



**GOVERNMENT OF SIERRA LEONE**

**PUBLIC SECTOR REFORM UNIT**

**(PSRU)**

**MANAGEMENT AND FUNCTIONAL REVIEW OF  
THE MINISTRY POLITICAL AND PUBLIC AFFAIRS (MPPA)**

**FINAL REPORT**

**APRIL, 2021**

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## ABBREVIATIONS

|        |   |  |
|--------|---|--|
| APRM   | – | African Peer Review Mechanism                        |
| AU     | – | African Union  |
| CSOs   | – | Civil Society Organisations                          |
| EU     | – | European Union                                       |
| FGD    | – | Focus Group Discussion                               |
| HRMO   | – | Human Resource Management Office                     |
| HRCSL  | - | Human Rights Commission Sierra Leone                 |
| ICT    | – | Information Communication Technology                 |
| JDs    | – | Job Descriptions                                     |
| KII    | – | Key Informant Interviews                             |
| MoF    | - | Ministry of Finance                                  |
| M&E    | – | Monitoring and Evaluation                            |
| MFR    | - | Management and Functional Review                     |
| MLGRD  | – | Ministry of Local Government and                     |
| MoU    | – | Memorandum of Understanding                          |
| MPPA   | – | Ministry of Political and Public Affairs             |
| NaCCED | - | National Council for Civic Education and Development |
| NPRC   | – | National Provisional Ruling Council                  |
| NPPA   | – | National Public Procurement Authority                |
| NCD    | - | National Commission for Democracy                    |
| NEC    | - | National Electoral Commission                        |
| NEW    | - | National Elections Watch                             |
| NGOs   | – | Non Governmental Organizations                       |
| NPRC   | - | National Provisional Ruling Council                  |

ONS - Office of National Security  
PET Forms - Public Expenditure Tracking Forms  
PPRC - Political Parties Registration Commission  
PSRU - Public Sector Reform Unit

## EXECUTIVE SUMMARY

The Ministry of Political and Public Affairs (MPPA) of the Republic of Sierra Leone expressed its commitment to strengthen its oversight, monitoring and supervisory functions. To achieve this overarching goal, the Ministry solicited the thematic expertise of the Public Sector Reform Unit (PSRU) with the complimentary support of the Human Resource Management Office (HRMO) to conduct a Management and Functional Review with critical attention if possible, to review the functions of the Ministry with a view to avoid duplicity with other institutions that performs similar roles and to create a “Research, Policy and Planning unit” within the Ministry.

The mission of the Ministry is to “monitor government policies and project implementation through research and engage citizens on issues that are geared towards promoting democracy, good governance and development in Sierra Leone”. However, the research aspect of the Ministry’s mission has not been functional since its establishment; therefore, citizens’ perception surveys relating to the performance of the government are not conducted regularly and with empirical evidence. In most cases, these surveys are conducted by Civil Society Organizations (CSOs) and the outcome of these surveys hardly made available to the government. In light of these challenges, the proposed Research, Policy and Planning Unit will create a platform for citizens and service providers to interface and jointly identify problems, as well as, find solutions to these issues. Furthermore, topical issues brought to the fore by citizens are processed, analyzed and brought to the attention of the relevant authorities by the Researchers for action. It is therefore imperative that a comprehensive review of this nature is conducted, given the importance and relevance of the Ministry. The creation of the proposed Research, Policy and Planning unit would have a meaningful impact on governance in Sierra Leone.

This report provides the findings and recommendations deduced from the Management and Functional Review (MFR) conducted. After critical assessment of the proposed changes to the operational function of the Ministry of Political and Public Affairs, the review report has affirmed that the suggested restructuring to including the establishment of the Research, Policy and Planning unit will be useful for effective and efficient policy implementation of the Ministry. PSRU came to this conclusion having identified the gaps and challenges, as well as the

opportunities to strengthen its functions in terms of clarity of objectives, coherence, priorities, roles and relationships, with other institutions of Government under its supervision.

This review has also helped to gain an increased insight into the administrative and operational functions of the Ministry, whilst also analyzed its structure and constituent departments; as well as the suitability and sustainability of the proposed units for delivering its mandate with optimum efficiency and effectiveness. PSRU was also particularly able to review key administrative procedures, communication and coordination mechanisms, work schedules, approval processes for optimum efficiency and effectiveness of the Ministry.

With a mixed method adopted, PSRU held a preliminary consultative meeting with MPPA during which, the two institutions noted with keen interest the institutional challenges and concerns expressed by the leadership of the Ministry for which the proposed changes will help to address. Such a request is not surprising since the Ministry provide oversight, monitoring and supervisory functions to institutions that are towards improving democracy, good governance and economic development in Sierra Leone.

In doing so, the review team paid keen attention to operational efficiency and programmatic effectiveness that are inextricably linked to help redirect the attention of the Ministry to what it can do better. In view of the above, the team was able to justify the need to establish the Research, Policy and Planning Unit; and the review of its functions with a view to effectively delivered on its mandates.

## **Summary of Findings and Recommendations**

### **Findings:**

- We noted that a number of critical functions of the Ministry are missing, notably, Policy Development and Strategic Planning, Monitoring and Evaluation, Research and Statistics among others. These functions are central to the operations of the Ministry.
- And the present organizational structure of the MPPA is based on the traditional Civil Service structures, procedures, and conditions of service is disorganised and inadequately resourced (human and capital) to drive the Ministry in the new direction required to fulfil its purpose. Underlying this dysfunctionality is the ambiguity in the role of the MPPA in an effective policy process. This has critically weakened strategic

analysis and planning the latter being almost nonexistent leading to an inability to deliver the appropriate coordination and integration of an effective service response across the sector. Where planning and policy making exists it is ad hoc, reactive and does not provide direction or support for the senior tier and political leadership of the Ministry. An appropriate organizational structure has been recommended for adoption by the Ministry. The qualities and characteristics of the recommended structure have been outlined and discussed with the top echelon of the Ministry who has accepted its merits. Furthermore, the recommended structure complies with the Civil Service architecture. The recommended structure moves the MPPA to a single Directorate system with four units. These are the Administrative Unit, Political and Public Affairs Unit, Governance and Complaint Unit and Research Policy and Planning Unit, the main core function for service co-ordination and policy development.

- The Ministry has reduced to such an extent that policies and practices in human resource and records management have fallen into disrepair. We have stressed that records and information management are critical issues that cut across the Ministry and its agencies. We have recommended the need for revamping records keeping systems with assistance from the HRMO; and the introduction of a data collection and central information management strategy; as part of the Research Policy and Planning Unit, and the Governance and Complaint Unit respectively, to assist in coordinating and drawing together an integrated strategy for the sector.
- The current operating staffing structure is limited to a handful of senior professional/administrative staff supported by junior support staff with limited calibre and skills through lack of development who are underutilized as a consequence.

A full summary of our recommendations on strengthening the Ministry's own internal administrative apparatus is presented below and includes the following in priority order:



## Recommendations:

### Job Descriptions

- **We therefore recommend that** following the establishment of the new structure, the Ministry should consult HRMO to develop standard JDs to reflect the work of the Ministry

### Mandate

- **We therefore recommend** that the Ministry and the various institutions under its aegis work collaboratively in defining their respective roles and responsibilities to facilitate the implementation of projects, programmes and policy directives.
- **We also recommend** that the relationship between the Ministry, NCD and the other democratic governance institutions should be based on strengthening collaboration and coordination. In other words direct control should be avoided, but should be tailored on the platform of supervision with a room for operational autonomy.
- Furthermore, **we recommend** that it is but fitting for a Memorandum of Understanding (MoU) to be signed between MPPA and the MLGRD to foster collaboration in engaging citizens in the rural areas especially in the dissemination of government activities in their respective communities. The MoU will be guided by the desire to strengthen comprehensive cooperation between MPPA and the MLGRD in an organized and coordinated manner.

### Vision and Mission Statements

- **We therefore support** the present vision and mission of the Ministry but suggest that the senior management team, should consider how they encourage the staff who are going to be placed within the newly created Research, Policy and Planning Unit to aspire to the 'ideals' expressed.

### Functions

- **We recommend** the adoption of the Horizontal Review Report proposed architecture of Government blueprint for a Ministry to provide for a clear definition of roles and responsibilities. This is shown as the proposed organizational structure for the Ministry

in figure-2 above. We have also start on the next to recommended a grading structure for the new positions however, this would require further analysis and discussion with HRMO before finalization.

- **We have also recommended** that a Research Policy and Planning Unit (RPPU) be established to lead the Ministry forward. As we have suggested earlier this entity would have specialist liaison points for the establishment of policy and strategy as well as maintaining a continuous monitoring and evaluation with a clear oversight role which enables the MPPA to provide a comprehensive policy and service delivery framework on behalf of Government. Particularly important in this is the access to data collection and information dissemination. **We therefore recommend** the integration of a data collection and Information dissemination strategy, incorporating a research and statistics facility to provide the basis for policy and briefing.
- **We further recommend** that the Unit is filled with staff with the requisite skills and competences on planning, research and policy formulation to gauge the views of the public with regards to the performance of government and provide feedback for informed decision making.

### **Human Resource Management**

- **We recommend that** MPPA should contact HRMO to prepare job descriptions for each post that will include the qualification and experience requirements.
- **We also recommend that** MPPA should also work with HRMO for the preparation of a Scheme of Service for the respective positions that will ensure upward mobility for staff.
- **We further recommend that** urgent action should be taken through HRMO for the development of the HR Manual, distribute to staff and ensure that they are sensitised on its content. This is very important as the absence of it affects staff retention as staff members are always looking out for job opportunities.

### **Staffing**

- **We therefore recommend** that MPPA should seek the assistance of the HRMO to prepare a human resource plan to determine the requirements for recruitment/placement of suitably qualified staff for the new structure.

- **We also recommend that** potential surplus staff be identified and seek assistance from the HRMO to retain or reallocate them accordingly.

### **Age Profile and Succession Planning**

- **We recommend that** the Ministry with the help of HRMO develop a Succession Plan.

### **Recruitment**

- **We therefore recommend** that the HRMO and those in charge of recruitment should ensure that once positions are discussed and agreed at the manpower hearings, they should ensure that it is executed without further delays when the MDAs are ready for recruitment.

### **Training**

- **We therefore 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 training needs assessment for both professional and support categories of staff.
- **We also recommend** that the Ministry engage HRMO and other stakeholders to ensure that a robust training plan is designed for staff of the new Unit. In addition to the trainings coordinated by HRMO, the Ministry should conduct in-house training where necessary to enhance the effectiveness of its staff.

### **Communication and Collaboration**

- **We recommend** the development of a Communications Strategy inclusive of both internal and external communications. Also, radio/TV programmes, 'Meet-the-Press' sessions to be organized by the Ministry on a regular basis to enlighten citizens on the performance of Government activities and to enhance relationship with the public.
- **We therefore recommend that** the Ministry identifies priority areas and devises a strategy for relationship management.
- **We also recommend that** the Ministry should embed the public relation office into the Governance and Complaint Unit of the Ministry to deal with issues emanating from the public and other stakeholders.

## **Accommodation**

- **We recommend that** the Ministry continues its engagement with the Accommodation Committee at the Ministry of Works and Public Assets for the provision of adequate office space, in order for staff to be housed in more conducive/suitable working environment.
- **We also recommended that** the Commission should secure adequate office accommodation for all its regional offices.

## **Logistic and Equipment**

- **We recommend** that the Ministry should be provided with the necessary logistics including vehicles and office equipment to enable its staff to do its work. This should be clearly stated in the Budget, justified in the Procurement Plan, and reflected in the Government's allocation and disbursements to the Ministry.

## **SECTION ONE INTRODUCTION**

The Public Sector Reform Unit (PSRU) provides leadership, co-ordination and strategic guidance in the design, implementation and monitoring of Public Sector Reform initiatives. Its Mission is to facilitate the creation of a lean, performance-oriented, highly motivated, modern and efficient Public Service that delivers high quality services to the people of Sierra Leone in a timely and cost-effective manner.

PSRU undertakes Management and Functional Reviews (MFRs) as an entry point to identify capacity, systems and process challenges affecting the performance of MDAs. The key objective of the MFRs is to ensure that systems and organizational structures are aligned with the National Development agenda. Since its inception, PSRU has undertaken MFRs for all MDAs, which can be viewed at [www.psrugov.sl](http://www.psrugov.sl).

The Public Sector Reform Unit (PSRU) commenced the MFR on the 8<sup>th</sup> of September 2020. From inception, the review team set the necessary plan in place to address the challenges discussed during the consultative meeting with the leadership and staff of MPPA. Most significant of all was the need to create a modern structure that will include a Research, Policy and Planning Unit, accompany by qualified staff component, review the functions of the Ministry in conjunction with other agencies that performs similar roles to avoid duplicity and wastages; examine human resource development and career planning, as well as the development of effective data management systems.

Addressing these challenges will require support from the Public Sector Reform Unit (PSRU), Human Resource Management Office (HRMO), the Ministry's oversight institutions such as APRM and NCD, and other relevant stakeholders. Some of the recommendations and alternative options can be implemented immediately, while others, particularly those with financial implications, may be addressed over time.

Although this report is in response to the request of the Permanent Secretary of MPPA, the Public Sector Reform Unit takes full responsibility for the views and recommendations proffered therein.

## 1.0 Methodology

During the initial meetings with the Minister and Senior Management Staff, it was agreed that the main method of collecting data would be through comprehensive structured interviews with top management, and desk review of relevant documents. Since the Ministry has a relatively large staff strength, distribution of questionnaires according to administrative cadre was considered appropriate for this review.

The methodology of consultative approach was also adopted to ensure (i) buy-in and (ii) active participation of all senior staff in the Ministry. The scope of work and the methodology of the review were discussed and presented by the PSRU Team during the initial meeting, and copies of the questionnaires (attached in **Appendix 1**) were made available afterwards to all Heads of Departments/ Units and junior staff.

The Human Resource Officer was appointed as the Review Team's Focal Point in the Ministry in matters relating to the MFR. Series of meetings were held and individual and departmental interviews were conducted to ascertain the role and the internal workings of the Ministry, which has helped to inform recommendations. Discussions were also held with external partners and stakeholders. The Team reviewed documents and reports provided by the Ministry relating to the current structure, including the Staff List and organogram. The literature review extended to strategic plan and financial procedures.

As the key operations are conducted from Headquarters in Freetown, the team was able to glean information about the Ministry, including the three regional offices in Bo, Kenema and Makeni.

All attempts have been made to represent the views expressed during the interviews and from the questionnaires as accurately as possible. On submission of the draft Report, it is the responsibility of the senior management team to ensure that all units review the report and submit clarifications and comments to the PSRU in a timely manner.

This review can extend to submission of alternative theories, ideas, structures, etc. Upon receipt of these comments, the PSRU will hold general and bilateral meetings with officials of the Ministry. Once a general consensus is reached, the Final Report will be issued.

## 1.1 Scope and Limitation

In line with the request by the leadership of MPPA this MFR is limited to a specific diagnostic assessment with critical attention directed to identifying challenges and proffering concrete recommendations to strengthen the core functions and its administrative efficiency of the Ministry. In doing so, the review team was able to focus on the following areas:

- The Mandate, role, responsibilities and functions of the MPPA.
- Organizational structure and staffing of the institution to determine whether or not they reflect the current functions and responsibilities of the institution.
- Functional overlap with other related institutions for the avoidance of duplicity and wastages
- The Ministry's Administrative procedures, processes, facilities and reporting relationships to determine efficiency and effectiveness in delivering on its Mandate and Mission and its relations with other institutions.

## **SECTION TWO**

### **BACKGROUND OF THE MINISTRY OF POLITICAL AND PUBLIC AFFAIRS**

#### **2.1 Ministry of Political and Public Affairs (MPPA)**

The policy objectives of the Ministry were reviewed in 2010 to strengthened collaboration between the government and its citizens, as well as to improve on its mandate for effective and efficient service delivery for the people of Sierra Leone. The Ministry had a chequered history, and has had portfolios added to and taken away from its responsibility time and again. Initially it was called the Ministry of Political and Parliamentary Affairs, and later renamed to the Ministry of Presidential Affairs with the purpose of serving as a conduit between the Executive and Parliament in order to improve on the democratic tenets in the country. Furthermore, it is the responsibility of the Ministry on behalf of the government to maintain contacts with the public, political parties, trade unions as well as civil society organization.

Through its chequered history of changing names, the Ministry has now metamorphous to its current name as the Ministry of Political and Public Affairs (MPPA), with the main aim of liaising between the public and the government; serving as a conduit for the development of policies and programmes that are geared towards promoting public participation and good governance in the country. In an effort to expand its activities further the Ministry has established three (3) regional offices in Bo, Kenema and Makeni to monitor and popularize government policies, programmes and activities to the various regions in the province.

However, while it is the responsibility of the Ministry to provide oversight functions to established agencies such as the African Peer Review Mechanism (APRM) and National Commission for Democracy (NCD), the Ministry have witness most of its functions taken up by these institutions, and a host of other democratic institutions that are responsible for the promotion of good governance, democratic culture and civic education amongst the citizenry. With regards to these challenges of functional overlaps, accommodation, as well as systems and processes, the Ministry requested the technical expertise of the Public Sector Reform Unit (PSRU) to undertake a Management and Functional Review (MFR) to ameliorate these



limitations and proffer recommendations for the effective implementation of the Ministry's mandate.

## **2.2 Mission Statement**

To identify policies and programmes geared towards promoting democracy and good governance in Sierra Leone through public and stakeholders participation in governance activities.

## **2.3 Vision Statement**

To foster an advance and well structured socio-political and democratic culture that will serve as the engine for sustainable peace and socio-economic development in Sierra Leone.

## **2.4 Mandates/Functions**

The core mandate of the Ministry is to act as a liaison between the Executive, Parliament and the Public as well as to advance the development of a democratic culture in Sierra Leone. Based on the core mandate the Ministry performs the following specific functions for effective and efficient service delivery:

- Propagate Government policies and programmes through outreach and media engagements;
- Deepen democracy through community engagements and participation;
- Engage in Civic Education to promote good governance, transparency and accountability;
- Maintain constant engagement with the public, traditional rulers, political parties, CSOs, NGOs and international partners operating in the country;
- Serve as a liaison between the executive and parliament, and monitor legislative programmes in parliament;
- Identify issues of national concern, encourage public debates as and when necessary, and give feedback to institution concerned;
- Monitor public opinion on government policies and project implementation vis-a-vis the performance of the government and provide timely feedback to the Government;

- Channel complaints, appeals and representation to the Office of the President.

## 2.5 Summary of Key Stakeholders

Based on the organizational structure of the MPPA, the Ministry maintain working relationship with a number of institutions over which it has oversight – African Peer Review Mechanism (APRM) and National Commission for Democracy (NCD).

**APRM** – Is a flagship good governance programme of the Ministry. The APRM is the voluntarily acceded good governance instrument of member states of the African Union (AU) designed primarily to ensure political stability, economic growth and regional integration. Sierra Leone voluntarily joined the APRM in 2004 and was peer reviewed in 2012.

**NCD** – It was established in 1994 by NPRC Decree and in 1996, its operations received a major boost by Act # 3 of 1996 with a view to enhancing its profile in the provision of civic education to the masses of the people in Sierra Leone as it promotes positive participation in the governance of the nation.

Meanwhile, although the structural framework requires that NCD should be supervised by the Ministry, however, according to interviews conducted with senior management they do not relate in any way with the Ministry and all their programs of activities and resource utilization is being handled solely by them without any form of supervision by the Ministry.

The review team noted that APRM's subvention is being provided through the Ministry from the Ministry of Finance (MoF), and the Minister is the focal point of APRM at the Continental level of the African Union (AU), also signs and approves their PET Forms. However, effective monitoring of their activities and programs has been problematic due to lack of cooperation and the intent of becoming independent. A list of those interviewed is attached in **Appendix 2**.

### Functional overlaps with other MDAs

From the mandates of the MPPA it's crystal clear that if not all but most of its functions overlap with other MDAs which impedes the Ministry's efficiency in providing service delivery to the citizenry of Sierra Leone. It was revealed by the review team that the mandate of the Ministry has a lot of similarities with other institutions in terms of its functions and roles. For instance, "*Engage in Civic Education to promote good governance, transparency and accountability*" this

simply stipulate that there has to be a connection between the Ministry and NCD when it comes to achieving this function; as NCD performs similar role when it comes to its civic education programs in sensitizing the populace on their constitutional rights and responsibilities.

Similarly, as the review team noted, the Ministry is facing the same issues with the National Council for Civic Education and Development (NaCCED) and again Parliament on the mandate that states “*Monitoring the progress of the Executive’s Legislative Programmes in Parliament*” meaning the Ministry in conjunction with Parliament has to work together when it comes to achieving this function. However, this should not be the case as the legislative arm of Government should and must remain independent.

The Ministry has also faced a challenge with the Ministry of Local Government and Rural Development (MLGRD) in implementing one of its core mandates to maintain contact with the public, traditional leaders, civil society organizations or any pressure group operating in the country. On that note, it has always been a difficult task to achieving the aforementioned mandates of the Ministry.

## **SECTION THREE STRUCTURE AND ORGANISATION OF MPPA**

### **3.0 Current Organizational Structure**

MPPA like other Ministries, Departments and Agencies (MDAs), is led by the Minister as the political head and assisted by a Deputy Minister. The Minister as the political head is responsible for the success or failure of the Ministry in delivering government policy. The Permanent Secretary is the head of administration and is the Chief Adviser to the Minister on strategic planning and development of policies. He is also the Vote Controller, who is responsible for the day-to-day running of the Ministry. As the Vote-Controller of the Ministry, the Permanent Secretary supervises the Accounts Section and gives approval to budgets and procurements.

Currently, the Ministry has two main wings, these are: Administrative wing, which is under the control and supervision of the Permanent Secretary; and the Technical/Professional wing - this wing is under the control and supervision of a Technical Director or Professional Head, assisted by a Deputy Director in providing leadership and direction on policy and core functions of the Ministry. We observed the absence of a monitoring and evaluation unit in the Ministry.

### **3.1 Administrative/Human Resource Wing**

The Administration/HR wing is the coordinating body of the Ministry. It provides vital services for the entire Ministry including procurement of goods and services, provision of stationery, toiletries and other working logistics. However, this section performs the following specific functions:

- Implementing legislations and policies related to personnel affairs
- Identifying staff requirement across Directorates and Units
- Conducting employee performance reviews and appraisal
- Processing employee leave entitlements
- Developing and implementing training programmes for employees
- Developing job descriptions and job classifications

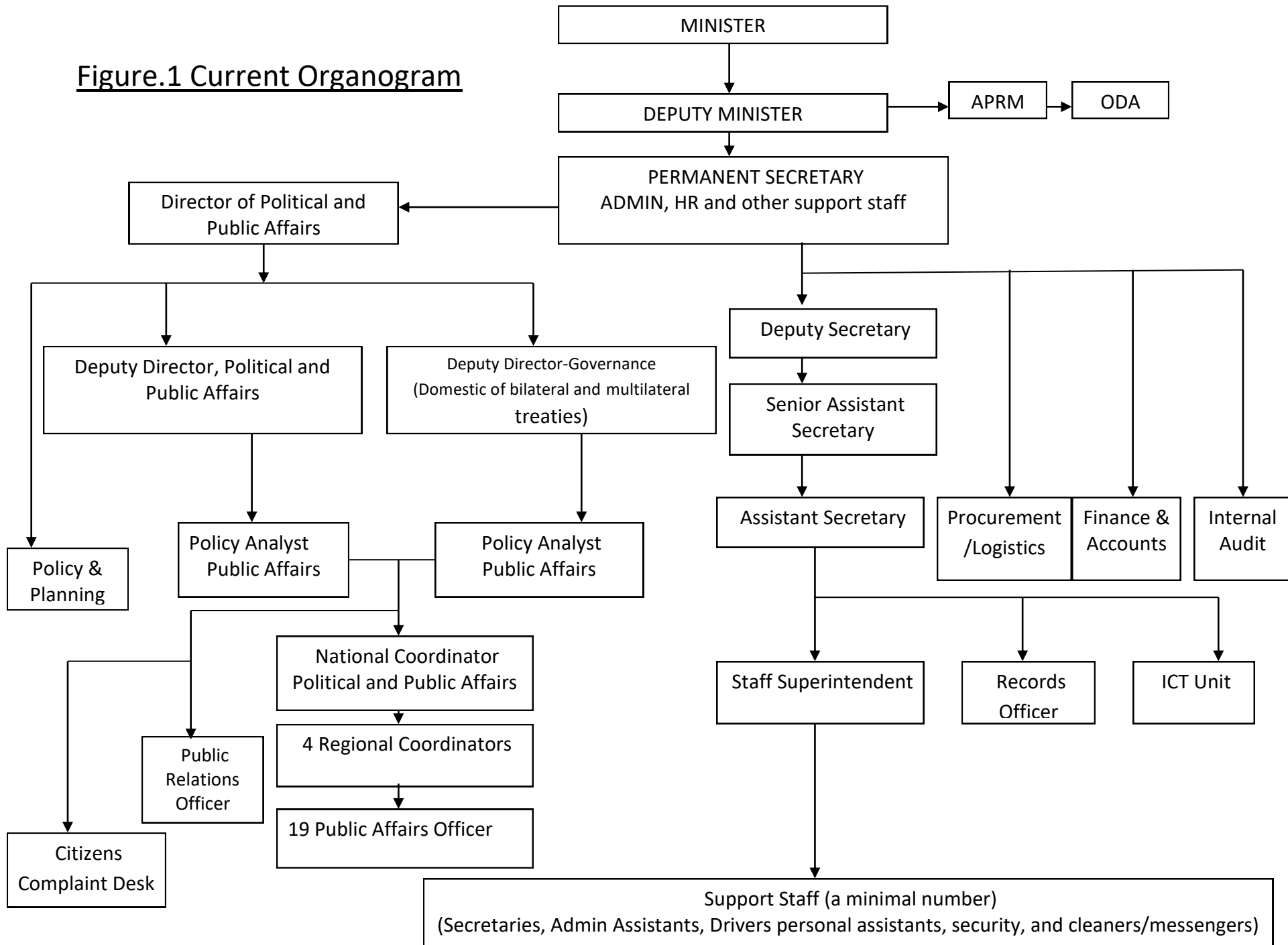
### 3.2 Technical/Professional Wing

This section is tasked with the fundamental mandate of developing policies and programmes that are geared towards promoting good governance in Sierra Leone, through the enhancement of public and stakeholder participation; political awareness building and the monitoring of governance trends. The Technical/Professional wing is also made up of two units: Political and Public Affairs Unit, and the Governance Unit. However, in carrying out this broad mandate of the Ministry, this wing performs the following specific functions:

- Provides supervision on the designing, implementation, monitoring and coordination of projects/activities of the ministry;
- Supporting the permanent Secretary in providing supervision of the Ministry;
- The propagation of government policies and programmes;
- Serve as a liaison between the government and the general public;
- Advancing the development of a democratic political culture in Sierra Leone;
- Providing a link between the Government and Parliament;
- Monitoring the progress of the Executive's Legislative Programmes in Parliament;
- Maintaining contacts with the public, traditional rulers, political parties, interest/ pressure groups in society;
- Supporting in the enhancement of effective communications within all structures in the governance system;
- Identifying national issues of concern as and when necessary and encouraging public debates on such issues;
- Monitoring public opinion on political and other related matters vis-a- vis- the performance of Government;
- Deepen democracy and engage in civic education initiatives;
- Collaborating with relevant Government MDA's, national and international organizations and institutions;

The current organizational structure for the Ministry is shown in figure 1 below:

**Figure.1 Current Organogram**



### 3.3 Proposed Organizational Structure

Based on the analysis of the current organisational structure shown above, a proposed structure was designed as indicated below (figure 2) to embed an additional new Unit as part of the professional wing. The improvements of the proposed organisational structure would lead to effective coordination, enhances the level of accountability, enables one to get a clearer picture of the skills mix required for the effective operation of the Ministry, and would also establishes a clear career path for staff.

The review team noted that, most of the functions of the various unit within the Ministry are routine activities that cannot ensure delivery of the mandate of the Ministry. Invariably, such functions cannot in any way guide in the development, design of an organizational structure that is performance based. The functions cannot also form the basis of determining appropriate staffing levels and skills mix necessary for the attainment of outputs/deliverables across the sector.

Furthermore, the review team also noted that there are some key missing functions with regards to **policy formulation, planning, monitoring and evaluation**. There was no evidence of any coordinated policy framework; and most importantly the absence of a monitoring and evaluation structure, does not provide systematic feedback for measurement of the implementation or the development of corrective measures/actions. This present gap in capacity and conduits for information gathering and dissemination, invariably, discounts the MPPA's supervisory role to its subsidiary institutions and its contribution to the sector as a whole.

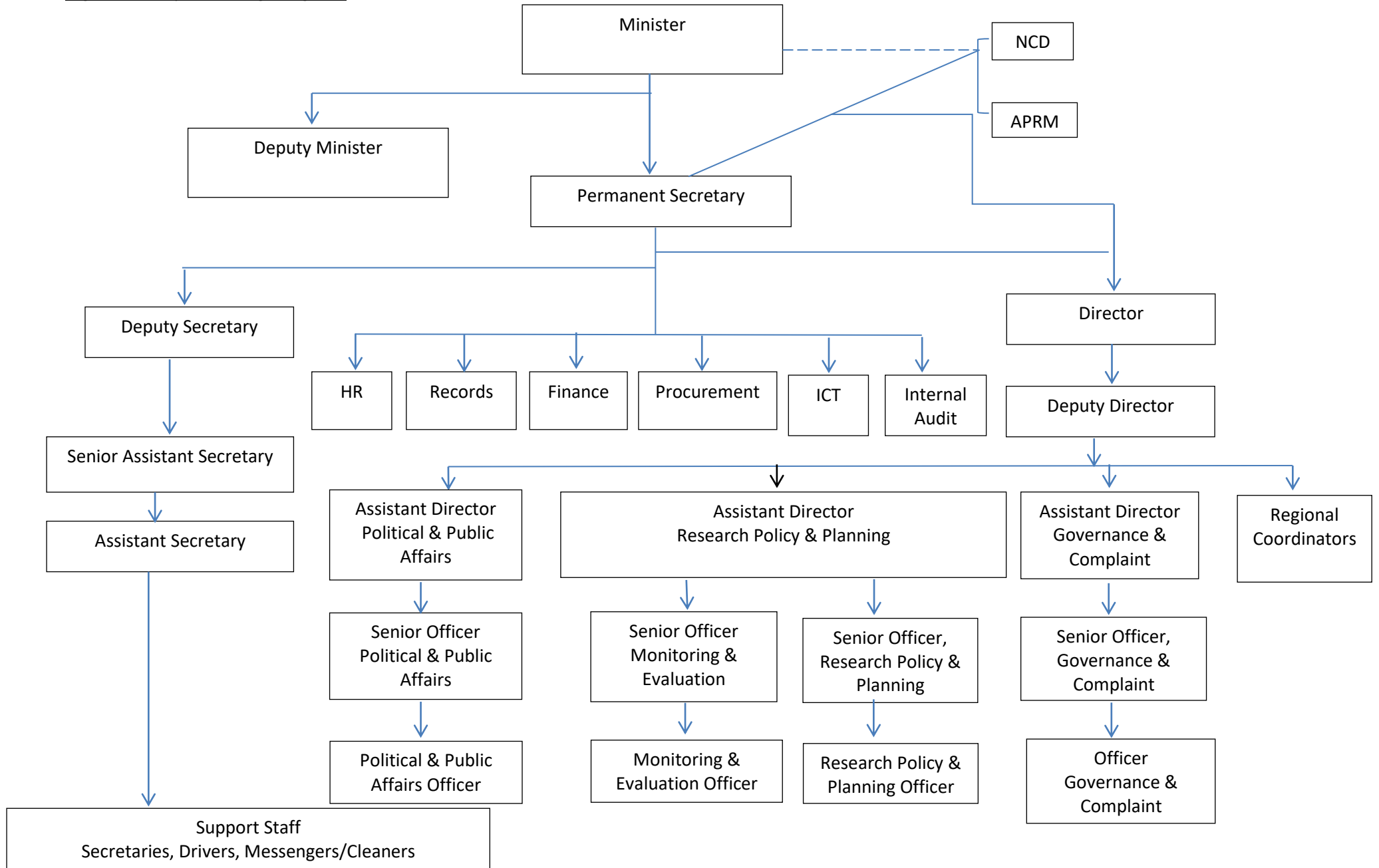
Furthermore, research activities to support policy formulation are also non-existent. There is also no arrangement in place for consulting or liaising with appropriate stakeholders for their assistance with policy formulation. The absence of research activities is affecting policy formulation, particularly the quality of policies that are made. The policy formulation function is very important and must therefore feature prominently in the activities/functions of the Ministry.

In fulfilment of these observations, it is recommended for the establishment of a Research Policy and Planning Unit for the design and implementation of policies to strengthened good governance and political stability in the country. The unit will also serve as conduit or a liaison between the Ministry and its stakeholders for policy planning, development and implementation. The structure is further subdivided to provide for the following functions under listed Divisions as well: Research Policy and Planning Division; and Monitoring and Evaluation Division, for data collection and access; and information dissemination.

Taken cognisance of the above and to be able to effectively and efficiently deliver on its mandate without ambiguities, we have proposed a review of the current organogram to reflect the following changes as presented below.



Figure 2 Proposed Organogram



## **Mandate and Functions of the Proposed Research, Policy and Planning Unit**

As stated earlier this Unit will focus on policy and oversight role of the Ministry to its subsidiary agencies such as the NCD and APRM. The key function of the Unit will be to facilitate and coordinate the development of relevant policies and procedures that will create a platform for stakeholders and citizens to interface and jointly identify problems, as well as, find solutions to these problems. Key issues brought to the fore by citizens are processed, analysed and brought to the attention of the Government by the Ministry for action. It also has the overall responsibility for the formulation of strategic planning process of the Ministry. The Unit will also be specifically responsible for providing technical backstopping, advisory and supervisory roles on policy issues to stakeholders and institutions under its purview. Furthermore, the Unit would provide technical inputs into the preparation of monitoring and evaluation frameworks on the execution of projects and programmes.

## **Review of the Current Job Descriptions (JDs)**

Standard Job Descriptions (JDs) have been developed for most of the established positions in the Civil Service and distributed by the Human Resource Management Office, and are now being implemented. Draft Job descriptions of positions were submitted to the review team, however, our analysis of these JDs indicated that these are not standard job descriptions. For instance, there are no qualification requirements in the JDs submitted and most of the tasks were not well analysed. Furthermore, schedule of duties were submitted for some positions rather than job descriptions. **We therefore recommend that** following the establishment of the new structure, the Ministry should consult HRMO to develop standard JDs to reflect the work of the Ministry. A matrix of the proposed professional positions including their proposed grades is provided below:

**Table.1: Proposed Grading for the New Structure**

| <b>No.</b> | <b>Proposed Position</b> | <b>Proposed Grade</b> |
|------------|--------------------------|-----------------------|
| 1          | Director                 | 11                    |
| 2          | Deputy Director          | 10                    |
| 3          | Assistant Director       | 9                     |
| 4          | Senior Officer           | 8                     |
| 5          | Officer                  | 7                     |

## **SECTION FOUR ANALYSIS AND RECOMMENDATIONS**

### **4.0 Introduction**

It is evident that the Ministry of Political and Public Affairs (MPPA) is in dire need of a major revitalization of its structure and operations to bring together a radical refocusing of the Ministry's role in formulating policy and leading a coordinated response to the delivery of operational services through its sister institutions. The proposed organisational structure above illustrates the MPPA's central role in this synergistic relationship.

### **4.1 Mandate**

Though the mandate of the Ministry overlap or conflict with the functions of some MDAs however, the review team noted that these institutions have operated on the basis of enabling national legislations which makes it difficult for the Ministry to have direct control over their activities, also they have been in operations even before the Ministry was created. Furthermore, their areas of convergence with the Ministry are even stronger, as the work of each directly affects that of the others. Nevertheless, we believe that the Ministry should play a broader role with regards to policy issues that are geared towards deepening democracy and promoting political stability.

While we agreed that some of these functions falls within the broader legal mandates of these institutions however, we noted that some of these functions place a limit on them for effective implementation without the supervision of the Ministry. Most importantly, the Ministry and the institutions under supervision should not work in isolation, and there is a need to clearly define the relationship that exist between them. The extent and limits of the Ministry's oversight responsibility should also be clearly defined to facilitate the 'monitoring of government policies and project implementation through research; and engaged citizens on issues that are geared towards promoting good governance and development in Sierra Leone'.

## Recommendations:

- **We therefore recommend** that the Ministry and the various institutions under its aegis work collaboratively in defining their respective roles and responsibilities to facilitate the implementation of projects, programmes and policy directives.
- **We also recommend** that the relationship between the Ministry, NCD and the other democratic governance institutions should be based on strengthening collaboration and coordination. In other words direct control should be avoided, but should be tailored on the platform of supervision with a room for operational autonomy.
- Furthermore, **we recommend** that it is but fitting for a Memorandum of Understanding (MoU) to be signed between MPPA and the MLGRD to foster collaboration in engaging citizens in the rural areas especially in the dissemination of government activities in their respective communities. The MoU will be guided by the desire to strengthen comprehensive cooperation between MPPA and the MLGRD in an organized and coordinated manner.

## 4.2 Vision and Mission Statements

We do not have any major comments about both the vision and mission statements. We are of the view that it satisfies the two important criteria: public relations and internal inspiration on one hand, and strategic management and future aspirations in providing service delivery on the other hand.

## Recommendation

- **We therefore support** the present vision and mission of the Ministry but suggest that the senior management team, should consider how they encourage the staff who are going to be placed within the newly created Research, Policy and Planning Unit to aspire to the 'ideals' expressed.

## 4.3 Functions

The current organizational structure presented by the Ministry (figure-1) illustrates manning levels/positions and not functions. The structure is skewed rather towards career progression

than functional capacity. It is primarily linear in nature and does not provide a breadth of expertise at the policy level. It is not obvious how the structure provides for a clear demarcation of duties and responsibility especially of junior staff which is reflected in the absence of job descriptions and schedules of duty. The structure cannot therefore in anyway be said to be effective or efficient.

## **Recommendations**

- **We recommend** the adoption of the traditional Civil Service architecture of Government blueprint for a Ministry to provide for a clear definition of roles and responsibilities. This is shown as the proposed organizational structure for the Ministry in figure-2 above. We have also recommended a grading structure for the new positions as shown in table-1 above however, this would require further analysis and discussion with HRMO before finalization.
- **We have also recommended** that a Research Policy and Planning Unit (RPPU) be established to lead the Ministry forward. As we have suggested earlier this Unit would serve as a liaison points between the Ministry and it agencies for policy and strategy, as well as, maintaining a continuous monitoring and evaluation with a clear oversight role, which enables the MPPA to provide a comprehensive policy and service delivery framework on behalf of Government. We also recommend that the structure is subdivided to provide for the following functions under listed Divisions as well: Research Policy and Planning Division; and Monitoring and Evaluation Division, for data collection and access; and information dissemination.
- **We therefore recommend** the integration of a data collection and Information dissemination strategy, incorporating a research and statistics facility to provide the basis for policy and briefing.
- **We further recommend** that the Unit is filled with staff with the requisite skills and competences on planning, research and policy formulation to gauge the views of the public with regards to the performance of government and provide feedback for informed decision making.

#### **4.4 Human Resource Management**

Human Resource is the most valued asset for the achievement of the mandate of any organization, be it a public institution or a private enterprise. This is also true of the Ministry of Political and Public Affairs.

On that note, the review team noted that out of a total staff strength of forty-five (45) only two (2) staff has Job Descriptions (JDs). Schedule of Duties were also developed for the Accountant, Assistant Accountant, and Third Grade Clerks. However, the review team observed that the two JDs presented were incomplete as the qualification and experience requirements for those positions were not stated. The team also noted the absence of an HR Manual and a Scheme of Service for the respective positions. A scheme of service establish standards for recruitment, training and development, and advancement within the organisation on the basis of qualifications, knowledge, merit and ability as reflected in work performance and results. It provides a clearly defined career structure which will attract, motivate and facilitate retention of suitably qualified persons in an organisation and ensures appropriate career planning and succession.

#### **Recommendations:**

- **We recommend that** MPPA should contact HRMO to prepare job descriptions for each post that will include the qualification and experience requirements.
- **We also recommend that** MPPA should also work with HRMO for the preparation of a Scheme of Service for the respective positions that will ensure upward mobility for staff.
- **We further recommend that** urgent action should be taken through HRMO for the development of the HR Manual, distribute to staff and ensure that they are sensitised on its content. This is very important as the absence of it affects staff retention as staff members are always looking out for job opportunities.

#### **4.5 Staffing**

As stated earlier, the total staff strength for the Ministry is forty-five (45); and it is disaggregated into Administrative, Technical/Professional and Support staff. Most of the operational activities

of the Ministry are done from the Headquarters in Freetown, and out of the total staff strength of forty-five (45) - eight (8) staff are located in Makeni, two staff each are located in Bo and Kenema. These regional offices are headed by a Regional Coordinator for the North in Makeni; and Acting Regional Coordinators for the South and East in Bo and Kenema respectively.

The staff levels based on the different job categories are shown in table-2 below:

**Table.2: Current Staff Levels According to Job Categories**

| <b>Category</b>        | <b>No. of Staff</b> |
|------------------------|---------------------|
| Administrative         | 19                  |
| Technical/Professional | 16                  |
| Support                | 10                  |
| Total                  | 45                  |

Source – Staff List (January 2020)

Meanwhile, a review of the staffing positions as shown in table 2 above revealed a total number of twenty-five in the administrative and support division, this amount outnumbered the Professional/Technical Unit of sixteen (16) staff. This implies that the present staff ratio is almost 2:1 of Admin/Support staff to Professional staff. It implies that there are not enough technical or professional staff to carry out the core functions of the Ministry in an effective and efficient manner. The Review Team agrees with this observation.

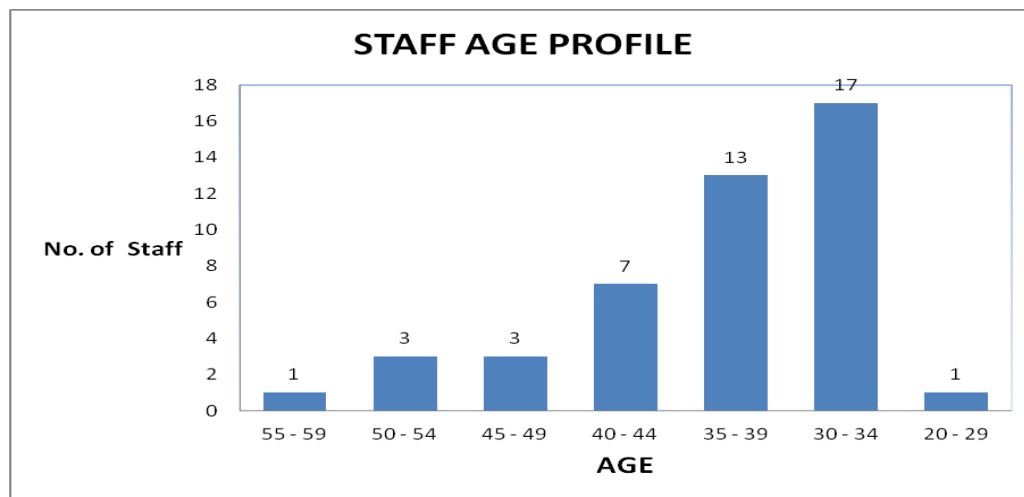
### **Recommendation**

- **We therefore recommend** that MPPA seeks the assistance of the HRMO to prepare a human resource plan to determine the requirements for recruitment/placement of suitably qualified staff for the new structure.
- **We also recommend that** potential surplus staff be identified and seek assistance from the HRMO to retain or reallocate them accordingly.

#### 4.6 Staff Age Profile and Succession Planning

**Findings:** Figure.3 below provides a graphic picture of the age profile of the existing staff strengthen. The review also revealed that the Ministry has no succession plan in place for the replacement of those staff who would be retiring in few years time.

**Figure.3: Staff Age Profile and Succession Planning**



Source: Current Staff List

The above bar chart shows the age profile of staff age ranging from 20 to 60 years. While the age of one (1) staff range between 55-59; six (6) staff range between 45-54 years; seven (7) staff range between 40-44, thirteen (13) staff range between 35-39 and eighteen (18) staff range between 20-34. The analysis also shows that one staff is due for retirement in the next three years, that is 2023, and according to interviews conducted, the Ministry lacks a proper Succession Plan or replacement strategy for staff going on retirement. It is therefore imperative for an immediate action to be taken to find appropriate or possible successors for those staff who are on the verge of retirement. In other words a succession plan should be put in place.

#### **Recommendation:**

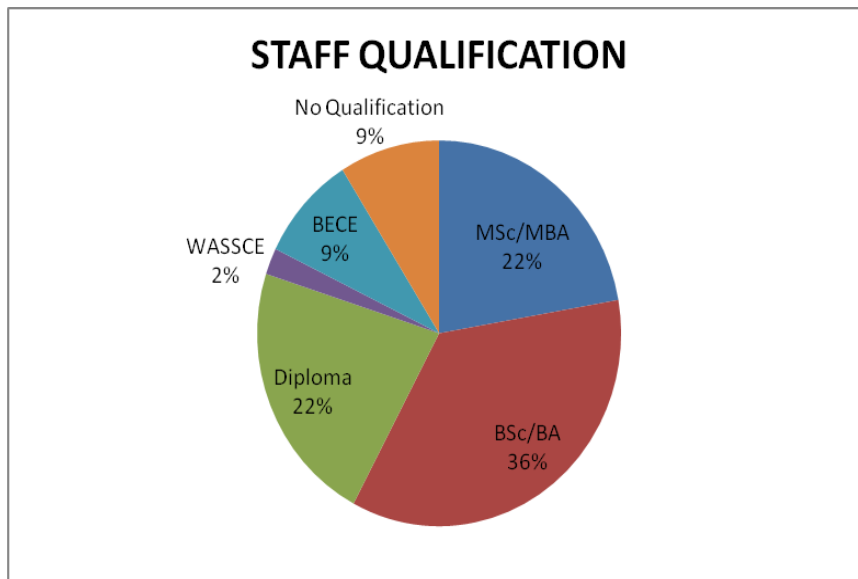
- **We recommend that** the Ministry with the help of HRMO to develop a Succession Plan or develop a proper replacement strategy or framework for staff leaving on retirement.



#### 4.7 Staff Qualification and Misplacement

In figure.4 below an analysis of the educational background of staff mix showed that there are ten (10) Master’s degree holders, sixteen (16) Bachelor degree holders, ten (10) Diploma/Higher National Diplomas, one (1) Certificate in WASSE, and four (4) Basic Education Certificate Examination (BECE) or related disciplines. A total number of four (4) staff either did not show evidence of proof or simply did not have any formal qualification. In addition the review team could not ascertain whether staff were put in their correct positions base on their qualifications, since as already stated earlier that the job descriptions did not clearly define or specified the job qualifications for the respective positions. The pie chart below shows in percentages the different qualifications for staff in the Ministry.

**Figure.4: Staff Qualification and Misplacement**



Source – Staff List (January 2020)

#### 4.8 Recruitment Processes and Procedures

With regards to recruitment and manpower planning, the Ministry takes part in the annual Manpower Hearings organized by HRMO, where every MDA is requested to present its Manpower needs for the coming year. Recruitment for most of the regular staff is done centrally through the Public Service Commission (PSC) and staff posted to the respective MDAs based on the request during the Manpower hearings. This practice is a means of exerting control over

the wage bill particularly in Sierra Leone where the private sector is yet to provide the necessary space for employment creation. The team did not record any misgivings about this arrangement.

**Recommendation:**

- **We therefore recommend** that the HRMO and those in charge of recruitment should ensure that once positions are discussed and agreed at the manpower hearings, they should ensure that it is executed without further delays when the MDAs are ready for recruitment.
- **We also recommend** that staff should be placed in their correct position based on their qualifications and experience as spelled out on the Job Descriptions. This is because the Review Team could not ascertain qualifications for the positions as they are not indicated in the Job Descriptions.

#### **4.9 Training**

Training is an important aspect of staff development for which due consideration should be given to ensure continued high staff productivity and to support an effective performance management system. The review team was informed that since the creation of this Ministry, no substantive training has been provided for staff. There is no training policy developed for the enhancement of the work of the Ministry. The need for officials of the MPPA to acquire the necessary skills and expertise to address complex political and social implications of democracy and good governance cannot be underestimated. Training and Manpower Development is necessary for modernizing and sharpening the skills of staff and this must be systematic and sustained.

**Recommendations:**

- **We therefore 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 training needs assessment for both professional and administrative staff of the Ministry.

- **We also recommend** that the Ministry engage HRMO and other stakeholders to ensure that a robust training manual is designed for staff of the new Unit. In addition to the trainings coordinated by HRMO, the Ministry should conduct in-house training or where necessary, look out for donor support to enhance the effectiveness of its staff.

#### **4.10 Communication with the Public**

Though the Ministry is privileged to provide oversight responsibilities to some agencies, and work with a variety of stakeholders, it appears not to have been able to make any major impressions on them. The Review Team acknowledged and endorsed the fortnightly Management Meetings between the Ministry and its oversight agencies; and recommends for that to continue. However, the Review Team noted that communication between the Ministry and the public is poor because the Ministry has not got the capacity to carry out this duty. There is no formal or laid down procedure for consulting the public or for receiving feedback on the impact of delivery of services/policies. Specifically the Ministry has no Communication Strategy as a road map for communications and information dissemination. Without effective participation in the policy formulation process by the public, the anticipated results of the Ministry will not be achieved. The Ministry should therefore strengthen its relationship with its stakeholders. Develop a communications strategy inclusive of radio/TV discussion programmes, 'Meet-the-Press' sessions to be organized by the Ministry on a regular basis to enlighten citizens on the performance of Government activities and to enhance relationship with the public. Certainly proactive analysis of press coverage and decisions on responses should be handled sensitively by the Permanent Secretary in the MPPA in conjunction with the Agencies.

#### **Recommendation:**

- **We recommend** that the Ministry strengthen its relationship with key stakeholders and develop a Communications Strategy inclusive of both internal and external communications. Develop a weekly radio/TV programmes; 'Meet-the-Press' sessions on a regular basis to enlighten citizens on the performance of Government activities, and to enhance relationship with the public.

- **We therefore recommend that** the Ministry identifies priority areas and devises a strategy for relationship management.
- **We also recommend that** within the new structure created, the Ministry should embed the public relation function into the new Governance and Complaint Unit of the Ministry to deal with issues emanating from the public and other stakeholders.

#### **4.11 Accommodation**

The Ministry is faced with an acute office accommodation problem. The current office space is woefully inadequate as the Ministry occupies only half of the Central Wing of the ninth floor in the Youyi Building. Currently, a total number of thirty three (33) staff are cramped in only three (3) rooms as office space, and part of the Conference Room which is being shared with Decentralization Secretariat, under the Ministry of Local Government and Rural Development (MLGRD). This situation does not only affect morale and dignity of staff members but undermines the institutional or organization culture as well. However, during the time of conducting this study, the Ministry has engaged the Accommodation Committee of the Ministry of Works for additional office space on the same floor, in order to be able to accommodate staff in a proper working environment. Like the Headquarter in Freetown, the Ministry does not have permanent office accommodation in all its operational areas in the regions (Bo, Kenema and Makeni) as they are rented annually. The inadequate and sub-standard state of conditions of the regional offices of the MPPA pose a serious problem. The office space occupied by the Ministry in Makeni is in a deplorable state. The regional offices in the Southern and Eastern regions of the country are in even worse conditions. It is important that the Ministry seek more conducive work premises for the regional operations. While the Ministry will not be able to construct or purchase permanent premises, it must secure decent alternative office accommodation.

#### **Recommendation:**

- **We recommend that** the Ministry continues its engagement with the Accommodation Committee at the Ministry of Works for the provision of adequate office space, in order for staff to be housed in more conducive/suitable working environment.

- **We also recommended that** the Commission should secure adequate office accommodation for all its regional offices.

#### **4.12 Logistics and Equipment**

At headquarters in Freetown, the Ministry though not adequate enough is equipped with basic office equipment, notably computers, photocopiers and filing cabinets. However, the situation in the region is worse, as there is lack of modern office equipment and tools. This has posed a major challenge for the effective operations of the Ministry in the regions. During the review at the Headquarters in Freetown, there was a noticeable presence of operational computers, printers, scanners, copiers, as well as furniture in some offices. The Review Team also noted the lack of transportation including vehicles and motor-bikes, which are required for travelling nationwide and performing their public education and monitoring functions.

#### **Recommendation**

- **We recommend** that the Ministry should be provided with the necessary logistics including vehicles and office equipment to enable it to do its work. This should be clearly stated in the annual budget plan, justified in the Procurement Plan, and reflected in the Government's allocation and disbursements to the Ministry.

**APPENDICES**  
**LIST OF PEOPLE CONSULTED**



AFRICAN PEER REVIEW MECHANISM NATIONAL GOVERNING  
COUNCIL SECRETARIAT











12 Poultney Street, Freetown

MANAGEMENT AND FUNCTIONAL REVIEW MEETING WITH PUBLIC SECTOR  
REFORM UNIT (PSRU) ON WEDNESDAY 11<sup>TH</sup> NOVEMBER, 2020 AT THE  
SECRETARIAT CONFERENCE ROOM AT 11:00 AM.

**ATTENDANCE LIST**

| NO | NAME                 | ORGANIZATION | SIGNATURE |
|----|----------------------|--------------|-----------|
| 1  | Lamin Tarawally      | PSRU         | Tarawally |
| 2  | Odellia M. George    | PSRU         | George    |
| 3  | Lawrence L. Amara    | PSRU         | Amara     |
| 4  | Nadea Koroma         | HRMO         | Koroma    |
| 5  | Charles F. Sillet    | APRM         | Sillet    |
| 6  | Safaa Abdoulaye      | CAB-SEC      | Abdoulaye |
| 7  | Abdul Kamara-Kisu    | APRM         | Kisu      |
| 8  | Sia Kpangai          | APRM         | Kpangai   |
| 9  | Michael Alpha Koroma | APRM         | Koroma    |
| 10 | Augustine Jusu       | APRM         | Jusu      |
| 11 | Ishaka Koroma        | PSRU         | Koroma    |
| 12 |                      |              |           |
| 13 |                      |              |           |
| 14 |                      |              |           |
| 15 |                      |              |           |

| NAME                  | INSTITUTION                  | Site  |
|-----------------------|------------------------------|---|
| 1. A. B. Kwanabso     | NCD                          | Mamfe   |
| 2. Morrison-B. Gboyor | NCD                          |  |
| 3. Rev. Gbilla Koyibo | NCD (079236761<br>050295382) |  |
| 4. Mustapha Fofuno    | NCD                          |  |
| 5. Keneas K. Mansang  | PSRU                         |  |
| 6. Odetia M. George   | PSRU                         |  |
| 7. Safa Ndouma        | CAB-SEC                      |  |
| 8. Lawrence L. Amara  | PSRU                         |  |
| 9. Nadea Koroma       | HRMO                         |  |

**MANAGEMENT AND FUNCTIONAL REVIEW**

**QUESTIONNAIRE**

**Senior Management Officers**

The purpose of this questionnaire is to determine the nature of the overall strategy and structure of the MDA 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 Review Team will be available to answer questions and assist as necessary. Please use additional paper to provide answers if necessary.

**NAME OF MDA:**.....

**NAME OF POST HOLDER:** .....

**DEPT/ UNIT:** .....

**JOB TITLE:**.....

**LOCATION:**.....

**DATE:** .....

**TEL (MOB/LAND):** .....

**EMAIL**.....

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 the last page or on a separate sheet of paper and attach it with you name and number.

**SECTION A: MANDATE, MISSION AND VISION**

1. How is your mandate helping to address the current and foreseeable challenges with respect to service delivery?

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2. To what extent is your mandate in line with the development priorities of the GoSL?

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3. What are the issues and concerns that requires urgent attention with respect to your mandate?



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**SECTION B: FUNCTIONS**

4. Please list the main functions of the department, division or unit within the MDA for which you are responsible. (Add additional sheets if necessary).

- a. \_\_\_\_\_
- b. \_\_\_\_\_
- c. \_\_\_\_\_
- d. \_\_\_\_\_
- e. \_\_\_\_\_
- f. \_\_\_\_\_
- g. \_\_\_\_\_

5. How is the annual work plan developed and monitored? (Please use additional sheets if necessary)

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6. Please state any operational problem(s) encountered in carrying out the functions of your department, division or unit within the MDA.

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7. How could procedures, processes and systems be improved upon to address these problems and improve performance and service delivery?

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**SECTION C: COORDINATION AND INTERNAL RELATIONS**

8. Which other departments/divisions/units within the MDA you collaborate with in the performance of your functions?

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9. What is/are the difficulties (if any) do you experience (including overlaps or duplications of effort).

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What can be done to improve areas of collaboration with other departments/divisions/agencies/units:

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10. Do you/or your department/agency have regional offices? Yes /No  
If yes, please indicate?

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11. Please explain your recruitment process.

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12. What are the general human resource issues or problems your dept/unit is experiencing?  
(staff strength, retention, turnover, capacity etc).

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13. Do you have grievance reporting Mechanism? If yes/no, please explain.....

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**Staff Training, Promotion and Career Development**

**14. What mechanism do you have in place for promotions and career development?**

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15. Do you have a training and capacity building policy? If yes; please briefly state what the policy says about staff training and capacity development,

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16. How do you identify employee training and development needs?

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Please provide a list of training(s) you or staff within your dept/unit or the institution in the past 3 years

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17. How do you appraise the performance of staff?

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18. How many people have gone on retirement since the past twelve months? (Aggregate by gender)

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19. How many people have been recently promoted in line with your career development plan?

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**Records Management**

20. What system do you have in place for Records' Management?

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21. How is this system helping to ensure institutional productivity?

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22. What other challenges are you experiencing with respect to Records Management?

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23. What do you think should be done to ensure effective Records' Management system contribute to institutional productivity and service delivery?

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**SECTION F: ICT, AND STAKEHOLDER/CITIZEN ENGAGEMENT**

24. Current IT Equipment Capacity in your unit/dept

| Essential Equipment |           | Current Condition |              |          |               | Number Needed |
|---------------------|-----------|-------------------|--------------|----------|---------------|---------------|
| Type                | Available | Good              | Needs Repair | Obsolete | Not Available |               |
|                     |           |                   |              |          |               |               |
|                     |           |                   |              |          |               |               |
|                     |           |                   |              |          |               |               |

25. What IT facilities do you need to ensure operational efficiency?

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26. Please provide a justification for additional IT facilities?

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27. Do you have an effective communication strategy? If yes, please provide...

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28. Do you perform oversight function to other Agencies? If yes, explain...

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29. Please provide the list of the Agencies under your supervision.....

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30. How can communication be improved upon to enhance service delivery?

a. Internally

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b. With other MDAs

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c. With your key clients/ primary beneficiaries

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d. With the general public?

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31. How does the public communicate their interest and/or concerns to your MDA?

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32. Please state any challenges in your interaction with any of your stakeholders/partners/clients/general public.

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33. How can communication be improved upon to enhance service delivery?

e. Internally

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f. With other MDAs

---

---

g. With your key clients/ primary beneficiaries

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h. With the general public

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**SECTION G: FINANCE, BUDGETING AND PROCUREMENT**

34. Please state any sources of revenue generation by your unit/dept

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35. Do you set annual revenue target? Yes/no (if yes, please state).

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36. If yes, how much have you been able to generate for the past three (3) years?

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37. How do you normally account for the revenue generated?

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38. Is your Agency/Commission part of the Annual Budgetary process organized by Ministry of Finance? Yes/no

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39. If no, explain the budget formulation process including any challenges your unit/dept have experienced in the past?

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40. Explain the processes used for procuring goods, equipment, and services in your unit/dept

**SECTION H: ACCOMMODATION AND OFFICE SPACE**

41. How spacious is the Office?

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42. How many officers to an office?

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43. What other general issues and challenges with respect to accommodation do you have?

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**PLEASE PROVIDE ANY ADDITIONAL INFORMATION THAT COULD HELP THE REVIEW TEAM TO UNDERSTAND YOUR MANAGEMENT AND OPERATIONAL FUNCTIONS**

**Thank you very much for your cooperation**

**MANAGEMENT AND FUNCTIONAL REVIEW**

**QUESTIONNAIRE**

**Junior Management Officers**

The purpose of this questionnaire is to determine the nature of the overall strategy and structure of the MDA 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 Review Team will be available to answer questions and assist as necessary. Please use additional paper to provide answers if necessary.

**NAME OF MDA:**.....

**NAME OF POST HOLDER:**.....

**DEPT/ UNIT:** .....

**JOB TITLE:**.....

**LOCATION:**.....

**DATE:** .....

**TEL (MOB/LAND):** .....

**EMAIL:**.....

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 the last page or on a separate sheet of paper and attach it with you name and number.

**SECTION A: FUNCTIONS**

- 1. Please state your job description/job roles and responsibilities.

\_\_\_\_\_  
\_\_\_\_\_

- 2. Please state any operational problem(s) you often encounter in carrying out the functions of your department, division or unit within the MDA.

\_\_\_\_\_  
\_\_\_\_\_

- 3. How could procedures, processes and systems be improved upon to address these problems and improve performance and service delivery?

\_\_\_\_\_  
\_\_\_\_\_

**SECTION B: COORDINATION AND INTERNAL RELATIONS**



4. What is/are the difficulties (if any) do you experience (including overlaps or duplications of effort) with other division or units within the MDA.

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5. What can be done to improve areas of collaboration with other departments/divisions/agencies/units:

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**SECTION C: ORGANISATION/ OPERATIONAL STRUCTURE**

6. In terms of supervision, who do you report to?

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7. Who report to you? If there is any?

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**SECTION D: STAFF PROMOTION AND CAREER DEVELOPMENT**

8. What are the opportunities offered to you in the past three years?

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9. How many trainings have you undergone in the last three years?

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10. How were your capacity development needs identified?

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11. How was your performance over the year/years appraised?

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How many years have you spent in your current position?

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12. Have you had any promotion since the past five-ten years? If no, please explain...

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13. Have you benefited from any grievance reporting mechanism? If yes/no, please explain....

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**SECTION E: RECORDS MANAGEMENT**

14. What system do you have in place for Records' Management?

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15. How is this system helping/enhancing your productivity?

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16. What other challenges are you experiencing with respect to Records Management?

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17. What do you think should be done to ensure effective Records' Management system contribute to institutional productivity and service delivery?

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**SECTION F: ICT**

18. What IT facilities do you need to perform effectively?

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19. How effective is your internet connectivity?

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**SECTION H: ACCOMMODATION AND OFFICE SPACE**

20. How spacious is your Office?

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21. How many of you to an office?

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22. What other general issues and challenges with respect to accommodation do you have?

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**PLEASE PROVIDE ANY ADDITIONAL INFORMATION THAT COULD HELP THE REVIEW TEAM TO UNDERSTAND YOUR MANAGEMENT AND OPERATIONAL FUNCTIONS**

**Thank you very much for your cooperation**