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**MANAGEMENT AND
FUNCTIONAL
REVIEW OF THE
MINISTRY OF TOURISM
AND CULTURAL
AFFAIRS**

PUBLIC SECTOR REFORM UNIT 2010

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GLOSSARY OF ABBREVIATIONS AND ACRONYMS

CMT	-	Change Management Team
CSR	-	Civil Service Reform
DFID	-	Department of International Development
DECSEC	-	Decentralization Secretariat
GoSL	-	Government of Sierra Leone
HRMO	-	Human Resource Management Office
IRMT	-	International Records Management Trust
MDAs	-	Ministries, Departments and Agencies
MFR	-	Management and Functional Review
MOTC	-	Ministry of Tourism and Culture
NTB	-	National Tourist Board
NRA	-	National Revenue Authority
PSRU	-	Public Sector Reform Unit
PRSP	-	Poverty Reduction Strategy Paper
PS	-	Permanent Secretary
SLRA	-	Sierra Leone Roads Authority

EXECUTIVE SUMMARY

1. In keeping with the Government of Sierra Leone's (GoSL) policy commitment to strengthening the performance of public sector institutions, the Public Sector Reform Unit, in the Office of the President, undertook a Management and Functional Review (MFR) of the Ministry of Tourism and Culture, with a clear view of (i) aligning the mandate, mission and vision of the Ministry to the National Agenda For Change, and (ii) facilitating effective structures, systems and processes for increased service delivery.
2. The Ministry of Tourism and Cultural Affairs is one of the key Ministries in Sierra Leone because of its mandate of promoting, developing, and preserving tourism and cultural activities in Sierra Leone. The Ministry has been identified as 'driver of development' in the Agenda for Change (PRSP II) responsible for identifying, facilitating, and coordinating tourism in Sierra Leone.
3. The team reviewed the structure, functions, and systems and made recommendations based on assessment of the mandate of the Ministry, alongside its functional and administrative structures. The methodology included interviews with staff including top management, and document reviews, for the identification and analysis of problems and possible solutions.
4. As the central authority for the promotion and development of tourism and culture, the Ministry is required to set appropriate policy guidelines on improved and sustainable development and promotion of tourism and culture. In that respect, the mandate and remit of the Ministry is not limited to promotion and development of tourism but extends to the formulation and implementation of sustainable tourism and cultural development policies.
5. The regulatory framework of the Ministry of Tourism and Culture includes outdated laws such as the Tourism Development Act No.11 of 1990 and the Tourism Master Plan of 1982 which have provided little direction as to the

promotion and development of tourism and culture in Sierra Leone in the contemporary environment.

6. The Ministry has not been able to function according to its constitutional mandate and strategic responsibility despite having large number of legislations, statutory instruments and conventions. The multiplicity of laws has not significantly impacted on the functioning of the Ministry, which like other state institutions in Sierra Leone, suffers from outdated legislations. Compounding the problem of the Ministry further, is the shortage of professional staff in both the Tourism and Cultural Divisions, which continues to undermine performance.
7. There are overlaps in the functions of the Ministry and its implementing agency, the National Tourist Board. The two have not had an effective relationship despite recognising the need for some form of rationalisation and integration of functions. For the past years, there has been minimal coordination and supervision of the National Tourist Board by the Ministry.
8. The Ministry has not received adequate support in terms of resource allocation and office accommodations. This has seriously eroded the smooth and effective functioning of the Ministry. Most of the Ministry's office materials and equipment have been lost in the process of moving from one temporary accommodation to another. However, during this review, the Ministry has re-allocated from the Stadium Hostel to the former Chinese Chamber of Commerce at King Harman Road. It is hoped that with its accommodation problems settled, the Ministry will now be able to focus on developing strategies to promote, develop, and market tourism and cultural activities nationally and internationally.
9. The Ministry has suffered from lack of strategic policy development, planning and leadership training. Not only must professional capacity be developed to accompany the current administrative functions, staff in both divisions must benefit from work study tours to countries that are well advanced in tourism management in order to enhance productivity and efficiency.

10. The Ministry has suffered quite too long from low budget allocation and lack of funding, and there is every need therefore for the government to increase its budget allocation to the Ministry, as this will enable the Ministry to effectively carryout its statutory obligations.

11. In order for the country to derive maximum benefits from its physical, human, and cultural assets, there is urgent need for the Ministry and the National Tourist Board to diversify the tourism portfolio through development of a wide product base. Effective strategies will have to incorporate issues such as availability of prime land for development and an enabling investment climate. Collaboration is therefore necessary with the institutions responsible for these matters.

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SUMMARY OF RECOMMENDATIONS

STATUTORY FRAMEWORK AND MANDATE

We recommend that all obsolete laws, regulations and conventions be reviewed, updated and made relevant to the development and promotion of tourism and culture in Sierra Leone

We recommend that the Ministry actively engage the Law Officers Department and the Law Reform Commission in updating old laws and developing new ones

We recommend that the Ministry adopts the revised vision since it focuses on aspirational priorities and development objectives

We recommend for consideration the following mission statement for the Ministry of Tourism and Culture;-

“The Ministry exists to promote sustainable tourism as a means of economic growth and socio-cultural integration and to promote Sierra Leone as an environmentally friendly destination as well as build the image of Sierra Leone abroad as a country with a glorious past, vibrant present, and a bright future. It works to preserve, protect and promote cultural diversity with a view to reviving and strengthening national consciousness, understanding and appreciation of the cultural heritage and artistic creativity and enhance its contribution to poverty reduction and overall development”.

STRUCTURES

We recommend that a ‘National Arts and Culture Board’ is set-up for the promotion of Arts and Culture. By so doing, the MOTC will transfer all implementation functions to the Board and concentrate on policy issues of Arts and Culture. Such structural arrangements will decongest the staffing of MOTC, and hence the focus of the Ministry will then be aligned with its responsibilities.

We recommend that the supervision of the Monuments and Relics Commission and the National Museum move to the National Arts and Culture Board, once it is established

FUNCTIONS

We recommend that the institutional responsibilities of the MOTC be clearly defined so as to avoid duplication and overlap of functions with the National Tourist Board

We recommend that professionals in the Tourism division should not engage in the same activities performed by the NTB staff. There should be role clarity between the Ministry as a policy formulation body and the NTB as an implementing agency

We recommend that the Ministry focus on facilitating an enabling environment for tourism and cultural development by engaging all stakeholders, especially other Ministries, accordingly;

- Energy and Water Resources in the provision of water and power
- Transport and Communication in the provision of adequate air, sea and land transport and facilities in airports and ports for passengers and cargo
- Works, Housing and Infrastructure in providing access routes and managing the interventions of the SLRA
- Lands, Country Planning and the Environment in provision of designated areas for tourism, protection of areas of natural resource, and leasing and purchasing of lands, especially in liaison with the Provincial Authorities on land tenure as well as the government-owned land in the peninsula
- Internal Affairs and Immigration Department in providing easier access through visa provision and internal security and safety of tourists
- Foreign Affairs and International Cooperation in monitoring international regulations and agreements, and providing access points in foreign missions for tourism information and publicity
- Agriculture, Forestry and Food Security in protecting farmers interests and conservation of the natural eco-systems
- Trade and Industry in providing sustainable and accessible policy and legal frameworks to encourage local and international business investment opportunities including import and export conduits/reductions in trade barriers
- NRA and Ministry of Finance and Economic Development in providing incentives to promote investment, and to support budgetary provision for tourism development

- Justice sector to develop policies and legislative and regulatory frameworks based on recommendations from NTB and other agencies

We recommend that the Ministry accord priority to developing comprehensive tourism promotion strategies

We recommend that the Ministry review the draft policy on Culture taking into consideration changes made in the first draft document

STAFFING

We recommend that MOTC Tourist Information Officers should no longer be assigned to work at the Lungi International Airport. NTB officials should carry out this function.

We recommend that Tourist Guides and Beach Wardens working in MOTC should be re-deployed to the NTB.

We recommend changes in the staffing of the Ministry to reflect the focus on strategic policy development and effective management.

In addition to the staff recommendations for each of the Divisions, we specifically wish to highlight the following proposed changes;

- That the Clerical Staff of the Ministry be reduced to a more efficient number
- The Dance Troupe and Support Staff be transferred to the National Arts and Culture Board and names deleted from the MOTC payroll as soon as the Board is established
- Cleaners/Security personnel/Carpenters should be outsourced as per general Civil Service recommendations

STAFF TRAINING AND DEVELOPMENT

We recommend that after the approval of the new structure, the MOTC should seek the assistance of the HRMO in developing its HR capacity.

We recommend that the Ministry should seek assistance from the HRMO to prepare a training policy and plan

We recommend that the Ministry should seek assistance from the HRMO to prepare a comprehensive career development programme for both professionals and support categories of staff

COMMUNICATION WITH STAKEHOLDERS

We recommend that the MOTC develop a communication strategy that will guide them in the implementation of its objectives and sensitize the people more appropriately.

ESSENTIAL EQUIPMENT

We recommend that the MOTC be considered in the Essential Equipment provision component of the Public Sector Reform Programme.

DECENTRALIZATION

We support and recommend the devolution of the functions earmarked for decentralization to the appropriate local institutions.

We further recommend that the Ministry works with DECSEC in developing a strategy for devolution of its functions to Local Councils.

MANAGEMENT AND FUNCTIONAL REVIEW OF THE MINISTRY OF TOURISM AND CULTURE

1.0 INTRODUCTION

As part of the Government of Sierra Leone's (GoSL) continued effort to promote good governance in the management of public services in order to restore efficiency and enhance service delivery, the Public Sector Reform Unit in the Office of the President has undertaken a Management and Functional Review of the Ministry of Tourism and Culture.

1.01 Terms of Reference

1. Review and Redefine the Ministry's Mandate

Objective: Review and redefine the mandate and role of the Ministry to ensure it directly relates to and is consistent with the development objectives of the Government, including the consequences of decentralization, the devolution plans of the Ministry, budget reforms and its role in the Poverty Reduction Strategy Paper 11 (PRSP II).

Output: Redefined mandate of Ministry, vision, mission statement and functions of the Ministry

2. Review of Organisational Structure

Objective: Review organisational structure to determine how the functions and responsibilities of the various divisions and units relate to the achievement of the mandate and mission of the Ministry

Output: Reviewed and redefined organisational structure setting out functions, responsibilities and priority areas of the divisions and units within the Ministry.

3. Review of Administrative Procedures

Objective: Review administrative procedures, processes and facilities to determine efficiency and effectiveness in delivering mandate and mission.

Output: Recommendations on changes required for administrative procedures that enhance decision making and delivery.

4. Existing Staff Inventory and Staff Requirements for the Ministry

Objective: To document existing staff inventory, qualifications and skills, undertake any sample job inspections, additional job analysis and evaluations, develop selected job descriptions and establish the future staffing requirement with necessary skills to achieve the mandate and perform the functions identified

Output: Detailed existing staff inventory, job descriptions and detailed staff requirements which can be used for manpower planning.

5. Staff Rationalization

Objective: Determine the “fit” between existing and future staff requirements of the Ministry

Output: Detailed information on the rationalization of Staff to be retained, retired, retrenched and devolved to Local Government

6. Communication

Objective: To review the pattern of communications between the Ministry and the public to assess whether their interests are being satisfactorily communicated to the Ministry and whether Ministry’s decisions and policies are being satisfactorily communicated and understood

Output: Recommendations on improvements in communications

7. Equipment Estimates

Objective: To support the Ministry in the preparation of estimates of equipment required for supply from the Essential Equipment Fund

Output: Equipment Estimates

2.0 APPROACH TO THE STUDY

The main tool employed was the process approach which entailed the involvement of the staff of the Ministry, particularly top management, in the identification of the problems, solutions, and development of recommendations.

Prior to the commencement of the assignment, the Minister and top management of the Ministry were briefed about the review, the parameters and the expected roles they are to play in the process, particularly the setting up of the Change Management Team which is vital in driving reform. This was to ensure acceptance, ownership, transfer of skills and smooth implementation of the recommendations.

Structured interview protocols as well as questionnaires and the follow-up interviews gave a picture of the existing situation with regards to mandate, vision, mission, functions, organizational structures, staffing and working arrangements including policy formulation processes, as well as internal and external coordination.

Interviews were held with selected officials from the Ministry and the National Tourist Board. The names of those interviewed/consulted are listed in Appendix 2.

In addition to the interviews and meetings, information on workloads, staffing numbers, skills mix and vacancies, where available, was collected and analyzed. Relevant reports and documents pertaining to the working of the Ministry and its implementing Agency were critically examined. For example, the Strategic Action Plan of the National Tourist Board was carefully studied.

Contentious issues identified during the review were discussed thoroughly with the Permanent Secretary (PS) for his views and comments.

3.0 RESPONSIBILITY

The Public Sector Reform Unit takes full responsibility for this report and the views expressed in the report are not necessarily those of the Government of Sierra Leone. The report will be presented to the steering committee on Public Sector Reform (SCPSR) and a tripartite review by the SCPSR, PSRU and the Ministry of Tourism and Cultural Affairs will be conducted. Thereafter, the Report and its recommendations will be submitted for the consideration of Cabinet. It becomes a Government document after due consideration by Cabinet.

4.0 ACKNOWLEDGEMENTS

We are very grateful for the support and facilities provided by the Minister, the Permanent Secretary, Directors of Tourism and Culture and the staff of the Ministry of Tourism and Culture, and the National Tourist Board.

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5.0 OVERVIEW OF PRESENT ARRANGEMENTS

5.01 LEGISLATION

5.02 The Ministry of Tourism and Culture derives most of its responsibility and functions from the Development of Tourism Act No. 11 of 1990 and the Tourism Master Plan of 1982 which has been used as a 'Blue Print'. Over the years, the Ministry has not had any coherent policy other than those stated. There are twenty-eight Acts and statutory instruments which touch upon and are related to the Tourism Development Act 1990. There are also eleven Cultural legislations and conventions that address specific areas of concern particularly the preservation, protection and promotion of Sierra Leone's cultural heritage. These cultural legislations take into cognisance national and international regulations. However, most of these laws, including the Tourism Development Act 1990, are outdated and irrelevant considering the prevailing circumstances facing the tourism industry. For instance, the Tourism Development Act has provisions for incentives that should be granted to potential investors in the sector, but the parameters are not explicit. There is every need for the legislations to be reviewed to make them more relevant and to ensure that they positively respond to the country's development needs.

5.03 Several key pieces of legislation relating to Tourism and Culture include:

- Hotel and Restaurant Act No. 2 of 1980
- Hotel and Restaurant Act (Date of Commencement) Order No. 20 of 1980
- Hotel, Restaurant and Night Club (Fees) Regulations No.3 of 1987
- Levy of Tourists (Hotel Charges) Order No.10 of 1980
- Guides Prohibition Act Cap 72
- Freetown Hotel Limited Agreement (Ratification) Act Cap.287
- Freetown Fire Prevention Measures (Fire Forces) Rules Cap.68
- Freetown Fires Prevention Measures Act Cap.68
- Entertainment Tax (Amendment) Act No.7 of 1981
- Declaration of Labour Health Areas Order Cap. 212
- Non-Citizen (Interest of Land) Act No.30 of 1966
- Provinces Land Act Cap.116
- Provinces Land (Amendment) Act No.15 of 1961

- Provinces Land (Amendment) Act No.29 of 1972
- Provinces Land (Amendment) Act No. 18 of 1976
- Provinces Land (Amendment) Act No. 11 of 1965
- State Lands Act No.10 of 1960
- Liquor Act Cap. 237
- Liquor Licensing (Amendment) Act No.29 of 1972
- Liquor Licensing (Amendment) Act No. 45 of 1962
- Monuments and Relics (Amendment) Act No.11 of 1967
- Proprietors and Managers of Hotels, Restaurants etc Licensing fees) Regulation No. 12 of 1991
- Wildlife Conservation Act No.27 of 1972
- Wildlife Conservation (Amendment) Act No.5 of 1990
- The Monuments and Relics Ordinance 1947
- The Local Government Act 2004
- The Public Archives Act1965
- The Cinematograph Exhibition Act 1960
- Copy rights Law (Act No. 28 of 1965)
- The Education Act 2004
- International Instruments and Declarations on Culture
- The Universal Declaration of Human Rights 1948
- The International Convention on Economic, Social and Culture Rights 1966
- The African Charter on Human and People's Rights 1981
- Convention Concerning the Protection of the World Cultural and Natural Heritage, 1972

5.04 The large number of legislations, statutory instruments and conventions dealing with the development of tourism and culture has not significantly impacted on the functioning of the Ministry because most of these laws are outdated and but also because they are not accompanied by a comprehensive national guiding strategy. It was observed that the Ministry has created a Policy document on Tourism that is currently awaiting validation from stakeholders.

5.05 Also key to the Ministry's policy agenda is the formulation of a National Council for Arts and Culture. The review team noted that the draft policy document is currently with the Law Officer's Department for legal review. Follow-up action with the Law Officer's Department remains crucial to the finalization of this document to ensure swift action. The team is however of the opinion that rather than creating a National Council, the Ministry should set up a National Arts and Culture Board to perform similar functions the National Tourist Board does for tourism development.

5.06 There is also self-created overlap between the Ministry of Tourism and Cultural Affairs and the National Tourist Board in terms of structure and functions. Although this review did extensively address the structure and functions of the National Tourist Board, the duplicity in roles between the two institutions is worthy of mention as it negatively impacts strategic management of the tourism sector.

6.0 STRATEGIC OBJECTIVES

6.01 The overall goal of the Ministry as reflected in its Mission Statement is:

"To develop appropriate Tourism and Cultural Policies and Programmes geared towards development, promotion and marketing of Tourism and Culture in Sierra Leone".

6.02 The Vision Statement of the Ministry similarly emphasizes promotion and development of the Tourism industry:

"Decentralized, well coordinated, competitive and higher value cultural and Tourism industry that enhance promotion and ensure sustainable and environmental friendly development of the Industry."

6.03 Primary objectives include:

- Development of National Tourism and Cultural Policies
- Supervision of the National Tourist Board and the National Council for Arts and Culture
- Development and Promotion of Eco-tourism, Cultural Tourism and other forms of Tourism Nationwide, paying key attention to environmental protection
- Preservation and Conservation of Ancient Monuments and Relics Nationwide

- Promotion of National and International Cultural Activities
- Facilitation of issuance of export licenses of antiques/sculptors
- Protection and Preservation of Intellectual Property Rights
-

6.04 Short- Term Goals of the Ministry include:

- The development and formulation of National Policies on Tourism and Culture
- Decentralizing Offices to the Provincial Headquarter towns of Bo, Kenema and Makeni
- Recruitment of new Tourism and Cultural Officers
- Rehabilitation and refurbishment of Government-Owned Hotels leased to the private sector
- The review of the Tourism Development Act of 1990 and to review and update available documents on the Industry
- Visitations/Familiarization to Tourism and Culture Potential Areas Nation-wide

6.05 Long-Term Goals

- Lumley Beach Development Project- Ongoing
- Bunce Island stabilization and Restoration-Ongoing
- Government to create the enabling environment and encourage Private Sector
- Private Investors in partnership with Government to develop and set up Tent/Camps
- Lodge Centres by Park and Sanctuaries
- The Hosting of Annual Cultural festivities
- The National Dance Troupe and the creation of the National Commission of Arts and Crafts

7.0 ROLE OF THE MINISTRY OF TOURISM AND CULTURE

7.01 Since the inception of the Ministry, it has been carrying out its functions based on the Tourism Development Act and the Tourism Master Plan which have been used as a guide over the past decades. The role of the Ministry of Tourism and Culture has been defined within the policy framework of the country. As the central authority for the promotion and development of tourism in Sierra Leone, the Ministry supervises and controls the component branches of the sector and generates policy guidelines and objectives for growth management and marketing and devise strategies to achieve objectives, particularly provision of tourism amenities/facilities and attractions. The mandate and remit of the Ministry is therefore not limited to promotion and development of tourism but also extends to the coordination and

supervision of the National Tourist Board which serves as the implementing Agency for the sector. Though there is a clear institutional responsibility between the Ministry and the National Tourist Board, the two have not had an effective relationship despite recognising the need for some form of rationalisation and integration of functions.

7.02 With very limited staff capacity, the Ministry has not been able to effectively generate policy guidelines, market Sierra Leone internationally, or advocate for improved investment climate and private sector development and business promotion. Collaboration with other line Ministries and Agencies especially the National Tourist Board, in the development of infrastructures to further tourism development has been very slow. As such the Ministry has not been able to perform its coordination and supervision role effectively.

7.03 In carrying out its mandate, the Ministry has to collaborate with line ministries like Transport and Communication in the provision of adequate air, sea and land transport and facilities in airports and ports for passengers and cargo; Lands, Country Planning and the Environment in provision of designated areas for tourism, protection of areas of natural resource and leasing and purchasing of lands; Internal Affairs and Immigration Department in providing easier access through visa provision and internal security and safety of tourists; Foreign Affairs in developing international relations and agreements and providing access points in foreign missions for tourism information and publicity; Ministry of Agriculture, Forestry and Food Security in protecting farmers interest and conservation of the natural eco-systems, as well as those responsible for provision of energy, water, and infrastructure. Collaboration with these MDAs has to be formalized and strengthened in order for the Ministry of Tourism and Culture to achieve its mandate and mission.

7.04 As a result of overlaps in functions and structures between the Ministry of Tourism and Cultural Affairs and the National Tourist Board, lack of role clarity and inadequate deployment of both professional and administrative staff, the Ministry finds itself unable to effectively carry out its mandate. Also, the Ministry has not been able to develop holistic national policy documents on Tourism and Culture, all of which would effectively guide the government and investors. Lack of a comprehensive policy document has impinged on the development of the Ministry since donors and other funding organizations request for the Ministry's policy objectives and strategies prior any substantial commitment. There is an

urgent need to review and update the Development of Tourism Act, 1990 and finalize the validation of the draft policy document at the Law Officer's Department

8.0 FUNCTIONS/STRUCTURE

8.01 The present structure of the Ministry provides for two political heads, the Minister and a Deputy Minister of Tourism and Culture. There are three divisions in the structure with a Permanent Secretary as Head of Administration and two professional directorates of Tourism and Culture. Section 62 of the Sierra Leone Constitution 1991 provides, although only tenuously, clarification on the roles of the Minister and Permanent Secretary. The Civil Service Codes undoubtedly also provides guidance on the role of the Permanent Secretary. The Minister and his Permanent Secretary must co-exist to manage the establishment, with the latter providing administrative leadership and guidance to all staff. It was observed that there is coordination and consultation between the Minister and the PS in terms of human resource matters and overall management of the Ministry.

8.02 The Ministry currently has two professional directorates (Tourism and Culture) as well as sub-vented agencies, namely the National Tourist Board, Monuments and Relics Commission, and the National Museum. The current structure of the Tourism directorate does not in any way reflect good management or service delivery. The Director of Tourism has been ill for quite some time and there is a need for qualified technical staff.

8.03 The Ministry and the National Tourist Board have very clear institutional responsibilities with the Ministry designing policies and NTB acting as an implementing agency. Nevertheless, the structure and functions of MOTC and NTB overlap in many areas. The MOTC has staff on its payroll that are engaged in similar activities as the Board such as Tour Guides and Beach Wardens. Other examples abound; both are engaged in tree planting and beautification at Lumley Beach. There are also MOTC clerks deployed at Lungi International Airport performing the function of Tourist Information Officers. Similar overlap is also apparent in strategy development.

8.04 AUXILLARY INSTITUTIONS

The Ministry supervises the National Tourist Board, the Monument and Relics Commission and the Museum. However, this report will only focus on the National Tourist Board, since

the functions of both the Monument and Relics Commission and the Museum are not particularly relevant as far as this report is concerned.

8.05 NATIONAL TOURIST BOARD

The remit of the National Tourist Board can be found in the Tourism Development Act 1990.

The functions of NTB are;-

- Develop all aspects of the Tourist Industry in Sierra Leone and promote its efficiency
- Keep and review regularly a record of tourist facilities and amenities in Sierra Leone
- Ensure at all times a high international standard of tourist facilities and amenities in Sierra Leone
- At all times ensure the protection of tourists in Sierra Leone and promote, encourage and facilitate tourism and excursions in Sierra Leone
- Utilise or adopt every legitimate means to develop, promote and publicise Sierra Leone as a tourist attraction
- Foster an understanding within Sierra Leone of the importance and economic benefit of tourism to the nation
- Undertake such research, experiments and operations as may appear to it to be necessary to determine the impact of tourism policies, with a view to improving the basis of the tourist industry, and to controlling and eliminating any undesirable factors that may affect the industry, and also to providing statistical and advisory information services to the public
- Classify hotels, restaurants, night clubs, casinos and entertainment complexes according to the standard of amenities and facilities provided by them and shall ensure the maintenance and advancement of such amenities and facilities within such classification
- Register and licence such hotels, restaurants, night clubs, casinos, entertainment complexes and other tourist facilities, services and amenities as the Board may deem suitable for registration and shall collect such fees, levies, and royalties as may be imposed by the Board with the approval of the Minister. Such fees, levies and royalties shall not include income tax, PAYE tax, pay roll, entertainment tax, tax on food and beverages, airport tax or any other tax that may be lawfully levied and collected by the Government

- Develop and upgrade all national tourism assets to international standards
- Provide or ensure the provision of training for workers in the tourist industry
- Secure the most favourable conditions for tourists to enter Sierra Leone
- Liaise with the Sierra Leone Ports Authority and the Sierra Leone Airports Authority to provide the best facilities for passengers using these gateways to Sierra Leone
- Submit an annual report and statement of account to the Minister for the consideration of Government
- Keep under review the standards and performance criteria of all tourist facilities and amenities and ensure that they operate within the law
- Consider the complaints of or against any tourist organisation or authority in accordance with the operations of the Tourism Development Act 1990 and make recommendations to the Minister of Tourism and Culture
- Recommend the declaration of National Tourism Development Assets to the Government

9.0 STAFFING

9.01 According to the information provided by the Ministry, there are 67 names on the current staff list. None of the staff interviewed during this review had job descriptions and there is no recent scheme of service available. As with other similar institutions, the Ministry is bloated with clerical staff who had not been absorbed into the regular work force of the Ministry. According to the data provided by the Ministry, there are 36 clerical staff which the management of the MOTC has resolved to cut-down to 15 since most of them are not adding value to the system. The Tourism Division has an approved post of 15 Beach Wardens which the review team also noted was a duplication of functions since the National Tourist Board has on their staff list. The Dance Troupe in the Cultural Division has a total number of 42 Dancers, 4 Chaperons, and 5 Welfare Officers. What are noticeably absent are qualified professionals; the Tourism Division has only 4 personnel in the middle and senior levels with functions directly related to policy making, and there are only 7 such in the Culture Division. As such, capacity building becomes very crucial for the promotion and development of tourism and culture in the country. Nevertheless, as Figure 1 illustrates, the current professional staff in the Ministry have the necessary technical qualifications and need only relatively minimal targeted training.

QUALIFICATIONS OF STAFF GRADE 7 AND ABOVE

NO	TOTAL PROFESSIONAL STAFF	DIPLOMA	BACHELORS	MASTERS
ADMINISTRATION	6		5	1
TOURISM	4	2		2
CULTURE	8	1	3	3

Fig.1

10.0 TRAINING

10.01 Training remains one of the key deficiencies in the Ministry. The required human resource capacity to efficiently and effectively man the Ministry had been seriously neglected for far too long. This inadequacy is especially apparent within the professional wings of the Ministry where have not benefited from training opportunities for far too long. Tourist Officers have not received the requisite training in policy development and implementation, while Life Guards or Beach Wardens who are supposed to prevent disasters at the beaches are not well trained in rescue operations and first aid.

11.0 ACCOMODATION AND MATERIAL RESOURCES

11.01 The Ministry of Tourism and Culture has not had a permanent location for the last ten years. It has transferred to several locations and this impermanence has caused the Ministry to lose its focus. Most of the Ministry's office equipment and materials have been misplaced during the process of transfer. At one time the Ministry was allocated the Government Wharf building as a temporary accommodation to carry out the day-to-day administration. The Ministry was further re-allocated to the Stadium Hostel where it was allocated with eight rooms, and had very poor toilet facilities, and no electricity or water supply.

11.02 However, during this review it was learnt from the Minister that the National Asset Commission has allocated to the Ministry an adequate office space that can accommodate the entire staff. The Ministry of Tourism and Culture will now have its permanent offices at the former Chinese Chamber of Commerce and Magbass Company building at King Harman Road.

11.03 The Ministry is further constrained with the acquisition of land to carry out intensive tourist activities and cultural development. It is an acknowledged fact that access to land is a crucial factor in tourism development and the land in the seafront is a prime site for tourism development worldwide. Unfortunately, most of these lands are in the hands of private individuals, who most times demand exorbitant lease from potential investors. This has seriously discouraged many potential investors in the tourism industry. It will therefore be necessary for the Government to go into purchasing agreements with the landowners or to facilitate investment into developing some of the Resorts that were destroyed during the Civil War. The MOTC and the NTB should also work with the Ministry of Lands, Country Planning and the Environment to demarcate Tourism Development Areas (TDA) to inform development and investment.

12.0 EXTERNAL CHALLENGES TO TOURISM AND CULTURAL DEVELOPMENT

12.01 The inadequate infrastructure such as poor and unpaved road networks, limited and costly transportation, poor communication networks, and lack of electricity and water supply facilities, as well as slow pace in creating an enabling investment climate in Sierra Leone, have all hampered the expansion of tourism and cultural development in the country. For example, the road leading to the beautiful beaches around the Peninsula at No.2, Tokeh, Hamilton, and other fishing villages has been in a deplorable state for ages. Very little attention has been paid to providing loans or facilities to the small resorts, restaurants and guest houses that have cropped up in these areas since the end of the Civil War. Similarly, minimal support has been provided to artisans and craftsman in the Western Area and the Provinces to sustain and develop their art.

12.02 LOW BUDGET ALLOCATION AND LACK OF FUNDING

The Ministry has been suffering from low budget allocation from the government. The unavailability of funds has negatively impacted staff development, provision of working tools and implementation of activities.

13.0 DECENTRALIZATION

13.01 In conformity with the ongoing decentralization process, the Ministry of Tourism and Culture is to devolve a variety of activities to the Local Councils. These are as follows:

- Manpower planning
- Identification of potential tourist destinations
- Promotion and development of tourism and culture

The Ministry maintains a presence in the provincial Headquarter towns of Bo, Kenema and Makeni, but this is compromised by inadequate resources and staff. The required human resource capacity to efficiently and effectively man the provincial offices is seriously lacking, and any devolution plans must be met with qualified and competent skill transfer. Failure to do this will eventually jeopardize the objectives of the Ministry.

14.0 ANALYSIS AND RECOMMENDATIONS

14.01 It is evident that the Ministry of Tourism and Culture is in need of a major overhaul of its structure and operations to ensure a radical refocusing of its role in formulating appropriate Tourism and Cultural Policies geared towards the development, promotion and marketing of tourism and culture in Sierra Leone and across the globe. There is every need to raise the Ministry's profile in national development. In that respect, the GoSL should re-double its effort in providing adequate financial and material support so that the Ministry executes its functions effectively.

15.0 STATUTORY FRAMEWORK

15.01 The various legislations establishing the functions, responsibilities and activities of the Ministry and its divisions have been on the books for over a decade.

We note that the MOTC derives most of its functions from the Tourism Development Act No 11 of 1990; however there are 28 other Acts and Statutory instruments that relate to it.

15.02 We observe that since 2002 the MOTC has been engaged in creating a Policy on Tourism and it was reported that the process is at the stage awaiting validation from stakeholders.

15.03 The MOTC has also drafted a policy on Arts and Culture. We understand that one of the recommendations of this policy is the establishment of a National Council for Arts and Culture. This document has been drafted and waiting the legal opinion of the Law Officers Department.

15.03 The MOTC will not be able to perform effectively in the absence of relevant and clear laws and regulations. **We therefore recommend** that all obsolete laws, regulations and conventions be reviewed, updated and made relevant to the current environment and development needs.

15.04 We have noted during our work with other MDAs that the review of policies and amendment or development of legislative instruments is unduly delayed as the Law Officers Department cannot cope with the workload. As a result, some Ministries have resorted to drafting bills themselves, creating more problems than they anticipated. We believe this has

come to the notice of the Law Reform Commission, which has directed that Ministries should now send all policy and draft bills to them for review and technical input. **We recommend therefore** that this policy of submitting legal and statutory documents for legal advice to the Law Reform Commission through the Law Officers Department be disseminated to all MDAs if it has not already been done.

15.04 Although our terms of reference did not include a review of the National Tourist Board, we were able to assess the interrelationship with the MOTC. The structure and functions of the MOTC and the National Tourist Board overlap in many areas. We will highlight this separately when discussing the structures and functions. However the Development and Tourism Act No 11 of 1990 will have to be revised to meet the suggested changes recommended in this report. Notwithstanding these functional and structural changes, **we recommend** that the Development and Tourism Act should be revised to meet the new global standards.

16.0 VISION AND MISISON

16.01 We reviewed the current vision of the Ministry of Tourism and Culture as it does not provide clarity to its mission statement. The revised vision statement reads as follows:-

“To achieve sustainable tourism that will lead to management of all resources in such a way that economic, social and aesthetic need can be fulfilled while maintaining cultural integrity, essential ecological processes and biological diversity and life support systems.”

We recommend the revised vision statement for adoption by the Ministry.

16.02 Having revised the vision, we therefore have developed a new mission statement from which the strategic goals and objectives of the ministry can be derived. We have revised the mission statement of the Ministry and recommend its adoption as follows: -

“To promote sustainable Tourism as a means of Economic Growth and Socio-Cultural Integration and to promote Sierra Leone as an environmentally friendly destination as well as build the image of Sierra Leone abroad as a country with glorious past, vibrant and a bright future. It also works to preserve, protect and promote cultural diversity with a view to reviving and strengthening National Consciousness, Understanding and Appreciation of

the cultural heritage and artistic creativity and enhance its contribution to poverty reduction and overall development.”

17.0 STRUCTURES

17.01 The MOTC and the NTB have clear institutional responsibilities. The staff reported to the review team a cordial relationship between the two entities. However, we noted overlaps and duplication of functions and responsibilities which warrant some form of rationalization and integration.

Clearly the role of MOTC is that of policy and the role of the NTB should be implementation.

17.02 We recommend that an agency be set-up for the implementation of Arts and Culture to be called ‘The National Arts and Culture Board’ by so doing the MOTC will transfer all implementation of Arts and Culture to the board and concentrate on policy issues of arts and culture. Also this will decongest the staffing of MOTC and the focus of the Ministry will then be aligned with its responsibilities.

17.03 The National Arts and Culture Board will have as its remit the following: -

- To serve as the supreme advisory body on all policies and programmes by cultural institutions, associations and groups in Sierra Leone
- Coordinate the activities of the different stakeholders in the culture sector
- Advise the MOTC on the formulation, evaluation and review of the National Policy on Culture
- Manage the distribution of subsidies and other support services to the culture sector
- Design strategies for the participation of different stakeholders in the implementation of the Cultural Policy
- Support cultural programmes and policies
- Facilitate the formation of cultural unions and associations for enhancing the coordination of relations with private sector and civil society cultural organisations
- Provide technical and financial support to the cultural associations or unions, with due regard to resources constraints
- Build the capacity of cultural practitioners;

- Carry out advocacy and awareness-raising activities for culture
- Develop the principles and guidelines for cultural impact assessment of development policies and actions;
- Provide guidance and advisory services to all sectors of development with regard to the mainstreaming of cultural issues in their strategic programmes and projects;
- Ensure the protection of populations from the negative effects of tourism
- Development and promote cultural and natural sites, historic monuments and museum
- Administer and coordinate cultural cooperation programmes and activities
- Provide guidelines for the recognition and accreditation of cultural groups
- Provide awards and recognition in all fields of artistic endeavour.

17.04 Museums, Monuments and Antiquities

The Culture directorate in the MOTC is charged with the responsibilities of Museums and Antiquities. The duties include preservation, protection and promotion of cultural sites, monuments and antiquities in line with international standards-setting instruments on cultural heritage. These heritages include moveable and immoveable heritage such as historical buildings and fortifications, ethnographic and historical materials. A Monuments and Relics Commission has been entrusted with this remit with the MOTC having oversight responsibility.

We recommend that the Monuments and Relics Commission as well as the National Museum be supervised by the National Arts and Culture Board when it is established.

18.0 FUNCTIONS

18.01 One of the key problems the team observed in the MOTC was the lack of planning of activities. While this can be attributed to the unavailability of qualified staff to design and implement strategies, it can also be attributed to the lack of understanding on what these very responsibilities are. As a result of this the MOTC has not been able to properly place itself vis-vis the NTB. We note that the NTB is supposed to be the implementing arm of the MOTC for all matters relating to Tourism. However, the implementation of activities prior the legislation for the NTB was the responsibility of the MOTC. Not surprisingly due to lack of

strategic direction, after the NTB was established, the MOTC has continued to implement some aspects of tourism.

Examples of functional overlap abound, including;

- The MOTC has Guides and Beach Wardens on its payroll that are engaged in the same activities carried out by the NTB. For example, the MOTC was engaged in tree planting at Lumley beach and the NTB was also doing the same. This duplication is causing wastage of human and financial resources.
- Technical staff in both entities are engaged in policy and strategy design and monitoring.
- There are MOTC clerks at Lungi acting as Tourist Information Officers. These officers should be recalled and replaced by NTB staff.

We recommend that the institutional responsibilities of the MOTC be clearly defined so as to avoid duplication and overlap of functions with the NTB.

We also recommend that professionals in the Tourism division of the Ministry should not engage in the same activities performed by the NTB staff. There should be role clarity with the Ministry focusing on policy formulation and the NTB working as an implementing agency. As indicated earlier in this report, the functions of the NTB are provided for in the Tourism Development Act 1990.

18.02 We note that the Gazetted responsibilities of the MOTC are as follows: -

- To develop policies for the Tourism industry.
- To Plan for the Tourist industry
- To coordinate all component branches of the sector
- To monitor and evaluate the activities of the sector

18.03 We recognise that the development of tourism in Sierra Leone is contingent on a lot of diverse factors and the involvement of stakeholders in many sectors. Infrastructural development must go hand in hand with a supportive and encouraging private sector and effective justice system, all of which will provide investors with the confidence to invest in Sierra Leone. **We recommend** that the Ministry facilitates this enabling environment for

tourism and cultural development by engaging all stakeholders in the various sectors accordingly;

- Energy and Water Resources in the provision of water and power
- Transport and Communication in the provision of adequate air, sea and land transport and facilities in airports and ports for passengers and cargo
- Works, Housing and Infrastructure in providing access routes and managing the interventions of the SLRA
- Lands, Country Planning and the Environment in provision of designated areas for tourism, protection of areas of natural resource, and leasing and purchasing of lands, especially in liaison with the Provincial Authorities on land tenure as well as the government owned land in the peninsula
- Internal Affairs and Immigration Department in providing easier access through visa provision and internal security and safety of tourists
- Foreign Affairs in developing international relations and agreements and providing access points in foreign missions for tourism information and publicity
- Agriculture, Forestry and Food Security in protecting farmers interests and conservation of the natural eco-systems
- Trade and Industry in providing sustainable and accessible policy and legal frameworks to encourage local and international business investment opportunities including import and export conduits/reductions in trade barriers
- NRA and Ministry of Finance and Economic Development in providing incentives to promote investment, and to support budgetary provision for tourism development
- Justice sector to develop policies and legislative and regulatory frameworks based on recommendations from NTB and other agencies

In terms of its overarching role **we recommend** that the MOTC accord priority to developing comprehensive tourism promotion strategies in collaboration with the NTB.

We further recommend that the MOTC review the draft policy on Culture considering the changes made in the first draft of the document.

19.0 MOTC STRUCTURE AND STAFFING

19.01 We believe that a structure of three main divisions (administration, tourism and culture) is appropriate for the MOTC, and have made recommendations as to the composition of these divisions. Currently, in addition to the senior management positions of PS, Deputy PS, Director of Tourism and Director of Culture, the MOTC currently has budgeted complement for:

Tourism

Deputy Director of Tourism

Senior tourist officer (vacant since 1993; no suitable candidate)

2 Tourist Officers (one vacancy)

5 Tourist Guides (1 in post)

14 Beach Wardens (1 post vacant)

We recommend that Guides and Beach Wardens should be transferred to NTB with the budget and appropriate measures to transfer/retire/severance pay and or pension preservation based on suitability of candidates.

We recommend that the MOTC Tourist Information Officers should no longer be assigned to work at Lungi International Airport and that the NTB should carry out this function.

Culture Division

- Director
- Deputy Director
- Assistant Director
- Senior Culture Officer
- Culture Officers (3)
- Assistant Culture Officer
- Cultural Village Manager (Welfare Officer)
- National Dance Troup – 35 people

With the establishment of the National Arts and Culture Board, the structure and staffing requirement of the Culture division will change drastically.

Finance and Administration

- PS
- Deputy PS
- Finance/Account and Accounts Assistant
- HR officer
- Drivers

19.02 Staffing Recommendations

We recommend that both the Tourism and Culture divisions focus on strategic policy and planning and should be manned by staff with expertise in tourism and cultural development and promotion. They should be responsible for the development of policy and strategy, liaise with the Ministries, acting as the conduit for NTB initiatives, and providing advice to the Ministry and the Government on all matters related to Tourism development.

Tourism Division

- Director
- Senior Tourism Officer
- Tourism Officer, Policy and planning (2)
- Assistant Tourism Officers (3, for research, monitoring and evaluation)

Culture Division

- Director
- Deputy Director
- Senior Culture Officer
- Culture Officers, Policy and Planning (2)
- Asst Culture Officer (3, for research , monitoring and evaluation)

Finance and Administration

- PS
- Deputy PS
- Senior Finance/Accounting Officer
- Finance/Accounting Officer
- IT Officer
- Public Relations Officer
- HR Manager/Training Co-coordinator
- Administrative/HR Assistant
- Confidential Secretary/ Executive Assistant (3, to be assigned to Minister, Deputy Minister, and PS)
- Records Officer
- Clerks (2, to assist staff with typing and administrative tasks)
- Messengers
- Drivers

19.03 Staff Development

The MOTC like any other Ministry has qualified administrators, but very few technical staff to make any meaningful impact on the overall output of the Ministry.

For the Ministry to progress, they will need qualified middle and senior level officials with experience and training in tourism and cultural development and promotion.

We recommend that after the approval of the new structure, the MOTC should seek the assistance of the HRMO in developing its HR capacity.

We also recommend that immediately the human resources requirements are approved, the Ministry should develop a training plan based on the existing Training Policy.

We further recommend that the Ministry should seek assistance from the HRMO to prepare a comprehensive career development programme for both professionals and support categories of staff

20.0 COMMUNICATION WITH STAKEHOLDERS

20.1 From discussions we had with Civil Society representatives, the MOTC has a low rating in terms of its performance and interaction with people. Many perceive that the Ministry has not done enough to promote culture and arts in Sierra Leone. We believe that once the policy development and supervisory functions of the Ministry are properly executed, this perception will improve.

We recommend that the MOTC develop a communication strategy that will guide them in the implementation of its objectives and sensitize the people more appropriately.

21.0 MATERIAL RESOURCES AND EQUIPMENT

21.01 The MOTC has recently moved to its offices at King Harman Road. And while this is a welcome development, the structure is in need of some refurbishment. The staff is also in desperate need of equipment and tools. **We recommend** that the MOTC be considered in the Essential Equipment provision component of the Public Sector Reform Programme.

22.0 DECENTRALIZATION

22.01 We take cognisance of the importance of devolving certain key functions to local authorities to ensure adequate access and efficiency in service delivery. We however believe that the Local Government Act 2004 must be reviewed, and that the Decentralization Secretariat (DECSEC) must develop a comprehensive policy and strategies for each Ministry in order to guide them along the process and to ensure the capacity of the Local Councils are adequate to incorporate the new mandate and responsibilities. **We therefore support and recommend** the devolution of the functions earmarked for decentralization to the appropriate local institutions. **We further recommend** that the Ministry works with DECSEC in developing a strategy for devolution of its functions to Local Councils.

APPENDIX 1

MANAGEMENT AND FUNCTIONAL REVIEWS OF MINISTRIES

QUESTIONNAIRE

The purpose of this questionnaire is to determine the nature of the overall strategy and structure of the ministry / department/ division/ agency/ unit to enable the MFR team to identify key issues and determine the approach to further research and interview. Please complete questions as thoroughly as possible. A member of the team will be available to answer questions and assist as necessary. Call 022-221566 or 221931

(Name of contact)

MINISTRY:.....

NAME OF POST HOLDER:

DEPT/ DIV/ AGENCY/ UNIT:

JOB TITLE:.....

LOCATION:

DATE: TEL (MOB/ LAND):

Please answer the following questions as comprehensively as possible. If there is insufficient space to answer fully any question, please record your name and relevant additional comments on page 4 or on a separate sheet of paper and attach it with you name and number.

SECTION A: LEGAL FRAMEWORK, MANDATE, MISSION AND VISION

1. Please provide a copy of the legal instrument or any document(s) relevant to the formation of your ministry/department/agency

2. Please state the following clearly (in writing) in relation to the ministry

Mandate:

Mission:

Vision:

3. If you are an agency, department, division or unit, provide your specific mandate/purpose as it relates to the achievement of the Ministry's overall mandate (Add additional sheets if necessary)

SECTION B: FUNCTIONS

4. Please list the main functions of the ministry/ department/ division/ agency/ unit for which you are responsible. These are the key activities that are undertaken which deliver the mandate. (Add additional sheets if necessary)

- a. _____
- b. _____
- c. _____
- d. _____
- e. _____
- f. _____
- g. _____

5. To improve efficiency and effectiveness, which of functions recorded at 4. above could be:

Expanded _____

Outsourced _____

Decentralised _____

Privatised _____

Commercialised _____

Stopped _____

6. a. How is work organised, distributed, coordinated and monitored?

6.b. Describe your work processes and procedures

7 Please state any operational problem(s) encountered in carrying out these functions.

8 How could procedures, processes and systems be improved to deal with these problems and improve efficiency and effectiveness in the performance of duties and service delivery?

9. Which are the other ministries/ departments/ divisions/ agencies/ units with which you collaborate in the performance of functions? What, if any, difficulties do you experience (including overlaps or duplications of effort).

10. State any functions which are planned for decentralisation?

11. What donor funded programmes or projects are you responsible for? (Add additional sheets if necessary)

Donor	Programme/Project	Role	Budget

SECTION C: ORGANISATION/ OPERATIONAL STRUCTURE

12. Please provide us with an organisational structure (diagram that presents lines of authority and reporting) for your ministry / agency / department / division / unit.

13. Do you/or the ministry/division operate from more than one office? Yes _____ No

Where are they located?

14. Will any of the offices be affected by decentralisation? How?

SECTION D: STAFFING

15.a. Please provide information on which staff are to be affected by decentralisation.

15.b. Please state any factors/interventions which would lead to staff reduction or redeployment.

SECTION E: COMMUNICATION

16. What are the modes / methods of communication between your ministry/ department/ division/ agency/ unit and the following:

a. Staff: _____

b. Departments: _____

c. Provincial offices: _____

d. Public: _____

e. Other MDAs: _____

17. How does the public communicate their interest and/or concerns to your ministry / department / agency / division / unit?

18. How can communications be improved to increase customer service and satisfaction and be more effective:

a. Internally _____

b. With other MDAs

c. With the public

SECTION F: EQUIPMENT

19. Please provide the list and status of equipment considered essential for the effective delivery of your mandate? (Add additional sheets if necessary).

Essential Equipment		Current Condition			Number Needed
Type	Available	Good	Needs Service	Obsolete	

Please provide a justification for the additional requirements. (How will service delivery be affected or improved?)

ADDITIONAL STAFFING INFORMATION

Table 1. Please complete for staff under your command *(by grade)

NO. OF STAFF in Min/ Dept/ Div Agency/ Unit	STATUS			NO. OF VACANCIES
	PERMANENT	TEMPORARY	CASUAL	

If there is any additional information which you would like to draw to the Review Team's attention please make a note here or discuss it with the Review Team directly during the research and interview phase.

Thank you very much for your cooperation

APPENDIX 2

LIST OF PEOPLE CONSULTED

MINISTRY OF TOURISM AND CULTURE

Mr. Hindolo Sumaguru Trye, Minister of Tourism and Culture

Mr. M.L. Caulker, Permanent Secretary

Mr. M.M. Gbetu, Deputy Secretary

Mr. Sandy R. Kawa, Director of Tourism

Mr. Foday Jalloh, Director of Culture

Mr. Sao James-Tybeh, Deputy Director of Culture

Mr. David Abibu, Director of Tourism

Mr. Patrick M. Sama, Assistant Secretary

Mr. Teslim Othman, Assistant Secretary

Mr. Ensah Kamara, Tourist Officer

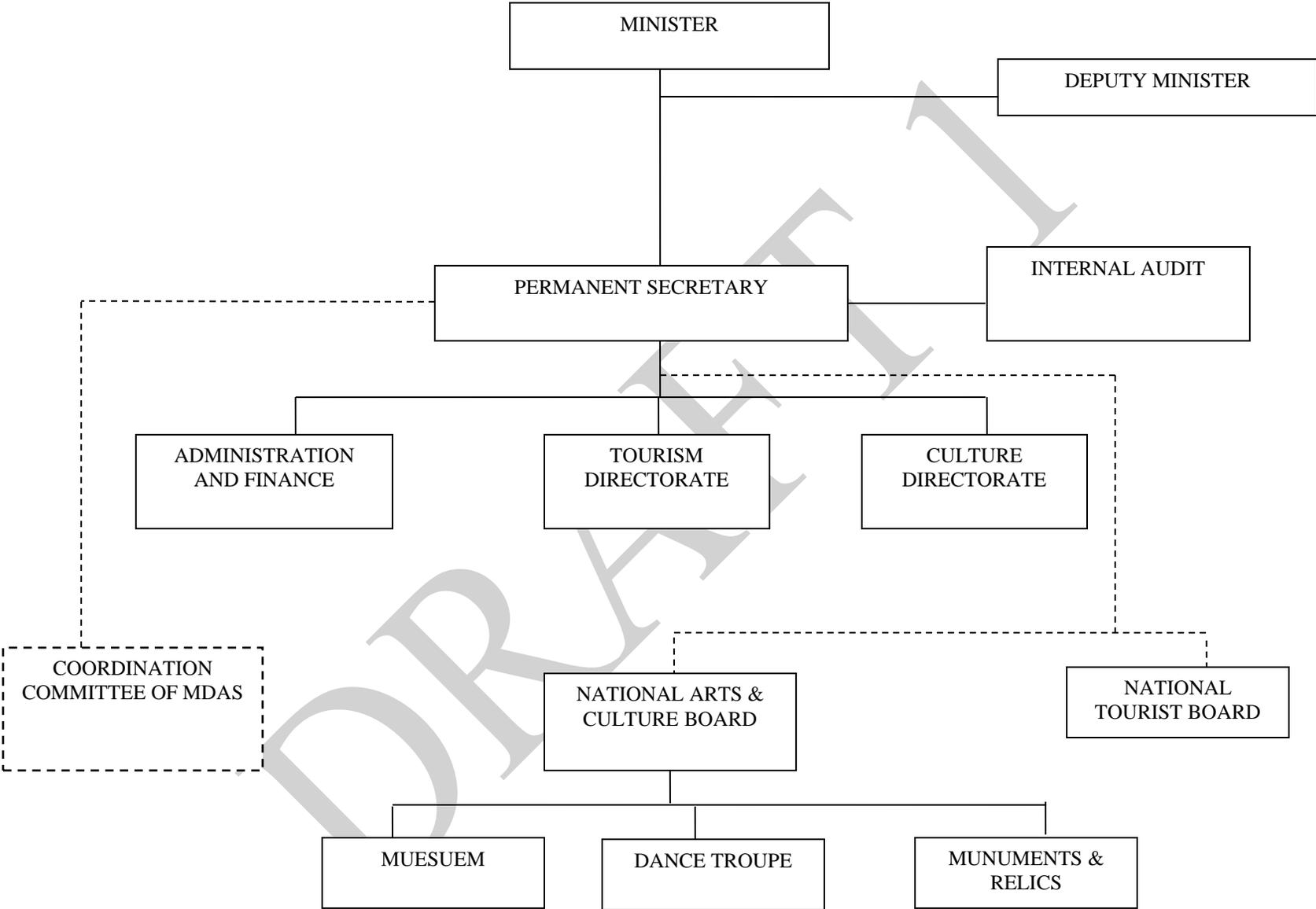
NATIONAL TOURIST BOARD

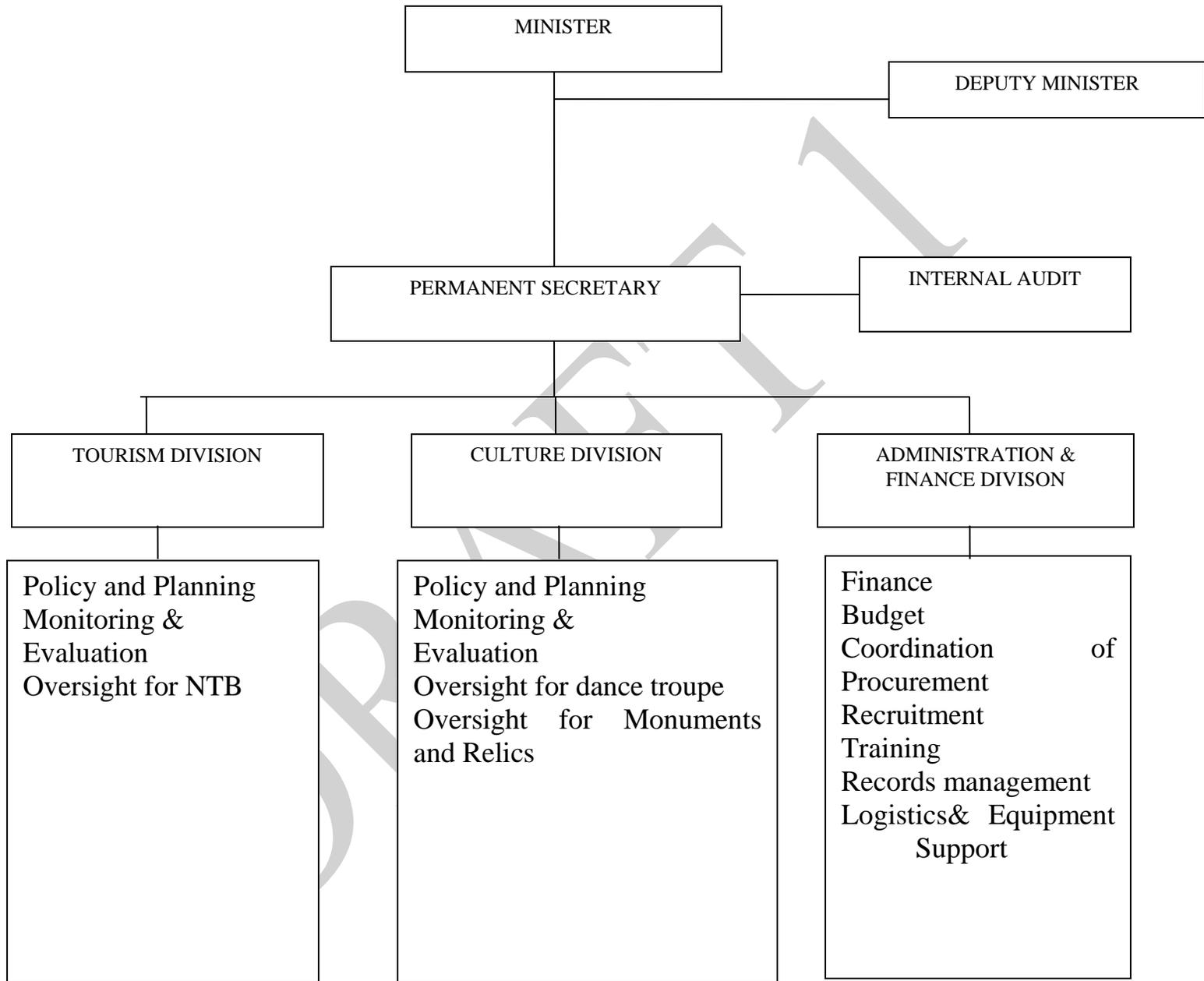
Mr. Cecil Williams, General Manager

Mr. Woodie

Ms. Fatmata Koroma

APPENDIX 3 PROPOSED STRUCTURE OF THE MINISTRY OF TOURISM AND CULTURE





APPENDIX 5
STAFF LIST OF MOTC

NO	NAME	DESIGNATION	GRADE
	ADMINISTRATION		
	Denis K. Vandi	Perm. Secretary	11
	Lorenzo M. Caulker	Ag. Perm. Sec.	
	Musa Conteh	Dep. Secretary	9
	Mr. M.M. Gbetu	Dep. Secretary	9
	Mr. Patrick M. Sama	Asst. Secretary	7
	Mr. Teslim V. Othman	Asst. Secretary	7
	Mr. Amadu Bah	Asst. Secretary	7
	Kosnatu Olatunde Savage	2nd Grade Clerk	
	Margaret M. Kamara	2nd Grade Clerk	
	Fatmata J. Bah	2nd Grade Clerk	
	Nelson A.K. Conteh	3rd Grade Clerk	
	Fatmata T.Z. Bangura	3rd Grade Clerk	
	Princess E. Tucker	3rd Grade Clerk	
	Finda Rogers	3rd Grade Clerk	
	Samuel A. Coker	3rd Grade Clerk	
	Liliana Short	3rd Grade Clerk	
	Salamatu F. Conteh	3rd Grade Clerk	
	Donald Augustus Cole	3rd Grade Clerk	
	Christiana John	3rd Grade Clerk	
	Maceray Fofanah	3rd Grade Clerk	
	Binty Conteh	3rd Grade Clerk	
	Isatu B. Kamara	3rd Grade Clerk	
	Ethel Emerica Lefevre	3rd Grade Clerk	
	Mildred F. Koroma	3rd Grade Clerk	
	Paul Sesay	TCA	
	Sylvanus Samuels	Watchman	

	Mavis Duba Quist	Temp. Cl. Clerk	
	Marie Madinatu Sesay	3rd Grade Clerk	
	Paul Sesay	Temp Cl. Clerk	
	Peter J. Tucker	3rd Grade Clerk	
	Charles Macauley	3rd Grade Clerk	
	Nelson A.K. Conteh	3rd Grade Clerk	
	TOURISM DIVISION		
	Mr. Sandy R. Kawa	Director of Tourism	11
	Mr. David Abibu	Dep. Director of Tourism	10
	Ensah Kamara	Tourist Officer	7
	Robert Hilton-Leigh	Tourist Officer	7
	Sylvia Dixon	Tourist Guide	4
	Haja Umu B. Lewis Sesay	Tourist Guide	4
	Joseph Marcathy	Beach Warden	
	Foday Gesco Koroma	Beach Warden	
	Saidu Bai Koroma	Beach Warden	
	Beresford Abayomi Lewis	Beach Warden	
	Abibu Turay	Beach Warden Grade I	
	Edward Martin Kargbo	Beach Warden Grade I	
	Saidu Kamara	Beach Warden	
	Mohamed Sillah	Carpenter	
	CULTURE DIVISION		
	Foday Jalloh	Director of Culture	11
	Sao James-Tengbeh	Deputy Director of Culture	10
	Ishmael A. Kamara	Senior Cultural Officer	8
	Alhaji Y. Kandeh	Cultural Officer	7
	Mr. Emmanuel K. Martin	Cultural Officer	7
	Hassan Kalie Marrah	Cultural Officer	7
	Samuel Bankole Jones	Cultural Officer	7
	Ahmed Wurie	Welfare Officer	5

	Sidikie J. C. Kortugbou	Cultural Assistant	6
	Jonathan B. Tucker	3rd Grade Clerk	
	Lucian M. Kenneh	3rd Grade Clerk	
	Sylvia Z. Jalloh (Nee Turay)	3rd Grade Clerk	
	Chuku Hobodie	3rd Grade Clerk	
	Elizabeth Browne	3rd Grade Clerk	
	Sulaiman Sesay	Temporary Clerical Assistant	
	Jeneba Turay	3rd Grade Clerk	
	Wilhemina Nicol (Nee Deen)	3rd Grade Clerk	
	Abdul T. Sesay	Storekeeper	
	Nyapere Barrie	Dancer	
	Sorie Sowe	Dancer	
	Morlai Kamara I	Dancer	
	Yeanoh Sankoh	Chaperon	4
	Nurse Bockarie	Chaperon	4
	Kokeh Bangura	Dancer	
	Bockarie Smart	Dancer	
	Momoh Rogers	Dancer	
	Francis Kannah	Dancer	
	Abu Kargbo	Dancer	
	Osman Kamara I	Dancer	
	Osman Kamara II	Dancer	
	Amie Kamara I	Dancer	
	Isata Kamara	Dancer	
	Daniel Yando	Dancer	
	Amie Suma	Dancer	
	Neneh Kelfala	Dancer	
	Philip Kongomoh	Dancer	
	Aminata Sillah	Dancer	
	Sunnah Lebbie	Dancer	
	Mabinty Sesay	Dancer	
	Momodu Suma	Dancer	

	Momoh Kamara III	Dancer	
	Bailor Barrie	Dancer	
	Saidu F Kamara	Dancer	
	Richard Momoh	Dancer	
	Salami Suma	Dancer	
	Hawa Caulker	Dancer	
	Mustapha Joe	Dancer	
	Edward Fayia Musa	Dancer	
	Kadie Kamara	Dancer	
	Kekurah Marah	Dancer	
	Sam Sillah	Dancer	
	Ekundayo Badamasi	Dancer	
	Morlai Kamara II	Dancer	
	Amie Kamara II	Dancer	

DRAFT

APPENDIX 6

RETIREMENT PROFILE 2010-2013

NO	NAME	DESIGNATION	GRADE	DOB
	2010			
1.	Musa Conteh	Deputy Secretary		3/7/1950
2.	Abdul T. Sesay	Storekeeper		23/3/1950
3.	Morlai Kamara I	Dancer		15/2/1950
4.	Kokeh Bangura	Dancer		1/7/1950
5.	Saidu Bah Koroma	Beach Warden		18/1/1949
	2011			
1.	David Abibu	Dep. Director of Tourism		13/3/1951
2.	Kosnatu Olatunde Savage	2 nd Grade Clerk		16/12/1951
3.	Edward Martin Kargbo	Beach Warden I		2/4/1951
4.	Abu Kargbo	Dancer		15/9/1951
5.	Osman Kamara I	Dancer		15/10/1951
	2012			
1.	Nelson A. K. Conteh	3 rd Grade Clerk		15/3/1952
2.	Princess E. Tucker	3 rd Grade Clerk		2/9/1952
3.	Ethel Emerica Lefevre	3 rd Grade Clerk		29/3/1952
4.	Sylvanus Samuels	Watchman		15/3/1952
5.	Abibu Turay	Beach Warden I		6/3/1952
6.	Jonathan B. Tucker	3 rd Grade Clerk		31/10/1952
7.	Sulaiman Sesay	Temporary Clerical Asst		31/9/1952
8.	Nyapere Barrie	Dancer		14/2/1952
	2013			
1.	Sandy R. Kawa	Director of Tourism		3/12/1953
2.	Margaret M. Kamara	2 nd Grade Clerk		26/6/1953
3.	Charles Macauley	3 rd Grade Clerk		9/4/1953

DRAFT 1