



NATIONAL ANTI-CORRUPTION COMMISSION
الهيئة الوطنية لمكافحة الفساد

**ACTION PLAN
2023-2027
FOR
THE PREVENTION
AND FIGHT AGAINST
CORRUPTION**

2023



NATIONAL ANTI-CORRUPTION COMMISSION
الهيئة الوطنية لمكافحة الفساد

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ACRONYMS

CCDB

Court of Auditors and Budgetary Discipline

CCLCC

Coordination Committee for the Fight Against Corruption

CNIPLC

National Independent Commission for the Prevention and Fight Against Corruption

IGAD

Intergovernmental Authority on Development

IGF

General Inspectorate of Finance

MAEP

African Peer Review Mechanism

SDGs

Sustainable Development Goals

FIU

Financial Intelligence Unit

NACS

National Anti-Corruption Strategy

UNDP

United Nations Development Programme

TFPs

Technical and Financial Partners

FOREWORD BY THE PRESIDENT OF THE CNIPLC



The prevention of and fight against corruption have entered an active phase for several years in the Republic of Djibouti, driven by the strong determination of the Government, which has elevated these efforts to the level of a national priority.

The Government's commitment to preventing and combating corruption in all its forms has resulted in the establishment of several oversight and control institutions, including the General State Inspectorate, the General Inspectorate of Finance, the Court of Auditors and Budgetary Discipline, the Financial Intelligence Unit, and the National Independent Commission for the Prevention and Fight Against Corruption (CNIPLC), established in July 2013. In addition to these oversight bodies, which strengthen and consolidate the institutional framework for corruption prevention and control, the Republic of Djibouti is also taking steps to accede to regional anti-corruption conventions, notably those of the African Union, IGAD, and Arab countries.

The primary objective of the CNIPLC is to prevent and combat all forms of corruption in the Republic of Djibouti.

To this end, the present five-year operational action plan aims to strengthen the technical, financial, and managerial capacities of the CNIPLC in order to enable it to carry out its mandate effectively. The plan provides for the establishment of a coordination committee among oversight and anti-corruption bodies and emphasizes the importance of the effective involvement of public and private administrations, civil society, the media, and citizens in the prevention of and fight against corruption. It also seeks to establish a national database on corruption-related cases through surveys,

the collection of administrative data, and information gathered from public reporting mechanisms. These data will make it possible to better understand the phenomenon of corruption, prevent it, and, where necessary, combat it, while also enhancing both domestic and international visibility of the country's anti-corruption efforts.

In implementing this action plan, the CNIPLC intends to mobilize all available and necessary resources to prevent and combat corruption, with the aim of achieving the Sustainable Development Goals (SDGs), particularly Target 16.5, which calls for “substantially reducing corruption and bribery in all their forms.”

It is for this reason that I extend my sincere and heartfelt thanks, as well as my deep appreciation, to His Excellency the President of the Republic, who has firmly resolved to eradicate the “virus of corruption” at all levels where it has taken root. Indeed, the President of the Republic spares no effort in mobilizing the necessary resources to achieve tangible results in this long and demanding struggle, which we are committed to winning together with all components of Djiboutian society.

The CNIPLC also extends its gratitude to the Technical and Financial Partners, notably UNDP and other agencies of the United Nations System, which have shown enthusiasm and willingness to support us in the formulation and implementation of this action plan.

My appreciation also goes to my colleagues and to the various experts who contributed to the development of this action plan.

Mrs. Badria Zakaria Cheick
President of the CNIPLC

I. INTRODUCTION

Like many countries around the world, the Republic of Djibouti is engaged in an ongoing and determined fight against corruption. To this end, it has established several State oversight and control bodies, including the General State Inspectorate (IGE), the General Inspectorate of Finance (IGF), the Court of Auditors and Budgetary Discipline (CCDB), the Financial Intelligence Unit (FIU), and the National Independent Commission for the Prevention and Fight Against Corruption (CNIPLC), established by Law No. 03/AN/13/7th L of 16 July 2013, supplementing the legislative provisions relating to the prevention of and fight against corruption.

In 2015, the Republic of Djibouti adopted the long-term strategy “Djibouti Vision 2035” to achieve its ambition of “making our country a regional and international economic, commercial, and financial hub that ensures the well-being of Djiboutian men and women in an environment of peace, security, and sustainability.” One of the five pillars of this Vision is Good Governance, which supports a strategy aimed at strengthening mechanisms for the prevention and repression of corruption.

Furthermore, the Republic of Djibouti has committed to Sustainable Development Goal 16, notably Target 16.5, which calls for “substantially reducing corruption and bribery in all their forms,” and Target 16.6, which advocates for “developing effective, accountable, and transparent institutions at all levels.”

In addition, to reaffirm and highlight the firm commitment of the Republic of Djibouti to curb the phenomenon of corruption, the President of the Republic has repeatedly emphasized in his speeches the threats posed by corruption and the necessity of combating it effectively.

It is therefore now the responsibility of the CNIPLC, State oversight bodies, and the entire Djiboutian population to translate this commitment into concrete actions and

1. See, for example, the speech by His Excellency Ismail Omar Guelleh, President of the Republic of Djibouti, delivered on the occasion of International Anti-Corruption Day on 9 December 2015: <https://www.presidence.dj/discoursuite.php?ID=11>, See also the address delivered at the Inauguration Ceremony on 8 May 2021: <https://www.presidence.dj/discourssuite.php?ID=31>

behaviors, with the aim of transforming the country into a model for the prevention of and fight against corruption. Such a model country would be ranked among those with the best corruption perception scores worldwide, according to Transparency International, which ranked Djibouti 130th out of 180 countries in 2022, with a corruption perception score of 30 out of 100.

It is within this context that the CNIPLC, with the support of UNDP, undertook in 2020 the formulation of the National Anti-Corruption Strategy (NACS) 2020–2030, accompanied by a five-year action plan for 2020–2025. Unfortunately, the cost of implementing this plan had not been estimated, which made it difficult to mobilize the financial resources required to carry out the planned activities, particularly in a context marked by the challenges posed by the COVID-19 pandemic.

Given the delays caused by the consequences of COVID-19 in the implementation of activities, as well as the emergence of new needs, the CNIPLC deemed it necessary in 2023 to revise and supplement the existing action plan, as the achievement of the operational objectives remains relevant. The outcome of this process is the present Action Plan for the period 2023–2027.

II. VISION, MISSION AND VALUES

II.1 VISION OF THE CNIPLC

To eradicate corruption and make Djibouti a model country in terms of integrity.

The implementation of this Action Plan will enable the CNIPLC to achieve the objectives set out in this vision by providing it with the necessary means, tools, and instruments.

II.2 MISSION OF THE CNIPLC

The core mission of the CNIPLC is to prevent and combat corruption in all its forms. To this end, it is mandated to formulate the national strategy for the prevention of and fight against corruption.

More specifically, Law No. 03/AN/13/7th L assigns the following responsibilities to the CNIPLC:

- » Receive complaints from natural or legal persons relating to acts of corruption.
- » Process information and conduct investigations into reports and complaints related to suspected acts of corruption submitted to it.
- » Refer cases to the competent judicial authorities for the initiation of legal proceedings in matters involving corruption.
- » Conduct regular investigations and research on the causes and scope of corruption, and reflect on and develop the most effective national and sectoral strategies and policies aimed at its eradication.
- » Provide opinions on any draft legislation or regulatory texts relating to corruption.
- » Periodically assess legal instruments and administrative measures in order to determine their effectiveness in preventing and combating corruption.
- » Provide advice on corruption prevention to any public or private individual or institution.
- » Educate and raise awareness among public authorities, the private sector, and civil society about the dangers of corruption.
- » Ensure the strengthening of intersectoral coordination and the development of cooperation with other anti-corruption entities.
- » Seek technical and financial assistance within the framework of international

and regional cooperation, and exchange information with anti-corruption commissions of foreign countries in order to prevent and combat corruption.

- » Within the framework of this mandate, the CNIPLC, as the central body for the fight against corruption, shall ensure the establishment of a functional coordination system for prevention and anti-corruption actions in collaboration with other State oversight bodies.

II.3 VALUES OF THE CNIPLC

The following fundamental values and principles shall be observed at all times and under all circumstances by the members of the National Independent Commission in the performance of their duties and activities:

Transparency

A system based primarily on the free flow of information and open working methods, ensuring the timely and easy provision of reliable and complete data. This enables stakeholders to understand procedures, decision-making processes, and to assess them in order to take appropriate decisions and actions to protect their interests, including, where necessary, the ability to pursue those involved without undue difficulty or obstruction.

Integrity

Members of the Commission shall adhere to all principles and codes of conduct reflecting compliance with the law and its objectives, avoiding conflicts of interest and refraining from any action that could undermine public trust.

Accountability

Members of the Commission are obliged to carry out the missions and instructions entrusted to them under the applicable legal framework, to assume responsibility for their actions, and to report accordingly.

Ethics

Members of the Commission must demonstrate a strong sense of duty, integrity, and rigor, respect fundamental human rights principles, and act as role models in the performance of their functions.

III. ACTION PLAN

The present Action Plan revises and complements the one developed in 2020, which was based on a diagnostic assessment of the normative and institutional framework for the fight against corruption carried out in the same year as part of the formulation of the National Anti-Corruption Strategy (NACS) 2020–2030. Unfortunately, its implementation faced significant difficulties and delays, which ultimately made its revision necessary.

This revision was conducted by the CNIPLC team through a rapid situational assessment of the Commission, focusing on activities carried out since 2020, newly planned activities, and emerging needs resulting from changes in the national environment related to the fight against corruption.

The Action Plan is structured around four strategic pillars, defined on the basis of priority actions required to achieve the objectives set out in the CNIPLC's vision. These pillars are as follows:

- » *Strategic Pillar 1:* Strengthening organizational, human, material, and financial capacities.
- » *Strategic Pillar 2:* Reform of the legal and institutional framework and establishment of a coordination committee for prevention and anti-corruption bodies.
- » *Strategic Pillar 3:* Regular production of reliable data on corruption.
- » *Strategic Pillar 4:* Awareness-raising and engagement of public and private institutions, the population, and civil society in the fight against corruption.

Each strategic pillar is broken down into operational objectives, expected results, and actions, in line with a results-based logical framework approach. Accordingly, for each strategic pillar, operational objectives and expected results are clearly identified.

III.1 STRATEGIC PILLAR 1: STRENGTHENING ORGANIZATIONAL, HUMAN, MATERIAL, AND FINANCIAL CAPACITIES

Strategic Pillar 1 aims to equip the CNIPLC with qualified and motivated human resources, as well as adequate material resources, including high-performance IT hardware and software, communication equipment, vehicles, and office furniture, in line with a new organizational structure that the CNIPLC plans to establish to enhance functionality and productivity.

This new organizational structure will help ensure a more effective organization of the CNIPLC's services.

Strategic Pillar 1 is a prerequisite for the implementation of the other pillars. For this reason, it also addresses issues related to the financing of activities and the mobilization of financial resources.

Strategic Pillar 1 comprises three (3) operational objectives:

- » Operational Objective 1.1: Strengthen the organizational and human capacities of the CNIPLC.
- » Operational Objective 1.2: Strengthen the material and operational capacities of the CNIPLC.
- » Operational Objective 1.3: Ensure the financing of anti-corruption activities.

Nine (9) results are expected from the implementation of activities aimed at achieving these three operational objectives.

III.1.1 OPERATIONAL OBJECTIVE 1.1: STRENGTHENING THE ORGANIZATIONAL AND HUMAN CAPACITIES OF THE CNIPLC

Result 1.1.1: Improvement of the Organizational Framework and Management Tools of the CNIPLC

The CNIPLC shall develop and implement:

- » A new organizational structure aligned with the functions and activities related to the prevention of and fight against corruption.
- » Appropriate administrative and organizational management tools, including an administrative and financial procedures manual and internal regulations.
- » An internal governance and accountability mechanism.

Result 1.1.2: Adequate Staffing of the CNIPLC with Qualified Human Resources

The CNIPLC shall be provided with a sufficient number of qualified staff to effectively carry out its mandate and ensure the proper functioning of its new organizational structure.

Result 1.1.3: Continuous Strengthening of the Capacities of CNIPLC Staff

The technical capacities of CNIPLC staff shall be strengthened through continuous training, study tours, and participation in international conferences and professional networks. To this end, a multi-year training plan shall be developed.

III.1.2 OPERATIONAL OBJECTIVE 1.2 : STRENGTHENING THE MATERIAL AND OPERATIONAL CAPACITIES OF THE CNIPLC

Result 1.2.1: Provision of the CNIPLC with an IT System for the Processing and Management of Complaints and Asset Declarations

A computerized mechanism and related procedures for the processing and management of complaints, as well as for the publication of asset declarations, shall be established on the basis of a feasibility study to be conducted.

Result 1.2.2: A Strategy for the Recovery of Illicitly Acquired Assets Held Abroad Is Developed and Implemented

Not only shall a strategy for the recovery of illicitly acquired assets, accompanied by a costed action plan, be developed, but the CNIPLC shall also be adequately equipped and capable of recovering illicitly acquired assets held abroad.

Result 1.2.3: Adequate Provision of the CNIPLC with High-Performance Equipment and Materials

The CNIPLC shall acquire IT equipment and software, modern communication equipment, and appropriate office furniture.

Result 1.2.4: Provision of CNIPLC Departments with Vehicles

For operational service needs, all CNIPLC departments shall be equipped with functional vehicles.

III.1.3 OPERATIONAL OBJECTIVE 1.3 : ENSURING THE FINANCING OF ANTI-CORRUPTION ACTIVITIES

Result 1.3.1: A Financial Resource Mobilization Strategy Is Established

The resource mobilization strategy for financing the Action Plan shall be implemented through the mobilization of resources from Technical and Financial Partners (TFPs).

Result 1.3.2: Routine Anti-Corruption Activities Are Regularly Financed Through the National Budget

This objective shall be achieved through the allocation, within the State budget, of dedicated budget lines for personnel and routine operating expenses.

II.1.4 RESULTS-BASED LOGICAL FRAMEWORK FOR STRATEGIC PILLAR 1

Table 1: Logical Framework of Strategic Pillar 1

ACTION PLAN 2023-2027 CNIPLC

| STRATEGIC AXIS 1: STRENGTHENING ORGANIZATIONAL, HUMAN, MATERIAL, AND FINANCIAL CAPACITIES | | | | | | | | |
|--|--|--|--------|----------|------|------|------|--------------------------------|
| Expected Results | Planned Activities | Performance Indicators | Target | Calendar | | | | Responsible Bodies |
| | | | | 2023 | 2024 | 2025 | 2026 | |
| Operational objective 1.1: Strengthen the organizational and human capacities of the CNLPLC | | | | | | | | |
| Result 1.1.1 Improvement of the organizational structure and management tools of the CNLPLC | Activity 1.1.1.1 Establish a new organizational chart for the CNLPLC with defined job profiles (job descriptions) | New organizational chart established | 1 | 1 | | | | CNLPLC |
| | Activity 1.1.1.2 Develop and implement CNLPLC management tools: procedures manual, internal regulations | Number of tools developed | 2 | 2 | | | | |
| Result 1.1.2 Adequate staffing with qualified human resources | Activity 1.1.2.1 Deployment and recruitment of additional personnel according to job profiles (Directors, heads of services, senior staff) | Number of positions filled | 20 | | 10 | # | | CNLPLC/ Min Budget |
| | Activity 1.1.2.2 Regularization of current CNLPLC personnel | | 20 | | 10 | # | | |
| Result 1.1.3 CNLPLC staff capacities are regularly strengthened | Activity 1.1.3.1 Develop and adopt a continuous training plan for CNLPLC staff | A training plan developed and adopted | 1 | | 1 | | | CNLPLC |
| | Activity 1.1.3.2 Staff participation in technical training | Number of staff trained | 8 | | 2 | 2 | 2 | |
| | Activity 1.1.3.3 Study trips abroad for CNLPLC staff in foreign anti-corruption institutions; participation in international conferences | Number of study trips abroad / international conferences | 4 | | | 1 | 1 | |
| Operational objective 1.2: Strengthen the material and operational capacities of the CNLPLC | | | | | | | | |
| Result 1.2.1 CNLPLC equipped with an information system for processing and managing complaints, asset declarations, and conflict-of-interest disclosures | Activity 1.2.1.1 Feasibility study on implementing a computerized mechanism for managing complaints and asset & interest declarations | Feasibility study available | 1 | | 1 | | | CNLPLC/ Anti-corruption bodies |
| | Activity 1.2.1.2 Establishment of the computerized mechanism | Mechanism established and functional | 1 | | 1 | | | |
| | Activity 1.2.1.3 Workshops and training sessions on using the computerized mechanism | Number of workshops and training sessions | 2 | | 2 | | | |
| Result 1.2.2 A strategy for recovering illicit assets held abroad is developed and implemented | Activity 1.2.2.1 Development of the asset recovery strategy (international consulting assistance) | Strategy document available | 1 | | | 1 | | CNLPLC |
| | Activity 1.2.2.2 Workshops for preparation, presentation, and validation of the asset recovery strategy | Number of workshops | 4 | | | 4 | | |
| Result 1.2.3 CNLPLC equipped with adequate and efficient materials & equipment | Activity 1.2.3.1 Acquisition of computer equipment (computers, printers, servers) | Number of IT equipment lots acquired and functional | 1 | | 1 | | | CNLPLC |
| | Activity 1.2.3.2 Acquisition of complaint management software | Number of software tools acquired and installed | 1 | | 1 | | | |
| | Activity 1.2.3.3 Acquisition of asset declaration management software | Number of software tools acquired and installed | 1 | | 1 | | | |
| | Activity 1.2.3.4 Acquisition of video-conferencing equipment | Number of audiovisual material lots acquired | 1 | | 1 | | | |
| | Activity 1.2.3.5 Acquisition of office furniture and equipment | Number of furniture and equipment lots acquired and installed | 5 | | 1 | 1 | 1 | |
| Result 1.2.4 CNLPLC managers equipped with vehicles | Activity 1.2.4.1 Acquisition of vehicles | Number of vehicles acquired and delivered | 8 | | 2 | 2 | 2 | CNLPLC |
| | Activity 1.2.4.2 Maintenance of vehicles | Number of vehicle maintenance vouchers | 20 | | 5 | 5 | 5 | |
| Operational objective 1.3: Ensure financing of Anti-Corruption activities | | | | | | | | |
| Result 1.3.1 A resource mobilization strategy is implemented | Activity 1.3.1.1 Organize a roundtable with partners and donors on funding anti-corruption activities under the 2023–2027 action plan | Number of roundtable reports | 1 | | 1 | | | CNLPLC |
| Result 1.3.2 Routine anti-corruption activities are regularly funded under the state budget | Activity 1.3.1.2 Include in State Budget a dedicated budget line for routine anti-corruption activities | Number of ministerial acts relating to the inclusion of this budget line in the State Budget | 1 | | 1 | | | Min Budget |

Note: Annual targets are indicated in the blue cells.

III.2 STRATEGIC PILLAR 2: REFORM OF THE LEGAL AND INSTITUTIONAL FRAMEWORK AND ESTABLISHMENT OF COORDINATION AMONG ANTI-CORRUPTION BODIES

Strategic Pillar 2 responds to the need for improved coordination and collaboration among national State institutions responsible for oversight, prevention, and the fight against corruption. This requires:

- Strengthening the legal and institutional framework;
- Establishing a functional coordination committee;
- Improving the activity programming framework.

Strategic Pillar 2 also aims to ensure effective cooperation between the CNIPLC and international anti-corruption organizations, as well as to align national legal instruments for combating corruption with those of regional and international bodies. Furthermore, cooperation and collaboration with national public administrations will be initiated through the establishment of a committee of anti-corruption focal points.

Strategic Pillar 2 comprises four (4) operational objectives:

- » *Operational Objective 2.1:* Strengthen the legal framework for the prevention of and fight against corruption.
- » *Operational Objective 2.2:* Strengthen the institutional framework and establish coordination mechanisms for the prevention of and fight against corruption.
- » *Operational Objective 2.3:* Improve the programming framework for the prevention of and fight against corruption.
- » *Operational Objective 2.4:* Strengthen cooperation with public administrations for the prevention of and fight against corruption.

The achievement of these operational objectives under Strategic Pillar 2 is dependent on the attainment of thirteen (13) results.

III.2.1 OPERATIONAL OBJECTIVE 2.1: STRENGTHENING THE LEGAL FRAMEWORK FOR THE PREVENTION OF AND FIGHT AGAINST CORRUPTION

Result 2.1.1: The African Union Anti-Corruption Convention Is Ratified and Promulgated

Result 2.1.2: The IGAD Anti-Corruption Protocol Is Ratified and Promulgated

Result 2.1.3: The Arab Convention against Corruption of the League of Arab States Is Ratified and Promulgated

As corruption and its networks can take various forms and affect all countries, it is essential to establish legal texts, instruments, protocols, and international conventions to which each country must adhere in order to effectively combat corruption at the national, regional, and international levels. Accordingly, by acceding to regional and international anti-corruption conventions, the Republic of Djibouti may benefit from, or provide, support from other countries and international organizations, while also harmonizing its national legal instruments with those of these conventions.

Result 2.1.4: A New Anti-Corruption Law Is Drafted and Adopted

Result 2.1.5: The New Law and Its Implementing Regulations Are Disseminated

A new anti-corruption law, adapted to the evolving complexity and growing scope of corrupt practices, and aligned with national legal texts as well as those of international organizations, shall be drafted, adopted, and implemented.

III.2.2 OPERATIONAL OBJECTIVE 2.2: STRENGTHENING THE INSTITUTIONAL FRAMEWORK AND ESTABLISHING COORDINATION FOR THE PREVENTION OF AND FIGHT AGAINST CORRUPTION

Result 2.2.1: The Mandates of the CNIPLC and Other Oversight Bodies Are Clarified

In order to ensure effective coordination of prevention and anti-corruption activities, the roles and responsibilities of each body involved in the fight against corruption must be clearly defined in relation to their respective areas of competence.

This will involve:

- An analysis and harmonization of official texts relating to the mandates of national anti-corruption bodies;
- The proposal of new legal texts concerning the mandates of anti-corruption institutions, including amendments aimed at preventing overlaps in responsibilities.

Result 2.2.2: A Permanent Coordination Framework for the Fight Against Corruption Is Established

To meet the requirements of enhanced coordination, a National Anti-Corruption Coordination Committee bringing together national oversight and anti-corruption institutions shall be established. Within this framework, the CNIPLC shall play a central role, in light of its mandate. This Committee must be functional and dynamic in order to address the ongoing challenges of the fight against corruption.

Result 2.2.3: A Protocol for the Exchange of Corruption-Related Data among Anti-Corruption Bodies Is Established

One of the key aspects of coordination and collaboration in the fight against corruption is the sharing of data among institutions. To this end, a real-time data exchange protocol shall be developed and implemented under the supervision of the National Anti-Corruption Coordination Committee.

Result 2.2.4: Cooperation with Subregional, Regional, and International Institutions Is Initiated and Strengthened

Result 2.2.5: A Group of Technical and Financial Partners Is Established to Support Anti-Corruption Prevention and Control Actions

By acceding to subregional, regional, and international anti-corruption protocols and conventions, Djibouti has already opened itself to external cooperation and collaboration in the fight against corruption.

At the national level, the fight against corruption shall be supported and monitored by Technical and Financial Partners (TFPs), which will be encouraged to establish a coordination group on this thematic area, with the CNIPLC serving as the main counterpart. To this end, a TFP support strategy shall be developed.

III.2.3 OPERATIONAL OBJECTIVE 2.3: IMPROVING THE PROGRAMMING FRAMEWORK FOR THE PREVENTION OF AND FIGHT AGAINST CORRUPTION

Result 2.3.1: The 2020–2025 Anti-Corruption Action Plan Is Revised and Extended to 2027

On the one hand, significant delays were recorded in the implementation of the National Anti-Corruption Strategy 2020–2030. On the other hand, the Strategy did not include a costed action plan to facilitate the mobilization of financial resources

for its implementation. It therefore became necessary to revise and update the action plan, accompanied by a detailed budget. This process resulted in the Action Plan for the period 2023–2027.

Result 2.3.2: The National Anti-Corruption Strategy 2020–2030 Is Revised and Extended to 2032, and a New Action Plan for 2028–2032 Is Developed

At the end of the implementation of the 2023–2027 Anti-Corruption Action Plan, a new programming cycle shall be undertaken through the formulation of a new five-year action plan for the period 2028–2032. Consequently, the National Anti-Corruption Strategy shall be revised on the basis of an evaluation of the implementation of the 2023–2027 Action Plan, changes in the context and methods of combating corruption, the country’s evolving aspirations in this area, and the emergence of new needs of the CNIPLC.

III.2.4 OPERATIONAL OBJECTIVE 2.4: STRENGTHENING COOPERATION WITH PUBLIC ADMINISTRATIONS FOR THE PREVENTION OF AND FIGHT AGAINST CORRUPTION

Result 2.4.1: A Committee of Focal Points Is Established within Public Administration Entities

Public administrations may constitute environments vulnerable to corruption. It is therefore essential to involve them in the prevention of and fight against corruption. One of the most effective means to achieve this is to identify and train anti-corruption focal points within these administrations. These focal points shall work with the CNIPLC within a dedicated committee to prevent and combat corruption within public administrations.

III.2.5 RESULTS-BASED LOGICAL FRAMEWORK FOR STRATEGIC PILLAR 2

Table 2: Logical Framework of Strategic Pillar 2

ACTION PLAN 2023-2027 CNIPLC

STRATEGIC AXIS 2: REFORM OF THE LEGAL AND INSTITUTIONAL FRAMEWORK AND ESTABLISHMENT OF COORDINATION AMONG ANTI-CORRUPTION BODIES

| Expected Results | Planned Activities | Performance Indicators | Target | Calendar | | | | | Responsible Bodies |
|--|--|--|--------|----------|------|------|------|------|--------------------------------|
| | | | | 2023 | 2024 | 2025 | 2026 | 2027 | |
| Operational objective 2.1: Strengthen the legal framework for the prevention and fight against corruption | | | | | | | | | |
| Result 2.1.1 The AU Anti-Corruption Convention is ratified and promulgated | Activity 2.1.1.1 Ratification of the AU Anti-Corruption Convention | AU Anti-Corruption Convention ratified | 1 | | 1 | | | | CNLPLC |
| | Activity 2.1.1.2 Promulgation of the law ratifying the AU Anti-Corruption Convention | Law ratifying the AU Convention promulgated | 1 | | 1 | | | | |
| Result 2.1.2 The IGAD Anti-Corruption Protocol is ratified and promulgated | Activity 2.1.2.1 Ratification of the IGAD Anti-Corruption Protocol | IGAD Anti-Corruption Protocol ratified | 1 | | 1 | | | | |
| | Activity 2.1.2.2 Promulgation of the law ratifying the IGAD Anti-Corruption Protocol | Activity 2.1.2.2 Promulgation of the law ratifying the IGAD Anti-Corruption Protocol | 1 | | 1 | | | | |
| Result 2.1.3 The Arab League Convention Against Corruption is ratified and promulgated | Activity 2.1.3.1 Ratification of the Arab League Convention Against Corruption | Arab League Convention ratified | 1 | | 1 | | | | |
| | Activity 2.1.3.2 Promulgation of the law ratifying the Arab League Convention Against Corruption | Law ratifying the Arab League Convention promulgated | 1 | | 1 | | | | |
| Result 2.1.4 A new Anti-Corruption Law is developed and adopted | Activity 2.1.4.1 Drafting of the new Anti-Corruption Law and its implementing decree (recruitment of consultants) | New Anti-Corruption Law and draft decree prepared | 1 | | 1 | | | | CNLPLC/Min Justice |
| | Activity 2.1.4.2 Ratification of the new law and its decree | New Anti-Corruption Law ratified | 1 | | 1 | | | | |
| | Activity 2.1.4.3 Promulgation of the new law and decree | New Anti-Corruption Law promulgated | 1 | | 1 | | | | |
| Result 2.1.5 The new law and its implementing texts are disseminated | Activity 2.1.5.1 Awareness-raising workshops for the new law and implementing texts | Number of workshops organized | 2 | | 2 | | | | CNLPLC |
| | Activity 2.1.5.2 Distribution of the new law and its implementing texts | Broad dissemination of the new law and implementing texts | n.a | | | | | | |
| Operational objective 2.2: Strengthen the institutional framework and establish coordination among Anti-Corruption bodies | | | | | | | | | |
| Result 2.2.1 The mandates of the CNLPLC and other control bodies are clarified | Activity 2.2.1.1 Analysis and alignment of official texts on mandates of national anti-corruption bodies (recruitment of consultants) | Number of analysis and alignment reports | 1 | | 1 | | | | CNLPLC/ Anti-corruption bodies |
| | Activity 2.2.1.2 Proposal of new mandates for anti-corruption bodies integrating clarifications to avoid overlaps (consultant recruitment) | New proposed laws and regulations | n.a | | | | | | |
| | Activity 2.2.1.4 Workshops & meetings to present and validate analysis reports | Number of workshops | 4 | | 4 | | | | |
| | Activity 2.2.1.5 Adoption and promulgation of new texts | Number of adopted & promulgated new legal and regulatory texts | n.a | | | | | | |
| Result 2.2.2 A Coordination Committee for Anti-Corruption is established | Activity 2.2.2.1 Establishment of the National Anti-Corruption Coordination Committee | Coordination Committee established | 1 | | 1 | | | | CNLPLC |
| | Activity 2.2.2.2 Organization of Coordination Committee meetings | Number of coordination meetings | 8 | | 2 | 2 | 2 | 2 | |
| Result 2.2.3 A protocol for data sharing among anti-corruption bodies is established | Activity 2.2.3.1 Drafting a functional data-sharing protocol (recruitment of consultants) | Protocol drafted and functional | 1 | | 1 | | | | CNLPLC |
| Result 2.2.4 A cooperation program with regional, African, and international institutions is established | Activity 2.2.4.1 Participation in international meetings | Number of participations in international meetings | 10 | 2 | 2 | 2 | 2 | 2 | |
| | Activity 2.2.4.2 Development of partnerships with international anti-corruption institutions | Number of partnership agreements signed | 5 | 1 | 1 | 1 | 1 | 1 | |
| | Activity 2.2.4.3 CNLPLC membership in international anti-corruption networks | Number of networks joined | 5 | 1 | 1 | 1 | 1 | 1 | |
| Result 2.2.5 A PTF (Technical & Financial Partners) working group is created to support anti-corruption actions | Activity 2.2.5.1 Establishment of the PTF Working Group | Working Group established | 1 | | 1 | | | | CNLPLC |
| | Activity 2.2.5.2 Drafting the PTF strategy for prevention and fight against corruption (recruitment of consultants) | PTF Support Strategy developed | 1 | | 1 | | | | |
| | Activity 2.2.5.3 Workshops to validate the PTF Support Strategy | Number of workshops | 2 | | 2 | | | | |
| | Activity 2.2.5.4 Meetings with PTF Working Group | Number of meetings with PTF | 8 | | 2 | 2 | 2 | 2 | |
| Operational objective 2.3: Improve the programming framework for corruption prevention and control | | | | | | | | | |
| Result 2.3.1 The 2020–2025 Anti-Corruption Action Plan is revised and extended to 2027 | Activity 2.3.1.1 Revision of the 2020–2025 operational anti-corruption Action Plan (recruitment of consultants) | The 2020–2025 Action Plan is revised | 1 | 1 | | | | | CNLPLC/ Anti-corruption bodies |
| | Activity 2.3.1.2 Mid-term evaluation of the implementation of the 2023–2027 Action Plan | Mid-term evaluation report available | 1 | | 1 | | | | |
| | Activity 2.3.1.3 Final evaluation of the implementation of the 2023–2027 Action Plan | Final evaluation report available | 1 | | | | 1 | | |
| Result 2.3.2 The 2020–2030 National Anti-Corruption Strategy is revised and extended to 2032, and a new 2028–2032 Action Plan is developed | Activity 2.3.2.1 Development of a national corruption diagnostic study (recruitment of consultants) | National diagnostic report completed | 1 | | | | | 1 | CNLPLC |
| | Activity 2.3.2.2 Development of a new 2028–2032 operational Action Plan for CNLPLC (recruitment of consultants) | New anti-corruption Action Plan developed | 1 | | | | | 1 | |
| | Activity 2.3.2.3 Revision of the 2020–2030 National Anti-Corruption Strategy (recruitment of consultants) | Revised national anti-corruption strategy document | 1 | | | | | 1 | |
| | Activity 2.3.2.4 Validation workshop for the revised strategy | Number of validation workshops organized | 1 | | | | | 1 | |
| Operational objective 2.4: Strengthen cooperation with public administrations for corruption prevention and control | | | | | | | | | |
| Result 2.4.1 A network of anti-corruption focal points is created within public administration entities | Activity 2.4.1.1 Definition of Terms of Reference for anti-corruption focal points | TORs for focal points developed | 1 | | 1 | | | | CNLPLC/Public Admin |
| | Activity 2.4.1.2 Appointment of focal points | Focal points designated | n.a | | | | | | |
| | Activity 2.4.1.3 Meetings of focal points | Number of focal point meetings held | 12 | | 3 | 3 | 3 | 3 | |

Note: Annual targets are indicated in the blue cells.

III.3 STRATEGIC PILLAR 3: REGULAR PRODUCTION OF RELIABLE DATA ON CORRUPTION

The fight against corruption in the country is hampered by insufficient data to allow for an in-depth analysis of this phenomenon and its consequences. As early as 2020, the diagnostic assessment of the normative and institutional framework for the fight against corruption in the Republic of Djibouti noted that, “given the current state of available information, it is not possible to determine the severity of the corruption problem in the country, the sectors of the economy and categories of the population most affected, nor the consequences for the population and its well-being.”

Furthermore, the diagnostic highlighted the absence of data sharing among national oversight and anti-corruption institutions, resulting in a lack of “a common database that would enable better coordination of interventions and the accumulation of knowledge on the occurrence of corruption.”

Strategic Pillar 3 is intended to address these data-related challenges through:

- Surveys on the perception and experience of corruption among citizens, businesses, and public administrations;
- Targeted studies in sectors most exposed to corruption risks;
- The establishment of a national corruption database fed by survey data, studies, and administrative data related to corruption produced by national oversight and anti-corruption bodies.

Strategic Pillar 3 comprises two (2) operational objectives, namely:

- » *Operational Objective 3.1:* Improve the production and use of high-quality data on corruption;
- » *Operational Objective 3.2:* Improve access to corruption-related data.

The achievement of these objectives will be supported by the realization of three (3) results.

III.3.1 OPERATIONAL OBJECTIVE 3.1 : IMPROVING THE PRODUCTION AND USE OF HIGH-QUALITY DATA ON CORRUPTION

Result 3.1.1: Surveys on the Perception of Corruption Are Regularly Conducted among Households, Public Administrations, and Public and Private Enterprises

Statistical surveys shall be conducted among households, enterprises, and public

and private administrations to collect information on their opinions and perceptions, their experiences and knowledge of corrupt practices, as well as their views on how to prevent and combat corruption. These operations shall be carried out on a regular basis in order to build a robust database enabling analysis of trends in corruption and the effects and impacts of anti-corruption policies over time.

Result 3.1.2: Data from Administrative Sources (Police, Gendarmerie, Courts, Oversight and Anti-Corruption Bodies) Are Collected and Utilized

Data collected through statistical surveys shall be complemented by data from oversight and anti-corruption institutions in order to provide broader opportunities for analysis and research on the phenomenon of corruption in Djibouti.

III.3.2 OPERATIONAL OBJECTIVE 3.2 : IMPROVING ACCESS TO CORRUPTION-RELATED DATA

Result 3.2.1: Corruption-Related Data Are Widely Disseminated and Accessible to Users

The data collected, as well as the results of the analyses and assessments derived from them, shall be made public and easily accessible. All available communication channels shall be utilized, including the media, the internet, social networks, and the publication and dissemination of reports, among others.

III.3.3 RESULTS-BASED LOGICAL FRAMEWORK FOR STRATEGIC PILLAR 3

Table 3: Logical Framework of Strategic Pillar 3

| ACTION PLAN 2023-2027 CNIPLC | | | | | | | | | |
|--|--|--|---|----------|------|------|------|--|---------------------------------|
| STRATEGIC AXIS 3: REGULAR PRODUCTION OF RELIABLE DATA ON CORRUPTION | | | | | | | | | |
| Expected Results | Planned Activities | Performance Indicators | Target | Calendar | | | | Responsible Bodies | |
| | | | | 2023 | 2024 | 2025 | 2026 | | 2027 |
| Operational objective 3.1: Improve the production and use of quality data on corruption | | | | | | | | | |
| 1 | Result 3.1.1 Corruption perception surveys are regularly conducted among households, administrations, and public and private enterprises | Activity 3.1.1.1 National perception and corruption survey among households | Number of surveys conducted among households | 2 | 1 | | 1 | CNIPLC / Anti-Corruption Bodies / INSTAD | |
| 2 | | Activity 3.1.1.2 Perception and experience survey on corruption among enterprises and public/private administrations | Number of surveys conducted among enterprises and administrations | 2 | 1 | | 1 | | |
| 3 | | Activity 3.1.2.1 Collection and compilation of administrative source data | National corruption database established | 1 | 1 | | | | |
| 4 | Result 3.1.2 Administrative source data (police, gendarmerie, courts, audit and anti-corruption institutions) are collected and utilized | Activity 3.1.2.2 Analysis of administrative source data | Number of analysis reports on administrative data | 4 | 1 | 1 | 1 | 1 | CNIPLC / Anti-Corruption Bodies |
| Operational objective 3.2: Improve access to corruption data | | | | | | | | | |
| 5 | Result 3.2.1 Corruption data are widely disseminated and accessible to users | Activity 3.2.1.1 Online publication of all available data (surveys, studies, administrative data, etc.) | Corruption data published online | n.a | | | | | CNIPLC |
| 6 | | Activity 3.2.1.2 Editing and dissemination of survey and study reports | Number of reports printed and distributed | 400 | 200 | | | 200 | |

Note: Annual targets are indicated in the blue cells.

III.4 STRATEGIC PILLAR 4: AWARENESS-RAISING AND ENGAGEMENT OF PUBLIC AND PRIVATE INSTITUTIONS, THE POPULATION, CIVIL SOCIETY, AND THE MEDIA IN THE FIGHT AGAINST CORRUPTION

In his speech delivered on 9 December 2015 on the occasion of International Anti-Corruption Day, His Excellency Ismail Omar Guelleh, President of the Republic, stated:

“Once we acknowledge that this vice is inherent in the human condition, it becomes our collective responsibility to seek ways to guard against it. If nothing is done to prevent, contain, or address it, the risk we face is immeasurable.

Corruption can contaminate all spheres of our society and turn into a deadly epidemic for our Republic. States, republics, and empires have collapsed in the past for having failed to fight corruption effectively.”

These words clearly demonstrate that no citizen, no institution, and no sector is immune to corruption and its harmful consequences.

Consequently, the fight against corruption must be conducted on a united front, involving all segments of society and all institutional actors.

This will require:

- Public awareness and communication campaigns targeting citizens, workers, administrators, and policymakers;
- The acquisition and dissemination of knowledge on the nature and forms of corruption, as well as on means to counter them;
- The introduction of anti-corruption modules into school curricula;
- Strengthening the capacities of civil society organizations and the media to ensure their effective involvement in prevention and anti-corruption efforts, particularly in terms of public awareness and civic education;
- The establishment of mechanisms for reporting cases of corruption;
- The development of partnerships with businesses and public administrations for the prevention of and fight against corruption.

Strategic Pillar 4 aims to translate these actions into concrete initiatives in order to create collective synergy in the prevention of and fight against corruption. It comprises four (4) operational objectives, the achievement of which depends on the attainment of eleven (11) results.

The operational objectives of Strategic Pillar 4 are as follows:

- » *Operational Objective 4.1:* Strengthen communication and awareness-raising, and establish partnerships with public and private institutions for the prevention of and fight against corruption;
- » *Operational Objective 4.2:* Strengthen communication and awareness-raising among the population, civil society, and the media regarding the various aspects and practices of corruption;
- » *Operational Objective 4.3:* Encourage and support the prevention of and fight against corruption;
- » *Operational Objective 4.4:* Establish educational programs in collaboration with Ministries of Education, as well as academic study and research programs with universities, focusing on corruption, its prevention, and the fight against it.

III.4.1 OPERATIONAL OBJECTIVE 4.1 : STRENGTHENING COMMUNICATION AND AWARENESS-RAISING AND ESTABLISHING PARTNERSHIPS WITH PUBLIC AND PRIVATE INSTITUTIONS FOR THE PREVENTION OF AND FIGHT AGAINST CORRUPTION

Result 4.1.1: Public Administrations and Enterprises Are More Actively Engaged in the Prevention of and Fight Against Corruption

Result 4.1.2: A Rating System for Public and Private Institutions Is Established to Assess Their Level of Transparency and Engagement in the Prevention of and Fight Against Corruption

A number of activities are required to achieve these two results, including:

- The development and implementation of a citizen participation charter for the prevention of and fight against corruption within public administrations and enterprises;
- The definition and design of tools for the establishment of a rating system;
- Training of public administration staff.

An information, training, and awareness-raising campaign shall be organized to explain these instruments and secure the commitment of public administrations and enterprises to prevention and anti-corruption mechanisms.

Result 4.1.3: Administrators, Employees, and All Socio-Professional Categories in the Public, Parastatal, and Private Sectors Are Informed and Have Acquired

Knowledge on Corruption, Its Prevention, and the Fight Against Corruption

Educational brochures on the nature and forms of corruption, as well as on prevention and anti-corruption measures, shall be developed and disseminated across all public administrations and public and private enterprises nationwide. Focal points shall be trained to explain the content of these brochures to their colleagues. Television debates on these topics shall also be organized.

III.4.2 OPERATIONAL OBJECTIVE 4.2 : STRENGTHENING COMMUNICATION AND AWARENESS-RAISING AMONG THE POPULATION, CIVIL SOCIETY, AND THE MEDIA ON THE VARIOUS ASPECTS AND PRACTICES OF CORRUPTION

Result 4.2.1: A Communication and Awareness-Raising Strategy Targeting the Population, Civil Society, and the Media Is Developed and Implemented

Result 4.2.2: Communication and Awareness-Raising Campaigns and Activities Targeting the Population, Civil Society, and the Media Are Conducted Nationwide

A communication and awareness-raising strategy shall be formulated. It shall incorporate the organization of mass communication and awareness campaigns, with the support of civil society, the media, and social networks. Posters, leaflets, T-shirts, and other awareness-raising materials shall be produced and disseminated. The regular organization of National and International Awareness Days, as well as public debates and conferences, shall be leveraged to convey anti-corruption messages.

Result 4.2.3: The Communication Tools and Channels of the CNIPLC Are Strengthened

The CNIPLC shall create a website and a Facebook page to regularly inform and raise awareness among citizens.

III.4.3 OPERATIONAL OBJECTIVE 4.3 : ENCOURAGING AND SUPPORTING THE PREVENTION OF AND FIGHT AGAINST CORRUPTION

Result 4.3.1: A Unit for the Registration of Complaints and Reports of Corruption Is Established

In order to encourage the reporting of corruption cases, a dedicated unit shall be

established and a toll-free hotline shall be set up by the CNIPLC.

Result 4.3.2: Anti-Corruption Associations Are Established

Result 4.3.3: A Multi-Year Plan for the Support, Promotion, and Capacity-Building of Civil Society and the Media Is Developed and Implemented

The emergence and promotion of associations dedicated to the prevention of and fight against corruption shall be encouraged and supported. These associations, as well as media actors, shall regularly benefit from specialized training programs.

III.4.4 OPERATIONAL OBJECTIVE 4.4: ESTABLISHING EDUCATIONAL PROGRAMS IN COLLABORATION WITH THE MINISTRIES OF EDUCATION AND ACADEMIC STUDY AND RESEARCH PROGRAMS WITH UNIVERSITIES ON CORRUPTION, ITS PREVENTION, AND THE FIGHT AGAINST CORRUPTION

Result 4.4.1: Pupils and Students Acquire Knowledge on Corruption, Its Prevention, and the Fight Against Corruption

Pupils and students, as future employees, administrators, political leaders, decision-makers, parliamentarians, and educators, must be trained from an early stage on corruption, its forms, its implications, and the means to prevent and combat it. To this end, educational modules on corruption shall be introduced into school curricula.

Result 4.4.2: Academics and Researchers Collaborate with the CNIPLC on Studies and Research on Corruption and Ways to Curb It

The CNIPLC shall encourage and support academics and researchers to conduct studies, surveys, and research on corruption and strategies to combat it, through consultations, forums, and academic conferences.

III.4.5 RESULTS-BASED LOGICAL FRAMEWORK FOR STRATEGIC PILLAR 4

Table 4: Logical Framework of Strategic Pillar 4

STRATEGIC PILLAR 4: AWARENESS-RAISING AND ENGAGEMENT OF PUBLIC AND PRIVATE INSTITUTIONS, THE POPULATION, CIVIL SOCIETY, AND THE MEDIA IN THE FIGHT AGAINST CORRUPTION

ACTION PLAN 2023-2027 CNIPLC

| Expected Results | Planned Activities | Performance Indicators | Target | Calendar | | | | | Responsible Bodies |
|---|---|---|--------|----------|------|------|------|------|---|
| | | | | 2023 | 2024 | 2025 | 2026 | 2027 | |
| Operational objective 4.1: Strengthen communication and awareness, and establish partnerships with public and private institutions for the prevention and fight against corruption | | | | | | | | | |
| Result 4.1.1 Public administrations and private enterprises are more involved in the prevention and fight against corruption | Activity 4.1.1.1 Development of a citizen participation charter for the prevention and fight against corruption (recruitment of consultants) | Citizen participation charter developed and validated | 1 | 1 | | | | | CNIPLC |
| | Activity 4.1.1.2 Implementation of the citizen participation charter for the prevention and fight against corruption within public administrations and enterprises. | Number of administrations and enterprises that have signed the charter. | 100 | 25 | 25 | 25 | 25 | | CNIPLC |
| | Activity 4.1.1.3 Organization of awareness-raising workshops for public institutions and private enterprises on corruption-prevention mechanisms. | Number of workshops organized. | 4 | 2 | 2 | 2 | 2 | | CNIPLC |
| Result 4.1.2 A rating system for public and private institutions is established to assess their level of transparency and their involvement in the prevention and fight against corruption. | Activity 4.1.2.1 Definition and design of the tools needed to set up the rating system: concept note, evaluation criteria and indicators, methods and evaluation measures (recruitment of an expert firm). | The rating system is designed and put in place. | 1 | 1 | | | | | CNIPLC |
| | Activity 4.1.2.2 Presentation and validation of the rating system (workshops). | Number of presentation and validation workshops organized. | 2 | 2 | | | | | CNIPLC |
| | Activity 4.1.2.3 Training and dissemination of the rating system (workshops). | Number of training and dissemination workshops organized. | 8 | 2 | 2 | 2 | 2 | | CNIPLC |
| | Activity 4.1.2.4 Provision of equipment for the Office in charge of the rating system (furniture, IT equipment, office supplies). | The Rating Office is installed and equipped. | 1 | 1 | | | | | CNIPLC |
| Result 4.1.3 Administrators, employees and all socio-professional categories in the public, semi-public and private sectors are informed and have acquired knowledge about corruption, its prevention and the fight against corruption. | Activity 4.1.3.1 Preparation of an educational brochure on the aspects of corruption, its prevention and the fight against corruption (recruitment of consultants) | An educational brochure on corruption is produced. | 1 | 1 | | | | | CNIPLC |
| | Activity 4.1.3.2 Publication and dissemination of the brochure in all written languages of the country. | Evidence of wide dissemination of the educational brochure on corruption. | n.a | | | | | | CNIPLC |
| Operational objective 4.2: Strengthen communication and awareness of the population, civil society, and the media on the various aspects and practices of corruption | | | | | | | | | |
| Result 4.2.1 A communication and awareness strategy for the population, civil society, and the media is developed and implemented | Activity 4.2.1.1 Formulation of the public communication and awareness strategy (recruitment of consultants) | Communication and awareness strategy document formulated | 1 | 1 | | | | | CNIPLC |
| Result 4.2.2 Communication and awareness campaigns and activities for the population, civil society, and the media are conducted nationwide | Activity 4.2.2.1 Organization of workshops and awareness sessions on asset and interest declarations | Number of workshops organized | 4 | 1 | 1 | 1 | 1 | | CNIPLC |
| | Activity 4.2.2.2 Organization of mass communication and awareness campaigns with support from civil society, media, and social networks | Number of communication and awareness campaigns conducted | 5 | 1 | 1 | 1 | 1 | | CNIPLC |
| | Activity 4.2.2.3 Printing and publication of posters and other awareness materials | Number of batches of posters and materials issued | 5 | 1 | 1 | 1 | 1 | | CNIPLC |
| | Activity 4.2.2.4 Annual celebration of International Anti-Corruption Day | Number of Anti-Corruption Day events organized | 5 | 1 | 1 | 1 | 1 | | CNIPLC |
| Result 4.2.3 Communication tools and means of the CNIPLC are strengthened | Activity 4.2.3.1 Creation of a website and a Facebook page (recruitment of consultants) | Website and Facebook page created | 2 | 2 | | | | | CNIPLC |
| Operational objective 4.3: Encourage and support corruption prevention and control | | | | | | | | | |
| Result 4.3.1 A complaints and reporting unit for corruption cases is established | Activity 4.3.1.1 Establishment of the complaints and reporting unit | Complaints and reporting unit established and functional | 1 | 1 | | | | | CNIPLC |
| | Activity 4.3.1.2 Establishment of a toll-free hotline for corruption complaints and reporting | Toll-free hotline established | 1 | 1 | | | | | CNIPLC |
| | Activity 4.3.1.3 Equipment of the office responsible for the rating system (furniture, IT equipment, supplies) | Complaints Unit office set up and equipped | 1 | 1 | | | | | CNIPLC |
| Result 4.3.2 Anti-corruption associations are created and supported | Activity 4.3.2.1 Promote the development of associations dedicated to corruption prevention and control | Number of meetings held with associations | 4 | 1 | 1 | 1 | 1 | | CNIPLC |
| Result 4.3.3 A multi-year support, promotion, and training plan for civil society and media is developed and implemented | Activity 4.3.3.1 Development of the multi-year support, promotion, and training plan (national consultant recruitment) | Multi-year support and training plan developed | 1 | 1 | | | | | CNIPLC |
| | Activity 4.3.3.2 Training and support workshops for civil society and media | Number of training and support workshops organized | 4 | 1 | 1 | 1 | 1 | | CNIPLC |
| Operational objective 4.4 Implement educational programs in collaboration with the Ministries of Education, and study and research programs with universities, on the aspects of corruption, prevention, and the fight against corruption. | | | | | | | | | |
| Result 4.4.1 Students and pupils acquire knowledge on corruption, its prevention, and the fight against corruption. | Activity 4.4.1.1 Introduction of corruption-related modules into school curricula. | Effective introduction of corruption modules into school programs. | n.a | | | | | | CNIPLC/ Min Education/ Min High Education |
| Result 4.4.2 University professors and researchers collaborate with the CNIPLC in studies and research on the phenomenon of corruption and ways to curb it. | Activity 4.4.1.2 Support to university professors and researchers in conducting studies, surveys, and research on corruption-related issues and methods for combatting it (national consultations and workshops). | Number of study and research reports produced. | 4 | 1 | 1 | 1 | 1 | | CNIPLC |

Note: Annual targets are indicated in the blue cells.

III.5 COSTS OF THE 2023–2027 ACTION PLAN

The costs of the Action Plan are estimates based on current prices in the national market. They are therefore indicative and will need to be updated during the preparation of the CNIPLC's annual activity plans.

The total cost of implementing the Action Plan is estimated at DJF 251 million, equivalent to USD 1.4 million, over a five-year period. This cost does not include the national counterpart contribution, which covers staff salaries and the CNIPLC's routine operating expenses.

Of the total budget, only the activities related to the revision of the 2020–2025 Action Plan were financed by UNDP, representing 1.3% of the total budget. This means that 98.7% of the budget remains to be mobilized.

Table 5: Summary of Action Plan Costs by Strategic Pillar, Operational Objective, and Year

ACTION PLAN 2023-2027 CNIPLC

| | 2023 | 2024 | 2025 | 2026 | 2027 | TOTAL (FD) | TOTAL (\$US) | Percentage |
|--|-------------------|--------------------|-------------------|-------------------|-------------------|--------------------|------------------|---------------|
| STRATEGIC AXIS 1: STRENGTHENING ORGANIZATIONAL, HUMAN, MATERIAL, AND FINANCIAL CAPACITIES | 7 810 000 | 48 042 500 | 26 090 000 | 17 925 000 | 17 925 000 | 117 792 500 | 663 620 | 48,0% |
| Operational Objective 1.1: Strengthen the organizational and human capacities of the CNIPLC | - | 6 035 000 | - | - | - | 6 035 000 | 34 000 | |
| Operational Objective 1.2: Strengthen the material and operational capacities of the CNIPLC | 6 035 000 | 42 007 500 | 26 090 000 | 17 925 000 | 17 925 000 | 109 982 500 | 619 620 | |
| Operational Objective 1.3: Ensure the financing of anti-corruption activities | 1 775 000 | - | - | - | - | 1 775 000 | 10 000 | |
| STRATEGIC AXIS 2: REFORM OF THE LEGAL FRAMEWORK AND STRENGTHENING COORDINATION OF ANTI-CORRUPTION BODIES | 12 602 500 | 14 488 750 | 3 838 750 | 1 176 250 | 18 006 250 | 50 112 500 | 282 324 | 20,4% |
| Operational Objective 2.1: Ensure the effective adherence of the Republic of Djibouti to regional and international anti-corruption conventions | - | - | - | - | - | - | - | |
| Operational Objective 2.2: Improve the institutional and legal framework | 6 035 000 | 1 420 000 | - | - | - | 7 455 000 | 42 000 | |
| Operational Objective 2.3: Improve the programming framework for the prevention and fight against corruption | 5 857 500 | - | 887 500 | - | 16 830 000 | 23 575 000 | 132 817 | |
| Operational Objective 2.4: Strengthen coordination and cooperation among national control, prevention, and anti-corruption bodies | - | 9 862 500 | 1 875 000 | 100 000 | 100 000 | 11 937 500 | 67 254 | |
| Operational Objective 2.5: Strengthen cooperation with regional and international anti-corruption institutions | 710 000 | 2 940 000 | 810 000 | 810 000 | 810 000 | 6 080 000 | 34 254 | |
| Operational Objective 2.6: Strengthen cooperation with public administrations for the prevention and fight against corruption | - | 266 250 | 266 250 | 266 250 | 266 250 | 1 065 000 | 6 000 | |
| STRATEGIC AXIS 3: REGULAR PRODUCTION OF RELIABLE DATA ON CORRUPTION | - | 21 550 000 | - | - | 21 550 000 | 43 100 000 | 242 817 | 17,6% |
| Operational Objective 3.1: Improve the production and exploitation of corruption data in the country | - | 21 050 000 | - | - | 21 050 000 | 42 100 000 | 237 183 | |
| Operational Objective 3.2: Improve access to corruption data | - | 500 000 | - | - | 500 000 | 1 000 000 | 5 634 | |
| STRATEGIC AXIS 4: AWARENESS-RAISING AND ENGAGEMENT OF PUBLIC AND PRIVATE INSTITUTIONS, THE POPULATION, AND CIVIL SOCIETY IN THE FIGHT AGAINST CORRUPTION | 3 372 500 | 17 309 000 | 4 581 500 | 4 581 500 | 4 581 500 | 34 426 000 | 193 949 | 14,0% |
| Operational Objective 4.1: Strengthen communication and awareness-raising and establish partnerships with public and private institutions for corruption prevention and control | - | 9 569 000 | 454 000 | 454 000 | 454 000 | 10 931 000 | 61 583 | |
| Operational Objective 4.2: Strengthen communication and raise public awareness on various aspects and practices of corruption | 3 372 500 | 3 372 500 | 2 485 000 | 2 485 000 | 2 485 000 | 14 200 000 | 80 000 | |
| Operational Objective 4.3: Encourage and support corruption prevention and control efforts | - | 3 180 000 | 1 342 500 | 1 342 500 | 1 342 500 | 7 207 500 | 40 606 | |
| Operational Objective 4.4: Implement educational programs, in collaboration with the Ministries of Education, on corruption-related aspects, prevention, and anti-corruption efforts | - | 1 187 500 | 300 000 | 300 000 | 300 000 | 2 087 500 | 11 761 | |
| TOTAL OF AXIS | 23 785 000 | 101 390 250 | 34 510 250 | 23 682 750 | 62 062 750 | 245 431 000 | 1 382 710 | 100,0% |

III.6 IMPLEMENTATION, MONITORING, AND EVALUATION FRAMEWORK OF THE ACTION PLAN

The successful implementation of the Action Plan, meaning the full achievement of its assigned objectives, requires effective and inclusive coordination, as well as regular monitoring and evaluation of the execution of the various planned activities. Accordingly, implementation of the Action Plan will be based on the optimization of planned activities, consultation among stakeholders, and flexibility.

It should be noted that the main members of the Anti-Corruption Coordination Committee (CCLCC), which will be established, will be drawn from national oversight and anti-corruption bodies, including:

The National Independent Commission for the Prevention and Fight Against Corruption (CNIPLC);

- The General State Inspectorate (IGE);
- The General Inspectorate of Finance (IGF);
- The Court of Auditors and Budgetary Discipline (CCDB);
- The Financial Intelligence Unit (SRF);
- The MAEP National Secretariat.

III.6.1 COORDINATION OF THE IMPLEMENTATION OF THE ACTION PLAN

By virtue of its mandate under Law No. 03/AN/13/7th L (2013), which designates it as the principal anti-corruption body in Djibouti, the CNIPLC, with the support of other members of the CCLCC, shall ensure coordination of the implementation of the Action Plan in order to promote transparency, collaboration, and interaction among stakeholders.

III.6.2 MONITORING OF THE IMPLEMENTATION OF THE ACTION PLAN

Monitoring of the implementation of the Action Plan shall be carried out by a Technical Committee responsible for overseeing its execution. This Committee shall be composed of experts drawn from the member institutions of the CCLCC and shall be chaired by an expert from the CNIPLC.

The Technical Committee shall meet according to a schedule and procedures

approved by the CCLCC. Its core responsibilities shall include:

(i) reviewing the level of implementation of the actions and activities planned in the Action

Plan against the relevant performance indicators; and (ii) analyzing the results achieved.

The Technical Committee shall assess progress made and difficulties encountered by the various institutions in implementing the actions assigned to them under the Action Plan, and shall propose appropriate corrective measures in periodic monitoring reports.

The logical frameworks of the strategic pillars, which contain performance indicators and their respective targets, shall serve as reference tools for tracking progress in the implementation of activities and for analyzing performance.

III.6.3 EVALUATION OF THE IMPLEMENTATION OF THE ACTION PLAN

As provided for in the Action Plan, a mid-term evaluation shall be conducted in 2025. This mid-term evaluation shall be carried out by an independent external evaluation team.

The final evaluation of the implementation of the Action Plan shall be conducted during the second half of 2027 by independent external evaluators. This evaluation will serve as the basis for the formulation of a new five-year Action Plan for the period 2028–2032. Consequently, it will require a revision of the National Anti-Corruption Strategy 2020–2030 in order to extend its implementation through 2032, following the extension of the 2020–2025 Action Plan to 2027.

These evaluations shall assess the level of effective implementation of the planned actions and activities, the achievement of operational objectives, and the effects and impacts of the Action Plan. To this end, evaluators shall rely on the periodic reports produced by the Technical Committee and shall also conduct field investigations involving anti-corruption bodies, other State institutions, civil society, the private sector, and citizens in order to obtain a comprehensive overview.

The evaluation reports produced at mid-term and at the end of the Action Plan implementation shall also include recommendations regarding actions, activities, outputs, and, where necessary, amendments to the objectives of the Action Plan for the subsequent period. The evaluation reports shall be submitted to the President of the CNIPLC, who shall forward them to the appropriate authorities, ensure their publication, and promote their wide dissemination.

III.7 ASSUMPTIONS, RISKS, AND CONDITIONS FOR IMPLEMENTATION

The main risks that could compromise the implementation of the Action Plan include:

- The unavailability of financial resources in a timely manner, as the availability of sufficient funding constitutes a sine qua non condition for implementation;
- Insufficient coordination;
- Insufficient cooperation between the CNIPLC and other relevant institutions.
- The successful implementation of the Action Plan is also dependent on the following key factors:
 - The removal of constraints related to human and material resources;
 - An interactive partnership between the CNIPLC and public administrations, enterprises, the media, and civil society;

A strong partnership between the CNIPLC and Technical and Financial Partners (TFPs) supporting the successful implementation of the Action Plan.

III.8 ACTION PLAN FOR IMPLEMENTATION

STRATEGIC AXIS 1: STRENGTHENING ORGANIZATIONAL, HUMAN, MATERIAL, AND FINANCIAL CAPACITIES

| Expected Results | Planned Activities | Responsible Bodies | Costs (in FDJ) | | | | | TOTAL |
|--|--|--------------------|----------------|------------|-----------|-----------|-----------|------------|
| | | | 2023 | 2024 | 2025 | 2026 | 2027 | |
| Operational objective 1.1: Strengthen the organizational and human capacities of the CNLPLC | | | - | 14 377 500 | 5 325 000 | 5 325 000 | 5 325 000 | 30 352 500 |
| Result 1.1.1 Improvement of the organizational structure and management tools of the CNLPLC | Activity 1.1.1.1 Establish a new organizational chart for the CNLPLC with defined job profiles (job descriptions) Activity 1.1.1.2 Develop and implement CNLPLC management tools: procedures manual, internal regulations | CNLPLC | | | | | | - |
| Result 1.1.2 Adequate staffing with qualified human resources | Activity 1.1.2.1 Deployment and recruitment of additional personnel according to job profiles (Directors, heads of services, senior staff) Activity 1.1.2.2 Regularization of current CNLPLC personnel | CNLPLC/Min Budget | | 6 035 000 | | | | 6 035 000 |
| Result 1.1.3 CNLPLC staff capacities are regularly strengthened | Activity 1.1.3.1 Develop and adopt a continuous training plan for CNLPLC staff Activity 1.1.3.2 Staff participation in technical training Activity 1.1.3.3 Study trips abroad for CNLPLC staff in foreign anti-corruption institutions; participation in international conferences | CNLPLC | | 3 017 500 | | | | 3 017 500 |
| | | | | 3 550 000 | 3 550 000 | 3 550 000 | 3 550 000 | 14 200 000 |
| | | | | 1 775 000 | 1 775 000 | 1 775 000 | 1 775 000 | 7 100 000 |

| Operational objective 1.2: Strengthen the material and operational capacities of the CNPLC | | 6 035 000 | 33 665 000 | 20 765 000 | 12 600 000 | 12 600 000 | 85 665 000 |
|---|---|------------------|-------------------|-------------------|-------------------|-------------------|--------------------|
| Result 1.2.1 CNPLC equipped with an information system for processing and managing complaints, asset declarations, and conflict-of-interest disclosures | Activity 1.2.1.1 Feasibility study on implementing a computerized mechanism for managing complaints and asset & interest declarations | 6 035 000 | | | | | 6 035 000 |
| | Activity 1.2.1.2 Establishment of the computerized mechanism | | 6 035 000 | | | | 6 035 000 |
| Result 1.2.2 A strategy for recovering illicit assets held abroad is developed and implemented | Activity 1.2.1.3 Workshops and training sessions on using the computerized mechanism | | 1 065 000 | | | | 1 065 000 |
| | Activity 1.2.2.1 Development of the asset recovery strategy (international consulting assistance) | | | 6 035 000 | | | 6 035 000 |
| | Activity 1.2.2.2 Workshops for preparation, presentation, and validation of the asset recovery strategy | | | 2 130 000 | | | 2 130 000 |
| Result 1.2.3 CNPLC equipped with adequate and efficient materials & equipment | Activity 1.2.3.1 Acquisition of computer equipment (computers, printers, servers) | | 1 200 000 | | | | 1 200 000 |
| | Activity 1.2.3.2 Acquisition of complaint management software | | 850 000 | | | | 850 000 |
| | Activity 1.2.3.3 Acquisition of asset declaration management software | | 850 000 | | | | 850 000 |
| Result 1.2.4 CNPLC managers equipped with vehicles | Activity 1.2.3.4 Acquisition of video-conferencing equipment | | 1 065 000 | | | | 1 065 000 |
| | Activity 1.2.3.5 Acquisition of office furniture and equipment | | 800 000 | 800 000 | 800 000 | 800 000 | 3 200 000 |
| | Activity 1.2.4.1 Acquisition of vehicles | | 20 000 000 | 10 000 000 | 10 000 000 | 10 000 000 | 50 000 000 |
| | | | 1 800 000 | 1 800 000 | 1 800 000 | 1 800 000 | 7 200 000 |
| Operational objective 1.3: Ensure financing of Anti-Corruption activities | | 1 775 000 | - | - | - | - | 1 775 000 |
| Result 1.3.1 A resource mobilization strategy is implemented | Activity 1.3.1.1 Organize a roundtable with partners and donors on funding anti-corruption activities under the 2023–2027 action plan | 1 775 000 | | | | | 1 775 000 |
| Result 1.3.2 Routine anti-corruption activities are regularly funded under the state budget | Activity 1.3.1.2 Include in State Budget a dedicated budget line for routine anti-corruption activities | | | | | | - |
| TOTAL STRATEGIC AXIS 1 | | 7 810 000 | 48 042 500 | 26 090 000 | 17 925 000 | 17 925 000 | 117 792 500 |

| STRATEGIC AXIS 2: REFORM OF THE LEGAL AND INSTITUTIONAL FRAMEWORK AND ESTABLISHMENT OF COORDINATION AMONG ANTI-CORRUPTION BODIES | | | | | | | |
|--|---|---------------------|---------------|-----------|------|------|-----------|
| Expected Results | Planned Activities | Responsible Bodies | Costs (en FD) | | | | TOTAL |
| | | | 2023 | 2024 | 2025 | 2026 | |
| Operational objective 2.1: Strengthen the legal framework for the prevention and fight against corruption | | | 6 035 000 | 1 420 000 | - | - | 7 455 000 |
| Result 2.1.1 The AU Anti-Corruption Convention is ratified and promulgated | Activity 2.1.1.1 Ratification of the AU Anti-Corruption Convention Activity 2.1.1.2 Promulgation of the law ratifying the AU Anti-Corruption Convention | | | | | | - |
| Result 2.1.2 The IGAD Anti-Corruption Protocol is ratified and promulgated | Activity 2.1.2.1 Ratification of the IGAD Anti-Corruption Protocol Activity 2.1.2.2 Promulgation of the law ratifying the IGAD Anti-Corruption Protocol | CNIPLC | | | | | - |
| Result 2.1.3 The Arab League Convention Against Corruption is ratified and promulgated | Activity 2.1.3.1 Ratification of the Arab League Convention Against Corruption Activity 2.1.3.2 Promulgation of the law ratifying the Arab League Convention Against Corruption | | | | | | - |
| Result 2.1.4 A new Anti-Corruption Law is developed and adopted | Activity 2.1.4.1 Drafting of the new Anti-Corruption Law and its implementing decree (recruitment of consultants) Activity 2.1.4.2 Ratification of the new law and its decree Activity 2.1.4.3 Promulgation of the new law and decree | CNIPLC/ Min Justice | 6 035 000 | | | | 6 035 000 |
| Result 2.1.5 The new law and its implementing texts are disseminated | Activity 2.1.5.1 Awareness-raising workshops for the new law and implementing texts Activity 2.1.5.2 Distribution of the new law and its implementing texts | CNIPLC | | 1 065 000 | | | 1 065 000 |
| | | | | 355 000 | | | 355 000 |

| Operational objective 2.2: Strengthen the institutional framework and establish coordination among Anti-Corruption bodies | | 710 000 | 12 802 500 | 2 685 000 | 910 000 | 910 000 | 18 017 500 |
|--|--|-----------|------------|-----------|---------|------------|------------|
| Result 2.2.1 The mandates of the CNLPLC and other control bodies are clarified | Activity 2.2.1.1 Analysis and alignment of official texts on mandates of national anti-corruption bodies (recruitment of consultants) | | 3 017 500 | | | | 3 017 500 |
| | Activity 2.2.1.2 Proposal of new mandates for anti-corruption bodies integrating clarifications to avoid overlaps (consultant recruitment) | | 6 035 000 | | | | 6 035 000 |
| | Activity 2.2.1.4 Workshops & meetings to present and validate analysis reports | | 710 000 | | | | 710 000 |
| | Activity 2.2.1.5 Adoption and promulgation of new texts | | | | | | - |
| | Activity 2.2.2.1 Establishment of the National Anti-Corruption Coordination Committee | | | | | | - |
| Result 2.2.2 A Coordination Committee for Anti-Corruption is established | Activity 2.2.2.2 Organization of Coordination Committee meetings | | 100 000 | 100 000 | 100 000 | 100 000 | 400 000 |
| | Activity 2.2.3.1 Drafting a functional data-sharing protocol (recruitment of consultants) | | | 1 775 000 | | | 1 775 000 |
| Result 2.2.3 A protocol for data sharing among anti-corruption bodies is established | Activity 2.2.4.1 Participation in international meetings | 710 000 | 710 000 | 710 000 | 710 000 | 710 000 | 3 550 000 |
| | Activity 2.2.4.2 Development of partnerships with international anti-corruption institutions | | | | | | - |
| Result 2.2.4 A cooperation program with regional, African, and international institutions is established | Activity 2.2.4.3 CNLPLC membership in international anti-corruption networks | | | | | | - |
| | Activity 2.2.5.1 Establishment of the PTF Working Group | | | | | | |
| Result 2.2.5 A PTF (Technical & Financial Partners) working group is created to support anti-corruption actions | Activity 2.2.5.2 Drafting the PTF strategy for prevention and fight against corruption (recruitment of consultants) | | 1 775 000 | | | | 1 775 000 |
| | Activity 2.2.5.3 Workshops to validate the PTF Support Strategy | | 355 000 | | | | 355 000 |
| | Activity 2.2.5.4 Meetings with PTF Working Group | | 100 000 | 100 000 | 100 000 | 100 000 | 400 000 |
| | Operational objective 2.3: Improve the programming framework for corruption prevention and control | | 1 775 000 | - | - | 17 040 000 | 19 702 500 |
| Activity 2.3.1.1 Revision of the 2020–2025 operational anti-corruption Action Plan (recruitment of consultants) | | 1 775 000 | | | | 1 775 000 | |
| Result 2.3.1 The 2020–2025 Anti-Corruption Action Plan is revised and extended to 2027 | Activity 2.3.1.2 Mid-term evaluation of the implementation of the 2023–2027 Action Plan | | | 887 500 | | | 887 500 |
| | Activity 2.3.1.3 Final evaluation of the implementation of the 2023–2027 Action Plan | | | | | 1 775 000 | 1 775 000 |

| | | | | | | | | | |
|---|--|--|------------------|-------------------|------------------|------------------|------------------|-------------------|-------------------|
| Result 4.2.3 Communication tools and means of the CNPLC are strengthened | Activity 4.2.3.1 Creation of a website and a Facebook page (recruitment of consultants) | CNPLC | - | 887 500 | 1 342 500 | 1 342 500 | 1 342 500 | 887 500 | 7 207 500 |
| Operational objective 4.3: Encourage and support corruption prevention and control | | | | | | | | | |
| Result 4.3.1 A complaints and reporting unit for corruption cases is established | Activity 4.3.1.1 Establishment of the complaints and reporting unit | CNPLC | | | | | | | - |
| | Activity 4.3.1.2 Establishment of a toll-free hotline for corruption complaints and reporting | CNPLC | | | | | | | - |
| | Activity 4.3.1.3 Equipment of the office responsible for the rating system (furniture, IT equipment, supplies) | CNPLC | | 1 050 000 | 100 000 | 100 000 | 100 000 | 1 050 000 | 1 350 000 |
| Result 4.3.2 Anti-corruption associations are created and supported | Activity 4.3.2.1 Promote the development of associations dedicated to corruption prevention and control | CNPLC | | 177 500 | 177 500 | 177 500 | 177 500 | 177 500 | 710 000 |
| | Result 4.3.3 A multi-year support, promotion, and training plan for civil society and media is developed and implemented | CNPLC | | 887 500 | | | | 887 500 | 887 500 |
| | Activity 4.3.3.2 Training and support workshops for civil society and media | CNPLC | | 1 065 000 | 1 065 000 | 1 065 000 | 1 065 000 | 1 065 000 | 4 260 000 |
| Operational objective 4.4 Implement educational programs in collaboration with the Ministries of Education, and study and research programs with universities, on the aspects of corruption, prevention, and the fight against corruption. | | | | | | | | | |
| Result 4.4.1 Students and pupils acquire knowledge on corruption, its prevention, and the fight against corruption. | Activity 4.4.1.1 Introduction of corruption-related modules into school curricula. | CNPLC/ Min Education/ Min High Education | | | | | | | - |
| | Result 4.4.2 University professors and researchers collaborate with the CNPLC in studies and research on the phenomenon of corruption and ways to curb it. | CNPLC | | 1 775 000 | 1 775 000 | 1 775 000 | 1 775 000 | 1 775 000 | 7 100 000 |
| TOTAL STRATEGIC AXIS 4 | | | 3 638 750 | 19 616 500 | 6 889 000 | 6 889 000 | 6 889 000 | 19 616 500 | 43 922 250 |

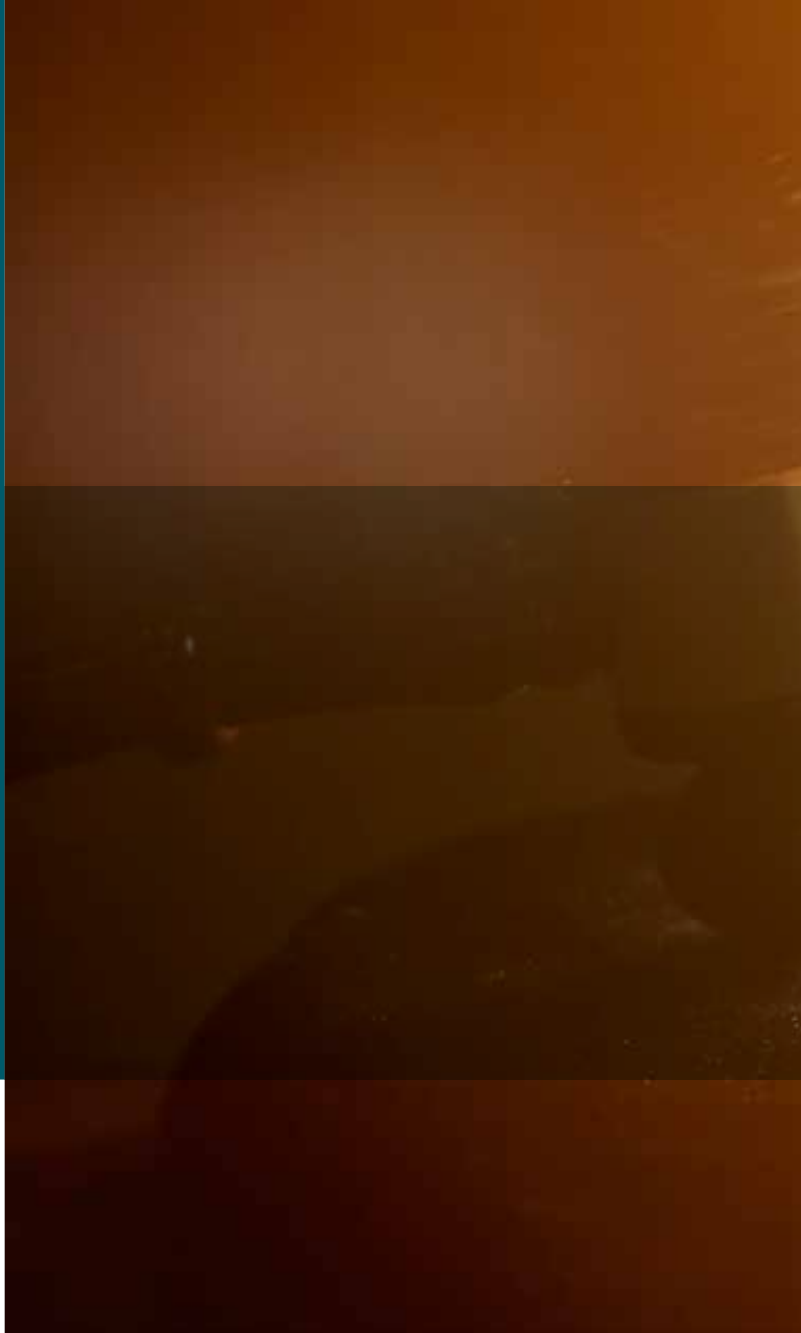


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