

*Government of Sierra Leone*



**MANAGEMENT AND FUNCTIONAL REVIEW  
OF THE  
MINISTRY OF FOREIGN AFFAIRS AND  
INTERNATIONAL CO-OPERATION**

**Project: Management and Functional Reviews Across the Full Range of  
Government of Sierra Leone Ministries**

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**PAi** Public Administration  
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**PUBLIC  
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## **List of Abbreviations**

AU	African Union
DFID	Department for International Development
ECOWAS	Economic Community of West African States
ESO/HRMO	Establishment Secretary's Office/Human Resource Management Office
EU	European Union
GBAA	Government Budgeting and Accountability Act 2004
IT	Information technology
LAN	Local area network
MFAIC	Ministry of Foreign Affairs and International Co-Operation
MOFED	Ministry of Finance and Economic Development
NAM	Non-Aligned Movement
PAI	Public Administration International
PETS	Public Expenditure Tracking System

## Executive Summary

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*"The conduct of an active and focused foreign policy, reflecting key national interests, should be an important part of every democratic nation's effort to have its voice heard internationally and, wherever possible, taken into account, whatever its geographical size, resources and influence. For national, regional and continental reasons, it is important that Sierra Leone's voice, opinions and needs are heard beyond its borders".*

From the Review of the Ministry of Foreign Affairs and International Co-operation (MFAIC)

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### Introduction

The Ministry of Foreign Affairs and International Co-operation is Sierra Leone's principal international voice and, as such, has responsibility for the pursuit of the Government's aims and objectives in relations with international partners, as well as the promotion in global and regional fora of the national commitment to world-wide peace, security and economic well being. It is against this background that the Minister recently, through the British High Commission, asked the Public Sector Reform Unit to review MFAIC's current structure and performance and, in the light of its findings, to make recommendations to enable it to function effectively and efficiently in an increasingly complex and troubled world. The review, part of the DFID supported programme of public sector reform, was intensive and comprehensive. Its conclusions and recommendations are substantial and wide-ranging.

### The Current Position

The Ministry is not functioning as it should and therefore not delivering for Sierra Leone. The deficiencies include an ineffective organisational structure, a chronic lack of resources, an absence of up-to-date procedures, poor staff management, absence of effective communications, weak internal and external co-ordination, almost non-existent operational IT, a weak cross-cutting approach to issues and a dilapidated building. An examination of the Sierra Leone High Commissions in London and Accra largely mirrored these deficiencies. In short, the Ministry is under severe pressure and visibly dysfunctional and, therefore, unable to discharge its functions effectively. This conclusion confirmed the Minister's own assessment.

Despite this bleak picture, the review noted widespread staff recognition of the range and depth of the problems which currently confront the Ministry. In interviews and at a workshop, there was clear understanding and general consensus of what was wrong and what was needed to put matters right. There was a strong willingness to do better if the resources, changes and leadership were provided.

This encouraging commitment, coupled with the Minister's own vision, energy and determination to succeed, provide a good basis on which to make significant and early changes to the present situation. But the reviewers believe that throwing resources at the situation is not the answer, partly because other pressing priorities in Sierra Leone's present poverty reduction programme would make this difficult to justify and partly because some of the existing resources could be re-deployed in a more effective way. Nevertheless, there are a number of early actions that can be taken without delay, using existing means. Failure to take action following this report would lead to a further downward spiral in demoralisation; be a missed opportunity for the younger generation of staff; and lead to a complete disconnect between Ministers and officials.

## **Immediate Recommendations**

The review recommends some specific priority actions.

The first - and most immediate - is to get a grip on the Ministry's annual budget. MFAIC needs to convince the Ministry of Finance and Economic Development that it can submit properly costed and sustainable budgets; that it is committed to keeping within agreed spending limits and is able to do so; that it is taking early steps to link agreed resources to costed policy priorities; and that its internal management of resources is effective, transparent and accountable. The review makes several recommendations how this might be done, in close co-operation with the Ministry of Finance and Economic Development; and proposes a role for the Director-General in ensuring that these steps are taken. There is also a proposal for new internal audit arrangements to help demonstrate publicly the steps MFAIC and its overseas missions are taking to win respect for a new approach to effective resource planning and consumption.

The review identifies other immediate steps that should be taken. These relate to urgent action to deal with the serious problem of non-operational computers (in the Ministry and at missions overseas); the early provision of other office supplies; the prompt payment of rent allowances to those serving abroad in embassies and high commissions; the pursuit of comprehensive training needs; improved standards of resource management; an up to date system of objective setting and performance measurement; the commencement of planning for the proposed new building; and an early opportunity for the Minister to address staff on what needs to be done.

Once these early steps have been taken and the Minister and staff are able to see some early positive results, the review recommends that the agenda turn to other important issues that need to be addressed.

## **Re-organisation and Delivery**

Within an agreed budget and effective control of available resources, MFAIC needs to ensure that it operates as a small and tightly run organisation, focused on real priorities and drawing on the skills of a well trained and professional cadre of diplomats and other staff. The review points out that the international diplomatic market place for influence and information is unforgiving, requiring sharp elbows. To get its voice heard and be successful, the Ministry needs to set itself clear key policy goals, setting out what Sierra Leone wants to achieve over the next three years; what progress has been made so far; and what remains to be done and how. These goals should span the political and economic agenda and, equally important, specify what contribution Sierra Leone is making to efforts by the international community to improve global peace and security in the face of such problems as terrorism, trans-national crime and climate change. The review recommends some elements for discussion. It also draws attention to some of the essential services, which the Ministry and, in particular its overseas missions, provide to Sierra Leone's citizens abroad and those foreign nationals wishing to visit the country as tourists or on business. Some improvements to these services are recommended.

The review highlights the deficiencies in the Ministry's present structure, which are making a significant contribution to a lack of cohesion and strategic drive. To address this issue, the review recommends a new organisational structure - a blend of existing and the new. The key service providers, such as resource management and protocol, remain basically as they are. But the political issues are included in some new broader geographically focused divisions (Africa, Europe, Asia and the Americas), along with a division for International Institutions. All would work in close consultation with a new central division responsible for Strategic Co-ordination, Economic, Legal and Media Affairs. This recommended approach would help to bring a much sharper focus and greater coherence to the Ministry and so enable staff - in Freetown and in missions overseas - to help the Minister more effectively in the dual key role of chief foreign policy adviser to the Government and chief international spokesperson for Sierra Leone. To

supplement these proposals, the review specifies the requirements which the overseas missions will have to meet, if they are to play their part in delivery of a more effective foreign policy machine.

## **Resource Issues**

The review underlines the fundamental fact that the Ministry's greatest assets are those that work for it in Freetown and overseas - its staff. To find the best for the Ministry, the reviewers draw attention to what ought to be the desired criteria in the selection of staff and recommends there should be early discussion with the Establishment Secretary to agree on a new range of standards in future recruitment (consistent with new and revised civil service requirements), which could serve as a basis for the possible creation of a Sierra Leone Diplomatic Service. The reviewers believe that such a step would be more effective and creative than a so-called 'closed' Ministry, because it would allow the Ministry to access talent and expertise in specialised areas (e.g resource management and IT) on an 'as required' basis and retain support staff who might not wish to be subject to the terms and conditions of service which career diplomats would be required to accept.

While there have been some limited training opportunities in the Ministry in recent years, the Ministry needs a more consistent and long term programme that meets its needs. The review makes some recommendations in respect of addressing needs and how some of the basic ones might be met, particularly in the context of possible new recruitment and staff selection requirements. The review suggests one possible selection option and a possible three module package approach on training - with the emphasis on IT skills, basic operational techniques and laying the basis for some foreign language training. Donors may be a source of some assistance, particularly in respect of the third module.

The review also addresses the issue of procedures. Though process should not be an end in itself, it is important for there to be a major overhaul of all existing regulations and procedures as they apply to the Ministry. There should be action to remove what is no longer required, to update what is retained and to draw up new approaches. This proposed step is important in a range of areas but especially in respect of the essential services MFAIC provides and the recruitment, selection, appraisal and promotion of staff, given that existing procedures in this latter area have lost the confidence of many staff.

The relationship between Ministers and officials is at the heart of the Ministry's daily operation. It is sensitive and therefore needs to be carefully nurtured in order to inspire trust and highly professional contributions for the good of the Ministry. The review seeks to define the requirements and obligations on both sides.

Lastly, the review sets out how important it is that the Ministry improves its public face - with the international media, the domestic audience and the Internet generation - as the world of communication undergoes perpetual revolution. News, opinion and allegation are now in constant 24 hour flow day of the year. Governments are no longer in control of the news agenda. The Ministry needs to play its part in seeking to improve Sierra Leone's presentational image. The website is the place to begin, though there will be much more to do after that - both in Freetown and in the missions overseas.

## **Implementation**

Implementing a strategy is the hardest part of the process of change. While people often buy the promise of a new approach, they often become defensive when they realise how change is likely to affect them personally. So fast, effective, regular and intensive communication is critical.

The review recommends, as part of this requirement, that there is an early decision on whether to accept its analysis and recommendations. If the decision is positive, the Minister will wish to take early action to implement. The review suggests the formation of a reform team of three, with inspiring leadership and committed to implementing a prioritised agenda according to a challenging timetable. Suggestions are

made for urgent action: these include work on examining all existing procedures and regulations applying to MFAIC as a basis for taking the next steps in the proposed reform process; the commencement of the recommended work on the budget; consideration of retirement for those in the Ministry over the statutory retirement age of 60; and discussions with the Establishment Secretary on new staff recruitment and selection standards.

The reform process will be tough and hard work. But, given the Minister's vision for the Ministry and the commitment of the staff to do better, there is good reason to believe that the process of change will be positive, focused and fast.

# PART ONE – THE TASK

## Chapter One

### Purpose of the Review and Terms of Reference

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1. The conduct of an active and focused foreign policy, reflecting key national interests, should be an important part of every democratic nation's effort to have its voice heard internationally and, wherever possible, taken into account, whatever its geographical size, resources and influence. For national, regional and continental reasons, it is important that Sierra Leone's voice, opinions and needs are heard beyond its borders.

2. But for all engaged in international relations this objective is often hard to achieve. Moreover, foreign policy is no longer in an exclusion zone of its own. Taking tough decisions on matters of international importance can impact on domestic politics and the growth of the economy. It certainly increases the need for effective communication in order to win public support.

3. To enable the Ministry of Foreign Affairs and International Co-operation (MFAIC) to make a more effective contribution to the aims and objectives of the Sierra Leone Government, the Minister of Foreign Affairs through the British High Commissioner in Freetown asked the Public Sector Reform Unit under the DFID supported programme of Management and Functional Reviews of The Ministries of Sierra Leone for a review of the Ministry, in order to examine its present structure; to identify its operational strengths and weaknesses; and to make recommendations. It was agreed that the outcome of such a review would enable the Minister and the management team - in Freetown and overseas - to make a greater contribution to the promotion of Sierra Leone's international well being and standing in a wide range of international fora. It was further agreed that the implementation of whatever recommendations were agreed would require early decisions and the commitment to see them through.

4. A number of key areas were identified for close scrutiny. These included:

- The existing mechanisms for foreign policy formulation and subsequent action;
- The Ministry's current structure, resources and objectives;
- The scope and effectiveness of overseas diplomatic representation;
- The relationship with other institutions of government;
- The Ministry's legal capacity and constitutional position; and
- The existing procedures for financial, human resource and financial management.

5. Against this background, terms of reference were agreed and are contained in **Annex 1** of this report.

6. This review has taken a broad look at the issues which have had an impact on the structure and operations of the Ministry and its overseas missions. More work may have to be done by the Ministry and others at a later stage, if the broad recommendations of the review are accepted. This report has identified a range of initial actions which the Minister of Foreign Affairs may wish to consider, in order to achieve her urgent wish to see a more sustainable operation as soon as possible, including a core vision and a strategy to achieve it, as well as some essential organisational changes.

7. In short, the recommendations in this report constitute the foundation of a provisional business plan on which to build a strong foundation for the Ministry's contribution to Sierra Leone's ability to sustain peace.



## **PART TWO – THE CURRENT POSITION**

### **Chapter Two**

#### **The Ministry and Overseas Diplomatic Representation**

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##### **Introduction**

8. The review incorporated a number of key components:

- An opening meeting with the Deputy Minister, Director General and the Management Team.
- Preliminary research of relevant documentation
- A meeting with the Minister of Foreign Affairs in London on 2 June
- A series of interviews with a full management team and some junior staff conducted by the PSRU/PAI team. Follow up interviews and meetings with the Minister, Deputy Minister, Director General and with some of the Ministry's staff by the specialised adviser Edward Glover.
- A presentation and workshop with the Ministry management team to outline and discuss issues raised by the review.
- Interviews were also held with the Sierra Leone High Commissioner and some of his staff in London UK on 19 May and with the Sierra Leone mission staff in Accra, Ghana at the end of May.

In the light of this work, this report assesses the relevance of the current Ministry structure and some of the policy, resource and procedural challenges confronting it and identifies some remedies.

9. At the meeting in London, the Minister indicated that she had inherited a Ministry that did not work effectively and in which staff did not appear to know what was required of them. Communications between the Ministry and its missions abroad were largely non-existent; there was serious lack of capacity and resources; there were no procedures or sustainable resource management systems (contrary to the rules, one person had been in the same overseas post for 20 years instead of the normal 4 years); and, even more important, there was no substantial vision or business plan. Moreover, other Ministers in the Cabinet were unsure of the Ministry's role in the conduct of government and in particular, Sierra Leone's strategic policy goal of reducing poverty. The Minister required a strategic plan as soon as possible to begin to make the Ministry of Foreign Affairs fully functional.

10. The Director-General's views were similar to his Minister's. In his memorandum of 1 May 2008 to the Sierra Leone High Commissioner in London, he wrote that, if the Ministry of Foreign Affairs were to be an indispensable asset in promoting the nation's interest vis-à-vis foreign countries and in international organisations and in garnering international political support and resource mobilization for the improvement of socio-economic development, it had to be regarded as a 'productive' and resource raising department of the Government and not merely as a 'non-productive' and purely spending department. That was not the case at present.

11. Previously the MFAIC was divided on a subject basis. This caused difficulties for cross-cutting on an international basis and resulted in a silo focus in line Ministries. In 2004 the MFAIC moved to a geographical structure based on international best practice. This required 'cross cutting' on political, economic and social issues but was not taken into consideration when the Divisions were created.

Accordingly, there is still a gap in the current co-ordination process and still a need for a competent focal point to advise on political, economic and social issues and to bring together the activities of the Ministry.

12. The Ministry has set itself a challenging agenda, not least because, with a crowded national agenda concentrated on poverty alleviation and economic growth, foreign affairs may not be seen by some as a pressing need.

### **The Ministry's Current Structure**

13. Apart from the Offices of the Minister, Deputy Minister and Director-General, the Ministry comprises seven divisions (or offices) headed by a Director

- Finance, Consular and Communication
- International, Legal and Research
- Africa
- Asia and Middle East
- Europe (including Russia)
- America and South Pacific Division and
- Protocol

14. Apart from the Minister and Deputy Minister, the Director-General, the Deputy-Director General and the seven Directors, there are two Deputy Secretaries and six Deputy Directors. Other staff comprise Senior or Assistant Secretaries, Higher Executive Officers or Executive Officers, plus support staff. The Ministry's present organisation is set out in **Annex 2** of this report.

15. Subject to absences through leave or sickness, we understand that the current total staff of the Ministry is 135 (comprising 28 senior staff in Freetown and 38 overseas; and 65 junior staff also in Freetown). **Annexes 3** and **4** show the distribution of staff in the Ministry's administration and support grades, while **Annex 5** indicates age ranges.

16. The current annual budget for the Ministry and its overseas representation is Le. 2,347,304,208, of which in the first quarter Le 497,500,000 was disbursed. The Ministry spent almost 90% of this budget on travel, repatriation and postings (Le 429,200,204).

### **Summary of Findings**

17. Our analysis confirms the Minister's assessment: the Ministry of Foreign Affairs and International Co-operation is visibly dysfunctional and therefore unable at present to discharge effectively its functions.

18. The causes (also identified by many of the staff at the workshop) include:

- The Ministry's current building is dilapidated: a poor impression for visitors and demoralising for those who work in it.
- Few computers are available and of those that exist few work properly. Inadequate software, insufficient supplies of paper and printing ink and lack of ITC technical help are additional ITC problems.
- Poor management, inadequate delegation of work and the absence of effective co-ordination of work and staff result in indifferent performance and (not surprisingly) in some cases to tension over who should do what. Lack of schemes of service, succinct schedules of duties and job descriptions and the absence of adherence to basic human resource best practice (including the

appraisal, promotion and postings system) compound the problem, as does the absence of an effective staff recruitment mechanism.

- There is no consistent or planned training programme: what recent training that has taken place has been on a highly selective basis for a limited number of staff in certain donor countries; training opportunities in Freetown remain meagre.
- Communications with overseas missions are indeed difficult and expensive and, as the Minister has observed, in some cases almost non-existent. There is no Ministry intra-net and the MFA website is limited and uninformative.
- Finance: the budget system appears under great stress, resulting in a chronic lack of funding for basic tasks (e.g. the Minister has no travel budget).
- There is a lack of personal office support to the Minister.
- Co-ordination between the Ministry and other Ministries at operational level is problematical at best.
- Last but not least, there is, again as the Minister has observed, a widespread absence of written down operational procedures.

## **The Sierra Leone High Commissions in London and Accra**

### **(a) London**

19. Situated at 41 Eagle Street in Holborn (Central London) in a building (subject to a mortgage), the High Commission appears to comprise at present a total staff of 21, of which 11 are on posting from Freetown.

### **Summary of Findings**

20. These include:

- Some staff have been in their postings significantly longer than the usual four years, in breach of posting and promotion rules and possibly leading to some staff being less effective, when they should benefit from new challenges (and in Freetown, there is evidence of a corresponding lack of morale because of the postings abroad being blocked). There is also a possibility of overmanning in the upper level of the mission.
- Some staff are severely handicapped in the conduct of their duties by the lack of computers and access to the three official telephones (it would appear that some staff buy phone cards at their own expense in order to contact the Ministry or other agencies in Freetown). The Accountant, who is unwell, is frequently under severe work pressure, as he tries to make ends meet.
- There are apparently seven owned properties for residential use but funds for proper maintenance are limited or not available, leading to the risk of long-term building degradation which will require in due course more expensive refurbishment programmes (the remainder of staff from Freetown live in rented accommodation, for which they receive a rent allowance).
- Other allowances to meet the cost of living in London appear largely non-existent.

- Materials and information from Freetown, in particular publications, are in short supply. The absence of diplomatic bag facilities has aggravated the cost of communicating with the Ministry.
- Work practices and procedures appear to vary and there were individual concerns about the application of performance appraisal, promotion and posting procedures.
- Monthly bank transfers from Freetown for salaries and rent sometimes arrive late. This delay in receipt of funds causes serious difficulties in the prompt payment of rent and local staff salaries, resulting not only in embarrassment but in the occasional need to draw on visa fee income to cover delay in bank transfers. This latter practice is undesirable and open to potential misuse.
- On the consular side, there is concern over the late delivery of visa stickers from the Department of Immigration, despite early ordering. Staff face periodic complaints from Sierra Leone nationals resident in the UK over the procedure for the renewal of passports (the High Commission can provide forms but not process applications). They also have difficulties in securing information from agencies in Freetown to establish the nationality of possible Sierra Leone nationals, awaiting deportation from the United Kingdom.

**(b) Accra**

21. Enquiries of the Sierra Leone High Commission in Ghana have produced a similar picture.

22. The core functions of the High Commission in Accra are as follows:

- Providing, mainly through the Mission, the means of communication between the Government of Sierra Leone and other Governments and International Governmental Organisations for the discussion and negotiation of all matters falling within the field of International Relations
- Responsibility for alerting the Government of Sierra Leone to the implications of developments on the international scene
- Consular matters affecting Sierra Leone on the international level
- Repatriation of destitute Sierra Leoneans
- Protection of Sierra Leone's interest and citizens abroad
- Dissemination of policies of the Government of Sierra Leone abroad and the cultivation of amicable relationships with other Governments
- Administration of Sierra Leone's Diplomatic Service and Consular duties
- Protocol and ceremonials in relation to the Diplomatic Corps and foreign visitors
- Promotion of bilateral and multilateral economic cooperation
- Coordination of technical assistance for fellowships in foreign countries

23. However the High Commission has Herculean tasks dealing with:

- Matters relating to Sierra Leonean refugees;
- The welfare of destitute Sierra Leoneans in three foreign countries (Ghana, Burkina Faso and Togo);
- Sierra Leoneans living and working in Ghana, Burkina Faso and Togo;
- Sierra Leoneans visiting the three aforementioned countries
- Court cases affecting Sierra Leoneans
- Visitors or tourists visiting Sierra Leone
- Persons wishing to do business in Sierra Leone

24. It needs to be mentioned that Ghana has become the gateway for all categories of Sierra Leoneans travelling abroad and therefore the volume of human traffic is large. The traffic is on a daily basis; some are announced and the majority unannounced. The people using Ghana as a transit point range from top political figures, senior civil servants, and senior personnel in various institutions or organizations to

private citizens. These people request and are granted consular services at no cost to them. The consular services include hospitality and transport services, which top the list. The provision of these services is a drain on the meagre budgetary allocation provided from Freetown. On average the human traffic through the Mission in Accra ranges between thirty and fifty people per month.

#### *Communication*

25. The means of communication that the Mission uses are:

- E-mail
- Fax
- Telephone
- Couriers
- Persons, mainly officials in transit

The Mission does not use a diplomatic pouch as that facility does not exist.

#### *Contact with Sierra Leoneans*

26. The Mission has initiated the process of registering all Sierra Leoneans living in Burkina Faso, Ghana and Togo to facilitate contact and assistance at all times. This process has just been started. Apart from this, the Mission contacts Sierra Leonean refugees in the two refugee camps in Ghana namely, Buduburam and Sanzule, near the Ivorian border. There are presently five hundred family heads at the refugee camps and the Mission makes periodic follow-up on them.

27. The most common problems facing the refugees in the camps and for which demands are frequently made on the Mission are:

- Sick children
- Inability to pay school fees
- The desire of some of the refugees to return home and
- Reports of deaths.

#### *Funding of Mission activities*

28. The Mission receives a quarterly budgetary allocation from Freetown to carry out its work. The budgetary allocation has not been regular. For instance, the budgetary allocation for the last two quarters of the year 2007 was not released and therefore the Mission was handicapped in the performance of its duties. Again, since March 2008 and at the time that this report is being submitted, the first quarter budgetary allocation for the Mission has not been released. Worse still, when the funds are released, they have been drastically reduced. This situation inhibits proper planning and delivery of services.

29. The Mission in Ghana is housed in rented premises at the Airport Residential area in Accra. The Ministry of Foreign Affairs in Freetown pays the rent, and utilities of the Mission in Ghana. The staff members who have been posted to Ghana are paid housing allowances to enable them to house themselves. The Mission pays for water consumed by staff. Staff members face accommodation difficulties because the rents demanded by landlords are prohibitive.

#### *Visa Fees*

30. The Mission grants visas at a fee for applicants visiting Sierra Leone. The visa fees are paid into an account and transferred to Freetown. The Mission does not use any part of the fees collected. The Mission recommends that at least ten per cent of the amount collected should be made available for use by the Mission.

### *Deportations*

31. There has not been any occasion warranting deportation of any Sierra Leonean.

### *Staffing*

32. The Mission has two categories of staff members. These are the diplomatic Staff (i.e. Sierra Leonean staff members) posted from Freetown for the Mission assignment in Ghana and home – based or locally recruited staff members who do a number of ancillary duties for the High Commission.

33. The full report on the High Commission in Accra is at **Annex 6**.

## Chapter Three

### Conclusions

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34. This initial examination of the Ministry and the High Commissions in London and Accra has confirmed the serious shortcomings and deficiencies identified by the Minister, Deputy Minister and the Director-General. These aspects should be addressed urgently, as they clearly impact upon the ability of the MFAIC to meet its mandatory obligations and performance management contract agreed by the Minister (Bumbuna 2008). One particular key to success is the introduction of a new style of human resource asset management, where the focus should be on creating the most constructive working relationships possible.

35. The Minister's vision, energy and enthusiasm are priceless ingredients for early success. It is encouraging that the workshop indicated that many staff are aware of the Ministry's failure to deliver and keen to reverse the position, provided there is a clear vision and plan - and the tools - to implement it. This is a good basis on which to build. Failure to grasp this opportunity could be damaging because it would compound existing demoralisation; be a missed opportunity for the younger generation of staff; and lead to a complete disconnect between Ministers and officials and undermine the current enthusiasm for change.

36. But throwing more staff at the problem is not necessarily the answer. Partly because of current severe PRSP constraints on the national budget and partly because the case for more resources remains unproven (pending implementation of the initial reforms proposed in this report), it is unlikely that there would be a strong enough case for the recruitment of additional staff at the present stage - indeed, there may be grounds to seek reductions in some areas and the re-deployment of staff and resources elsewhere. Other more root and branch reforms (which may have resource implications of their own) will take longer to put in place, again partly because they too will be dependent on the availability of hard pressed national resources.

37. In any event, before final decisions are taken on future staff levels (an issue flagged in the Ministry's contract performance plan), it will be necessary for the Minister to decide whether to proceed with all or some of the recommendations in this review, particularly in respect of proposed organisational changes (some of which have resource implications). Only when real results begin to show, would it be right to decide whether a detailed resource case to the Ministry of Finance and Economic Development is justified and in what areas.

38. The remaining sections of this review seek to help push the reform process forward with greater speed.

## PART THREE – RECOMMENDATIONS

### Chapter Four

#### Priority Action

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##### Introduction

39. Priority action will be necessary in a number of areas to gain the momentum for reform, which the Minister is seeking to generate as quickly as possible. The areas below are the most critical and can be implemented quickly without delay, drawing on resources and expertise which should already be available.

##### A. The Ministry's Budget

40. The MFAIC's management of its resources in an effective, transparent and accountable manner should match its professed commitment to high standards of good governance. The most pressing priority, therefore, is to put the Ministry's annual spending plan on to a proper and sustained footing, rather than the hand-to-mouth existence which seems to prevail at present. But to do this and to win the confidence of the Ministry of Finance and Economic Development that its budget bids are sustainable, the Ministry needs to demonstrate that:

- It can submit properly costed, sustainable and justified budgets to the Ministry of Finance and Economic Development to meet its annual needs; that
- It is committed to keeping within agreed spending limits and will do so; that
- There will be early and meaningful steps to ensure that all resources agreed in future with the Ministry of Finance and Economic Development are linked to clearly defined and properly costed policy priorities rather than the less important; and that
- Its overall management of available resources in an effective and accountable way demonstrates its commitment to high standards of good governance and public accountability.

41. Whilst we were not able to examine the Ministry's budget, we **recommend** that each year's comprehensive budget bid (based on specified activities) should comprise the following (if it does not already do so):

(i) All the Ministry's Freetown proposed expenditure for the next financial year, including:

- Annual administrative costs (including pay and any allowances)
- All office accommodation charges
- Utility costs (lighting, air conditioning, telephones, Internet)
- Official international travel for the Minister, her Deputy and senior officials, as well as estimates of likely overseas subsistence costs
- IT capital costs (with an agreed 'write off' period)
- Protocol charges and official hospitality costs
- Membership of international organisations
- All remaining goods and services
- Any projected capital costs (eg connected with the proposed new building)



(ii) All overseas diplomatic representation costs including:

- Annual administrative costs (including pay for diplomatic staff and locally engaged staff and overseas allowances)
- Office and residential charges (including repairs and more major refurbishments)
- Utility costs
- Official travel and subsistence costs (for Ministers and staff), including travel diplomatic staff at the start and end of a posting
- IT capital costs
- Local protocol charges (eg use of airport VIP lounges and hire of extra cars)
- Official hospitality costs (eg National Day)
- All remaining goods and services
- Any projected capital costs

42. To lay the basis for better annual financial planning, we further **recommend** that all items in the budget for the next financial year should be rigorously checked by a budget expert - perhaps initially on short loan from the Ministry of Finance and Economic Development. This expert would assist a properly constituted Budget Committee (as required by the Government Budgeting and Accountability Act 2005 (GBAA) before submission of the budget to the Director General and then finally to the Minister for approval. The draft budget should follow a budget template provided by Ministry of Finance and it should correspond with the Ministry's strategic plan (required by the Medium Term Expenditure Framework).

#### **B. Expenditure of an approved budget**

43. To ensure rigorous control of an approved budget, we **recommend** that the Division responsible for finance should comprise a senior budget planning officer, two finance officers to track expenditure throughout the financial year, one certifying officer, a payments officer and an administrative assistant. The accounting arrangements at all sixteen overseas posts should be reviewed. Dependency on one individual is not enough. (The Accountant at the High Commission in London appears to have no deputy, so making it difficult for him to go on holiday. If he is receiving treatment in hospital, accounts are sometimes brought to his bedside for action. This is unacceptable and breaches anti-fraud practice.) In addition the Budget Committee should be involved. There should also be adequate and up to date accounting software.

44. Moreover, we also **recommend** that:

- All budget items should be calculated at full economic cost, in order to provide a true expenditure picture; that
- The Ministry's budget should be cost neutral, which is to say that, unless truly exceptional or entirely unforeseen, any requests for additional funding in the course of an existing financial year (or in a bid for the following year), including for extra staff at certain overseas missions, should (wherever possible) be offset by savings elsewhere in the Ministry or in other overseas posts; that
- Those responsible for supervising the Ministry's annual budget should receive properly certified financial training to an agreed standard before their appointment or possess (if possible) prior external financial experience; that

- All relevant staff should follow clear and agreed procedures (based on existing government accounting rules and practices) to help them to be effective, accountable and transparent in their daily work; and that
- All heads of the Ministry's overseas missions should have as a condition of their appointment prior resource management training to an agreed standard.

45. We further **recommend** that the Director-General should be the Ministry's principal accounting officer and Vote Controller (as required by the GBAA) and be responsible for submitting the annual budget to the Ministry of Finance and Economic Development, following the Minister's approval (under the Public Expenditure Tracking System-PETS); and, in conjunction with the Minister, he should be responsible for the approval of all expenditure in the course of a financial year, while heads of overseas missions should be held personally responsible for the accounts of their embassy or high commission. He - or the Deputy Minister - should be able to sign off expenditure requests in the Minister's absence overseas.

46. In any examination of the accounts, the Director-General should satisfy the Minister and the Government's auditors that all funds have been properly disbursed in accordance with the relevant budget and procedures.

### **C. Audit and Inspection**

47. As a major confidence building measure and anti-fraud device, we **recommend** putting in place stringent audit procedures within the Ministry in compliance with the requirements of the Sierra Leone Auditor General's Office. The Audit Division would report directly to the Director-General and to the Minister, if required, to assure that the Vote Controller is compliant with the requirements of the GBAA.

48. These procedures should apply to all expenditure and procedures in the Ministry and at all overseas missions, including:

- Payment of salaries (only to those on the approved payroll);
- Cash management, contracting procedures, equipment supply and maintenance, property management, payment for services, and computer systems and training; and
- A requirement for the regular auditing of all management systems and procedures (including recruitment, appointments, training and promotions) to ensure full accountability, transparency and fairness and to win staff confidence.

49. We further **recommend** that audit results should be published within the Ministry and at overseas missions abroad and well as the requirement to submit to the Auditor General and Public Accounts Committee.

50. We also **recommend** the introduction of other challenging cash management audit requirements for the Ministry – so reinforcing anti-fraud measures (for the benefit of staff). These would include:

- Regular checks to ensure that the transfer of funds to overseas missions to meet their monthly expenditure requirements is taking place on time.
- The audit of the procurement of local goods and services by the Ministry and its overseas missions in the country of accreditation (including computer and other electronic equipment).

- Regular checks on the issue of visas at overseas missions and fees received and the remittance of such fees regularly to the appropriate receiving authority in Freetown, unless there is agreement that, to save on exchange rate costs, part or all of such fees are used to meet a proportion of the monthly costs of the mission.

51. Regrettably, international experience has shown that in foreign ministries (particularly diplomatic missions) the areas subject to the most threat of fraud, as opposed to maladministration (due to failure to follow procedures or incompetence), are claims for expenses and materials, the handling of payment vouchers, fee accounting and the illegal issue of passports and visas and their fees. These are serious matters and can give a country a bad name, as well as compromise the integrity of entry control systems.

52. The existence of a robust Ministry audit system would be a clear signal to the people of Sierra Leone, to the Parliament and to the international community that the Government will not tolerate fraud, waste and abuse of authority in this critical area. It would also give reassurance to staff, particularly those abroad, that all procedures were under regular scrutiny to ensure compliance. That would reinforce their confidence in the reforms being implemented and improve their feeling of being in control of their jobs on the basis of audited procedures.

53. To underline its commitment, we **recommend** the Ministry may wish to consider in due course the creation of a Director of Audit (supported by a team of three) to carry out periodic spot checks within the Ministry of all systems and procedures and to do the same (at short notice) in diplomatic missions overseas. Such an innovation would reinforce the reputation and credibility of the Ministry.

54. These important resource management steps could lay the basis for more sympathetic support from the MOFED.

#### **D. Other Priorities**

55. We **recommend** the following steps:

- The staged delivery of a new generation of up to date computers in the Ministry (and at diplomatic missions abroad) to defined categories of staff. Such computers should be linked to a local area network (LAN) and by e-mail to the overseas missions (using commercially available packages designed for restricted communications). Before doing so, there will need to be an agreed IT procurement plan (with costings for supply, installation and training), drawn up by an outside expert through a public tender in consultation with the National Public Procurement Authority and approved by the Ministry of Finance and Economic Development.
- Pending this step, there needs to be fast action to supply regularly basic requirements for existing office equipment, such as operational printers, paper and ink and other related stationery necessities, plus repairs to existing non-operational computers. An IT specialist (either from within the Ministry or perhaps an outsider) should do a needs assessment, estimating costs and nominating designated stationery supply points, which would be responsible for periodic (weekly) distribution and 'consumption' accounting. Unless addressed, the shortage of supplies will continue to hinder the flow of work within the Ministry and to and from the overseas missions, as well as cause further demoralisation and yet more inefficiencies. There is also a pressing need for some urgent interim computer training so that existing terminal users have better knowledge how to get the best from their system.
- Working overseas in a foreign environment is expensive. It is therefore important that there are effective procedures put in place quickly to ensure that those attached to Sierra Leone's overseas missions (whatever their grade or diplomatic rank) receive (only in the case of rented

accommodation) rent allowances on time, so that they do not have to draw on their salaries to defray costs arising from their functions.

- There needs to be a close and urgent examination of the way in which the Ministry's overseas diplomatic missions are tasked by headquarters and the resources required to do the job. The position in London and Accra would suggest there is scope for possible reduction.
- There are evident and serious gaps in training for a wide range of staff, both in the Ministry and overseas. These range from orientation training (before, for example, an individual goes on posting to another country), to skills training to do particular specialised jobs (such as consular, media or commercial work) or other training relating to assumption of more important responsibilities (such as resource or staff management). And there is clearly an issue to be addressed over language training (see a later part of this review). These requirements may take longer to address but they should nonetheless be regarded as a priority. Training is covered in more detail in Chapter 7.
- To meet this priority, the Ministry should complete an early needs analysis (with costings) for approval by the Ministry of Finance and Economic Development (some requirements might be met by donors). Without sustained headquarters based professional training, going hand in hand with better basic tools to do the job and a re-organisation of the Ministry and (in due course) improved premises, staff performance is likely to remain indifferent in some areas.
- Improved resource management is another crucial area requiring important changes (and top up training), particularly in terms of budget planning, budget disbursement and the management and the use of ring-fenced fees to make up possible funding shortfalls in other areas. This requirement should be added to the training needs assessment.
- Objective setting and performance measurement should lie at the heart of the Minister's determination to see a significant improvement in the Ministry's performance. With some external advice (if this is necessary), there should be early steps to put in place a basic system linked to the Ministry's wider policy goals (see Chapter 6), the provision of essential services and the role of the overseas diplomatic missions in both.
- There are plans for the Ministry to move to a new building in due course. If so, it is important that there is early planning of the costs of the transfer (which should be put to the Ministry of Finance and Economic Development) and equally early work on the most desirable office configuration to meet staff and IT needs. A move to new premises will help to ensure a more stimulating work environment where staff at all levels can flourish and provide a more impressive headquarters building to represent Sierra Leone's international voice.
- There needs to be closer scrutiny of the way in which the Ministry's overseas diplomatic missions are tasked and the resources they require to do the job.

## E. Conclusion

56. These are the key areas on which subsequent action arising from this review should focus and quickly. We **recommend** that the Minister should seize an early opportunity to address all staff in the Ministry to outline a vision, explain how it is going to be implemented and emphasise the role of the staff in its implementation. The Minister should invite all heads of mission to return for this meeting.

57. The Minister and the Director-General have suggested that a 'closed' Ministry or, alternatively, the establishment of a Sierra Leone diplomatic service, might help to enhance the Ministry's performance. This issue is addressed later in the review.

## Chapter Five

### Re-Organisation and Delivery (1)

#### A. Introduction

58. The Minister's plans for the wholesale reform of the Ministry constitute a challenging agenda, not least because with a crowded national agenda, which is concentrated on poverty alleviation and economic growth, foreign affairs will not be seen by some as a pressing need.

59. That should not be the case. Promoting Sierra Leone abroad should be a high priority, based on a clear vision of the future and the right mindset and culture to take decisions that will benefit Sierra Leone and its international partners. It is essential that the Minister of Foreign Affairs - with the key responsibility as chief foreign policy adviser to the Government and chief international spokesperson - should be able to project Sierra Leone's new brand of bold optimism, national renewal and economic growth, supported by staff in Freetown and in the missions overseas displaying determination, patience, skill and unerring focus.

60. The overriding requirements are:

- Despite the backdrop of severe national financial constraints, the objective should be a small, focused and tightly run foreign ministry, equipped with a fully justified and guaranteed budget. Only this way will the Ministry be able to achieve defined foreign policy goals and provide essential services. Without such a budget, the Ministry will find it harder to provide quality policy advice, sourced from a modest but well directed and effective overseas representation.
- At the same time, there needs to be a sustained and well prepared longer term effort to develop a small cadre of professional diplomats that are in a better position to speak and act for their country. Without this professional capacity, Sierra Leone may struggle hard to get its voice heard in the wider world, as it faces stiff global competition for support and private investment in the economy. In the successful business world, enterprises are built on the talent, energy and ideas of motivated people. The Ministry's challenge is to provide an exciting environment where staff can flourish and achieve more - for Sierra Leone and for them.
- Last but certainly not least, as the Minister has emphasised, the Ministry of Foreign Affairs must project itself far more aggressively in the domestic and international media - and indeed on the Internet - as Sierra Leone's international headquarters, engaged in promoting the country's new identity, helping to advance national aspirations with the hard won support of international partners, while at the same time winning respect for its efforts and professionalism. But it will face stiff global competition.

61. Sierra Leone is not alone in facing this challenge. All foreign ministries have to operate in a tough international political and economic market place, in order to:

- Gather up to date information about the policies and intentions of others; and
- Win support for their country's own policies and point of view.

62. Just like any global business, a foreign ministry has to have a strong brand and be able, wherever possible, to outsmart its competitors in securing a share of the market. Sierra Leone's Ministry of Foreign Affairs (also a small global business with a small network of overseas diplomatic missions) is in the same boat and will have to be just as committed, skilful and determined, if it is to win respect for the country it

represents. Accordingly, there are important policy goals to achieve and essential services to provide, with the help of their diplomatic missions abroad.

## **B. Key Policy Goals**

63. The Ministry is currently at a disadvantage because its policy goals for the next three to four years are unclear. Certainly, the Ministry staff had difficulty identifying them at the workshop. We therefore **recommend** that there is urgent action to define these goals; what progress has been made towards their achievement; and what future action the Ministry can list to illustrate Sierra Leone's continuing efforts to put the past behind it. The Ministry needs to use these goals to create a bold vision of a peaceful country back from the brink of destruction and now on a voyage of renewal.

64. To assist the identification, we put forward three examples for debate and adaptation, as required. The first Ministry goal might be:

- **To win more substantial international recognition of Sierra Leone's recent hard won achievements by (a) pointing to practical progress in the advancement of democracy, a steadily improving infrastructure and a small but practical contribution to greater regional and global security, and (b) articulating more effectively the country's need for continuing political and economic support of its reform programme.**

65. In pursuit of such a goal, the Ministry of Foreign Affairs will, firstly, need to continue to overcome continuing outdated international perceptions of Sierra Leone as a war-torn failed state: it will need to communicate more effectively to domestic and wider audiences exactly what progress (ie implementation) Sierra Leone has made (e.g. in free and fair elections, reliable power generation and in reform of the diamond and minerals industry and tourism).

66. Secondly, in order to improve the chances of international underpinning for the Government's reform effort, it would also need to point to other successes, such as:

- Specific and continuing achievements by the Government in human rights, democracy (e.g. the forthcoming local council elections), the rule of law, the removal of corruption (continuing arrests) and general good governance, as well as further reform of the diamond and minerals and tourism sectors and other measures to advance economic liberalization, public sector reform and improvements in the quality of life for all;
- Examples of practical and strong support by Sierra Leone (including signature and implementation of international agreements) for global policies and measures, aimed (e.g. in climate security) at increasing global and sustainable low carbon economic growth from which Sierra Leone can benefit, as well as support for steps aimed at reducing international terrorism and placing more effective controls on the trade in drugs and weapons and other trans-national criminal activities.

67. Another possible goal might be:

- **The further development of a strong relationship with Sierra Leone's neighbours and with regional and other international institutions, resulting in greater support and respect for national security policies, in particular cross border co-operation.**

68. Here the Ministry of Foreign Affairs would need to point to:

- Continuing implementation of policies - and bilateral and regional agreements - to achieve more secure borders, as well as properly managed entry control mechanisms that ensure only bona-fide visitors and immigrants enter Sierra Leone;
- Positive and practical progress in regional political and economic co-operation;
- Constructive participation by representatives of Sierra Leone in all international fora, commensurate with the resources available.

69. Yet another goal could be:

- **The attraction of foreign investment to Sierra Leone, so increasing the prospects for poverty alleviation, sustainable economic growth and an improved quality of life.**

70. The achievement of this goal would require the Ministry of Foreign Affairs to highlight:

- Progress made in the signature (and implementation) of bilateral and multilateral agreements;
- Other positive measures in place or underway to encourage unrestricted inward investment in an open and bureaucratic free economy;
- Further significant planned improvement in infrastructure, beginning with priority action to improve transport arrangements to and from the airport (a country's image is judged by arrival and departure arrangements for foreign airlines and their passengers);
- Examples of properly staffed and trained diplomatic missions, supervised by a strong and focused headquarters, working in close consultation with other national agencies, to deliver up to date and accurate information and advice to the Government on potential sources of foreign investment and playing their part in the development of trade, tourism and investment opportunities;
- Demonstrable support in international fora for an open global economy and the achievement of the millennium development goals.

71. As emphasised before, securing key policy goals along these (or other lines) will require the Ministry:

- To be an effective, modestly but properly resourced and pro-active institution with well-trained and committed staff;
- To develop the means (however modest) in Freetown and abroad to communicate Sierra Leone's broad foreign policy aims to international (and indeed domestic) audiences in a persuasive and professional PR way;
- To make immediate and the most effective use of important bilateral relationships and of membership of regional and international organizations to achieve its ends;
- To co-operate closely with the Ministry of Trade and Industry and other national agencies through the National Co-ordinating Committee on Trade (and in other ways) in the promotion of overseas exports and inward investment; and
- To co-operate with the Department of Immigration in strengthening current border controls.

72. Though it will be hard work, there is a reasonable prospect that the Ministry would as a result of these steps steadily win greater international and domestic understanding of and practical support for the Government's policies. This in turn would help to generate greater confidence in Sierra Leone's stability and enhance the Government's confidence to speak - particularly with the backing of its citizens - on those external relations issues, which increasingly preoccupy the agenda of international and regional organizations, in such areas as global economic development, trans-national crime, terrorism, immigration and border security and climate change. Skilful presentation of Sierra Leone's arguments in these fora and evident domestic support for international solutions would be important factors in the successful promotion of the national interest and overcoming tactics by some who may be less well inclined towards Sierra Leone as it regains its feet.

73. While Sierra Leone's key political and economic objectives are self-evident and ought to enjoy wide political and public support within and beyond the country's borders, realism will be essential. The challenges are likely to be much more difficult than expected, particularly as the international current economic and financial climate worsens. This could mean that some goals may be even tougher to achieve, requiring even harder effort to make progress. Accordingly, domestic and international expectations will need to be managed carefully.

### **C. Overseas Diplomatic Representation**

74. The Ministry of Foreign Affairs has sixteen overseas diplomatic missions, comprising eleven embassies, four high commissions and one permanent representation.

75. This modest but widely spread network should not be neglected but instead become a:

- Well-used front line source of accurate external information on political, economic, commercial and media issues in the country (or organisation) of accreditation, which may have a bearing on Sierra Leone's policies and interests and therefore relevant to the process of policy formulation
- Platform for regular contact with foreign governments to carry out instructions and to explain the policies, needs and aspirations of the Government and people of Sierra Leone
- Provider of key essential services as required (entry control, consular services, support for the Sierra Leone economy and defence liaison)
- Means to make use of the foreign media to promote, to explain and to defend the Government's policies and priorities on a range of key issues on the basis of material provided by the Ministry.

76. The cost of overseas representation will be an important item of expenditure in the Ministry's overall budget.

### **D. Essential Services: Introduction**

77. This small but nonetheless worldwide network of diplomatic missions is the main provider of essential services, if resourced and trained to provide them effectively.

78. These services, as was agreed at the workshop, relate, for example, to: entry control; consular services; support for the national economy; and defence liaison. There are other prominent services too, such as protocol for international visitors and co-ordination with other Ministries on matters of mutual national interest. The delivery of all these services should be a Ministry priority. This is not the case at present, as the Minister has observed.



79. We **recommend** early agreement within the Ministry, in consultation with other agencies as required, on what these services are and how they can be provided more efficiently. Here are some examples.

#### **E. Essential Services: Entry Control**

80. Great changes are taking place in many countries in the way in which entry control is managed. The capture of biometrics in the passport and visa application process, the advance of e-borders and other requirements imposed by the United States and the European Union will have far reaching conclusions internationally. Sierra Leone will be no exception to these pressures for tighter control, tantamount in some cases to restrictions on travel by nationals of some countries to some other parts of the world.

81. Entry clearance will inevitably play an increasingly key role in helping to defend and promote Sierra Leone's national security and maintain good and secure relations with its international partners. The current checks at the national airport are satisfactory but the country's borders beyond Freetown remain porous.

82. Against this background, we **recommend** that the visa issuing offices in Sierra Leone's diplomatic missions abroad need to be better equipped in order to perform, in close co-operation with the Department of Immigration, a crucial role in the national effort to ensure that only bona fide and deserving people continue to enter Sierra Leone for legitimate purposes. Failure to deliver on this requirement - and any tendency to make mistakes - could reflect poorly on the Ministry as a whole. We further **recommend** that it would be helpful for the Ministry, as part of an improved provision of services, to reach agreement soon with the Department of Immigration on a revised protocol for the speedy and secure issue of visas at diplomatic missions overseas in accordance with national security needs. This protocol should include procedures for the prompt delivery of fresh supplies of visa stickers. It is unfortunate that visa applicants are sometimes told (as sometimes happens in London) that there will be a delay in the issue of a visa because there are no stickers available.

#### **F. Essential Services: Consular**

83. This is another service, provided by the Ministry of Foreign Affairs through its network of diplomatic missions abroad - namely support for Sierra Leone nationals overseas - and where we **recommend** action to improve what is on offer, not only for Sierra Leone nationals abroad but for the country's own security.

84. Significant numbers of Sierra Leone nationals live and work abroad. Some may make a significant contribution to the national economy by way of remittances. But as the requirements for residence and working abroad become more demanding in foreign countries of abode, it will become even more important that those in this category should possess valid and credible documentation, if they are to maintain security of employment. The issue of passports is a key element of this.

85. The present arrangements for the renewal of passports (as in the Sierra Leone High Commission in London) are unlikely to be sustainable in the longer term. Just providing a form and expecting applicants for a new passport either to travel to Sierra Leone to get one or to ask someone else to act as a courier (or to send the application by post) may prove unworkable in the longer term (because of the rising cost of air travel and the risk of compromise or loss of documentation in transit). The Ministry should consider, in close collaboration with the Department of Immigration, an improved system for the granting and renewal of passports. We **recommend** this issue needs early consideration, including the possibility of a restricted number of overseas posts being able to issue passports on personal application, once there is a secure form of communication in place between embassies/high commissions and the Ministry of Foreign Affairs and Department of Immigration in Freetown.

86. The same considerations apply to the deportation of Sierra Leone nationals from countries of abode or work overseas. It is important that only Sierra Leone nationals are returned to their country of origin, not others seeking to go to Sierra Leone to avoid return to a third country. Effective procedures for the speedy provision of information to deporting governments of information to establish correct nationality are another crucial aspect of improved national security for Sierra Leone. We also **recommend** that they - and their implications for the Ministry's overseas consular offices - will need to be examined in due course.

87. The acceptance by senior management of the Ministry of Foreign Affairs and the Department of Immigration of improved procedures (and exactly who will provide them) will ensure greater:

- Protection for the interests of Sierra Leone nationals living abroad and encourage them to contribute to the economic and social well-being of their country
- Accountability and transparency in the public interest
- Greater professionalism, so enabling people in consular offices to feel more in control of their jobs and
- Public awareness of which services are provided by the Ministry of Foreign Affairs and those which it cannot provide.

88. Such procedures would not only achieve a more efficient service - a key element in the integrated border control of Sierra Leone - but it would also reassure domestic public opinion and the international community that Sierra Leone is playing its part in the fight against terrorism, crime and corruption, while at the same time providing a service to people who need it and insulating Ministers and officials from possible allegations of improper use of procedures and conflicts of interest.

## **G. Essential Services: Supporting the Sierra Leone Economy**

89. In its efforts to promote its policies on trade, tourism and inward investment, Sierra Leone is operating in a hugely competitive global market. Apart from World Bank and other international donor agency funding, seeking bilateral government or private sector support to help advance national economic development will be a hard sell to much of the international community, particularly as global funds become scarcer in the current world economic climate and those funds which are available are directed towards more assured returns. It will therefore be essential for the Ministry of Foreign Affairs in its international activities overseas to generate interest on the basis of well researched and argued briefs. Strong revenue generating projects that offer reasonable returns for the Government and for foreign investors will need particular preparation, in co-ordination with other relevant Ministries. There should also be a major effort to underline Sierra Leone's enormous tourism potential, especially its beaches and rainforest.

90. Against this background, the Minister of Foreign Affairs, through regular international contacts and negotiations and supported by Sierra Leone's overseas diplomatic missions, can together provide an important service in the national economic interest, supplemented by the Minister's participation in the National Co-ordinating Committee on Trade and contact at working level between officials in the Ministry of Foreign Affairs and the Ministry of Trade and Industry.

91. However, in order to help attract quality foreign investment to the Sierra Leone economy, to stimulate the tourism industry and to promote overseas markets for exports and to extend a clearer picture internationally of the country's potential, we **recommend** that there needs to be better training and practical support for all the overseas missions, so they can deliver initial and crucial favourable first

impressions to potential investors and tourists. But even more than that needs to be done. The overall co-ordination in Freetown needs to be waterproof, in such areas as:

- Prior notification to other Ministries of visits overseas by the Minister of Foreign Affairs and International Co-operation (or the deputy) and their purpose to ensure better co-ordination on the objectives of the visit
- Providing more opportunities for improved briefing for the Minister (and indeed for her to be accompanied by an official of another Ministry)
- Visit follow-up: when does the Ministry disengage to leave the follow-up on possible overseas support to other Ministries, though always standing by to assist whenever required?

#### **H. Essential Services: Defence Liaison**

92. Another important service that the MFAIC provides is the availability of facilities in Sierra Leone embassies in certain neighbouring countries for defence liaison with neighbours to underpin the commitment to the peaceful resolution of disputes or defence collaboration. The provision of such facilities for use by Ministry of Defence personnel attached to diplomatic missions is helpful and assists the formulation of national policies and responses. We **recommend** that the process should be strengthened.

#### **I. Essential Services: Conclusion**

93. The interlocking responsibilities, requirements, needs and obligations of the Ministry of Foreign Affairs and its overseas missions should form a symbiotic relationship underpinning the execution of foreign policy. The Ministry will not function effectively without its missions, in particular the information they gather. For their part, overseas missions will only function properly if they have access to adequate resources and do their work within a clear strategy laid down by the Ministry, as the main architect and implementer of Sierra Leone's foreign policy. A key link, at the present not available, is a secure communications network linking them together. Such a link (by e-mail) could be provided easily through a number of commercial packages. Without this crucial - and functioning - frontline network, the Government will have serious difficulties in the conduct of its international relations.

94. If the Ministry is to achieve its policy goals and to deliver essential services to an acceptable level, it will be necessary to put in place a system of service provision objectives with performance measurement to drive the system forward.

## Chapter Six

### Re-organisation and Delivery (2)

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#### A. Introduction

95. The MFAIC is seeking to make changes in an unstable, distracted and highly competitive world, which means it will have to work even harder to get its foot in the international door. Furthermore, in the face of severe budgetary constraints, only limited financial resources are available. Good and efficient housekeeping is therefore essential.

96. Against this background, the Ministry can still achieve its principal objectives and deliver its essential services, if, as the review has already noted, it operates a small but innovative structure designed to deliver greater punch than is at present the case. The same focused approach should apply to the Ministry's overseas offices. Provided they are well equipped, have clear objectives and operating instructions to follow best practice, it is possible that missions can manage with existing or fewer resources.

#### B. The Ministry

97. The present structure is diffuse and the distribution of work within divisions uneven. Moreover, it would appear that lateral co-ordination between divisions is hampered by a 'silo' approach to information sharing. We therefore **recommend** a new structure more geared to pursue the Ministry's principal policy goals and to provide the essential services. This structure is based on three basic components, designed to deliver what the Minister wishes to achieve.

98. The first component focuses on broad policy issues, relating to Africa, Europe, Asia and the Americas and International Organisations. The second component concentrates on finance, human resources, consular affairs, training, IT and communications. The third component focuses on strategy coordination and economic, legal and media affairs. The Director of Protocol would continue to operate separately, directly answerable like the other Directors to the Director-General.

99. At the top of this proposed structure would be the Minister's Office, led by a senior Executive Assistant. He/she would be responsible for the organisation within the Minister's Office to ensure an effective and efficient support mechanism and communications network between the Minister's office and the rest of the Ministry. He/she would play an essential part in transmitting the necessary executive advice and support to the Minister and provide a regular link to the Director-General and the Directors who manage the Ministry and provide the operational infrastructure.

100. The Deputy Minister would continue to assist the Minister and assume certain delegated functions by agreement with the Minister. The Deputy Director-General would support the Director-General across a range of tasks.

101. A new structure is set out in **Annex 7**.

#### C. Details of Staff Allocation

##### *The Minister*

102. The Minister of Foreign Affairs should be supported by a Ministerial office, comprising a head of office (Executive Assistant), an appointments and travel secretary and an administrative assistant (with

computer and office management responsibilities). In addition, there would be the Minister's driver and security personnel.

#### *The Deputy Minister*

103. The Deputy Minister should have one executive assistant, an administrative secretary, driver and security personnel as required.

104. The Deputy Minister would continue to assist the Minister as required and, if necessary, represent the Minister in Ministerial meetings in Freetown when absent from the country. Both Ministers should meet regularly on policy and co-ordination matters, as together they provide an important link between the political leadership of the Ministry and the rest of the structure. These meetings should be attended by the Director-General, the Director for Strategy Co-ordination and the Head of the Minister's Office.

#### *The Director-General*

105. The Director-General should have one executive assistant and an administrative assistant.

106. The Director-General should be responsible directly to the Minister for the Ministry's overall daily operation and the work of the diplomatic missions overseas. The seven directors would report directly to him on a daily basis on the work of their directorates and seek advice on key issues. Job description at **Annex 8**. The Director-General and the Directors should have fixed date monthly meetings with the Minister (or the Deputy Minister), in order to co-ordinate policy and its implementation.

#### *The Deputy Director General*

107. Answerable to the Director-General, he should have one executive and one administrative assistant. His role would be to assist the Director General (as directed) in oversight of all aspects of the Ministry's work, to improve co-ordination with other Ministries and, if required, to accompany the Minister on important overseas visits. Job Description at **Annex 9**.

#### *The Director Africa*

108. Working closely with the relevant overseas missions and heading an important division of the Ministry, the Director and his team of 4 (graded as now) would be responsible for:

- Leading on the formulation of policy towards Africa (including regional organisations, such as ECOWAS, the Mano River Union, as well as the AU) in the form of recommendations to the Minister and her Deputy and follow-up following decisions
- Helping to maintain active bilateral relations and the confidence and support of Sierra Leone's key partners in Africa
- Border issues with Sierra Leone's neighbours
- The principal point of contact for African diplomatic representation in Freetown

109. The demands on the Director and his division will be significant and will require a strong and talented team to do detailed and painstaking work. Director's job description at **Annex 10**.

### *The Director Europe*

110. Again, working closely with the relevant overseas missions and heading another important division of the Ministry, the Director and his team of 3 (as currently graded) would cover:

- The provision of policy advice to the Minister on Europe, including the EU
- Working on the promotion of active bilateral relations with EU member states and non-EU countries
- The principal point of contact for foreign missions in Freetown on European affairs

111. The demands on the Director will be strong, requiring another committed and energetic team. The Director's job description at **Annex 11**.

### *The Director Asia and The Americas*

112. Dealing primarily with issues and countries outside of Africa and Europe and in contact with the Ministry's relevant diplomatic missions, the Director and his team of 6 (comprising, apart from the Director, 2 Deputy Directors (one for Asia and one for the Americas and other regions), 1 Senior Assistant Secretary, 2 Assistant Secretaries and 1 Executive Officer) would be responsible for:

- The provision of policy advice to the Minister on North and South America, the Middle East, Asia and the Pacific
- The main point for foreign missions in Freetown representing countries in these regions
- Establishing and maintaining the support of countries in these regions

113. As in the two previous divisions, a strong and committed staff will be required for detailed and sometimes intensive work. The Director's job description at **Annex 12**.

### *The Director for Strategy Co-ordination, Economic, Legal and Media Affairs*

114. The main responsibilities of this critically important division would be:

- Working closely with the Minister, the Deputy Minister and the Director General to help re-establish the Ministry as an effective institution across the board, including relations with other Ministries at Ministerial and operational level
- Developing overarching political and economic policy and producing relevant documents relating to Sierra Leone's broad foreign policy aims for the Minister to consider
- Producing, as required, policy proposals on international issues for the Minister to consider in recommending what positions the Government should adopt in response to representations from foreign governments
- Providing legal advice
- Overseeing the completion of updated procedures for all aspects of the Ministry's work, including overseas diplomatic missions

- Ensuring close contact with the domestic and international media, so there is clear understanding of what the Ministry is seeking to achieve and responding promptly to all media questions and Internet stories of relevance to the Government's international policies, in consultation with the Office of the President.

115. This busy and crucial division should be staffed by young, bright and energetic personnel with a good knowledge of international issues, the ability to work fast and keen to advance their careers. The Director should have strong leadership qualities. The total number of staff should be 9, comprising, (apart from the Director), 4 Deputy Directors, 2 senior Assistant Secretaries and 3 Executive Officers. The Director's job description at **Annex 13**.

*The Director for Finance, Human Resources, Consular Affairs, Training, IT and Communications*

116. This large and equally important division should comprise three elements: (a) the preparation of the annual budget bid and the management of monthly approved expenditure by the Ministry and its overseas diplomatic missions; (b) responsibility for human resources, training needs, communications and IT; and (c) the management of the Ministry's overseas consular offices and co-ordination with the Department of Immigration. The number of staff in this division will be 9, as is currently the case but with some re-jigging of responsibilities to reflect the suggestions in paragraph 30. The Director's job description at **Annex 14**.

*The Director for International Institutions*

117. The Director would be responsible, after consultation with all relevant staff (and others), for sending instructions to the Sierra Leone Permanent Representation in New York on positions they should adopt on all UN items of business; and for briefing the Minister and other senior officials attending meetings of other international organisations and bodies, such as the Commonwealth and the Non Aligned Movement, where Sierra Leone will be represented. The Director may represent the Ministry at some of these meetings or accompany the Minister or Deputy Minister. The Director will have 3 staff (1 Deputy Director, 1 Senior Assistant Secretary and 1 Executive Officer). The Director's job description at **Annex 15**.

*The Director of Protocol*

118. Last but certainly not least, the Director of Protocol will provide the full range of protocol services, as required by the Minister and in consultation with the Office of the President. He will have 6 staff, as is currently the case. The Director's job description at **Annex 16**.

## **D. Overseas Representation**

*Introduction*

119. Whilst a foreign ministry is the headquarters for a country's foreign policy, that does not necessarily make it the most important component in the overall policy structure. The quality of the information that the Ministry will need from abroad in order to formulate policy and to take decisions, especially at short notice, will only be as good as the quality of the input from the network of overseas missions.

*Information Gathering*

120. Successful foreign policy depends to a significant extent on the importance, focus, accuracy and quality of local knowledge gained by diplomatic missions abroad or through the Ministry's contacts with foreign diplomatic missions in Freetown. Sound information from overseas sources can lead, if it is good, to sound decisions; in contrast to poor knowledge which can mean ill-informed decisions. Just like

international financial investments, getting the knowledge right brings an acceptable return on the original investment.

121. But getting information is hard work, requiring a range of skills, including fast reaction, resilience and patience. These key priorities and important tasks are:

- For overseas diplomatic missions to acquire up to date and, wherever possible, accurate information on a range of political, economic and commercial issues from an array of sources and to report it accurately and quickly to headquarters for wider dissemination.
- To have regular contact with foreign governments or international organisations, in order to carry out instructions when asked to do so and to explain government policies and national aspirations.
- To make active use of the media in the country of accreditation to explain or defend government policies and decisions using material provided by the Ministry or to seek the support of the international community in the event of a natural disaster or some other catastrophic event.
- The provision of reliable consular and other services to diaspora communities and, moreover, to engage with these communities in cultural and other activities.
- The provision of visas to enable foreign visitors to gain entry to the home country for business or pleasure.

122. We **recommend** that the Ministry's diplomatic missions are re-tasked to undertake these duties by means of a fresh directive setting out what is required, supported by in due course better pre-posting training for all new staff going to an overseas post.

123. The cost of overseas representation to do all this will be an important item of expenditure in the Ministry's overall budget, primarily because of rents (official and residential accommodation), allowances, utility and transport charges, security costs and other requirements. This will require some hard resource choices.

#### *Size of Mission*

124. To reduce the impact of the steadily climbing cost of overseas representation, the Ministry should try to keep its overseas missions as slim as possible.

125. To get the numbers right, we also **recommend** the Ministry should review, as part of its overall resource audit, the present size of all 16 of its overseas diplomatic missions, to see whether current numbers can be reduced. In respect of the High Commission in London, there could, subject to close checking, be grounds for cutting the post of Head of Chancery.

126. A wider review by the MFAIC using this guideline would make it possible to re-define Freetown-based jobs, so that the job holder has a full and proper job to do. It would also be a mechanism to move those who have been in a particular post for longer than the normal posting length of four years. At the same time, it would be an opportunity to review the number of locally engaged staff at each post. Such staff can provide the necessary support at a lower cost, though their numbers need to be carefully scrutinised to avoid the risk of padding.

#### *Training*

127. This is a critical area where there has been serious neglect and needs to be addressed at an early stage. The requirements are as follows:



- It is essential that all staff selected to work in an embassy, high commission or permanent representation should receive adequate preparation and specific pre-posting training to enable them to do their job well (deferring training is counter-productive).
- There needs to be an examination of requirement for basic foreign language training, an area of concern at the recent workshop.
- All consular staff should have training in entry control and consular services for Sierra Leone nationals.
- The person(s) responsible for the mission's accounts should have an adequate knowledge of accounts procedures.

#### *Other Requirements*

128. There are other important changes to consider:

- The head of mission's deputy should have the responsibility for a range of day to day issues, so giving the head of mission the chance to concentrate on more strategic issues (heads of chanceries have become largely redundant in the modern diplomatic world).
- Each mission should, as mentioned earlier, have a local expenditure budget agreed with the Ministry. This budget should cover all administrative and capital expenditure for the year, with money transfers taking place monthly.
- Embassy/High Commission offices, the consular section (if housed separately), the head of mission's residence and other staff accommodation should be in premises which provide sufficient space for work and adequate comfort for personal relaxation and which are accessible, presentable and secure. Size of living accommodation would depend on whether the diplomatic officer was accompanied or not. But, apart from the offices, such accommodation need not be in the most expensive part of town and all decisions regarding leasing or acquisition should be taken only by the Ministry, following the provision of full information from the head of post, including estimated costs of rent, possible refurbishment, utility charges and other costs. The same rules should apply to the purchase of all equipment, ranging from cars for official use to computers.
- Lastly, to ensure full accountability, the head of mission should be fully responsible for all official expenditure and the submission of monthly accounts on time. At the same time, the Ministry must ensure that monthly and quarterly transfers to missions overseas reach their destination on time.

#### **Conclusion**

129. Improving the present structure and the performance of the overseas missions would make an early difference and to make faster progress towards the Minister's goal of a more effective Ministry. It would also provide new motivation to staff and address issues that impact upon those in the front-line.

## Chapter Seven

### Resource Issues: Staff; Training; Procedures; and the Relationship between the Minister and Officials

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#### A. Introduction

130. The review has already emphasised that to justify its cost, a foreign ministry has to work hard in different ways to build durable international partnerships.

131. The case of Sierra Leone, the priorities of the Ministry of Foreign Affairs will be to:

- Provide carefully evaluated information and advise the Minister in the capacity of chief adviser to the Government on foreign policy issues
- Support the Minister and the Office of the President in the formation, justification, co-ordination and implementation of all policies, aimed at good relations with Sierra Leone's international partners
- Assist the Government in international negotiations, as required
- Work with others to support Sierra Leone's territorial integrity
- Make use of the domestic and international media to promote Sierra Leone as a democratic, positive and outward looking state, respected by its regional partners and the wider international community and ready to work with others towards solving problems but still needing support to rebuild the economy
- Secure (with other agencies of government) further targeted and justified international support for investment in Sierra Leone and win openings to other sources of support for targeted economic development
- Gain and hold the trust of the diaspora and explore how they might be able to help Sierra Leone at home and abroad (in the latter case support to diplomatic missions and cultural activities)
- Promote within the Ministry a strong commitment to human rights and equal opportunity.

132. These are challenging tasks. To carry them out, the Ministry will need to make use of its principal and only major asset - people: those who work for it in Freetown and overseas and those who will be recruited in the future and to replace those who leave.

#### B. Staff

##### *Meeting the desired criteria*

133. To meet them, the Ministry needs, as a major objective, to

- Seek to employ energetic, outward looking and committed staff, genuinely interested in a career in foreign affairs, who offer quality skills and potential of relevance to the Ministry; and

- Ensure that, through a sustained training programme, it develops in all of its staff a loyal, knowledgeable, well-trained and motivated staff, committed to the principles of public service and political impartiality and promoted according to merit through transparent and accountable mechanisms.

134. Apart from specialised technical and support staff (who will have their own standards to meet), we **recommend** that the Ministry draw up requirements to guide its search for the kind of staff it will need to meet its objectives. Such requirements should include the following:

- Able to work well with others in a team
- Good at analysis and presentation of arguments
- Able to draw sound conclusions
- Good at making informed decisions
- Resilient and adaptable in difficult conditions and
- Able to exercise leadership with responsibility.

135. There is evidence that these requirements have not been at the forefront of the Ministry's recruitment process in recent years. And there has been another problem. As the Minister pointed out, with some staff frequently coming from or going to other jobs in the public service (and indeed the private sector), the result has been lack of continuity in knowledge, experience and commitment of Ministry staff. This weakness has added to the present serious demotivation amongst staff generally.

#### *What To Do*

136. The criteria in paragraph 134 are challenging but we **recommend** that, in consultation with the Establishment Secretary, they (and any additional requirements) should be considered as the new standard in the training of existing staff and the recruitment of new staff in the years ahead.

137. Such a decision would help to raise standards and to secure the talented people the Ministry needs. We further **recommend** that, in examining all recruitment options currently permitted under existing public service regulations, it is important that the Ministry also considers the possibility - and cost - of beginning steps towards the creation of a Sierra Leone Diplomatic Service within the Ministry of Foreign Affairs, in order to accelerate the process towards a more diverse, talented and high performing team to deliver Sierra Leone's foreign policy agenda.

138. This step should attract higher value candidates (as other foreign ministries have found). However, it would touch on an important public service wide recruitment issue, the implications of which the Establishment Secretary would need to consider in the wider public interest. If a decision were taken to re-vamp the current recruitment process, particularly to establish a Sierra Leone Diplomatic Service (rather than a completely 'closed' Ministry which would have some practical drawbacks), it would be necessary to consider various transparent and accountable ways to recruit, with a full commitment to equal opportunity and diversity.

139. We **recommend** for consideration one option, involving four key steps:

- The first one would be to draw up and agree, in consultation with the Establishment Secretary, new recruitment requirements for the Ministry - or possibly a diplomatic service - and the proposed conditions of service (including working overseas). It would be necessary to calculate

the funding implications and to secure the agreement of the Ministry of Finance and Economic Development before any decision to proceed.

- If agreed, the second step would be to invite expressions of interest from all existing staff in the Ministry and in the diplomatic missions overseas, who are **not** currently career staff, to submit their name in writing in a designated format if they wished to transfer into the new service. The invitation to apply should be accompanied by a summary of the recruitment requirements and conditions of service.
- At the same time, the opportunity should be given to existing career staff, particularly poor performers, who may wish to leave the Ministry to apply to work in other areas of the public service or to leave altogether.
- The fourth step should be to seek expressions of interest from those outside the Ministry - whether elsewhere in the public service or in the private sector to apply, particularly if there are likely to be specialised jobs for which their skills may be suited.

140. All those wishing to apply will need to be assured that the entire 'expressions of interest' process is clearly and firmly subject to a transparent and accountable selection process.

#### *Selection Process for Future Recruitment to the Ministry of Foreign Affairs*

141. To ensure that only the best are recruited from any such trawl, there would need to be urgent agreement on the selection method and the criteria (consistent with the the Government's overall civil service employment criteria and current laws and regulations) and on the range of skills and experience being sought. To win public confidence in a major change of policy, the process should be subject to periodic independent scrutiny. It will also be necessary to agree with the Establishment Secretary and the Ministry of Finance on the ceiling for the numbers to be recruited for the establishment of a diplomatic service.

142. Bearing in mind the need to recruit high quality staff to meet the needs of the proposed diplomatic service and the needs of the Ministry as a whole, it would be necessary to set the selection standard at a high level, particularly in the area of policy and resource management. To this end, the basic sift criteria for assessing a written application might be:

- Age band [25-40]
- At least one university degree
- Sierra Leone nationality (a decision would need to be taken on whether the recruitment process would be open to the diaspora)
- Basic IT knowledge
- A foreign language at functional level (this may not be applicable, if basic foreign language skills are at a premium)

143. Following written application in a defined format (and this should be the only form of application), those meeting these basic sift requirements could undertake three basic tests - general knowledge, foreign language (optional) and psychometric. The pass marks would be set according to the number of applicants being sought. There would be a short written report summarising the performance of successful candidates. The sift process and the initial test might be conducted by an independent panel, possibly selected, arranged and paid for by a donor, if that were feasible. Those successful would proceed to the next stage of closer scrutiny.

144. The next stage would be a further test, again conducted by a similar independent panel, to explore further the candidate's knowledge of foreign affairs by means of a short essay on a major international

issue from a range of topics on offer and a more diagnostic psychometric or foreign language test (if feasible). Again the pass mark would be set according to the number of candidates being sought. There would be a written report summarising the performance of those successful up to this stage.

145. The final step in the process would be the establishment of a further independent selection process, once again comprising impartial assessors. It is recommended that this should be in the form of an 'assessment centre'. The assessors would see in advance the earlier test results, agree the numbers to be passed at the board and choose a ranking system of marks (immediate pass, for consideration later and fail). The assessment method would cover the candidate's knowledge of foreign affairs, the ability to work with others, intellectual and evaluation skills and understanding of the public and civil service. The assessment would include individual and group exercises in order to assess and compare candidates. The results would be announced after all the assessments have been completed, the marks agreed by the assessors and conveyed to the Director-General for verification and approval.

146. There would need to be a decision as to whether existing non-career staff, who wish to apply for the new service, should be exempted from the earlier stages of the selection process although all would attend the 'assessment centre'. This may vary on grounds of seniority and experience.

147. Skills that might be sought in this process would be obvious. However, to find policy competent staff, the emphasis should be on a number of the following:

- Ability in expression, including the ability to sustain a point of view
- Good appearance
- Listening skills, including the ability to analyse and understand an argument and its key points
- Potential fluency in the use of foreign languages
- Strategic thinking: the ability to analyse current foreign policy issues and to suggest future policy
- Ability to plan and execute tasks
- Management skills, including team motivation, performance improvement, changing direction
- Able to assume responsibility and to take fast decisions
- Leadership

148. This entire process should not exclude those with particular external or business experience from the private sector, who may be suited for particular skills (such as media, IT or resource management).

149. Separate arrangements will need to apply to the choice of political appointments, such as heads of mission.

150. Last but not least, there will need to be different arrangements for the selection of candidates from within and outside the Ministry to carry out more functional duties in the Ministry and in some of the overseas missions. To recruit in this category, there should again be sift criteria but without such stringent educational or foreign language requirements. The tests should include, however, a test for general knowledge, an evaluation of IT skills and a psychometric test and possibly an 'assessment centre'.

### *Appraisals and Promotion*

151. We further **recommend** early decisions are necessary on the extent to which existing methods of appraisal used currently in the Sierra Leone civil service should be adapted to meet the special requirements of the Ministry, including the performance of Heads of Mission. There is considerable evidence to suggest that the existing appraisal system in the Ministry, as with other Ministries, is no longer fit for purpose, as there is no attempt to evaluate skills, intellectual ability or performance. The whole system needs to become more challenging. The ESO/HRMO currently has draft documentation for

the introduction of a new scheme and this should be adopted. The MFAIC may be a Ministry in which the new scheme could be piloted.

152. In a re-organised Ministry and indeed in a separate diplomatic service, improved annual assessments should be a vital factor in career development (and an aid to succession planning). Assessments should be based on a set of objective criteria designed to test skills and performance at different levels; should be a transparent and honest assessment of a person's performance and development needs; and should apply to all without exception.

153. Furthermore, appraisals should be linked to the Ministry's goals, objectives and service obligations. As already pointed out in this report, for this to happen, early action will need to be taken to put an objectives framework in place at different levels, particularly if the Ministry is to become closed. At the same time, we **recommend** thought is given to the introduction of some form of exceptional rewards for exceptional performance. Introducing a competitive edge would help to transform the present demoralised culture.

#### *Early Action*

154. The process of finding the right staff for the Ministry will take time and may be subject to the constraints of existing laws. However, we **recommend** that it should, however, begin as soon as possible in order to identify new core staff.

#### *Other Staff*

155. The institution of a separate diplomatic service should not exclude other non-diplomatic staff from a limited range of job opportunities in the Ministry in support capacities or certain technical functions.

### **C. Training**

156. Whether or not there is a decision on a separate Sierra Leone diplomatic service, there is already an urgent need to take some early decisions on new training requirements in a range of basic diplomatic and practical skills and techniques, if the Ministry is to be more effective. Longer term training needs should be considered at a later date.

#### *Possible approaches*

157. To meet more immediate needs, training can be organised in different ways.

- One approach could be to establish a permanent training programme in the Ministry and to use (or adapt) whatever different donor off the shelf training packages might be available. However, while the availability of such packages may provide a quick fix, the themes and content may vary in consistency and standard. Moreover, this would take time to organise, could prove financially unsustainable and might not in the longer term deliver the training required.
- Another one might be to seek to increase the number of staff to go overseas for training in donor countries. This has its attraction but fewer numbers would be trained and once again standards and content would vary.
- A further and perhaps more relevant approach might be to seek one donor (or a combination of donors) to establish a short-term training facility in the Ministry of Foreign Affairs, staffed for six to nine months by in-country teams specially assembled for the purpose of providing a series of one-off training modules. Amongst those being trained, would be a new generation of Ministry trainers who might inherit facilities and equipment bequeathed by donors.

158. We **recommend** that this last approach would:

- Broaden the scope and depth of basic skills training
- Increase significantly the number of staff being trained at any one time
- Be good for Sierra Leone's image to have foreign professional assistance with the training of the current generation of Ministry staff and a possible new input if there were a decision to form a separate diplomatic service
- Provide a good model for skills training in other areas of public administration, and
- Highlight an area where some donors would be particularly keen to help and provide an additional means to assess staff.

159. The scheme (or variations of it), if feasible donor funding were available, would need to be compulsory.

#### *Modular Approach*

160. There might be three modules or variations on them.

#### **(i) Literacy in Information and Communication Technology:**

161. This would aim to ensure that as many as possible in the Ministry and those going to or at diplomatic missions have adequate computer skills to:

- Word process
- Create, use, store and retrieve data
- Communicate with overseas diplomatic missions
- Be able to seek selectively information on the Internet of direct relevance to their work and use it to good effect
- Use basic financial and other resource management systems
- Monitor all media and blog sources on the world wide web relating to Sierra Leone.

162. These skills are crucial and would make a direct and immediate contribution to greater efficiency savings and improve personal job satisfaction.

163. Such a module might be provided by a local contractor through a tender process.

#### **(ii) Basic Operational Techniques**

164. The purpose of this module would be to help lay the basis for ensuring in the longer term that the Ministry gradually becomes a professional and disciplined organisation.

165. The 'people' skills would be the key element here:

- Basic elements of policy formulation and delivery
- Getting the most out of meetings and telephone skills
- Basic negotiation skills
- Public diplomacy
- Basic resource management and business skills and delivery

166. Against this background, the three strands of the module would be:

- Basic operational techniques required to do a job, including knowing what to do (being in control of a job), the value of preparation, taking decisions, presentation skills, oral and written communication, handling media, writing reports and good work techniques
- Attitude: being positive; basic customer service; personal demeanor (at meetings and on the phone); line management issues; dealing with Ministers and foreign representatives
- Activities: working to measurable, achievable, realistic and time oriented objectives; meeting targets; securing information and making use of it

167. Such a module would be better provided by one donor to achieve a consistent standard.

### **(iii) Foreign Language Training**

168. The Ministry will need in due course to consider how best to address the urgent question of basic language training for some of their staff going to diplomatic missions overseas.

169. The overriding objectives should be to:

- Ensure that those who require language training to do their job, in particular heads of mission and their deputies, should achieve a reasonable degree of fluency
- Provide others going on a posting with a basic knowledge of a language so that they can live with ease in the foreign country concerned.

170. There will need to be some challenging standards to meet these two objectives and innovative ways of language teaching, including at later stages immersion training overseas in the country of potential accreditation for those requiring a higher level of fluency.

171. We **recommend** that it would be best to approach donors soon to explore what assistance there might be for the teaching of small groups in the Ministry to provide at least a rudimentary basis in respect of French, Spanish, Russian and Chinese.

### **D. Procedures**

172. Though process should not become an obsession in any institution, it is nonetheless an important element in ensuring that work gets done in a measured and efficient way, making use of resources to best effect in order to deliver a quality service. This applies in equal measure to the work of the Ministry of Foreign Affairs.

173. Within the Ministry there will be many delivering a service of one form or another, either to one another or to outside institutions or private individuals. It is therefore necessary to have not only strong leadership but also the comprehensive application of procedures in order to meet the expectations of those who use the services or to ensure the protection and promotion of the national interest.

174. The Minister said that there was a chronic lack of up to date manuals explaining procedures. The consequence was that few people knew what to do. This was unacceptable.

175. The greatest and most pressing need for procedures is in the provision of essential services and the management of the Ministry's financial resources and the management of systems. Documented procedures need not be voluminous but they do need to be clear, comprehensive and current.



176. We therefore **recommend** as a first step that a small team is appointed to list and then examine all existing Ministry and public service regulations and procedures which may have any bearing on the future management and daily operation of the Ministry of Foreign Affairs, so that they can be scrutinised for their relevance and impact on the different areas of work in the Ministry and at diplomatic missions overseas and in implementation of this report, if it is agreed. There will be many and some may need deletion or amendment, in consultation with the Establishment Secretary and Public Service Commission. In this context, clarification of the regulations relating to the recruitment of staff will be a top priority.

177. Once this step is completed, we further **recommend** that a timetable is drawn up for the revision of existing procedures or the drafting of new ones, where previously they did not exist but would be useful now. The process would benefit from a basic procedural template to assist the process.

## **E. The Relationship between the Minister and Officials**

### *Introduction*

178. Good government depends on managing the differences between the two. Ministers in democratically-elected governments should bring democratic legitimacy and accountability, political direction and a common sense approach to the conduct of government. Officials should strive for their part to deliver expertise, specialist knowledge, objective advice and continuity. The differences between the two can lead sometimes to misunderstandings and occasional confusion. It is up to both to try to bridge the gap. We **recommend** that this is done in the Ministry of Foreign Affairs.

179. While some domestic Ministries will be engaged in implementing legislation, in foreign affairs, where the unexpected tends to prevail, Ministry officials will have a crucial role to play in helping the Minister (and her deputy) to decide and present policy (often in circumstances beyond the Ministry's control and at short notice).

180. To get the present relationship correctly balanced (and separate from a Ministerial Code of Conduct), it will be necessary for the Ministry's staff to bear in mind the following about their Ministers.

181. In summary, Ministers will:

- Be guided by a particular set of political beliefs;
- Tend to take a broad brush approach to the Ministry's work but will sometimes have to master detail to take decisions;
- Be required in Sierra Leone's democratic process to give fair consideration and due weight to objective advice from their (impartial) officials as well as to other (political) considerations and advice but will in the end make all significant policy decisions;
- Have loyalty to their Head of Government and the party in government;
- Be accountable to the Parliament;
- Be sensitive to the media and will be keen to be seen and heard often on such an important subject as foreign affairs;
- Usually try to express their views memorably and orally; and
- Often work long hours, balancing different demands under often great pressure.

182. If the Sierra Leone Ministry of Foreign Affairs is to be effective and fulfill the challenging objectives that will confront it daily, the Minister and the Deputy Minister will expect their officials to:

- Be politically impartial and observe the rules of public service to the letter;
- Provide the expertise and objective advice to enable them to make decisions based on fact;
- Owe their first loyalty to them and to obey their legitimate instructions;
- Be accountable to them and through them to the Parliament;

- Provide the professional permanent element in the Ministry and to command the trust of all in the political process;
- Take a balanced and un-political view of policy;
- Provide skilled written, rather than oral, communications so that there is a record of the process leading to a decision;
- Avoid personal publicity; and
- Be patient

## **F. Helping Ministers to Decide and Present Policy**

183. Given the often extreme sensitivity of foreign affairs, it will be essential that all decisions the Minister of Foreign Affairs and the deputy take are based on a firm foundation of facts. It will therefore be the (demanding) task of officials to supply the expertise Ministers require and accordingly to:

- Acquaint the Ministers as quickly and objectively as possible with the facts they need to know (drawing wherever necessary on information from Sierra Leone's overseas diplomatic missions);
- Provide them with a range of practical options;
- Give, and explain, a single and clear recommendation;
- Warn of any dangers or risks inherent in any course of action;
- Check that once the decision is taken there are the resources to implement it; and
- Implement loyally the Ministers' decisions.

184. Once decisions have been taken, the next important step will be the Minister's announcement, presentation or more formal speech. The options will include:

- Speeches to the Assembly or at an international forum;
- Press releases and public announcements;
- Possible responses to opposition criticism in or outside of Parliament; or
- Possible correspondence (with other Ministers, the opposition, the public or other governments or international organisations).

185. Because these are statements for the Minister or her deputy to make or sign, officials will need to ensure that in their preparation drafts are:

- Political (insofar as they are based on the government's policies);
- Present the government's policies in the best possible light; and
- Include assertions as well as facts.

186. The role of officials will be to help the Ministers argue their case as convincingly as possible, while sticking to the facts. Although assertions will be made that Sierra Leone is making significant progress (despite possible obstacles), any information will have to be based on firm evidence. This will be of paramount importance in reports to the Parliament and to international bodies. Maintaining confidence in the Ministry, the government and Sierra Leone when they will be under close international scrutiny will be paramount. Credibility is precious and fragile.

187. These demanding requirements underline how essential it is that those recruited to be officials should have the skills, qualities and integrity to deliver what will be required of them.

188. This particular complex of relationships and procedures can be successful if it is recognised that they hinge on real people with real feelings. They should be managed on this basis.

189. In order to do so, there needs to be trust; and every effort should be made, however hard it might be, to win and maintain that trust. This will be particularly the case for those around the Minister (and

her deputy). They must ensure the best possible circumstances for satisfied Ministers and sound decisions in the national interest.

190. This means the Minister and her deputy will want from their officials:

- Practical advice about how best to use the Ministry's resources for Sierra Leone's international well being;
- Clear, expert advice to help them achieve national aims;
- Early warnings about problems and advice on how to solve them; and
- Efficient and loyal implementation of their decisions.

191. In return, officials should expect from Ministers:

- Accessibility and a readiness to listen;
- Clear direction, including positive and negative feedback;
- Decisiveness and consistency;
- Non-interference in procedures, designed to allow officials to do their work; and
- Fluent and persuasive explanation and promotion of the Ministry's work and policies.

## **G. The Media**

192. It is increasingly the case that each sector of the media - television, the radio, the press and now the internet - has its own unmatched capacity to make an impact. Governments cannot ignore them.

193. For satellite television (whether it is CNN, BBC, Al-Jazeera or others), it is the ability to bring dramatic live pictures of a particular event into homes in real time from thousands of miles away (for example, September 11 2001). In the case of radio, it is sometimes programmes exploring themes to get at the facts behind the political gloss about how decisions are made and by whom. For the press, it is the investigative skills of journalists, pursuing stories with non-quotable sources, which help for the older generation of readers (and those without access to television or computers) to make newspapers the prime source of disclosure of circumstances that governments may prefer not to reveal.

194. But it is the Internet that has now become the most dramatic sector. Unlicensed, beyond any democratic legal control and free, it is now a fast global medium of information transmission, with particular appeal to the younger generation. It is a key factor in helping to shape attitudes and opinions amongst younger generations.

195. As a consequence of these developments, governments are increasingly influenced by public opinion, both domestic and from abroad. Public opinion can sometimes steer a debate in a direction a government may not want to go. Whether acting separately or overlapping, each sector's expertise in establishing its predominant role can build formidable pressure on any government in the conduct of its policies.

196. This communications revolution, using 24 hour independent smart technology, means even less thinking time for governments to respond to crises. With journalists and bloggers able to send instant reports free of control, their information reaches viewers, listeners and readers before any government has time to respond drawing on information from its own sources. This increases the pressure on decision makers to reach urgent conclusions about how they are going to respond and they are often battling against a tide of unhelpful or misinformed opinion. Decisions often have to be made within a few hours and sometimes within minutes about what to say. Governments cannot hide from this revolution.

197. Against this frightening backdrop, the Minister of Foreign Affairs and the Ministry's media team in the Strategy Division, in conjunction with other government news entities, will have an important job to

do. It will be essential for the Ministry to convey key, skilful but convincing messages to the people of Sierra Leone and international public opinion about the Government's intentions, the problems it faces and the need for international practical support and assistance.

198. The Ministry's small media team will, accordingly, have to play an important part in:

- Helping the Minister to present Sierra Leone's foreign policy quickly and effectively;
- Contributing to the formulation and development of policy as it unfolds;
- Leading, planning and reacting quickly to news stories and organizing/giving regular press briefings to ensure that the domestic and international media understand the Government's position and report fairly;
- Maintaining close contact with the international media represented in the region;
- Keeping in close touch with the President's office and other key Ministries;
- Developing and sustaining close working relationships and understanding of the international, regional and local media;
- Contributing on a daily basis to news releases, speeches and other public material and bid for television and radio/Internet interviews;
- Advising the Minister on opportunities for positive press coverage and the public handling of policy decisions; maintaining the Ministry's website; and
- Keeping in close touch with the Ministry's overseas missions to ensure that they communicate Government policy effectively and have the material to do so.

199. Overall, the Ministry's media team should be aware of everything that is happening in the Ministry each day and of the policy agenda. To do this, they will have to be an integral part of the policy formulation process, especially in deciding how best to present publicly policy decisions and in response to any damaging news stories. Additionally, the media unit will need to work closely with media staff in other Ministries and in the Office of The President.

200. In short, the media unit should be aware of everything that is happening in the Ministry each day and of the Ministry's future policy agenda. Explaining Sierra Leone's progress will be critical. To do this, the Ministry needs to be an effective policy communicator. By simply reacting to news, it may be put on the defensive. If it fails to react swiftly, a news vacuum may be filled by others, with the result that the media may communicate an inaccurate, opposing or uninformed view.

## **H. General rules of Media Handling**

201. Handling the media will involve common sense:

- Be accessible: return calls as quickly as possible as journalists have tight deadlines. A fast response enhances credibility; a delay means that they may not call again, which could mean a bad or inaccurate story.
- Be helpful: provide the best and most up to date information as possible. Even if there is little you can say, sound helpful.
- Be friendly: but remember friendship has its limits.
- Do not waffle: if you do not know the answer say so and never say "no comment" because it may create a story where one does not exist.
- Do not lie: if a press officer does so, his (or her) credibility is destroyed.
- Do not have media favourites: those less favoured will find out.
- Take journalists seriously: they have a job to do, just like an official in the Ministry.
- If the Ministry wants coverage, make news. If that is not possible, then provide a sound bite that freshens up a previous story or angle.
- Do not waste time complaining to reporters if they get their facts wrong. Only serious breaches of good faith, inaccuracy or unfairness merit a complaint.

- Ensure that the basis of the media briefing is fully understood at the start.

## **I. Rules of Media Attribution**

202. The media team and all overseas diplomatic missions will need to understand the rules of attribution:

- **Attributable:** the official is ready to be identified by name or position;
- **Unattributable** (or deep background): the response is not to be attributed to any source;
- **Not for use:** the information given may not be used (this is used only with trusted journalists).

## **J. Rules for Contacts with the Media**

203. Within Sierra Leone, the rule will be simple: any media contact with the Ministry must be through the media team. Any contact with officials at the Ministry on specific issues must be cleared in advance with the unit.

204. As for the diplomatic missions overseas, there may be a need for a head of mission or deputy head of mission to respond quickly on a consular or other issue. The response should be given, after (if possible) rapid contact with the media team in Freetown to agree a line to take or (if not possible) the unit should be informed as soon as possible thereafter of what was said.

205. On more general issues, the head of mission should have discretion to respond but the media unit should make sure that the ambassador has all the necessary briefing material at his (or her) disposal.

206. In such interviews, the head of mission should:

- Not make statements which impinge on the Minister's role as Sierra Leone's international spokesman or her responsibility for policy;
- Explain government policy as it is, not add personal policy comments;
- Not comment or speculate on policy yet to be announced;
- Avoid any discussion which might adversely affect forthcoming policy statements;
- Do not give any impression of seeking to influence future policy by briefing the media;
- Do not comment on relations between different Ministers or Ministries; and
- Never pass classified information to a journalist because it will be used.

## **K. Media: Conclusion**

207. One of the Ministry's initial key foreign policy objectives will be to demonstrate to the people of Sierra Leone and to the international community that it is democratic, progressive and inclusive; that it seeks good relations with its neighbours; and that it is ready to play its part in seeking solutions to international problems. Driving this objective forward will be the primary role of the media team.

## **PART FOUR –IMPLEMENTATION**

### **Chapter Eight**

#### **Summary of Recommendations**

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Recommendation 1	Paragraph	41:	Contents of comprehensive budget bid.
Recommendation 2	Paragraph	42:	Checking the budget before approval by the Director-General and the Minister
Recommendation 3	Paragraph	43:	Budget staff requirements
Recommendation 4	Paragraph	44:	Budget calculation; cost neutral approach; staff training; and procedures
Recommendation 5	Paragraph	45:	Director-General to be Principal Accounting Officer and Vote Controller
Recommendation 6	Paragraph	47:	New audit procedures
Recommendation 7	Paragraph	49:	Publication of audit results
Recommendation 8	Paragraph	50:	Other cash management audit requirements
Recommendation 9	Paragraph	53:	Creation of the post of Director of Audit
Recommendation 10	Paragraph	55:	Other priorities, including IT, overseas accommodation procedures, tasking of overseas missions, training, procurement, objective setting and performance measurement, move to a new building
Recommendation 11	Paragraph	56:	The Minister to address all staff
Recommendation 12	Paragraph	63:	New policy goals
Recommendation 13	Paragraph	79:	Early agreement with other Ministries on MFAIC Objectives
Recommendation 14	Paragraph	82:	Better visa issuing procedures
Recommendation 15	Paragraph	82:	Action on a new visa protocol with Department of Immigration
Recommendation 16	Paragraph	83:	Improved support for expatriates
Recommendation 17	Paragraph	85:	New passport issue arrangements
Recommendation 18	Paragraph	86:	New procedures for checking deportees

- Recommendation 19 Paragraph 91: Better training and practical support for overseas missions
- Recommendation 20 Paragraph 92: Strengthen the system of defence liaison missions
- Recommendation 21 Paragraph 97: Improved organisational structure for MFAIC
- Recommendation 22 Paragraph 122: Re-tasking of overseas missions
- Recommendation 23 Paragraph 125: Review of the size of overseas missions
- Recommendation 24 Paragraph 134: New recruitment requirements
- Recommendation 25 Paragraph 136: Criteria for new standards in training
- Recommendation 26 Paragraph 137: Possible establishment of a Sierra Leone Diplomatic Service
- Recommendation 27 Paragraph 139: One recruitment option
- Recommendation 28 Paragraph 151: Re-appraisal of current annual reporting procedures
- Recommendation 29 Paragraph 153: Rewards for exceptional performance
- Recommendation 30 Paragraph 154: Early action to recruit new core staff
- Recommendation 31 Paragraph 158: New three module approach to training
- Recommendation 32 Paragraph 171: Approach to donors for assistance with language training
- Recommendation 33 Paragraph 176: Formation of team to examine all existing regulations as part of overhaul of MFAIC procedures
- Recommendation 34 Paragraph 177: Timetable for revision of all existing procedures
- Recommendation 35 Paragraph 178: Bridging the gap in the relationship between Ministers and officials

## **Chapter Nine**

### **Implementation**

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#### **A. Introduction**

208. A formidable agenda lies ahead of the Ministry, if it is to implement this report comprehensively and as quickly as possible. While the issues are substantial and require a dedicated and consistent effort to resolve them, there is a strong and palpable desire by Ministry staff to turn over a new leaf and to see their institution win renewed respect for its role. They look to those charged with the responsibility of implementation to provide the leadership, the energy and the will to succeed. But they should be under no illusion of their own crucial role to play - making the reforms work and adhering firmly to them. There will be no soft options. The fate of the Ministry of Foreign Affairs is in its own hands.

#### **B. A Series of Steps**

209. The first step is for the Minister of Foreign Affairs to approve this report as soon as possible, followed by Steering Committee on Good Governance recommendation and Cabinet approval .

210. The second step is for the Minister to appoint herself a dedicated reform team of three - with a strong leader - from the Ministry's staff, if possible or from elsewhere if necessary, to begin implementation of the recommendations in this report. The team should vary in age and experience. The common quality should be commitment and energy. Work will need to be done in a fast and systematic way and be subject to a challenging timetable. The team leader should be personally answerable to the Minister but report on progress regularly to the Deputy Minister and Director-General and seek guidance from them as required.

211. As all staff in the Ministry will be affected by the recommendations in this review, it will be important for a nominated person (perhaps the Deputy Minister or the Director-General) to keep them generally informed about what is going on. Written bulletins are one way; periodic meetings with staff, chaired by the Minister, her Deputy or the Director-General are another (and better) way. The reform team should also provide monthly written progress reports to the Minister, which she can share with the President and her other Cabinet colleagues. These reports may need to become more frequent as progress intensifies and the issues become sensitive.

212. The third step is to write a prioritised action agenda to be agreed at the first meeting of the reform team. The agenda should comprise a series of timed and practical steps with rigorous output measurements. Some steps will require great speed; others a more thoughtful and careful approach because of sensitivities involved.

#### **Reform Team Leadership**

213. The person appointed by the Minister to head the reform team should have full implementation authority. Given the scope of the work to be done, this person should be a senior official with the prospect of becoming in due course Director-General. The period ahead may be unsettling and challenging. Patience and inspirational leadership will be required if the Ministry is to meet its new objectives.



## **Adaptation**

214. In the course of implementation, circumstances may inevitably change beyond anyone's control. In such circumstances, the implementation plan will require adaptation after discussion with the Minister, if it is to remain relevant. It will be up to the reform team to ensure that these adaptations are included in an amended plan. However, even though there may need to be adjustments, the overall focus must not depart from the overriding necessity to ensure that the overall objectives are met.

## **Priority Action**

215. In the light of the priorities in this report, the reform team will need to focus as soon as possible on the following priority action areas where related fast action needs to take place:

- The first priority is for the Minister to begin to talent spot possible members for the reform team;
- The second is to examine (as previously mentioned) in preparation all existing rules and procedures in the Ministry or in the public service which may have some bearing on the recommendations of this report, so that the proposed reform team can get to work quickly on the procedural overhaul;
- The third priority is to reach equally early agreement with the Ministry of Finance and Economic Development on the proposed new budget template and to seek their practical assistance in a revised approach to next year's Ministry budget. It is essential that this foundation work is ready to start if and when the report is approved;
- The fourth is to discuss with the Establishment Secretary early action to terminate the employment of those in the Ministry working beyond the statutory retirement age, as well as to agree an approach for the transfer from the Ministry of those no longer required.
- The fifth and last priority is to agree with the Establishment Secretary new criteria and procedures for the future selection of all new staff.

## **Conclusion**

216. The reform of the Ministry and its diplomatic missions abroad will take time, effort and precious resources. There will be a need for patience as improvement comes. Initial success will depend considerably on the quality of the hard work in the weeks and months ahead.

217. The tasks ahead are daunting and subject to great pressure of time. However, determination on the part of all concerned, plus a professional approach, a constant focus on the real issues and strong teamwork will enable the necessary preparations to be made in time. If forthcoming, a good basis will have been laid to enable the Ministry of Foreign Affairs to become highly successful and in the longer term win at diplomacy in the pursuit of Sierra Leone's national interest.

## **List of Annexes**

- Annex 1** : Terms of Reference
- Annex 2** : The Ministry's Present Organisational Structure
- Annex 3** : Staff Distribution: Administration Grades
- Annex 4** : Staff Distribution: Support Grades
- Annex 5** : Staff Distribution: Age Distribution
  
- Annex 6** : Full Report on the High Commission in Accra
- Annex 7** : Proposed New Organisational Structure for MFAIC
- Annex 8** : Job Description: Director General
- Annex 9** : Job Description: Deputy Director-General
- Annex 10** : Job Description: Director Africa
- Annex 11** : Job Description: Director Europe
- Annex 12** : Job Description: Director Asia and The Americas
- Annex 13** : Job Description: Director Strategy Co-ordination, Economic, Legal and Media Affairs
- Annex 14** : Job Description: Director Finance, Human Resources, Consular Affairs, Training, IT, and Communications
- Annex 15** : Job Description: Director International Organisations
- Annex 16** : Job Description: Director Protocol

## Annex 1: Review Terms of Reference

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The review terms of reference were:

### 1. Mandate and Role

- Objective: to review and redefine the Ministry's mandate and role to ensure they are consistent with its constitutional obligations and support the formulation of foreign policy which enhances the furtherance of the Government's objectives in the development of international relations, financial and socio-economic growth of the nation.
- Output – A redefined mandate, mission and description of the function of the Ministry.

### 2. Organisational Structures

- Objective: to review and determine a suitable structure for the Ministry and its international outstations in achieving its mandate and mission.
- Output: a detailed design for the structure of the Ministry and its outstations taking cognisance of the Architecture of Government and Ministry blueprints<sup>1</sup>.

### 3. Human Resources

- Objective: to review and determine the requirements for Human Resources within the Ministry and determine the appropriate staffing allocations, qualifications and training requirements of diplomatic and administrative staff to uplift the quality of the Ministry's outputs.
- Output – a detailed existing and future staff inventory, job profiles, qualifications and recommendations for training, retraining or other intervention for manpower planning, staff development and capacity building plans.

### 4. Procedures

- Objective: to review and determine appropriate procedural mechanisms for the governance of policy formulation and dissemination, financial and other administrative procedures and communication processes including the development and maintenance of appropriate relationship management procedures with connected Ministries and other organs of Government. To review the methods for the management of human resources across the Ministry and its outstations.
- Outputs: provide detailed 'best practice' guides on all identified procedures (taking into account HR procedures already formulated by the Establishment Secretary's Office/Human Resource Management Office) necessary for the effective and efficient operation of the Ministry.

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<sup>1</sup> Architecture of Government Review 2007

## **5. Other Resources**

- Objective: to review and determine the physical and financial resource requirements (including staff, equipment and consumables and ICT) of the Ministry and make recommendations.
- Output: a report on recommendations for the sourcing and implementation and installation of adequate financial and other physical resources required for the effective operation of the Ministry's activities.

## **6. Change management**

- Objective: to design and agree a change management programme for the implementation of the recommendations and outcomes identified during the review.
- Output: a conclusion to the overall report detailing an outline implementation plan agreed by the Minister and Change Management team setting out outcomes, objectives, targets and responsibilities and timing.

### **Approach**

The reviewers will review existing documentation and reports and interview key personnel both in the Ministry's headquarters and in one international outstation (London) to research and analyse issues to address the objectives and provide the listed outputs. The review will take 4- 6 weeks (part in country and part elsewhere) with 4-5 weeks of research and a report provided within 2 weeks of the end of the field work for final consultation and agreement of the Ministry within 2 weeks of publication, for submission to Cabinet for approval.

### **Review Team**

The review team will be made up of:

One international consultant with functional and organisational management review competence and experience of similar work in foreign affairs ministry work in UK and elsewhere

One international consultant (part time) with Sierra Leone experience of ministry functions and civil service background

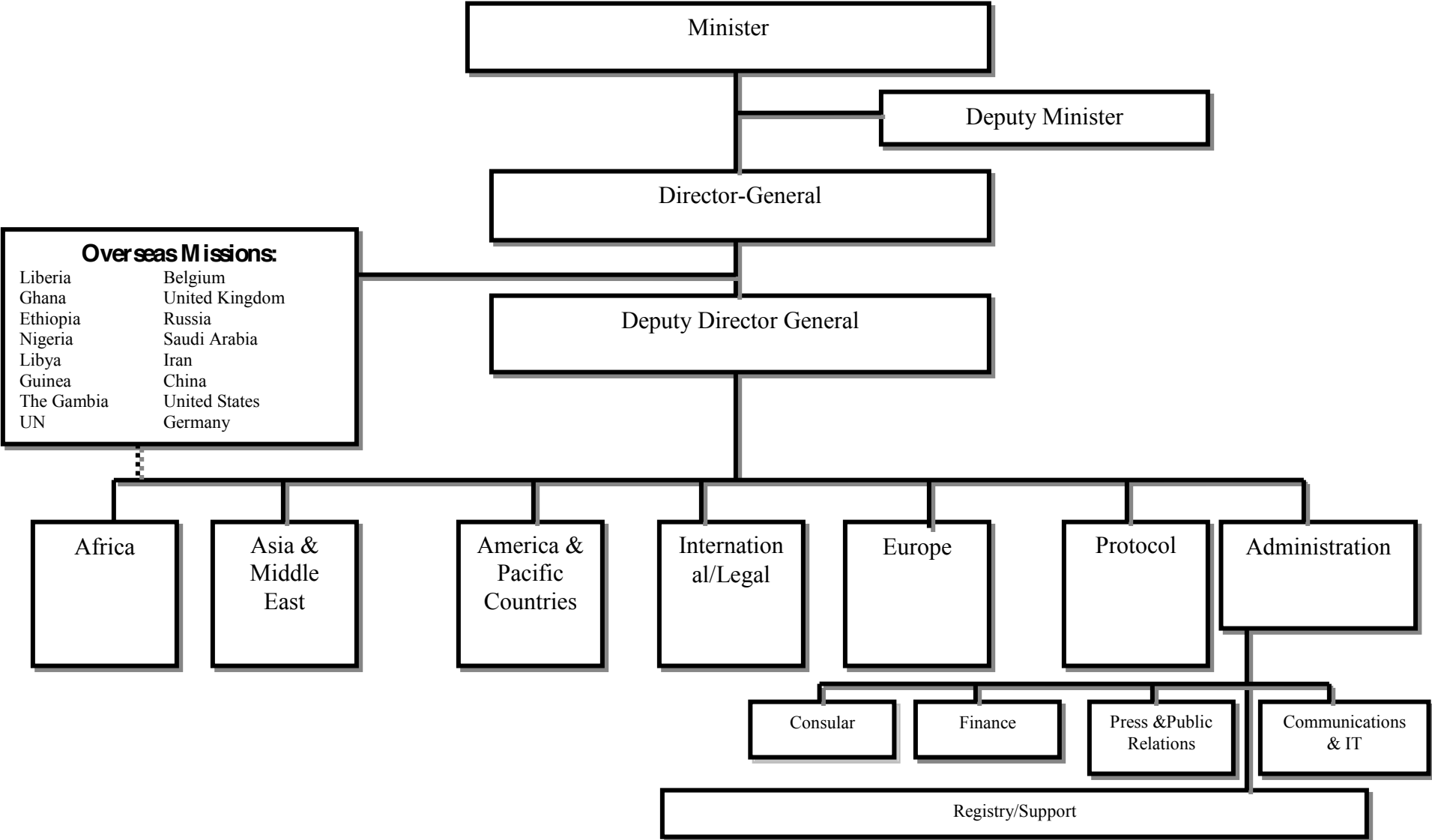
One Sierra Leonean local consultant with experience in management and functional review work in Government Ministries

One consultant from the Government of Sierra Leone's Public Sector Reform Unit

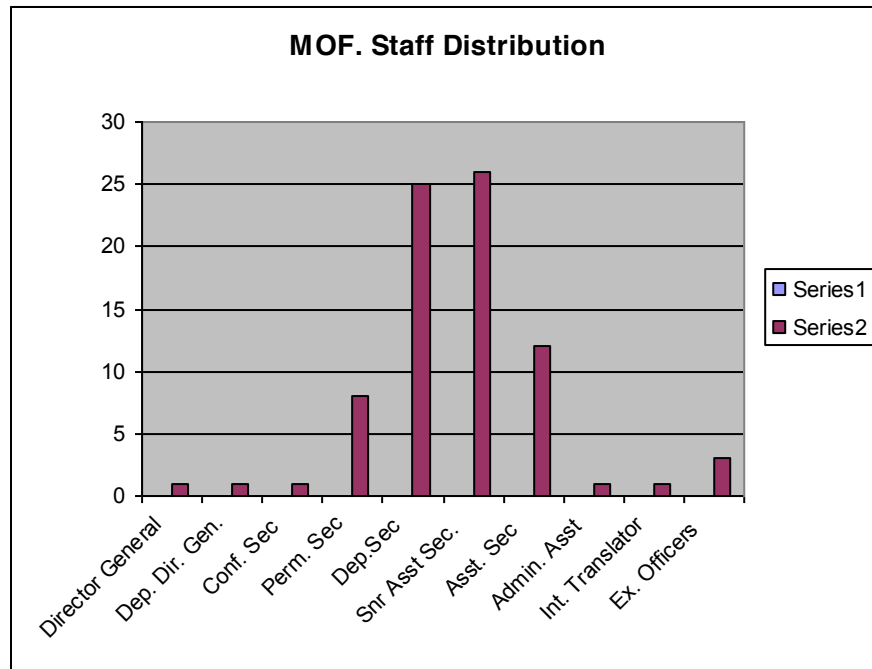
One management services staff from the ESO/HRMO

A number (to be determined by MFA/Minister) of MFA resource persons to assist in the assignment and act as the Change Management team

# Annex 2 Current Organisational Structure of the Ministry of Foreign Affairs and International Cooperation



## Annex 3 Staff Distribution Administrative and Technical

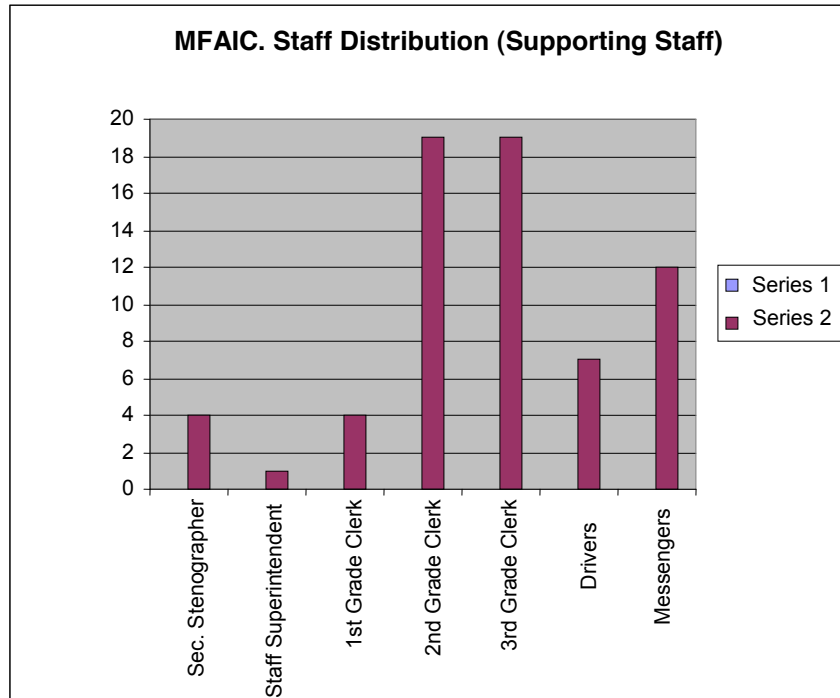


MINISTRY of FOREIGN AFFAIRS

STAFF DISTRIBUTION Admin/Tech Staff  
(Including Overseas Postings)

Director General	1
Dep. Dir. Gen.	1
Conf. Sec	1
Perm. Sec	8
Dep. Sec	25
Snr Asst Sec.	26
Asst. Sec	12
Admin. Asst	1
Int. Translator	1
Ex. Officers	3

## Annex 4 Staff Distribution Support staff

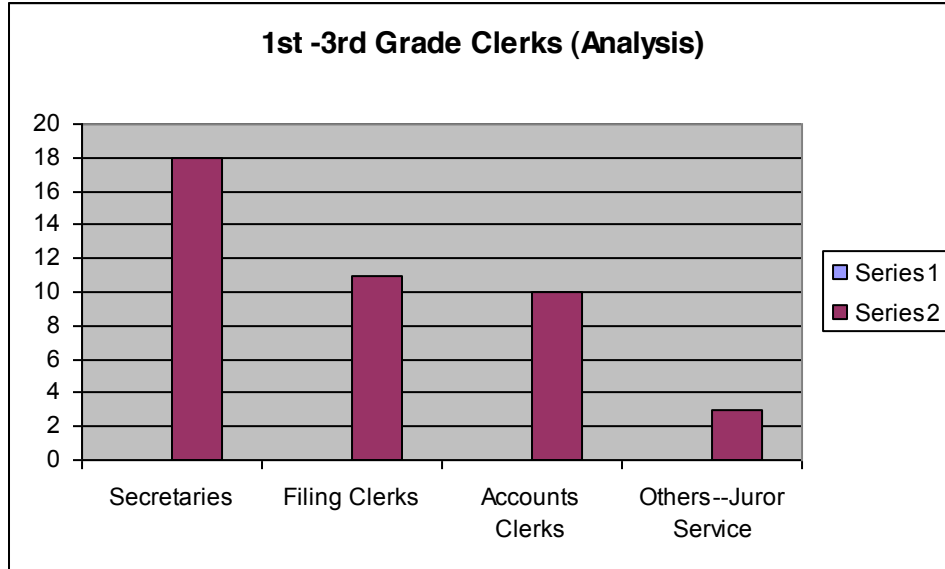


MINISTRY of FOREIGN AFFAIRS

STAFF DISTRIBUTION (Supporting Staff)

Temp. Officer- Graduate	1
Sec. Stenographer	4
Staff Superintendent	1
1st Grade Clerk	4
2nd Grade Clerk	19
3rd Grade Clerk	19
Drivers	7
Messengers	12

**Annex 4 (continued) Staff Distribution of Clerical Grades**

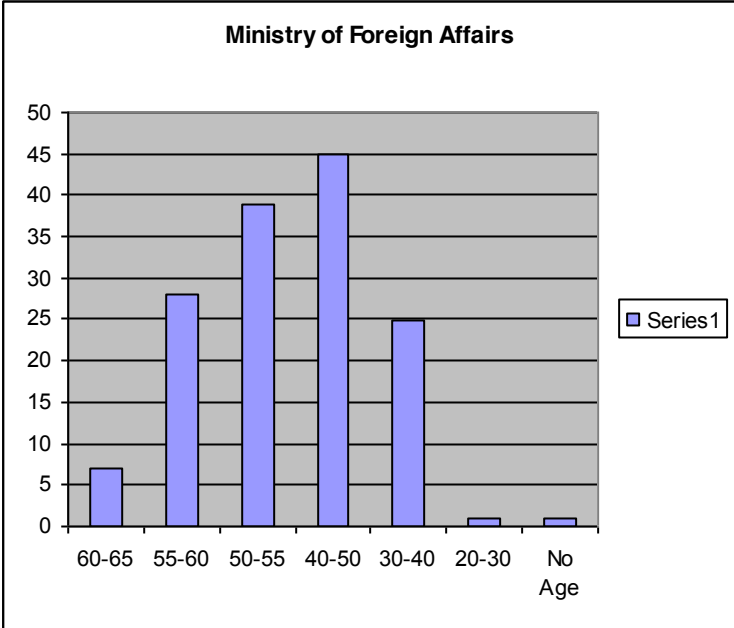


1st -3rd Grade Clerks (Analysis)

Secretaries	18
Filing Clerks	11
Accounts Clerks	10
Others--Juror Service	3



### Annex 5 Age Distribution



**AGE DISTRIBUTION**

60-65	7
55-60	28
50-55	39
40-50	45
30-40	25
20-30	1
No Age	1

## **Annex 6**

### **Report on the Sierra Leone High Commission in Ghana**

#### Introduction

The Republic of Sierra Leone opened a High Commission in Ghana at independence but the Mission was closed down on the recommendations of the International Monetary Fund (IMF). In 2000/2001 however, the High Commission in Ghana was reopened and it is among the newest Missions of the Republic of Sierra Leone. The key reason for reopening the Mission in Ghana is the strategic position that Ghana now plays in the affairs of the West African Sub-region and ECOWAS in particular and the African Union (AU) in general. The Mission operates from Accra and it is located at No 8 Senchi Street, Airport Residential Area, Accra.

The Mission in Ghana also has responsibility for Sierra Leonean interests in the Republics of Burkina Faso and Togo.

#### Mission

The mission of the High Commission which serves Ghana, Burkina Faso and Togo is to promote Sierra Leone's strategic national interest, foster international cooperation and contribute towards peace, stability security, development and justice in the world.

#### Mandate

The mandate of the High Commission located in Ghana is not very different from that of the Ministry worldwide. The Sierra Leonean Ministry of Foreign Affairs and International Cooperation takes its mandate from Section 10 of the Sierra Leonean Constitution, 1991 which provides for "the promotion and protection of the national interest; sub-regional, regional and inter-African cooperation and unity; international cooperation for the consolidation of international peace and security and mutual respect among all nations and respect for their territorial integrity and independence; respect for international law and treaty obligations, settlement of international disputes by negotiation, conciliation, arbitration or adjudication."

The core functions of the Mission are the following:

- Providing, mainly through the Mission, the means of communication between the Government of Sierra Leone and other Governments and International Governmental Organisations for the discussion and negotiation of all matters falling within the field of international relations
- Responsible for alerting the Government of Sierra Leone to the implications of developments on the international scene
- Consular matters affecting Sierra Leone on the international level
- Repatriation of destitute Sierra Leoneans
- Protection of Sierra Leone's interest and citizens abroad
- Dissemination of policies of the Government of Sierra Leone abroad and the cultivation of amicable relationships with other Governments
- Administration of Sierra Leone's Diplomatic Service and Consular duties
- Protocol and ceremonials in relation to the Diplomatic Corps and foreign visitors
- Promotion of bilateral and multilateral economic cooperation
- Coordination of technical assistance for fellowships in foreign countries

However the High Commission has Herculean tasks in dealing with:

- Matters relating to Sierra Leonean refugees

- The welfare of destitute Sierra Leoneans in three foreign countries
- Sierra Leoneans living and working in Ghana, Burkina Faso and Togo
- Sierra Leoneans visiting the three aforementioned countries
- Court cases affecting Sierra Leoneans
- Visitors or tourists visiting Sierra Leone
- Persons wishing to do business in Sierra Leone

It needs to be mentioned that Ghana has become the gateway for all categories Sierra Leoneans travelling abroad and therefore the volume of human traffic is very big. The traffic is on a daily basis, some are announced but the majority are unannounced. The people using Ghana as a transit point range from top political figures, senior civil servants, senior personnel in various institutions or organizations to private citizens. These people request and are granted consular services at no cost to them. The consular services include hospitality and transport services, which top the list. The provision of these services is a drain on the meagre budgetary allocation provided from Freetown. On average the human traffic through the Mission in Accra ranges between thirty and fifty people per month.

### Communication

The means of communication that the Mission uses are:

- E-mail
- Fax
- Telephone
- Couriers
- Persons, mainly officials in transit

The Mission does not use a diplomatic pouch as that facility does not exist.

### Contact with Sierra Leoneans

The Mission has initiated the process of registering all Sierra Leoneans living in Burkina Faso, Ghana and Togo to facilitate contact and assistance at all times. This process has just been started. Apart from this, the Mission contacts Sierra Leonean refugees in the two refugee camps in Ghana namely, Buduburam and Sanzule, near the Ivorian border. There are presently five hundred family heads at the refugee camps and the Mission makes periodic follow-up on them.

The most common problems facing the refugees in the camps and for which demands are frequently made on the Mission are:

- about sick children
- inability to pay school fees
- the desire of some of the refugees to return home and
- reports of deaths.

### Funding of Mission activities

The Mission receives a quarterly budgetary allocation from Freetown to carry out its work. The budgetary allocation has not been regular. For instance the budgetary allocation for last two quarters of the year 2007 was not released and therefore the Mission was handicapped in the performance of its duties. Again since March 2008 and at the time that this report is being submitted, the first quarter budgetary allocation for the Mission has not been released. Worse still, when the funds are released, they have been drastically reduced. This situation inhibits proper planning and delivery of services.

The Mission in Ghana is housed in rented premises at the Airport Residential area in Accra. The Ministry of Foreign Affairs in Freetown pays the rent and utilities of the Mission in Ghana. The staff members who have been posted to Ghana are paid housing allowances to enable them to house themselves. The Mission pays for water consumed by staff. Staff members face accommodation difficulties because the rents demanded by landlords are prohibitive.

#### Visa Fees

The Mission grants visas at a fee for applicants visiting Sierra Leone. The visa fees are paid into an account and transferred to Freetown. The Mission does not use any part of the fees collected. The Mission recommends that at least ten per cent of the amount collected should be made available for use by the Mission.

#### Deportations

There has not been any occasion warranting deportation of any Sierra Leonean.

#### Staffing

The Mission has two categories of staff members. These are the diplomatic staff (i.e. Sierra Leonean staff members) posted from Freetown for the Mission assignment in Ghana and home-based or locally recruited staff members who do a number of ancillary duties for the High Commission. The full details of the various categories of staff members as well as their profiles are provided at **Annex 1**.

#### Structure of the High Commission

At the top of the hierarchy is His Excellency The High Commissioner who is a political appointee. His Excellency the High Commissioner has just been posted to the Mission in Ghana. There are three other staff members who form the main core of the Mission. These are the Diplomatic staff posted from Freetown for consular duties. They are Mrs. N. B. Remoe Doherty, Deputy Secretary, who is also the Counsellor and Head of Chancery, Mrs. Margaret Jah-Matturi, Deputy Secretary, and also a Counsellor who handles consular matters and Mr. Kai Brima Sondai, Assistant Secretary, who is also the Second Secretary of the Mission. The existing organization structure of the High Commission is at **Annex 2**.

#### Equipment and Vehicles

The High Commission has six vehicles. On paper the list appears attractive but the actual situation is that all of these vehicles are a complete write off. **Annex 3** provides a list.

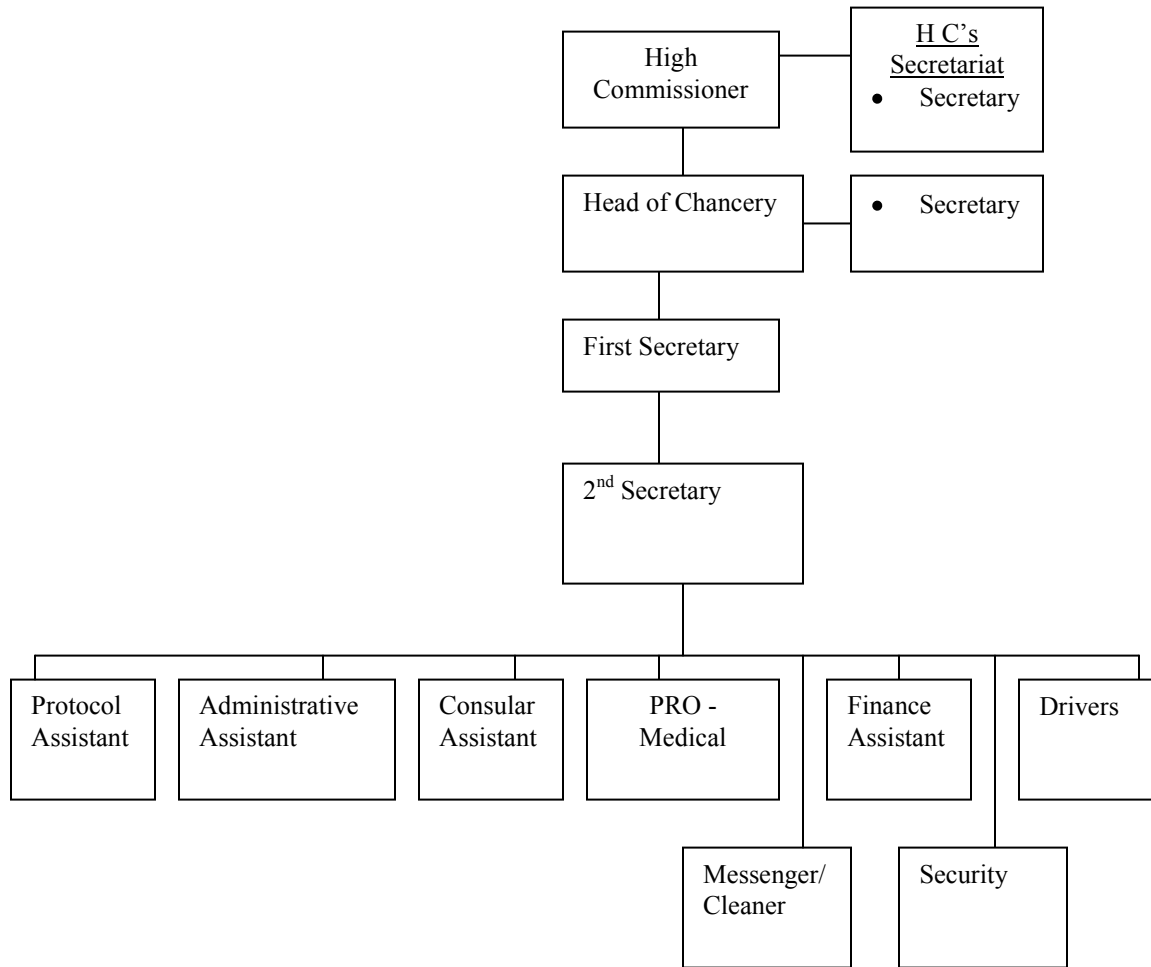
In respect of office equipment, the computers and accessories were purchased in the year 2000/2001. The computers are all very slow to use and this makes working with them very frustrating.

The present office furnishings were purchased in the year 2000/2001 i.e. 8 years ago. Most of them have deteriorated over the years and they have not been changed since that time. These need to be replaced.

**DESIGNATIONS OF STAFF Ghana Annex 1**

- |  |                           |
|--|---------------------------|
| 1. Counsellor ... ..   | Mrs. Margaret Jah-Matturi |
| 2. 2 <sup>nd</sup> Secretary ... ..  | Mr. Kai S. Brima          |
| 3. Administrative Assistant ... ..   | Mr. Mohamed Yansaneh      |
| 4. Protocol Assistant ... ..   | Mr. Teiko Aryee           |
| 5. Secretary to High Commissioner ... ..   | Ms. Evelyn Akakpo         |
| 6. Secretary to Head of Chancery, Counsellor and Second Secretary ... ..             | Ms. Elizabeth Tonugble    |
| 7. Logistics Assistant/Finance Clerk... ..   | Mr. Ishiaka Jalloh        |
| 8. Consular Assistant ... ..   | Mr. Joseph Bangali        |
| 9. PRO – Medical ... ..  | Mr. Emmanuel Sunu         |
| 10. Ag. PRO ... ..   | Mr. Jonas Adjartey        |
| 11. Driver to High Commissioner ... ..   | Mr. Sammy Boateng         |
| 12. Driver ... ..  | Mr. Augustine Essel       |
| 13. Driver-Utility ... ..  | Mr. Selase Dzide          |
| 14. Steward to High Commissioner ... ..  | Mr. Emmanuel Cobson       |
| 15. Cook to High Commissioner ... ..   | Mr. Andre Kpade           |
| 16. Day Security (Residence) ... ..  | Mr. Mumuni Azuma          |
| 17. Gardener (Chancery & Residence) ... ..   | Mr. Emmanuel Nartey       |
| 18. Day Security ( Chancery) ... ..  | Mr. Yaw Mensah            |
| 19. * K9 Security Services beefs up security at both the chancery and the residence. |                           |

**Existing Organisational Structure of the High Commission in Ghana Annex 2**



## **SCHEDULE OF STAFF DUTIES Ghana Annex 3**

### **A. Position Title: COUNSELLOR**

#### **Duties**

- Consular duties.
- Supervision of Consular Assistant vide receiving and posting visa applications and other consular fees.
- Depository of consular register.
- Occasional protocol duties.
- Principal co-coordinator of official functions.
- Incidental duties as directed by the High Commissioner and the Head of Chancery.

### **B. Position Title: SECOND SECRETARY**

#### **Duties**

- Drafting of statements.
- Disbursement of medical imprest and maintenance of patients' records.
- Supervision of vehicle insurance.
- Custodian of petty cash and supervision of entry into daily cash book (vote service ledger).
- Supervision of Security Ledger.
- Supervision of preparation of Salaries Voucher.
- Protocol duties.
- Incidental duties as directed by the High Commissioner and the Head of Chancery.

### **B. Position Title: ADMINISTRATIVE ASSISTANT**

#### **Duties**

- Personal assistant to the High Commissioner.
- Liaison between the Chancery and Residence.
- Administrative Assistant of the Mission.
- Book-keeping of daily expenses.
- Incidental duties as directed by the High Commissioner and the Head of Chancery.

### **D. Position Title: PROTOCOL ASSISTANT**

#### **Duties**

- Receives and sees off visiting officials.
- Booking of flights and hotel accommodation.
- Processing of ID cards, residential permits, airport passes, etc.
- Booking of VIP lounge for VIPs and VVIPs.
- Processing of visa applications.
- Incidental duties as directed by the High Commissioner and the Head of Chancery.

### **E. Position Title: SECRETARY TO HIGH COMMISSIONER**

#### **Duties**

- Secretary to the High Commissioner.
- Maintenance of official mailing list.
- Booking of appointments for the High Commissioner.

- Incidental duties as directed by the High Commissioner and the Head of Chancery.

**F. Position Title: SECRETARY TO THE HEAD OF CHANCERY, COUNSELLOR AND SECOND SECRETARY**

**Duties**

- Secretarial duties for Head of Chancery, Counsellor and Second Secretary.
- Keeping records of Newspapers.
- Maintaining register of Sierra Leoneans resident in the Mission's countries of accreditation (Ghana, Burkina Faso, Togo).
- Keeping record of files and opening of new files.
- Incidental duties as directed by the High Commissioner and the Head of Chancery

**G. Position Title: LOGISTICS ASSISTANT/FINANCE CLERK**

**Duties**

- Filling of fuel purchase order forms.
- Supervise drivers on vehicle maintenance.
- Procurement of office supplies.
- Submission of receipts to the Head of Chancery on weekly basis.
- Maintenance of records of office supplies and stationery.
- Payment of bills.
- Incidental duties as directed by the High Commissioner and the Head of Chancery.

**H. Position Title: CONSULAR ASSISTANT**

**Duties**

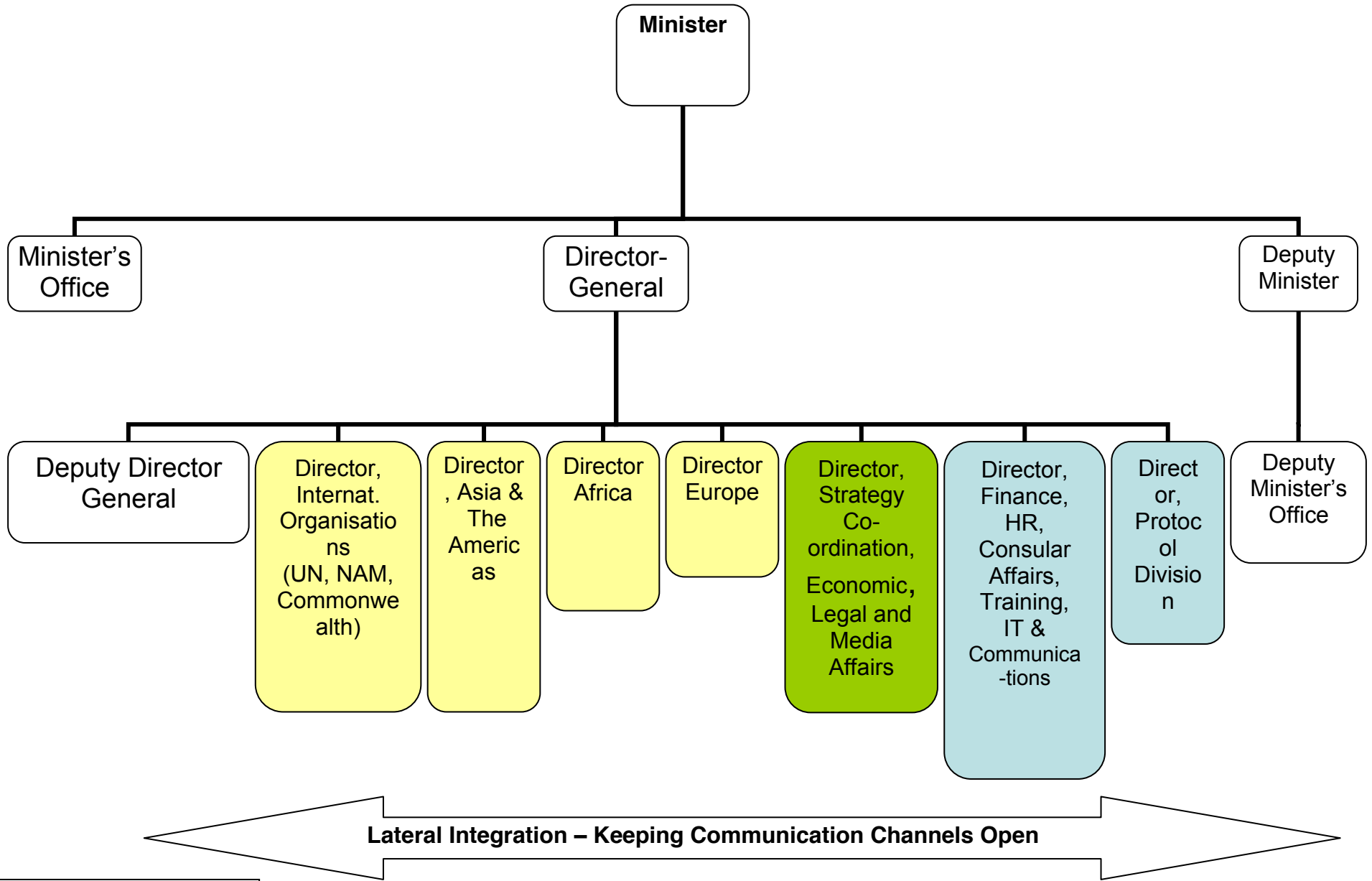
- Processing of visa applications and issuance of receipts.
- Receives and posts consular fees.
- Banking errands – in respect of consular matters.
- Updating notice board.
- Incidental duties as directed by the High Commissioner and the Head of Chancery.



**INVENTORY OF VEHICLES Ghana Annex 3**

<b>Type</b>	<b># Available</b>	<b>Year of Purchase</b>	<b>Registration No.</b>	<b>Current Condition</b>
Mercedes Benz "E" Class 200	One (1)	2000	CD 8600 R	Vehicle is 8 years old and too expensive to repair
Toyota Forerunner	One (1)	2000	CD 8601	This is the utility vehicle of the Mission. Purchased as a second-hand vehicle. It is very old and fuel consumption is very high. Vehicle parts are very difficult to obtain.
Mercedes M Class	One (1)	2003	CD 8605 U	This is the second vehicle assigned to His Excellency the High Commissioner. It is a utility vehicle. It has broken down, parked in the garage and cannot be used because it cannot be repaired
Toyota Tacoma	One (1)	2003	CD 8606 U	This vehicle was involved in an accident in the year 2005. The Mission spent a lot of money to repair it but was unsuccessful. The vehicle has been parked in the garage since the year 2005.
Four -Wheel Drive	Two (2)	2006	CD 8608 X CD 8609 X	These are two (2) Chinese manufactured vehicles and were purchased from China in 2006. On arrival in Ghana, the vehicles have had problems with the electrical system and this problem still persists. There is also the problem with spare parts and these are not available. Cost of maintenance is also too high. The vehicles are in the garage at the moment.





Green – Co-ordination  
 Blue – Services  
 Yellow – Policy

### Job Description

#### Director-General

##### Background

The Ministry of Foreign Affairs is responsible to the Government for the effective, efficient and energetic conduct of Sierra Leone's foreign relations and overseas representation. The Director-General's priority will be to make sure that the Ministry achieves its policy objectives on a range of key issues of national interest, so that the Government's voice is heard internationally. This will require the provision of policy advice to the Minister and Deputy Minister and the supervision of policy formulation, presentation and implementation under their leadership. The Director-General will also have responsibility for the resources given to the Ministry to enable it to do its work. This will require him to be the Accounting Officer and Vote Controller.

##### Job Title

Director-General

##### Main Purpose

- To be responsible to the Minister of Foreign Affairs for MFAIC's efficient and effective daily operation;
- To lead and manage the policy and service divisions of the Ministry and to monitor policy related input from Sierra Leone's missions overseas, assisted in both functions by the Deputy Director-General;
- To supervise the setting and monitoring of MFAIC's objectives and those of Sierra Leone's overseas diplomatic representation;
- To help the Minister and Deputy Minister to ensure that the country's views on important issues of national, regional and international interest are widely known within the Government and parliament and internationally; and
- To be ready to travel as required representing Sierra Leone at international meetings.

##### Main Duties and Responsibilities

- Support the Minister in her role as the key foreign policy adviser to the Government and chief international adviser;
- Oversee, with his own input, the day to day management of the Ministry's policy and service divisions and ensure key issues are regularly prioritized, evaluated and the subject of rapid action;
- Ensure, with the assistance of the Deputy Director General, that the Ministry receives and analyzes the best available information on the foreign policies and intentions of Sierra Leone's main partners and protagonists;
- Build relationships with foreign government representation in Freetown and overseas and with international organizations and NGOs;
- Represent Sierra Leone, as required, at international meetings; and
- Promote contingency planning on a wide range of issues.

## **Skills Required**

- Strong but flexible leadership skills and the confidence to recommend to Ministers significant policy decisions and to ensure early implementation;
- The ability to delegate;
- An analytical approach to problem solving and the ability to see the bigger picture, rather than preoccupied with the detail;
- Strong interpersonal and team working skills, able to inspire his team;
- A fast mover/thinker;
- Highly effective oral and written communication;
- Strong motivation (recognition of the need for drive, determination and lateral thinking in a highly competitive organization);
- Openness to change and new ideas;
- The constant need for accuracy; and
- Resilience, maturity, energy, flexibility and tenacity in a results driven culture.

## **Language Requirements**

English: Fluent

French: Operational

## **Training Requirements**

To be completed in the light of the proposed training needs assessment

## **Resources to Be Managed**

All MFAIC staff and overseas diplomatic personnel

## **Personal Objectives**

These will be the job holder's personal objectives for a period of 12 months and mutually agreed indicators in order to assess outcomes. These objectives would reflect the Ministry's overall objectives and those of the three units and Sierra Leone's diplomatic missions.

## **Personal Commitment**

This job description will be signed by the job holder and the job holder's supervisor. Progress will be reviewed after six months and again after twelve months at the time of written appraisal.

**Job Description**

**Deputy Director General**

**Background**

The Ministry of Foreign Affairs will be responsible to the Government for the effective, efficient and energetic conduct of Sierra Leone's foreign relations and overseas representation. The priority will be to make sure that the Ministry achieves its policy objectives on a range of key issues of national interest, so that the country's voice is heard internationally. This will require the provision of policy advice to the Minister and Deputy Minister and assistance with the supervision of policy formulation, presentation and implementation, as well as assistance with the provision of the Ministry's essential services.

**Job Title**

Deputy Director General

**Main Purpose**

- To assist the Director General in ensuring the provision of prompt and quality advice to the Minister and Deputy Minister from the Ministry's policy divisions;
- To work with the Director General, as directed, in the presentation (including media presentation) and effective delivery of the Ministry's policy objectives and longer term plans;
- To assist the Director General in setting and monitoring the objectives and performance of MFAIC's overseas diplomatic representation;
- To work with the Director General to ensure that Sierra Leone's views are known internationally through the media and other outlets;
- To be ready to travel extensively, as required, in order to help represent Sierra Leone at international meetings.

**Main Duties and Responsibilities**

- Provide practical input, as directed, to whatever policy advice the Director General may be tasked to provide to the Minister and Deputy Foreign Minister;
- Help to manage daily, as required by the Deputy Director-General the three policy divisions and prioritise regularly the key issues to be addressed;
- Ensure, with the Director General, that the Ministry receives and analyzes the best information on the foreign policies and intentions of Sierra Leone's main partners and protagonists;
- Help Ministers and the Director General to build relationships with foreign governments (representation in Sierra Leone and overseas) and with international organizations and NGOs;
- Represent Sierra Leone, as required, at international meetings; and
- Promote contingency planning on a wide range of issues.

## **Skills Required**

- The ability and confidence to make significant policy decisions and to do so quickly in the absence of the Director General;
- An analytical approach to problem solving, focusing on the broader picture but not overlooking key detail in making recommendations;
- Strong interpersonal and team working skills, with the ability to inspire;
- Effective oral and written communication;
- Strong motivation (recognition of the need for drive, determination and lateral thinking in a highly competitive organization);
- Openness to change and new ideas;
- The constant need for accuracy; and
- Resilience, maturity, energy, flexibility and tenacity in a results driven culture.

## **Language Requirements**

English: Fluent

French or Spanish: Operational

## **Training Requirements**

To be completed in the light of the proposed training needs assessment

## **Resources to Be Managed**

Those staff under the direction of the Director-General in the Ministry and at the overseas missions

## **Personal Objectives**

These are the job holder's personal objectives will be for a period of 12 months, plus mutually agreed indicators in order to assess outcomes. These objectives would reflect the Ministry's overall objectives and those of Sierra Leone's diplomatic missions.

## **Personal Commitment**

This job description will be signed by the job holder and the job holder's supervisor. Progress will be reviewed after six months and again after twelve months at the time of written appraisal.

**Job Description**

**Director Africa**

**Background**

The Ministry of Foreign Affairs will be responsible to the Government for the effective, efficient and energetic conduct of Sierra Leone's foreign relations and overseas representation.

The delivery of this critical responsibility will depend on Divisions within the Ministry, which evaluate and set out imaginative but realistic policy options; implement agreed options; help with their public presentation; and recommend tactics to be used to achieve successful outcomes or to minimize setbacks.

**Job Title**

Director Africa Division

**Main Purpose**

- An integral part of the Ministry's core policy formulation, presentation and implementation machine, the unit's main purpose will be to help propose, develop and then manage constructive relationships with as many of Sierra Leone's regional and continental neighbours as possible and across a wide range of issues;
- These relationships should focus on putting in place mutually acceptable bilateral and regional confidence building measures, particularly in areas of justice reform, exchange of information on all aspects of transnational crime and anti-terrorism steps;
- This will require the Director and his team to provide quality, impartial and carefully considered advice to the Minister or Deputy Minister through the Director General, assisted by the Deputy Director General, and to implement decisions and initiatives as directed.

**Main Duties and Responsibilities**

- To work closely with the heads of the other Divisions, in particular the Division for Strategy Co-ordination, Economic, Legal and Media Affairs, in order to help establish the Ministry as an effective foreign policy making institution;
- To lead (in the areas of the Division's policy remit) the development of good relations with Sierra Leone's African partners and the African Union;
- To work up and help drive a campaign to gain increased regional respect for and confidence in the Government's commitment to strong policies aimed at regional stability and close co-operation on a wide range of trans-border issues;
- To lead the Division in the pursuit of Sierra Leone's membership of and participation in regional organizations.

**Skills and Qualifications Required**

- Excellent interpersonal skills, including the ability to lead effectively a team committed to shared objectives and to achieving results;



- Strong management potential: line management of the unit, encouraging high levels of motivation and performance; effective objective and target setting; ensuring standards are understood and maintained; effective at delegation, no micro-managing;
- Good service delivery skills;
- A strong knowledge of the region;
- A readiness to give sound and justifiable advice, even if Ministers may not agree;
- Adaptability and resilience: able to tackle problems and find realistic solutions;
- Good at gathering information and evaluating it;
- The ability to think strategically and see the bigger picture; and
- A lively interest in political and international affairs.

### **Languages**

English: Fluent

French: Operational

### **Training Requirements**

To be considered in the context of the proposed training needs assessment.

### **Resources Managed**

As recommended in the main review (Chapter 6); the Director will report directly to the Director General and, where required, through the Deputy Director General.

### **Personal Objectives**

These will be the job holder's personal objectives for a period of 12 months, plus mutually agreed indicators in order to assess outcomes. These objectives will reflect the Ministry's overall objectives, including any specific legal objectives, arising from inter-State arbitration or other negotiations, such as the disposal of assets.

### **Personal Commitment**

This job description will be signed by the job holder and the job holder's supervisor. Progress will be reviewed after six months and again after twelve months at the time of written appraisal.

### Job Description

#### Director Europe

##### Background

The Ministry of Foreign Affairs will be responsible to the Government for the effective, efficient and energetic conduct of Sierra Leone's foreign relations and overseas representation.

The delivery of this critical responsibility will depend on Divisions within the Ministry, which evaluate and set out imaginative but realistic policy options; implement agreed options; help with their public presentation; and recommend tactics to be used to achieve successful outcomes or to minimize setbacks.

##### Job Title

Director Europe Division

##### Main Purpose

- An integral part of the Ministry's core policy formulation, presentation and implementation machine, the unit's main purpose will be to help propose, develop and then manage constructive relationships with Sierra Leone's European partners across a wide range of issues;
- These relationships should focus on putting in place mutually acceptable bilateral and regional confidence building measures, particularly in areas of governance reform, exchange of information on all aspects of trans-national crime and anti-terrorism steps, as well as opportunities for investment in Sierra Leone.
- This will require the Director and his team to provide quality, impartial and carefully considered advice to the Minister or Deputy Minister through the Director General, assisted by the Deputy Director General, and to implement decisions and initiatives as directed.

##### Main Duties and Responsibilities

- To work closely with the heads of the other Divisions, in particular the Division for Strategy Co-ordination, Economic, Legal and Media Affairs, in order to help establish the Ministry as an effective foreign policy making institution;
- To lead (in the areas of the Division's policy remit) the development of good relations with Sierra Leone's European partners and European Union institutions;
- To work up and help drive a campaign to gain increased European respect for and confidence in the Government's commitment to strong policies aimed at regional stability and close co-operation on a wide range of other international issues of mutual concern.

##### Skills and Qualifications Required

- Excellent interpersonal skills, including the ability to lead effectively a team committed to shared objectives and to achieving results;

- Strong management potential: line management of the unit, encouraging high levels of motivation and performance; effective objective and target setting; ensuring standards are understood and maintained; effective at delegation, no micro-managing;
- Good service delivery skills;
- A strong knowledge of the region;
- A readiness to give sound and justifiable advice, even if Ministers may not agree;
- Adaptability and resilience: able to tackle problems and find realistic solutions;
- Good at gathering information and evaluating it;
- The ability to think strategically and see the bigger picture; and
- A lively interest in political and international affairs.

### **Languages**

English: Fluent

French: Operational

Spanish: Operational

### **Training Requirements**

To be considered in the context of the proposed training needs assessment.

### **Resources Managed**

As recommended in the main review (Chapter 6); the Director will report directly to the Director General and, where required, through the Deputy Director General.

### **Personal Objectives**

These will be the job holder's personal objectives for a period of 12 months, plus mutually agreed indicators in order to assess outcomes. These objectives will reflect the Ministry's overall objectives, including any specific legal objectives, arising from inter-State arbitration or other negotiations, such as the disposal of assets.

### **Personal Commitment**

This job description will be signed by the job holder and the job holder's supervisor. Progress will be reviewed after six months and again after twelve months at the time of written appraisal.

### Job Description

#### Director Asia and the Americas

##### Background

The Ministry of Foreign Affairs will be responsible to the Government for the effective, efficient and energetic conduct of Sierra Leone's foreign relations and overseas representation.

The delivery of this critical responsibility will depend on Divisions within the Ministry, which evaluate and set out imaginative but realistic policy options; implement agreed options; help with their public presentation; and recommend tactics to be used to achieve successful outcomes or to minimize setbacks.

##### Job Title

Director Asia and Americas Division (and remaining parts of the wider world)

##### Main Purpose

- An integral part of the Ministry's core policy formulation, presentation and implementation machine, the unit's main purpose will be to help propose, develop and then manage constructive relationships with Sierra Leone's partners in Asia, in particular China, and the Americas, in particular the United States and Canada, across a wide range of issues;
- These relationships should focus on developing further mutually acceptable bilateral confidence building measures, particularly in areas of governance reform, exchange of information on all aspects of trans-national crime and anti-terrorism steps, as well as opportunities for investment in Sierra Leone;
- This will require the Director and his team to provide quality, impartial and carefully considered advice to the Minister or Deputy Minister through the Director General, assisted by the Deputy Director General, and to implement decisions and initiatives as directed.

##### Main Duties and Responsibilities

- To work closely with the heads of the other Divisions, in particular the Division for Strategy Co-ordination, Economic, Legal and Media Affairs, in order to help establish the Ministry as an effective foreign policy making institution;
- To lead (in the areas of the Division's policy remit) the development of good relations with Sierra Leone's partners in Asia and the Americas, in particular China, the United States and Canada;
- To work up and help drive a campaign to gain increased respect for and confidence in the Government's commitment to strong policies aimed at regional stability, economic development and close co-operation on a wide range of other international issues of mutual concern.

##### Skills and Qualifications Required

- Excellent interpersonal skills, including the ability to lead effectively a team committed to shared objectives and to achieving results;

- Strong management potential: line management of the unit, encouraging high levels of motivation and performance; effective objective and target setting; ensuring standards are understood and maintained; effective at delegation, no micro-managing;
- Good service delivery skills;
- A strong knowledge of the region;
- A readiness to give sound and justifiable advice, even if Ministers may not agree;
- Adaptability and resilience: able to tackle problems and find realistic solutions;
- Good at gathering information and evaluating it;
- The ability to think strategically and see the bigger picture; and
- A lively interest in political and international affairs.

### **Languages**

English: Fluent

French: Operational

Chinese: Functional

### **Training Requirements**

To be considered in the context of the proposed training needs assessment.

### **Resources Managed**

As recommended in the main review (Chapter 6); the Director will report directly to the Director General and, where required, through the Deputy Director General.

### **Personal Objectives**

These will be the job holder's personal objectives for a period of 12 months, plus mutually agreed indicators in order to assess outcomes. These objectives will reflect the Ministry's overall objectives, including any specific legal objectives, arising from inter-State arbitration or other negotiations, such as the disposal of assets.

### **Personal Commitment**

This job description will be signed by the job holder and the job holder's supervisor. Progress will be reviewed after six months and again after twelve months at the time of written appraisal.

**Job Description**

**Director Strategy Co-ordination, Economic, Legal and Media Affairs Division**

**Background**

The Ministry of Foreign Affairs will be responsible to the Government for the effective, efficient and energetic conduct of Sierra Leone's foreign relations and overseas representation.

The delivery of this critical responsibility will depend on a team within the Ministry evaluating and setting out imaginative but realistic policy options; working up implementation of an agreed option; and recommending tactics to be used to achieve successful outcomes or to minimize setbacks.

**Job Title**

Director Strategy Co-ordination, Economic, Legal and Media Affairs Division

**Main Purpose**

- At the heart of the Ministry's policy formulation, presentation and implementation, the Division's main purpose will be to contribute to the detailed advancement, presentation and achievement of the Ministry's policy objectives on a range of key issues of national interest; and, working through the Media Section, to help ensure that Sierra Leone's voice is heard internationally. This will require the provision of impartial and carefully considered advice to the Director General, who will be assisted by the Deputy Director General, and the preparation of policy papers as directed. The level of commitment, energy and clear thinking will be highly demanding.

**Main Duties and Responsibilities**

**(a) Strategic Co-ordination**

Supported by the relevant staff, the Director would be required:

- To work with the heads of the other MFAIC Divisions to establish the Ministry as an effective instrument of foreign policy advice;
- To lead (in the areas of the Division's policy remit) the development of good relations with other Ministries, such as Trade and Industry and Finance and Economic Development;
- To oversee the drawing up of procedures for effective policy making, briefing of Ministers and co-ordination of the activities of Sierra Leone's overseas representation;
- To develop within the Division for Ministerial approval core overarching national policy objectives, including the core script for Sierra Leone's broad policy aims;
- To develop specific positions on key international issues in response to policies, positions and statements of Sierra Leone's key partners and protagonists;
- To track the implementation of all policies and positions, recommended by the Division to ensure there is committed and focused follow-through and remedial steps if objectives go wrong or need adjustment for reasons beyond the Ministry's control (ie damage limitation).

### **(b) Economic Matters**

Supported by designated staff, the Director would be required:

- To co-ordinate with the Ministry of Finance and Economic Development and other Ministries to ensure that MFAIC is aware of Sierra Leone's up to date economic development needs in international negotiations it may conduct and that there is prompt follow up to agreements signed.

### **(c) Legal Matters**

The Director would be supported by a legal adviser, whose task it would be;

- To read and be up to date with all developments in international law as they are likely to apply to Sierra Leone and its international obligations;
- To advise the Minister of Foreign Affairs, the Deputy Minister and senior officials on a range of legal issues, as they arise, and to provide them with legal advice as required;
- To provide all necessary advice and guidance relating to Sierra Leone's obligations in due course under international human rights conventions, as they apply across the government; and
- To represent Sierra Leone at international legal meetings or to assist the Ministry's representation at other international meetings.

### **(d) Media**

The Director would be supported by a media expert, whose role would be:

- To develop and implement energetically the Ministry's media communications policy and information work, working closely with all relevant policy Divisions;
- To liaise closely with the Office of the President and other relevant Government media agencies to keep up to date with developments and to contribute to overall government presentation;
- To ensure that domestic and international media and internet coverage of Sierra Leone is monitored daily and that responses are swift, effective, concise and compelling in content;
- To be the Minister's principal spokesperson, talking directly at senior levels with a wide range of relevant individuals and organizations;
- To travel with the Minister, if required;
- To act as adviser to the Minister on speeches and all public statements that may be required;
- To coordinate, with the support of the Division, the media related activities of the Ministry and Sierra Leone's diplomatic missions and to ensure that they are all supplied with regular briefing on messages to deliver to accredited governments and the media in the country or institution concerned;
- To ensure that foreign media reporting on Sierra Leone is monitored regularly and that there are fast responses when required; and
- To oversee the Ministry's website and to make sure that it is up to date and easy to use.

### **Skills and Qualifications Required**

- Excellent interpersonal and communication skills, including a tough ability to lead effectively a team committed to shared objectives and to achieve results;

- Strong management potential: line management of the unit, encouraging high levels of motivation and performance; effective objective and target setting; ensuring standards are understood and maintained; effective at delegation, no micro-managing;
- The ability to delegate and to see the bigger picture/global trends;
- Good service delivery skills;
- Adaptability and resilience: able to tackle problems and find realistic solutions;
- Good at gathering information and evaluating it;
- The ability to think strategically and see the bigger picture; and
- A lively interest in political and international affairs.

### **Language Requirements**

- English: Fluent
- French: Operational/Extensive

### **Training Requirements**

These will be reflected in the proposed training needs assessment.

A short attachment to a foreign MFA might help to develop the individual chosen.

### **Resources Managed**

As recommended in Chapter 6 of the main report. The Director will report directly to the Director General, who will be assisted by the Deputy Director General.

### **Personal Objectives**

These will be the job holder's personal objectives for a period of 12 months, plus mutually agreed indicators in order to assess outcomes. These objectives will reflect the Ministry's overall objectives, including any specific legal objectives, arising from inter-State arbitration or other negotiations, such as the disposal of assets.

### **Personal Commitment**

This job description will be signed by the job holder and the job holder's supervisor. Progress will be reviewed after six months and again after twelve months at the time of written appraisal.



**Job Description**

**Director Finance, Human Resources, Consular Affairs, Training, IT and Communications**

**Background**

The Ministry of Foreign Affairs will be responsible to the Government for the effective, efficient and energetic conduct of Sierra Leone's foreign relations and overseas representation.

The Ministry's success will depend on the quality and effectiveness of the structure and daily organization that underpins it. Strategic management of the Ministry's finances, its services and other resources, and ensuring that its financial objectives are met within a tight budget, will be a core activity behind the foreign policy façade. The main responsibility will rest with this core Division, comprising several important sections.

**Job Title**

Director Finance, Human Resources, Consular Affairs, Training, IT and Communications.

**Main Purpose**

Supported by designated staff within the Division:

- To be responsible for the strategic and accountable management of the Ministry's budget, for all financial planning and for all expenditure and for its overall financial operation;
- To be accountable to the Minister and ultimately to Parliament for the expenditure of all monies;
- To ensure that the Division properly discharges its operational obligations in a thorough, accountable and transparent way;
- To evaluate all bids for resources from the Ministry and overseas diplomatic missions and to check and finalize - for approval by the Director-General and ultimately the Minister - the annual resource bid to the Ministry of Finance and Economic Development for the next financial year; and
- To provide the Minister of Foreign Affairs and the Minister of Finance and Economic Development with a regular corporate overview of the Ministry's finances, both in the short and longer term in order to assist resource allocation and strategic planning;
- To supervise the human resource, consular, training and IT/communication needs of the MFAIC.

**Main Duties and Responsibilities**

**(a) Financial Planning**

- To make recommendations (through the Director-General) to the Minister on important matters of financial planning in the context of an annual corporate plan;
- To oversee all financial relationships at a senior level in the Ministry;
- To oversee the work of the Division to ensure that it carries out all of its management responsibilities in accordance with the Ministry's overall financial strategy and budget;

- To be responsible for and to oversee the management all funding received from the Ministry of Finance and Economic Development;
- To manage the Ministry's overall financial risk and ensure that it is addressed in all planning.

**(b) Financial Control and Reporting**

- To take all necessary steps to ensure that proper accounting and financial records are maintained transparently, in accordance with approved/specified financial procedures and legal obligations;
- To ensure that the Division takes all necessary steps to maintain comprehensive control systems; that these are regularly checked/reviewed and improved; and that they are operating throughout the Ministry and in diplomatic missions overseas;
- To prepare regular reports to the Director-General and the Minister on all expenditure;
- To oversee procedures to monitor closely expenditure and income within the Ministry and at diplomatic missions abroad, including receipt of fees for all consular related services and payments made for the provision of services;
- To review all budgets quarterly with the Director-General;
- To ensure that all bank accounts are closely monitored, particularly those used by diplomatic missions abroad; and
- To prepare annual accounts for approval by the Minister, prior to submission to the Parliament.

**(c) Financial Administration**

- To oversee the management of the Ministry's payrolls, ensuring in the process that they are up to date and accords with the agreed establishment of staff;
- To supervise a reliable computerized accounting system;
- To assist in the negotiation of all contracts and any service level agreements;
- To provide general financial advice, together with the Head of the Budget and Finance.

**(d) Human Resources**

The Director will, with the support of relevant staff, be required:

- To ensure that the human resource needs of the Ministry and Sierra Leone's diplomatic missions are met within the budget available;
- To develop a strategic plan for the future recruitment and career development of all Ministry staff, with the aim of improving productivity, workforce experience and flexibility;
- To operate a merit based human resources system; and
- To ensure that all jobs are filled in accordance with government regulations and procedures.

**(e) Administration**

The Director will also be required:

- To ensure that there are sound procedures in place so that the non-staff requirements of the Ministry and overseas missions are met promptly without undermining effectiveness;
- To make a significant contribution towards the Ministry's overall organizational objectives and corporate goals; and
- To ensure that the Ministry and its embassies work daily.

## **(f) Consular Affairs**

(i) Another oversight responsibility of the Director of this Division will be:

- To review and put in place a documented service of consular assistance and advice to Sierra Leone nationals abroad, in particular for those in difficulty or distress or arrested, imprisoned and injured due to a crime or physical or mental illness and then to oversee its implementation at all Sierra Leone bilateral diplomatic missions;
- To negotiate, as required, reciprocal arrangements in those countries where Sierra Leone has no diplomatic representation;
- To ensure at MFAIC diplomatic missions abroad the provision of up to date travel advice to all those wishing to visit Sierra Leone, particularly in respect of entry control requirements; and
- To ensure that all consular sections at Sierra Leone bilateral diplomatic missions conduct their work in accordance with the Vienna Convention on Consular Relations of 1963.

(ii) Passport and Visa Services

- To agree with other relevant government agencies the exact extent of the role of overseas consular missions in the provision of passports and other travel documentation (including visas), as well as other documentary services such as nationality determination, notary and legalization services and registration of births, deaths and marriages.

(iii) Fees

- To maintain an up to date schedule of fees for all services provided and to ensure that all fees are regularly reviewed and properly and legitimately charged and accounted for prior to remittance to the Ministry each month.

(iv) Financial Control and Reporting

- To ensure that proper accounting and financial records for consular fees are maintained in all overseas bilateral missions for services discharged in accordance with approved/specified financial procedures and legal obligations;
- To monitor closely consular service income and expenditure at all bilateral diplomatic missions abroad in respect of the receipt of fees for all consular related services and payments made for the provision of services; and
- To prepare regular reports to the Director-General and the Minister on all consular service income and expenditure.

## **(g) Training**

The Director will have lead responsibility for conducting a training needs analysis for MFAIC and seeking to implement its findings, with the support of the Director-General.

## **(h) IT**

The Director will also have responsibility:

- To ensure that there is leadership on meeting the Ministry's IT needs and to keep abreast of IT developments, so that the Ministry benefits from the ability to communicate and process data within budget constraints;

- To develop and articulate a centralized IT strategy for future delivery of a harmonized system which links the Ministry with Sierra Leone's overseas missions and with other Ministries in Freetown; and
- To ensure that the Ministry and its embassies are able to communicate amongst each other and with the open world at all times, as well as to process, store and distribute information using secure systems.

### **(i) Procurement**

Lastly, the Director will have responsibility;

- To oversee responsibility for procurement of all goods and services in the Ministry and at MFAIC's diplomatic missions;
- To control and reduce procurement costs through competitive tendering and strategic supplier management; and
- To ensure that services and systems are provided daily in accordance with transparent and accountable systems.

### **Skills Required**

- Accountancy qualifications;
- Experience of financial management, accounting and reporting;
- Experience of financial strategic planning;
- Experience of computerized accounting;
- A confident communicator (verbal and written) and good team player with the ability to work with staff at all levels but ready to be robust in response to challenges to the system; and
- The ability to manage change, to manage a diverse range of operations in Freetown and overseas and to improve policies and processes.

### **Language Requirements**

- English: Fluent
- French: Operational

### **Training Requirements**

Possible attachment to an international firm of accountants or a major company to gain 'contrast and compare' experience of financial planning and resource expenditure; other requirements should be included in the proposed training needs assessment.

### **Resources Managed**

As proposed in Chapter 6 of the main review. The Director will be directly answerable to the Director-General.

### **Personal Objectives**

These will be the job holder's personal objectives, which will be for a period of 12 months, plus mutually agreed indicators in order to assess outcomes. These objectives would reflect the Ministry's overall objectives and those of the Unit.

**Personal Commitment**

This job description will be signed by the job holder and the job holder's supervisor. Progress will be reviewed after six months and again after twelve months at the time of written appraisal.

### Job Description

#### Director International Organisations

##### Background

The Ministry of Foreign Affairs will be responsible to the Government for the effective, efficient and energetic conduct of Sierra Leone's foreign relations and overseas representation.

The delivery of this critical responsibility will depend on a team within the Ministry evaluating and setting out imaginative but realistic policy options; working up implementation of an agreed option; and recommending tactics to be used to achieve successful outcomes or to minimize setbacks.

##### Job Title

Director International Organisations

##### Main Purpose

- Also at the heart of the Ministry's policy formulation, presentation and implementation, the main purpose of the Director and supporting team will be to contribute to the detailed construction, advancement and achievement of the Ministry's policy objectives on a range of key issues concerning Sierra Leone's external relations and its national security interests; and to help ensure that the country's voice is heard internationally. This will require the provision of impartial and carefully considered advice to the Director General, who will be assisted by the Deputy Director General, and the preparation of policy papers as directed.

##### Main Duties and Responsibilities

- To work with the Directors of the other policy divisions to help re-establish the Ministry as an effective institution, leading on foreign policy;
- To lead on Sierra Leone's relationship with the United Nations, the Commonwealth and the NAM, through regular contact in Freetown and through MFAIC's overseas missions;
- To lead on the provision of instructions to Sierra Leone's Permanent Representation at the UN, as well as regular communications with the Commonwealth Secretariat (either direct or through the Sierra Leone High Commission in London).

##### Skills and Qualifications Required

- Excellent interpersonal skills, including the ability to lead effectively a team committed to shared objectives and to achieve results;
- Strong management potential: line management of the unit, encouraging high levels of motivation and performance; effective objective and target setting; ensuring standards are understood and maintained; effective at delegation, no micro-managing;
- Good service delivery skills;
- Adaptability and resilience: able to tackle problems and find realistic solutions;
- Good at gathering information and evaluating it;

- Able to gain the confidence and trust of heads and deputy heads of foreign missions in Sierra Leone and to be a respected interlocutor;
- The ability to think strategically and see the bigger picture but to ensure that important detail is not overlooked; and
- A lively interest in political and international affairs.

### **Language Requirements**

English: fluent

French: operational

### **Training Requirements**

To be covered in the proposed training needs assessment.

### **Resources Managed**

As recommended in Chapter 6 of the main review. The Director of the Division will report directly to the Director General, who will be assisted by the Deputy Director General.

### **Personal Objectives**

These will be the job holder's personal objectives for a period of 12 months, plus mutually agreed indicators in order to assess outcomes.

### **Personal Commitment**

This job description will be signed by the job holder and the job holder's supervisor. Progress will be reviewed after six months and again after twelve months at the time of written appraisal.

### Job Description

#### Director Protocol

##### Background

The Ministry of Foreign Affairs will be responsible to the Government for the effective, efficient and energetic conduct of Sierra Leone's foreign relations and overseas representation.

The Ministry's success will depend significantly on the cultivation of good relations and, where possible, close bilateral partnerships with as many countries as possible, as part of Sierra Leone's effort to become once again an integral part of the international community.

To create an immediate and favourable impression and to consolidate the support required, the government will wish to invite as many foreign representatives to visit Sierra Leone as possible, in order to demonstrate the sustainability of the country's new policies and its commitment to democracy and economic and social advancement, as well as to underline Sierra Leone's readiness to take whatever steps may be necessary to work with others in the pursuit of regional security and measures against terrorism and trans-national crime.

Making important visitors to Sierra Leone feel welcome through the provision of effective, well organized and attentive arrangements will therefore be a crucial frontline activity of the Ministry, because successful foreign policy is as much about good practical arrangements to ensure official visitors are in the right place at the right time as it is about good policy and effective decision making. Badly organised visits mean missed opportunities to advance policy objectives.

##### Job Title

Director Protocol

##### Main Purpose

- To supervise a long term professional and motivated team ready to organize visits and events in Sierra Leone, in order to help advance the policies of the government and to encourage the support of the international community;
- To lead on arrangements for all visits by Heads of State/Government and other official guests to Sierra Leone, in consultation with the Office of the President, other government departments and agencies (as required) and with the Parliament;
- To ensure there is always an acceptable budget to pay for visits and to ensure visits stay within agreed budgets;
- To provide protocol advice to Sierra Leone's diplomatic missions overseas and to other Ministries and agencies in Freetown as required; and
- To ensure all visitors leave Sierra Leone with a highly favourable impression of the Ministry's competence.

##### Main Duties and Responsibilities

- To be answerable to the Minister and to lead an effective and professional protocol team;
- To review, amend (as required) and implement clear and agreed procedures and standards for all visits, according to the seniority of the visitor(s);



- To operate an agreed system of communication with foreign embassies in Freetown and between Sierra Leone's overseas diplomatic missions and the governments to which they are accredited (for example, all Ministerial and official visits to Sierra Leone should be handled by the Protocol Division in liaison with the relevant foreign embassy in Freetown, while visits by Ministers and officials to host countries should be processed by MFAIC diplomatic missions with the MFA to which they are accredited);
- To check with MFAIC policy divisions that there are agreed objectives for each inward visit;
- To ensure that all incoming visitors see the right people; that they have comfortable accommodation (if staying overnight) and access to acceptable and reliable communications; that they have reliable transport; that they have media briefing opportunities in each programme and that there are well-organized, dependable and unobtrusive security arrangements; and, lastly,
- To make sure that there is a clear budget for each visit and that it is strictly adhered to.

### **Skills Required**

- Prior protocol experience, if possible, or experience of looking after important visitors (for example in a hotel of significant international reputation);
- Experience of quality control systems and their relevance to successful protocol;
- Strong and experienced people handling skills;
- Discretion and tact;
- Experience of leading staff under pressure and meeting high standards expected by visitors;
- The ability to remain calm, to put visitors at ease, and to be inventive in overcoming unexpected problems at short notice through on the spot improvisation;
- A confident communicator (verbal and written) and good team player with the ability to work with staff at all levels but ready to be robust in response to challenges to the needs of the system; and
- The ability to stick to a tight budget and deliver value for money.

### **Language Requirements**

English: Fluent  
French: Extensive

### **Training Requirements**

- Protocol training for three weeks in a foreign MFA
- Training on budget and expenditure
- Quality control training for two weeks in an international business with a strong quality record.

### **Resources Managed**

As recommended in Chapter 6 of the Review.

### **Personal Objectives**

These will be the job holder's personal objectives, which will be for a period of 12 months, plus mutually agreed indicators in order to assess outcomes. These objectives would reflect the Ministry's overall objectives and those of the Unit.

**Personal Commitment**

This job description will be signed by the job holder and the job holder's supervisor. Progress will be reviewed after six months and again after twelve months at the time of written appraisal.