



PETROLEUM DIRECTORATE



Final Report



ACRONYMS

Admin -Administrative

CV - Curriculum Vitae

DG - Director General

HR - Human Resource

PD - Petroleum Directorate

R&D - Research and Development

MTEF- Medium Term Expenditure Framework

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1. EXECUTIVE SUMMARY

Following the request by the Ministry of Finance for a review of six (6) Extra Budgetary Agencies, the Public Sector Reform Unit in collaboration with the Human Resource Management Office (HRMO) and the Anti-Corruption Commission (ACC) undertook a management and functional review of these agencies which include: Petroleum Regulatory Agency (PRA), Road Maintenance Fund Administration (RMFA), Environment Protection Agency (EPA), National Telecommunications Commission (NATCOM), Sierra Leone Maritime Administration (SLMA) and Petroleum Directorate (PD). The Review Team was tasked with the responsibility of conducting systems and processes review for these Agencies.

The methodology of the review for the Petroleum Directorate included meetings, interviews, desk review and administering of questionnaires for soliciting of information.

The Petroleum Exploration and Production Act 2001 as amended in 2011 led to the establishment of the Petroleum Directorate. The Act mandated the PD to monitor and regulate the upstream oil and gas sector.

The current organisational structure depicts the following units of varied specialised areas: Senior Petroleum Engineers (Geoscientist, Geologist and Geophysicist), Senior Petroleum Economist, Senior Legal Counsel, Monitoring and Compliance Manager, Accounting Manager, Admin Manager and Executive Assistant to the DG.

Though the Directorate is yet to realize its full staff complement, there has been a lot of progress in relation to staff fit. There has been a lot of training extended to Technical as well as non-Technical staff to enhance their career development.

The Directorate has job descriptions for each position. However, these job descriptions lack standardization. There is need for a review of these job descriptions to ensure standardization.

The Review Team noted that there are recruitment gaps and the need for more competitive recruitment process.

The Review Team also noted that the Asset Register presented was satisfactory as it provides information on date of purchase, description, location, cost, depreciation rate etc. However, it does not provide us information on major servicing schedules. The team therefore **recommended** a comprehensive Asset Register that includes all major servicing schedules.

The Petroleum Directorate Act placed on the Director General wide range of discretionary authorities including the unilateral power to increase salaries of staff, and as a consequence employees in equal positions face wide discrepancies in their incomes and conditions of service. The Review Team support the notch system but recommend that the system be implemented more fairly such as the institution of a performance appraisal committee to assess and recommend staff for movement up the notches.

Petroleum Directorate is faced with a serious challenge regarding their public image. It was noted that there is a prevalent misconceptions about the role of the PD and its relevance to economic development in the country. Partly in response to this challenge, senior management meetings, workshops and collaboration among units have been beefed up. However, these efforts are still not enough to tackle the enormous challenge. Improvement is needed in areas such as general staff meetings, radio and television programmes. Also, there is need for a communication strategy to guide effort aimed at dispelling the misconceptions.

5 SUMMARY OF RECOMMENDATIONS

- Based on the review of the mission and vision of the Directorate, it is fundamental that the organizational structure of the Directorate is in sync with its mission and vision.
- We **recommend** for the Directorate to initiate a review of the current strategic plan with a view to replacing this with a more robust strategic plan. It is fundamental that the activities, as indicated, are properly costed and budgeted.
- As observed from the proposed organogram, there has been a merger and expulsion of two positions. These positions are the Monitoring and Compliance Manager and the Executive Assistant to the DG respectively. In view of this, we **suggest** that the jobholders of these

positions are assigned to Divisions where their skills can be leveraged. Based on staff assessment carried out, the skills of the Monitoring and Compliance Manager and Executive Assistant to the DG can be leveraged in the Legal Affairs and Administrative Division, respectively.

- We **recommend** that the existing job description is reviewed to ensure standardization and elimination of tasks that are not reflective of the position. Also, we **recommend** that other areas of importance such as the minimum qualification, experience, skills/competencies etc. be included in the job description.
- We therefore **recommend** that the PD should ensure a fair and competitive recruitment process.
- We **recommend** that the HR function is performed by the Administrative Division to ensure that new HR policies are developed and old policies amended. Also, it was **recommended** that administration be viewed as a strategic partner.
- We further **recommend** for the introduction of an electronic database suitable for the management of the Directorate's human resources.
- We **recommend** that the Finance Division should operate on the current Government accounting system relating to revenue and expenditure.
- We **recommend** that the Directorate adhere to National Public Procurement Act 2016 as amended.
- For effective management of the asset within the Directorate we **recommend** that the responsibility for the management of asset becomes the responsibility of the Administrative Division. We also **recommend** that the Asset Register should include another column showing major servicing schedules.
- We **recommend** that in-service training on records management be conducted for staff of the Directorate. We further **recommend** that an officer be trained and designated with the task.
- We **recommend** that the salary structure is harmonized to ensure staff with equal qualification and responsibilities are remunerated equally. We also **recommend** that the provision which gives the Director General the prerogative to set and increase salaries of staff is reviewed to ensure fairness in its execution.

- We **recommend** that the Directorate plans are linked to the Medium Term Expenditure Framework system. In relation to internal controls, we **recommend** that an Internal Audit Unit is established and, as stated above, be accountable to the Board of Directors.
- We **recommend** that a communication strategy is developed and implemented with the aim of dispelling the misconception of stakeholders about the role of the Petroleum Directorate and its relevance to economic development in the country. This could be achieved through meeting with senior management to report on implementation progress of divisional work plans and, radio and television programmes to report on the evolution of the oil and gas industry.