 1.1. Vision

The vision of the Government of Southern Sudan is to establish a corruption free Southern Sudan.

### 1.2. Mission

The mission of the Government of Southern Sudan is:

To mainstream and prioritise measures and reforms to fight corruption in Southern Sudan.

### 1.3. Strategic Goals and Key Objectives:

In order to achieve the vision and mission of the Government of Southern Sudan, the Strategy will pursue the following strategic goals:

- (1) To prevent corruption in Southern Sudan.
- (2) To promote good governance in Southern Sudan



- (3) To prosecute individuals who are involved in corruption; and
- (4) To promote partnership working among stakeholders in fighting corruption in Southern Sudan.
- (5) To monitor and evaluate the implementation of the Southern Sudan Anti-corruption Strategy and Action Plan.

The Strategy will pursue the following objectives to achieve the above-mentioned strategic goals within the next five years.

**Strategic Goal (1): To prevent corruption in Southern Sudan.**

Key Objective (1.1): To educate and promote awareness of government officials, the private sector, the civil society and the public on ways of preventing corruption.

Key Objective (1.2): To build the capacity and practice within each government institution to detect and correct corrupt practices before such require the involvement of the Southern Sudan Anti-corruption Commission or law enforcement agencies.

Key Objective (1.3): To research new trends and recommend effective measures for fighting corruption.

**Strategic Goal (2): To promote good governance in Southern Sudan**

Key Objective (2.1): To develop and implement integrated public financial management systems and procedures as prescribed by existing and anticipated law to ensure transparency, efficiency and effectiveness in financial, budgetary and asset management.

Key Objective (2.2): To enact legislation to regulate the process of procurement of assets, goods, services and disposal thereof and to encourage all government institutions to adhere to the Interim Public Procurement and Disposal Regulations, 2006.

Key Objective (2.3): To improve management of taxation, customs and other revenues.

Key Objective (2.4): To improve human resource management.

Key Objective (2.5): To promote ethical conduct in public institutions.

Key Objective (2.6): To ensure that government accounts are closed and audited annually.

Key Objective (2.7): To build the capacity of public institutions to fight corruption.

**Strategic Goal (3): To investigate and prosecute individuals involved in corruption in Southern Sudan.**

Key Objective (3.1): To detect and report cases of corruption to the Southern Sudan Anti-Corruption Commission.

Key Objective (3.2): To investigate cases of corruption.

Key Objective (3.3): To prosecute cases of corruption and to ensure recovery of assets.

**Strategic Goal (4): To promote partnership working with the stakeholders to fight corruption.**

Key Objective (4.1): To establish anti-corruption fora to enhance partnership working to combat corruption.

Key Objective (4.2): To plan and co-ordinate joint interventions to fight corruption.

Key Objective (4.3): To fund the implementation of the Southern Sudan Anti-corruption Strategy and Action Plan.

**Strategic Goal (5): To monitor and evaluate the implementation of the Southern Sudan Anti-corruption Strategy and Action Plan.**

Key Objective (5.1): To monitor the implementation of the Southern Sudan Anti-corruption Strategy and Action Plan and make recommendations to improve the effectiveness and efficiency of GOSS institutions.

Key Objective (5.2): To evaluate the implementation of the Southern Sudan Anti-corruption Strategy and Action Plan and make recommendations to improve the effectiveness and efficiency of GOSS institutions.

#### **1.4. Guiding Principles**

The Government of Southern Sudan Anti-Corruption Strategy is based on the following guiding principles:

- (a) Participation - the GOSS can successfully combat corruption if it actively involves all the stakeholders in fighting corruption.
- (b) Ownership – it is vital for the stakeholders to own the Strategy and play an active role in its implementation.

- (c) Comprehensive approach - the Strategy is a multi-sectoral reforms framework that aims to eliminate all forms of corruption in all public institutions
- (d) Prevention- the Strategy aims to prevent and punish corrupt practices.
- (e) Sanctions – the Strategy encourages effective law enforcement process or other appropriate actions to prohibit corruption.
- (f) Dynamic – the Strategy will be constantly reviewed to ensure it remains relevant and applicable to the circumstances facing Southern Sudan.
- (g) Teamwork – the Strategy encourages teamwork between all the Stakeholders to fight corruption.
- (h) Coherence – the Strategy is intended to be clear and integrated across government institutions in combating corruption.
- (i) Implementable – the Strategy is ambitious but realistic and implementable.
- (j) Zero tolerance to corruption – the Strategy aims to eliminate against corrupt practices at all levels, in all government institutions, and in all its forms.
- (k) Transparency – the Strategy aims to develop and promote transparency in all Government institutions.
- (l) Commitment – the Strategy expresses the unwavering commitment of all government institutions and other stakeholders to fighting corruption throughout Southern Sudan.

### **1.5. Development of the Strategy**

The Strategy direction was developed by the Southern Sudan Anti-corruption Strategy Advisory Committee (“Advisory Committee”), a committee comprised of the leadership of key institutions in the fight against corruption in Southern Sudan and important opinion leaders from the community. The Advisory Team members are identified in Section 7 of this document.

The Advisory Committee then provided direction to the Strategy Drafting Committee (“Drafting Committee”), a technical committee comprised of representatives from key ministries involved in the fight against corruption, and advisors from the international community appointed by the Southern Sudan Anti-Corruption Commission. The Drafting Committee members are identified in Section 7 of this document.

The Drafting Committee received direction from the Advisory Committee on the strategic goals and objective to be addressed in the Southern Sudan Anti-corruption Strategy. The Drafting Committee then retreated to a workshop in Rumbek to develop a strategy that satisfied the direction of the Advisory Committee.

After review, discussion and revision, the Advisory Committee authorized a Draft Anti-Corruption Strategy to be presented to the Office of the President, and used as the basis of consultation with key stakeholders.

The result of the extensive review and revision process is this document.

The Drafting Committee used a number of references including: The 2007 Corruption Perception Survey, and the 2009 Southern Sudan Anti-corruption Strategy Stakeholders Analysis, both produced by the SSACC. The Drafting Committee also reviewed Anti-Corruption strategies from a significant number of countries. In fact, it borrowed many practical ideas from some of these strategies to advise the Advisory Committee in their design of an implementable Anti-Corruption Strategy for Southern Sudan.

The Committee also carried out extensive consultation with the stakeholders as explained below.

## 1.6. The Process of Consultation

The following steps were taken to consult the stakeholders:

1. The process of consultation with the stakeholders started in 2007 when the survey on perceptions of corruption was carried out. The stakeholders were the respondents to the survey.
2. SSACC carried out additional consultations with approximately 2,000 individuals in 2008, resulting in the Southern Sudan Anti-corruption Strategy Stakeholder Analysis.
3. In addition, members of the Drafting Committee were drawn from GOSS institutions that are at the forefront of the fight against corruption.
4. Moreover, the Advisory Committee is made up of Ministers and Chairpersons of these institutions.
5. Furthermore, SSACC organised a two-day consultation workshop with the stakeholders once the draft became available. The stakeholders then gave invaluable feedback on the draft.
6. The Governments of the 10 States of Southern Sudan were also consulted and they provided feedback on the draft Strategy.

## 2. BACKGROUND AND NATIONAL CONTEXT

### 2.1. Definition of Corruption

The Southern Sudan Anti-Corruption Commission Act, 2009 provides a legal definition of corruption as follows:

*“Corruption” means a conduct comprising an offence under section 89 through 102 and sections 105 through 108 of the Penal Code, 2008 and includes conduct comprising a conspiracy or attempt to commit or engage in an activity that would constitute a corrupt conduct under those sections.*

The policy definition of corruption adopted by the SSACC on 13 December 2007 is:

*The abuse of entrusted authority for private gain.*

This definition underscores the fact that government employees are entrusted with matters for the survival of society, and is directly linked to the historical use of the word corruption – corruption is “breaking” the public’s trust, or causing society to decay.

### 2.2. Forms of Corruption

Corruption manifests itself in various forms such as:

- (a) Abuse of power;
- (b) Bribery;
- (c) Collusion between private actors and civil servants or politicians for their mutual or private benefit i.e. the private sector “*captures*” the legislative, executive and judicial powers for its own interests;
- (d) Conflict of interest;
- (e) Embezzlement;
- (f) Extortion;
- (g) Favouritism;
- (h) Formulating policies and legislation so as to unduly benefit specific groups;
- (i) Fraud;

- (j) Insider trading/ Abuse of privileged information;
- (k) Isolated illicit transactions or activities by civil servants who abuse their functions (for example, by demanding bribes, diverting public funds or dispensing favours) for their own advantage or benefit;
- (l) Nepotism;
- (m) Sexual harassment; and
- (n) Trafficking of influence.

This list is by no means exhaustive. However, all of which are activities that prevent society and government from functioning effectively.

Other forms of corruption may exist. Accordingly, additional research is anticipated in support of future policy directives. It is due to this reason that research is seen to be an integral part of corruption prevention strategies.

### **2.3. Causes of Corruption**

According to the existing literature on corruption, corruption in Southern Sudan is caused by many factors including:

- (a) Failure to apply laws and regulations;
- (b) Lack of institutional accountability;
- (c) Weakness of control and supervisory mechanisms;
- (d) Weak commitment by public administration managers in the fight against corruption;
- (e) Practice of nepotism, favouritism and clientelism;
- (f) Degradation of moral and ethical values;
- (g) Weak participation by civil society and local communities in the fight against corruption; and
- (h) The low wages paid in the public sector, compared with the private sector or with international and non-governmental organisations.
- (i) High cost of living in urban areas.

- (j) Delayed payment of salaries of government employees.

As with the earlier list, this list is also not exhaustive and is provided for illustrative purposes.

## 2.4. Impact of Corruption

Evidence from other anti-corruption strategies suggests that corruption has a number of damaging effects on the national environment of countries:

- (a) It can cause loss of revenues from taxes, custom levies, licensing fees, traffic fines, etc.
- (b) It can also result in lack of competition between bidders and that raises the costs dramatically.
- (c) Corruption provides a poor environment that discourages foreign investment and those investors likely to make long-term contributions to development.
- (d) Corruption can reduce benefits for the beneficiaries of aid programmes and hamper continued funding.
- (e) Corruption can affect access to public services; can cost the public and the poor, in particular, so dearly and can reinforce existing social and economic inequalities.
- (f) Corruption can undermine the credibility of government and public institutions.
- (g) Corruption can cause loss of confidence in public institutions;
- (h) Corruption can undermine the rule of law, security of property, respect for contracts, civil order and safety; and
- (i) Corruption can ultimately undermine the legitimacy of the State itself.

## 2.5. Public Perceptions of Corruption in Southern Sudan

One of the early efforts of the Commission was to conduct a Corruption Perception Survey in 2007. In the survey, conducted with 1,000 people in Juba:

- (a) 89 % of the participants were of the opinion that corruption was a major issue in Southern Sudan.
- (b) 67% believed that corruption had increased since the signing of the CPA.
- (c) 38 % of participants believed that there was misuse of government property.

- (d) 30% believed that there was looting/embezzlement of government property.
- (e) 13% believed that nepotism/favoritism was being practiced.
- (f) 72% perceived that Government ministries were the most corrupt institutions by a wide margin over other offices.

More than 90% of those interviewed closely linked corruption with mismanagement of public utilities, funds, and personal gain.

Despite this collection of negative viewpoints, survey respondents were optimistic about a corruption free future based largely on their belief in the capability of Southern Sudanese to govern their country. Their optimism was enhanced by GOSS's commitment to establish institutions, such as SSACC, the cabinet, and the police, who in one way or another have a mandate to spearhead the fight against corruption in the country.

In 2008, SSACC held follow-up Stakeholders Consultations with another 1,000 people. The consultations revealed that Stakeholders had specific expectations for the Southern Sudan Anti-corruption Strategy:

- (a) All Stakeholders should be involved in implementing the Anti-Corruption Strategy.
- (b) The Strategy must be easily implemented by all.
- (c) There must be massive public education as part of the strategy.
- (d) The SSACC should provide assistance to all institutions to increase the capacity to fight corruption.
- (e) Tribalism and Nepotism should be addressed by the Strategy.
- (f) The SSACC should balance its role between GOSS and State level institutions.
- (g) Corrupt individuals must be punished and public assets returned.

This "checklist" of issues informed the design of this Strategy herein, and is consistent with the guiding principles used by the Advisory Committee and the Drafting Team in producing the Strategy.

The specific actions are detailed in the sections that follow.



## 2.6. Political Commitment to Fighting Corruption

GOSS has demonstrated serious commitment to fight corruption. Since its inception in October 2005, GOSS did the following:

- (a) GOSS promulgated the Interim Constitution of Southern Sudan (ICSS), 2005 which provides for establishment of Southern Sudan Anti-Corruption Commission (SSACC).
- (b) The President of GOSS issued a Presidential Decree No.47/2006 dated 26<sup>th</sup> June 2006, appointed the Chairperson and four other commissioners to SSACC.
- (c) On 29<sup>th</sup> June 2006, GOSS enacted Interim Public Procurement and Disposal Regulations, 2006.
- (d) In 2007, GOSS dismissed four senior civil servants alleged to be involved in corruption, and later on decided to dismiss the Minister of Finance and Economic Planning.
- (e) GOSS committed significant financial resources to SSACC in 2007, 2008 and 2009 to facilitate its operations including the annual International Anti-Corruption Day.
- (f) In early 2009, the Southern Sudan Legislative Assembly (SSLA) enacted the Southern Sudan Anti-Corruption Commission Act, 2009.
- (g) The Government of Southern Sudan has enacted a number of laws with anti-corruption aspects. These laws are described in Section 2.7 below.

These measures demonstrate the commitment of GOSS to fighting corruption. This is just the beginning and more needs to be done to tackle corruption in Southern Sudan.

## 2.7. Anti-Corruption Legal Framework

Southern Sudan has an existing and growing legal framework that addresses an extensive array of anti-corruption controls. These are listed below, but the list is constantly changing. The Southern Sudan Anti-Corruption Commission Act, 2009 is one of the most recent additions to GOSS's anti-corruption tools. Others include:

- The Investigation Committee Act, 2006
- The Public Premises Eviction Act, 2006
- The Appropriation Act, 2009
- The Code of Criminal Procedure Act, 2008
- The Ministry of Legal Affairs and Constitutional Development Organization Act, 2008
- The Penal Code Act, 2008
- The Land Act, 2009

The Local Government Act, 2009  
The Taxation Act, 2009  
Presidential Order on Procurement, 2006  
MoLACD, Ministerial Circular on Procurement, 2009  
MoLACD, UnderSecretary Circular on General Conditions of Contract, and Memoranda of Understanding, 2009  
The Interim Public Procurement and Disposal Regulations, 2006

Additional legal structure supporting the fight against corruption is forthcoming in the form of:

The Public Service Bill  
Public Service Regulations  
The Public Procurement Bill  
The Public Financial Management and Accounting Bill  
The Audit Chamber Bill  
The Public Grievances Bill  
The Access to Information Bill  
The Financial Allocation and Monitoring Bill

Additional Anti-Corruption related legislation is anticipated from GOSS.

The success of GOSS in eradicating corruption will depend, in part, on the commitment to implement and enforce the laws by the various GOSS institutions.

### 3. PREVENTING CORRUPTION AND PROMOTING GOOD GOVERNANCE

#### 3.1 Preventing Corruption

##### 3.1.1 Promoting Education and Awareness of Corruption

The Strategy will pursue the following goals and objectives to promote education and awareness of corruption:

**Strategic Goal (1): To prevent corruption in Southern Sudan.**

Key Objective (1.1): To educate and promote awareness of government officials, the private sector, the civil society and the public on ways of preventing corruption.

In order to achieve this objective, GOSS will implement the following interventions:

- (a) Launch a Southern Sudan-wide campaign to educate and raise the awareness of public officials about corruption and their role in preventing it.
- (b) Launch a Southern Sudan-wide campaign to educate and raise awareness of the public about corruption and their role in the fight against corruption.
- (c) Launch a Southern Sudan-wide campaign to educate and raise awareness of the private sector and civil society institutions about corruption and their role in fighting corruption.
- (d) Include citizenship education in curriculum of Southern Sudan institutions of learning.

##### 3.1.2 Institutional Capacity to Detect and Correct Corrupt Practices

Key Objective 1.2: To establish the capacity and practice within each government institution to detect and correct corrupt practices before such require the involvement of the Southern Sudan Anti-corruption Commission or law enforcement agencies.

To develop the capacity within each government institution to detect and correct corrupt practices before necessitating law enforcement actions, GOSS will:

1. Develop and implement an internal employee education program within each institution, in collaboration with SSACC and the Ministry of Labour, Public

Service and Human Resource Development, about the existing procedures available to employees to report corruption allegations.

2. Develop mechanisms for correcting corrupt practices before SSACC or law enforcement agencies intervene.

### 3.1.3 Researching Corruption

Key Objective (1.3): To research new trends and recommend effective measures for fighting corruption.

SSACC will implement the following measures or interventions to research corruption:

- (a) Commission independent research on trends and effective measures for fighting corruption.
- (b) Initiate preventative measures.
- (c) Evaluate anti-corruption measures in all sectors, especially the public sector.

## 3.2 Promoting Good Governance

Administrative malpractices have been identified as one of the issues that undermine good governance. This section is dedicated to measures to tackle administrative mal-practices and promote good governance. The Strategy aims at addressing problems that weaken the public sector such as:

- (a) Lack of sufficient legislation, rules and procedures that guide activities of public bodies to fight corruption.
- (b) Lack of publicity of the existing laws, rules, regulations and procedures that guide the activities of public institutions;
- (c) Weakness of the human resource, financial and asset management systems;
- (d) Lack of respect for financial, procurement and asset disposal rules;
- (e) Excessive red tape in administrative procedures;
- (f) Failure to apply administrative and legal sanctions against those who commit acts of corruption;
- (g) Development of a culture of impunity due to the weakness of the law enforcement system;

- (h) Absence of mechanisms to protect those who denounce acts of corruption;
- (i) Insufficient commitment by public officials to the fight against corruption;
- (j) Low level ethical awareness and mobilisation on the part of citizens about their individual and collective responsibility in the fight against corruption.

The Strategy will implement a number of measures to achieve the following strategic goal and key objectives:

**Strategic Goal (2): To promote good governance in Southern Sudan.**

Key Objective (2.1): To develop and implement integrated public financial management systems and procedures as prescribed by existing and anticipated law to ensure transparency, efficiency and effectiveness in financial, budgetary and asset management.

Key Objective (2.2): To enact legislation to regulate the process of procurement of assets, goods, services and disposal thereof and to encourage all government institution to adhere to the Interim Public Procurement and Disposal Regulations, 2006.

Key Objective (2.3): To improve management of taxation and non-tax revenues.

Key Objective (2.4): To improve human resource management.

Key Objective (2.5): To promote ethical conduct in public institutions.

Key Objective (2.6): To ensure that government accounts are closed and audited annually.

Key Objective (2.7): To build the capacity of public institutions to fight corruption.

### 3.2.1 Improving Public Financial Management

**Key Objective (2.1): To develop and implement integrated public financial management systems and procedures as prescribed by existing and anticipated law to ensure transparency, efficiency and effectiveness in financial, budgetary and asset management.**

All GOSS institutions will implement the following measures or interventions to achieve this objective:

- (a) Strengthen the internal financial control system, especially internal audit and inspection;
- (b) Introduce the system of annual auditing of the accounts of all public institutions of the three levels of the Government;
- (c) Review and improve management of Government assets;
- (d) Promote fiscal discipline;
- (e) Improve budget execution by public institutions;
- (f) Expedite the enactment of the Public Financial Management and Accountability Bill, 2009; and
- (g) Address unnecessary bureaucratic delays in financing government programmes.

### 3.2.2 Improving Management of Procurement and Disposal of Assets

**Key Objective (2.2): To enact legislation to regulate the process of procurement of assets, goods, services and disposal thereof and to encourage all government institution to adhere to the Interim Public Procurement and Disposal Regulations, 2006.**

All GOSS institutions will implement the following measures or interventions to improve management of procurement and disposal of assets:

- (a) Harmonize all procurement and disposal procedures of GOSS, States and Counties with the Interim Public Procurement and Disposal Regulations, 2006, and any other relevant laws and regulations to be enacted in the future.

- (b) Require declaration of financial interests of employees involved in procurement as well as employees responsible for negotiating with service providers/contractors.
- (c) Enforce minimum training requirements needed by all procurement officials, the rotation of personnel and spread of accountability.
- (d) Disposal of public assets shall be carried out in accordance with the provisions of the Interim Public Procurement and Disposal Regulations, 2006, and other relevant laws and regulations to be enacted.
- (e) Expedite the enactment of the Public Procurement/Public Contracts Bill, 2009.

### **3.2.3 Improving Management of Taxation and Non-Tax Revenues**

**Key Objective (2.3): To improve management of taxation and non-tax revenues.**

The Ministry of Finance and Economic Planning, GOSS, will implement the following measures and interventions:

- (a) Expedite the implementation of the Taxation Act, 2009.
- (b) Train all personnel involved in the collection and management of taxes.
- (c) Require background check of all taxation personnel.

### **3.2.4 Improving Human Resource Management**

**Key Objective (2.4): To improve human resource management.**

The Ministry of Labour, Public Service and Human Resource Development, GOSS, will implement the following measures to build management capacity and promote integrity in the Public Service:

- (a) Expedite enactment of the Public Service Bill, 2009, and Public Service Regulations, 2009.
- (b) Ensure all institutions of the Government adhere to Public Service laws and regulations related to performance management.
- (c) Promote continuous professional development of public officials.
- (d) Provide training on risk management to all senior civil servants.

- (e) Develop and introduce a management information system that links human resource management and financial management systems.

### 3.2.5 Promoting Ethical Conduct among government employees

**Key Objective (2.5): To promote ethical conduct in government.**

The Ministry of Labour, Public Service and Human Resource Development, GOSS, will:

- (a) Develop and promote a Civil Service Code of Conduct.
- (b) Develop ethics training materials and offer training opportunities.
- (c) Establish Integrity Committees in all GOSS institutions to:
  - (i) Provide institutional management the opportunity to correct corruption issues prior to involvement of law enforcement where appropriate.
  - (ii) receive corruption complaints, and advise employees and institution management to take appropriate action,
  - (iii) provide employee education on corruption reporting,
- (d) Develop mandatory profession specific codes of conduct and ethical standards.
- (e) Monitor compliance of civil servants with the Civil Service Code of Conduct.
- (f) Establish a Senior Management Forum to espouse professional ethics and to provide leadership to other employees.

### 3.2.6 Public Accounts

**Key Objective (2.6): To ensure that government accounts are maintained, closed and audited annually.**

The Southern Sudan Audit Chamber (SSAC) will implement the following measures:

- (a) Expedite enactment of the Southern Sudan Audit Chamber Bill, 2009.
- (b) Disseminate the legal frameworks for auditing and accounting.
- (c) Provide training and capacity building for auditing personnel.



- (d) Ensure that public accounts are audited on an annual basis.
- (e) Report on accounting irregularities, fiscal indiscipline and cases of embezzlement, misuse and misappropriation of public funds and make recommendations for improvement.

The Ministry of Finance and Economic Planning, GOSS, will implement the following measures:

- (a) Adhere to the Public Financial Management and Accountability Bill, 2009 once it is enacted.
- (b) Ensure that public accounts are maintained and closed on an annual basis.
- (c) Provide training and capacity building for accounting personnel.

### 3.2.7 Capacity Building

**Key Objective (2.7): To build the capacity of public institutions to fight corruption.**

The Southern Sudan Anti-Corruption Commission (SSACC) will implement the following measures:

- (a) Provide training on corruption prevention, investigation, and ethical standards.
- (b) Build capacity of SSACC as an institution.
- (c) Improve the functioning of existing institutions that have Anti-Corruption functions.
- (d) Establish formal coordinating and integrating mechanisms within the national Executive and between departments and agencies involved in anti-Corruption work.
- (e) Receive and investigate allegations of corruption through whistle-blowing or other mechanisms.
- (f) Initiate investigation of corruption from its own sources.
- (g) Define accountability arrangements for all the institutions of the Government (at the three levels).

The Ministry of Legal Affairs and Constitutional Development will implement the following measures:

- (a) Train prosecution personnel in criminal investigation in order to support the prosecution of corruption cases.
- (b) Training of prosecution personnel in order to effectively and efficiently prosecute corruption cases.

The Ministry of Internal Affairs will implement the following measures:

- (a) Train Police investigators to handle corruption cases.
- (b) Provide training to promote integrity within the police service.
- (c) Build infrastructure capacity of the police service.

The Judiciary will implement the following measures:

- (a) Build the infrastructure capacity of courts to handle corruption cases.
- (b) Train Judges, and other court personnel to deal with corruption related cases.
- (c) Develop procedures to provide speedy handling of corruption cases.

## 4. PROSECUTING CORRUPTION OFFENCES

This section is dedicated to measures to achieve the following strategic goal and key objectives:

**Strategic Goal (4): To investigate and prosecute individuals involved in corruption in Southern Sudan.**

Key Objective (4.1): To detect and report cases of corruption to the Southern Sudan Anti-Corruption Commission.

Key Objective (4.2): To investigate cases of corruption.

Key Objective (4.3): To prosecute cases of corruption and to ensure recovery of assets.

### 4.1 Detecting and Reporting Corruption

**Key Objective (4.1): To detect and report cases of corruption to the Southern Sudan Anti-Corruption Commission..**

GOSS will establish a range of mechanisms to promote the detection and reporting of corruption by:

- (a) Promoting a culture of whistle-blowing amongst employees and establishing a mechanism to encourage and facilitate whistle-blowing and reporting of corruption.
- (b) Develop a whistle-blowing policy, including mechanisms for supporting persons maliciously and/or falsely implicated.
- (c) Work in partnership with the Civil Society to assist, support and protect whistleblowers.
- (d) Establish a system for protection of witnesses and whistle-blowers.
- (e) Develop tool kits for integrity testing.
- (f) Undertake system analysis and corruption risk assessment. Require submission of audit reports where relevant.

## 4.2 Investigating Corruption Cases

**Key Objective (4.2): To investigate cases of corruption.**

Southern Sudan Anti-Corruption Commission will:

- (a) Undertake speedy investigation of corruption allegations detected and reported to it and, where the findings warrant a prosecution, refer the same to MoLACD for appropriate action.
- (b) Follow up with MoLACD on cases of corruption submitted to it.
- (c) Scrutinize the assets and liabilities declaration forms by public officials for investigation purposes.
- (d) Foster cooperation with other agencies, both local and international, in investigation of corruption cases.
- (e) Strengthen the investigation capacity of SSACC.
- (f) Provide specialized Anti-Corruption courses and other appropriate career development programmes to staff engaged in investigating corruption to equip them with knowledge on the issue of combating corruption, in collaboration with MoLACD and MoIA.

The Ministry of Legal Affairs and Constitutional Development, GOSS, will:

- (a) Take speedy appropriate action on corruption cases referred thereto by SSACC to pave the way for prosecution.
- (b) Build capacity of the relevant institutions to investigate allegations of corruption.
- (c) Allocate sufficient resources to and build the capacity of the units engaged in investigating corruption cases.
- (d) Encourage collaboration between SSACC and MoLACD to develop investigation and case referral guidelines for the prosecution of corruption cases.

### 4.3 Prosecuting Corruption Cases

**Key Objective (4.3): To prosecute cases of corruption and to ensure recovery of assets.**

*4.3.1 The Ministry of Legal Affairs and Constitutional Development, GOSS, will:*

- (a) Improve the efficiency of the criminal justice system.
- (b) Build the capacity and improve the effectiveness and integrity of the Directorate of Public Prosecution.
- (c) Work in collaboration with the Judiciary to improve the effectiveness and integrity of the Southern Sudan judicial system.
- (d) Work in collaboration with the Ministry of Internal Affairs to improve the effectiveness and integrity of the police.
- (e) Establish mechanisms for denunciations and for protecting whistle-blowers.
- (f) In pursuing key objective 4.3, the Ministry of Legal Affairs and Constitutional Development, GOSS, will in collaboration with the SSACC, take all necessary measures to recover assets acquired through corrupt practices. This involves seizure of such assets during investigative process and confiscation of the same upon conviction.

*4.3.2 The Judiciary of Southern Sudan will:*

- (a) Improve and modernise the methods of operation of the courts.
- (b) Ensure precise selection of Judges and enhance their professional qualifications.
- (c) Provide training and financial security to Court personnel.
- (d) Develop and implement automated filing systems to guarantee speed and reliability in processing case files.
- (e) Develop a system of case assignment to Judges based on objective criteria, precluding the possibility of preferentially appointing a specific Judge to work on a given case.

## 5. PARTNERSHIP WORKING

This section is dedicated to measures to achieve the following strategic goal and objectives:

**Strategic Goal (4): To promote partnership working with the stakeholders to fight corruption.**

Key Objective (4.1): To establish anti-corruption fora to enhance partnership working to combat corruption.

Key Objective (4.2): To plan and co-ordinate joint interventions to fight corruption.

### 5.1 Southern Sudan Anti-Corruption Fora

The Southern Sudan Anti-Corruption Commission will establish the following fora to promote a constructive, frank and open discussion between the three levels of government, civil society and the private sector in matters that are important for the fight against corruption:

- (a) Southern Sudan Anti-Corruption Forum;
- (b) State Anti-Corruption Fora; and
- (c) County Anti-Corruption Fora.

### 5.2 Functions of the Anti-Corruption Fora

The following are the functions of these fora:

*Southern Sudan Anti-Corruption Forum* shall;

- (a) Analyse and debate the results of the annual and quarterly reports from the State Anti-Corruption Fora, based on the indicators in the strategy.
- (b) Give an opinion on the successes achieved, lessons learned and the obstacles faced in implementing the strategy to SSACC.
- (c) Formulate proposals that may make the fight against corruption more effective and submit them to SSACC.

***State Anti-Corruption Fora*** shall:

- (a) Report to the Southern Sudan Anti-Corruption Forum on at least a quarterly basis.
- (b) Strengthen dissemination of the Strategy in civil society and the private sector through the media, seminars and capacity building.
- (c) Draw up the annual report on implementation of the Strategy and submit it to the Southern Sudan Anti-Corruption Forum.
- (d) Give an opinion on the successes gained, lessons learned and the obstacles faced in implementing the Strategy to the Southern Sudan Anti-Corruption Forum.
- (e) Formulate proposals that may make the fight against corruption more effective and submit them to the Southern Sudan Anti-Corruption Forum.

***County Anti-Corruption Fora*** shall:

1. Strengthen dissemination of the Strategy in civil society and the private sector through the media, seminars and capacity building throughout the County.
2. Report to the State Anti-Corruption Forum on a monthly basis.
3. Draw up the annual report on implementation of the Strategy to be submitted to the State Anti-Corruption Forum.
4. Give an opinion on the successes gained, lessons learned and the obstacles faced in implementing the Strategy.
5. Formulate proposals that may make the fight against corruption more effective.

**Membership of the Anti-Corruption Fora**

The membership of the anti-corruption fora will be determined by SSACC in consultation with the three levels of government, the private sector, and civil society.

In accordance with Article 200(2)(c) of the Interim Constitution of Southern Sudan, 2005, Southern Sudan Centre for Census, Statistics and Evaluation should be a member of the Southern Sudan Anti-Corruption Forum and State Anti-Corruption Fora.

### 5.3 Joint Anti-Corruption Interventions

**Key Objective (4.2): To plan and co-ordinate joint interventions to fight corruption.**

In addition to the Anti-Corruption fora, SSACC will also pursue the above-mentioned key objective by implementing the measures below:

- (a) Strengthen partnership working with the private sector to tackle corruption.
- (b) Establish a broad-based partnership with civil society institutions to fight corruption.
- (c) Mobilise trade unions to advocate professional ethics with their members.
- (d) Establish a strategic partnership with the national media to join the fight against corruption.

### 5.3. Funding

**Key Objective (4.3): To fund the implementation of the Southern Sudan Anti-corruption Strategy and Action Plan.**

The Council of Ministers shall:

- (a) Allocate a sufficient budget to all GoSS institutions involved in the implementation of the Strategy and Action Plan.
- (b) Ensure that funds allocated to GoSS institutions (including SSACC) for implementation of the Strategy and Action Plan are released by the Ministry of Finance and Economic Planning in a timely manner.

All public institutions shall:

- (a) Ensure that all their anti-corruption activities are included in the budgeting process.
- (b) Establish baselines for their anti-corruption activities and performance indicators.



In addition the following measures will be implemented:

- (a) The Budget Sector Working Groups to include funding the Action Plan in the budget allocations.
- (b) Link the Juba Compact to the Anti-corruption Action Plan.

## 6. MONITORING AND EVALUATION

Strategic Goal (5): To monitor and evaluate the implementation of the Southern Sudan Anti-corruption Strategy and Action Plan.

Key Objective (5.1): To monitor the implementation of the Southern Sudan Anti-corruption Strategy and Action Plan and make recommendations to improve the effectiveness and efficiency of GOSS institutions.

Key Objective (5.2): To evaluate the implementation of the Southern Sudan Anti-corruption Strategy and Action Plan and make recommendations to improve the effectiveness and efficiency of GOSS institutions.

### 6.1 Monitoring

The implementation of the Southern Sudan Anti-Corruption Strategy will be monitored by Southern Sudan Anti-Corruption Commission. However, SSACC will be assisted by the Southern Sudan Anti-Corruption Forum, State Anti-Corruption Fora and County Anti-Corruption Fora.

*The Southern Sudan Anti-Corruption Forum (SSACF) shall:*

1. Collaborate with SSACC in monitoring implementation of the Southern Sudan Anti-Corruption Strategy.
2. Monitor implementation of the Southern Sudan Anti-Corruption Strategy in the States.

*The State Anti-Corruption Forum (SACF) shall:*

1. Monitor the implementation of the Southern Sudan Anti-Corruption Strategy and action plan at the State level.
2. Monitor the implementation of the County Anti-Corruption action plans.

*The County Anti-Corruption Forum shall:*

1. Monitor the implementation of County Anti-Corruption Action Plan to fight against corruption.

## 6.2 Evaluation

The implementation of the Southern Sudan Anti-Corruption Strategy and action plan will be evaluated as follows:

- (a) SSACC, in conjunction with the Southern Sudan Centre for Census, Statistics and Evaluation, shall evaluate implementation of the Strategy and action plan on annual basis.
- (b) The reports, opinions and proposals of the Southern Sudan Anti-Corruption Forum, State Anti-Corruption Fora and County Anti-Corruption Fora.
- (c) To evaluate the implementation of the Southern Sudan Anti-corruption Strategy and Action Plan and make recommendations to improve the effectiveness and efficiency of GOSS institutions.
- (d) The evaluation process shall culminate in an authoritative report to be launched in a high-profile and well-publicised annual Anti-Corruption event in Southern Sudan.

In addition, the Commission will review the strategy after the Referendum in 2011 and produce a special report.

## 7 ANNEX: MEMBERSHIP OF THE STRATEGY DEVELOPMENT COMMITTEES

### 7.1 Strategy Advisory/Ministerial Committee

The following are the members of the Strategy Advisory Committee:

1. H.E. Michael Makuei Lueth, The Minister, MOLACD , GOSS -Chairperson
2. Hon. Justice Abel Alier- Member
3. H.E. Awut Deng Acuil, The Minister, MOLPSHRD, GOSS - Member
4. H.E. Dr. Luka Biong Deng, The Minister, Ministry of Presidential Affairs, GOSS - Member
5. H.E David Deng Athorbei, The Minister, Ministry of Finance, GOSS - Member
6. H.E. Lt. Gen. Gier Chuang Aluong, The Minister, Internal Affairs, GOSS - Member
7. H.E. Prof. Job Dharuai Malou, The Minister, Ministry of Education, GOSS- Member
8. H.E. Paul Mayom Akec, The Minister, Ministry of Information and Broadcasting, GOSS - Member
9. H.E. Lt. Gen. Nhial Deng Nhial, The Minister, SPLA Affairs, GOSS- Member
10. H.E. Dr. Jimmy Wongo, The Chairperson, Public Accounts Committee, SSLA- Member
11. Mr. Lawrence Clarke (World Bank Rep.) - Member
12. Mr. Seth Leleu (World Vision, Sudan) - Member
13. H.E. Lise Grande, Head of UN Mission in Southern Sudan - Member
14. H.E. Michael Elmquist, Head of Mission, JDT- Member
15. His Grace Archbishop Paulino Lukudo Loro- Member
16. Archbishop, His Grace Daniel Deng Bul - Member
17. Maj. Gen. Altahir Bior, Southern Sudan Islamic Council- Member
18. H.E. Joe Feeney, Head of Mission, UNDP, Juba- Member
19. Mr. Francis Bassan, Acting Executive Director - Member
20. Prof. Akolda Tier - Member

## 7.2 Strategy Drafting Committee

The following are the members of the Strategy Drafting Committee:

1. Mr Deng Deng Hoc Yai, Director General of Special Programmes, Ministry of Presidential Affairs, the Office of the President, GOSS, and Chairperson of the Strategy Drafting Committee
2. Honourable Filberto Mayuot Mareng, Director of Public Prosecutions, Ministry of Legal Affairs and Constitutional Development, GOSS
3. Mr William Labi, Executive Director, Audit Chamber, GOSS
4. Mr Gwado J. Ador, Director for Training & Research, Ministry of Information & Broadcasting, GOSS
5. Mr Sisto Otim Oywak, Director for Promotion and Advocacy, Ministry of Education, Science and Technology, GOSS
6. Mr John Batale Germano, Director for Ethics, Integrity and Quality Assurance, Southern Sudan Anti-Corruption Commission, GOSS
7. Dr Brian Pinkowski, Anti-Corruption Advisor, USAID/Deloitte Consulting, LLP