



The Government of Sierra Leone

PUBLIC SECTOR REFORM UNIT

MANAGEMENT AND FUNCTIONAL REVIEW

OFFICE OF DIASPORA AFFAIRS

FINAL REPORT

NOVEMBER, 2018

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GLOSSARY OF ABBREVIATIONS AND ACRONYMS

APRM	-	African Peer Review Mechanism
DDG	-	Deputy Director General
ECOTECH	-	Economic and Technical Cooperation
GoSL	-	Government of Sierra Leone
HRMO	-	Human Resource Management Office
ITCD	-	Information Technology Communication and Database
IOM	-	International Organization for Migration
JDs	-	Job Descriptions
MDAs	-	Ministries, Departments and Agencies
MFR	-	Management and Functional Reviews
MFAIC	-	Ministry of Foreign Affairs and International Cooperation
MPPA	-	Ministry of Political and Public affairs
ODA	-	Office of Diaspora Affairs
PSC	-	Public Service Commission
PS	-	Permanent Secretary
PSRU	-	Public Sector Reform
PET	-	Public Expenditure Tracking

EXECUTIVE SUMMARY

The Government of the Republic of Sierra Leone through the Ministry of Political and Public Affairs (MPPA) solicited a Management and Functional Review (MFR) of the Office of Diaspora Affairs (ODA), as part of Government's commitment to strengthen institutions and improve on service delivery in Sierra Leone.

This report therefore presents the findings and recommendations deduced from the Management and Functional Review (MFR) conducted on ODA led by the Public Sector Reform Unit in collaboration with the Human Resource Management Office (HRMO). The principal objective of this review has been to identify gaps and challenges, as well as the opportunities to strengthen ODA's functions in terms of clarity of its mandates and relationships with the institution that provides oversight and supervisory role. Part of this review also included helping to gain insight into the administrative and operational functions of ODA, whilst analysing its suitability for delivering its executive mandate with optimum efficiency and effectiveness, should it be aligned with the Ministry of Foreign Affairs and International Cooperation (MFAIC).

The review has also paid attention to operational efficiency and programmatic effectiveness that are inextricably linked to help redirect the functions of ODA within MFAIC. In doing so, PSRU has been able to justify the need for its absorption into the core management and operational functions of the Ministry of Foreign Affairs and International Cooperation, rather than its being an independent institution amidst multiple Government financial priorities and competing resource scarcity. This justification is in line with lessons learned and models of international best practices from other Diaspora institutions in Africa and other parts of the World to recommend the best option to improve on the Sierra Leonean context.

During an inception meeting with ODA, the leadership expressed the willingness and commitment to providing the necessary support to PSRU, to ensure an effective MFR is conducted in compliance with the request made by MPPA and to also discuss some of the prospects and challenges experienced over the years relating to financial and administrative issues. Also, during a group interview with the Permanent Secretary and Director of Public Education at Ministry of Political and Public Affairs, some challenges and technical difficulties were discussed with respect to oversight and supervisory functions of ODA.

The review result shows that the Mandate of the Ministry of Political and Public Affairs (MPPA) is not aligned with the broader mandate and objective outlook of ODA. As such, there has been structural displacement of ODA which has resulted to the lack of the technical capacity to supervise the institution

and contribute in making it effective and efficient in delivery of its mandate. The overarching recommendation calls for the need to realign the mandate and function of ODA to MFAIC.

Likewise, during a group interview with cross-section of senior management staff of MFAIC including the Deputy Director General-Policy (DDG-Policy), several Directors and Senior Officers of the Ministry, it was revealed that there was already an expressed commitment from the leadership of the Ministry to structurally align ODA within MFAIC. The interview result shows that, ODA could be more effective if absorbed as a Directorate for Diaspora Affairs and its mandate realign within the MFAIC.

Summary of Findings

- The review result shows that the mandates of ODA is not in any way in sync with MPPA whose mandate geared towards serving as a bridge between the public and government in promoting democracy and good governance.
- The review result also shows that MPPA lack the technical know-how, capacity and expertise to provide effective oversight and effective supervision to enhance the functions of ODA in promoting Diaspora issues.
- It also emerged in the review that though ODA has many objectives and areas of focus, it has made little progress in addressing critical skills gap in the public sector by bringing Diaspora professionals and experts to deliver results in specific MDAs. Implicitly, ODA could not fully achieved its mandates since its inception in 2008.
- During the review it was revealed that several other institutions also perform similar function(s) to that of ODA inadvertently, as a result duplicate functions performed by ODA.

Summary of Recommendations

- **We recommend** that the Mandate of ODA be realigned within the MFAIC with a view to streamlining its objectives in order to make it more relevant to the development needs of the country and the Sierra Leone Diaspora Communities across the World.
- **We recommend** for the adoption of ODA's activities and programmes that will involve establishing a Directorate for Diaspora Affairs within the Ministry of Foreign Affairs and International

Cooperation, which can be cost-effective and to increase the portfolio of the Ministry. This is also in line with the suggestion of the Office of the President to concurrently address both the vision of the Government and Diaspora issues.

- Base on the facts that ODA would be eventually subsumed into the Ministry of Foreign Affairs and International Cooperation (MFAIC), **we recommend** a review of the job descriptions for each post including the qualification and experience requirements.
- **We recommend the preparation** of a Scheme of Service for the respective positions that would be realigned to ensure upward mobility for staff.
- **We recommend that** former staff of ODA be assessed to determine their suitability for the proposed Directorate of Diaspora Affairs that will be established within MFAIC.
- **We recommend that** MFAIC which will eventually take hold of all ODA's activities and programmes, ensure that all vacancies are filled according to lay down recruitment policy guidelines with a view to ensuring free, fair transparent and competitive process for all Sierra Leoneans.
- **We recommend that** MFAIC conduct a Training Needs Assessment for all incoming staff that are going to be recruited for the Directorate of Diaspora Affairs, so that their felt needs would be incorporated into the training plan and training policy of the Ministry.
- **We recommend** that the restructuring process should be accompanied by the provision of the necessary accommodation facilities, tools and equipment, including transport and communications facilities for field workers deployed in the border post.

SECTION 4

ADMINISTRATIVE SYSTEMS AND PROCESSES

The realization of the mandate and goals of ODA very much depends on the quality of its administrative policies, processes and procedures that are put in place. Within that context, the review took into consideration areas such as human resource management, recruitment processes and procedures, staffing, training, records management and accommodation

4.1 Human Resource Management

Findings: - The team noted that Job Descriptions (JDs) have been developed for all the positions, but observed that the JDs are not complete as the qualification and experience requirements for the positions are not stated in the Job Documents. This situation has the tendency to undermine a merit base recruitment processes. The team also noted the absence of a Schemes of Service -which establishes 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. The team also noted that there is no Human Resource Manual that provides guidelines on Manpower planning, training, and conditions of service.

RECOMMENDATIONS: -

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- i. Base on the facts that this institution would be subsumed into the Ministry of Foreign Affairs and International Cooperation (MFAIC), **we recommend** a review of the job descriptions for each post to include the qualification and experience requirements.
 - ii. **We also recommend** for the preparation of a Scheme of Service for the respective positions that will ensure upward mobility for staff.

4.2 Staffing

Findings: - In relation to the staff strength and quality of the workforce as at September 2018, the institution's current staff strength is twenty-one (21). This includes fourteen (14) Administrative/Support staff and seven (7) Professional/Technical staff. Majority of the staff in the institution are located at Headquarters in Freetown. The rest are deployed in the border crossing points of the country: Lungi International Airport, in the Northwest (1); Gbalamuya, in the North (2); and Jendema, in the South (1). The review team observed that all senior staff of the institution has at least a Bachelor's degree as shown in table 2. A complete breakdown of the staff levels are illustrated in the table below:-

Table 1 - Staffing of ODA as at 30th September 2018

Administration/Support staff	No	Professional/Technical	No
Admin/Office Manager	1	Director	1
ICT Manager	1	Deputy Director	1
ICT Officer	1	Private Sector Manager	1
Procurement Officer	1	Project Officer	1
Finance Officer	1	M & E Officer	1
Driver	1	Assignment & Volunteering Officer	1
Electrician/Generator Attendant	1	Communications Officer	1
Desk Officer	4		
Office Assistant	3		
Total	14	Total	7

The Review Team noted that all staff of the institution including the Director and Deputy Director were employed on contractual basis. The contracts are renewable annually based on performance. As the review team acknowledge the proposal from the Government to subsume ODA within the remit of Ministry of Foreign Affairs and International Cooperation (MFAIC). It is therefore imperative for MFAIC to ensure that the existing positions of ODA are in sync with the structure of the Ministry. The Civil Service being a career institution, it must be noted that jobs are designed on the basis of its hierarchical nature and graded accordingly.

Recommendation: - **We recommend** that the former staff of ODA be assessed to determine their suitability for the proposed Directorate of Diaspora Affairs at MFAIC.