

FINAL REPORT

MANAGEMENT AND FUNCTIONAL REVIEW OF THE INDEPENDENT POLICE COMPLAINTS BOARD (IPCB)

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Public Sector Reform Unit



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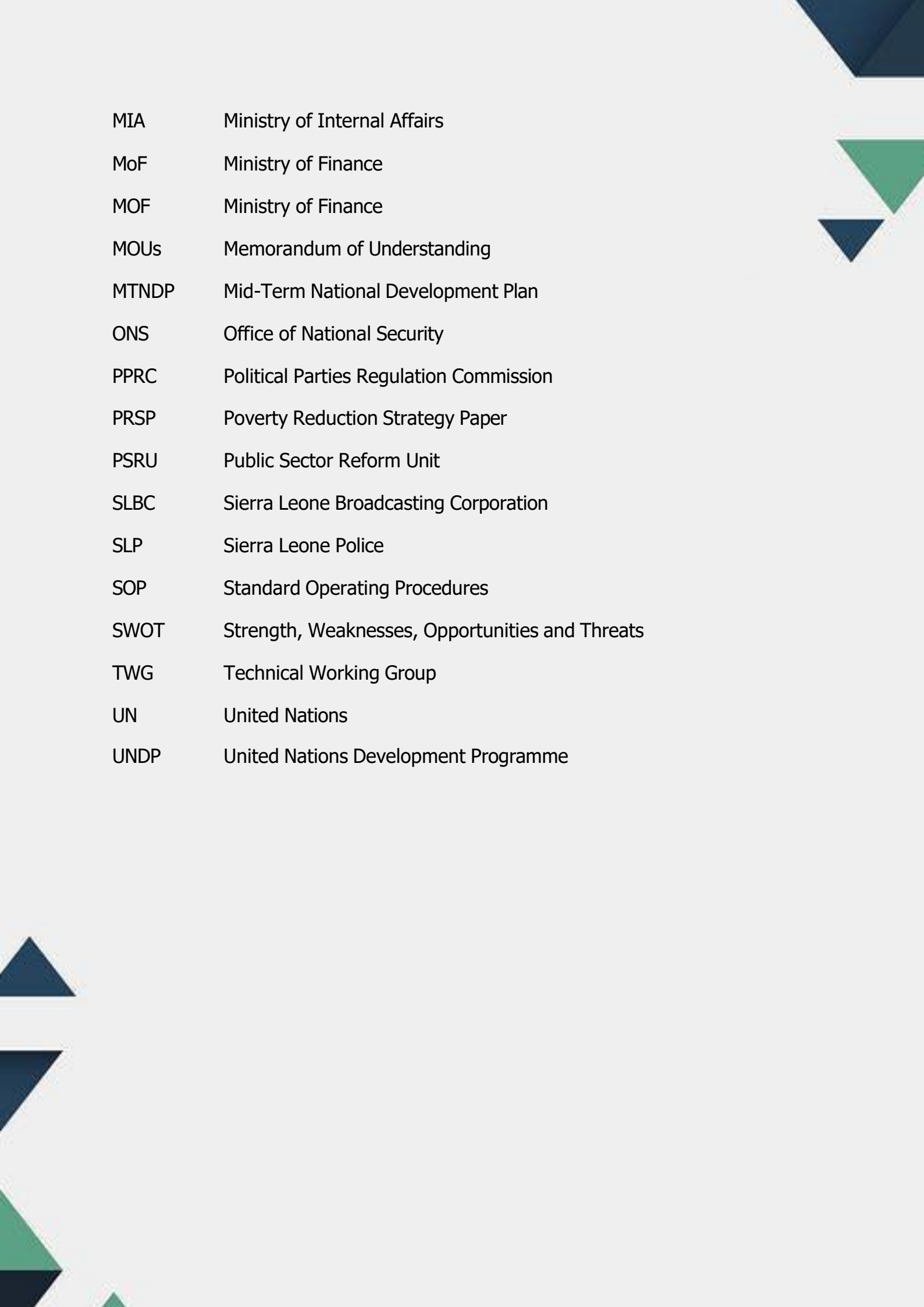
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Acronyms

| | |
|-------|--|
| APC | All People's Congress |
| APCOF | African Policing Civilian Oversight Forum |
| CDIID | Complaints Discipline & Internal Investigations Department |
| DPP | Director of Public Prosecutions |
| ECSL | Electoral Commission for Sierra Leone |
| EMBs | Election Management Bodies |
| ES | Executive Secretary |
| FGDs | Focus Group Discussions |
| GoSL | Government of Sierra Leone |
| H.E. | His Excellency |
| HR | Human Resources |
| IPCB | Independent Police Complain Board |
| ICT | Information Communication Technology |
| IDEA | International Institute for Democracy & Electoral Assistance |
| IGP | Inspector General of Police |
| IMC | Independent Media Commission |
| IPCB | Independent police complaints board |
| IPID | Independent Police Investigative Directorate |
| IPOA | Independent Police Oversight Authority |
| IPOC | Independent Policing Oversight Commission |
| IPOS | Independent Policing Organisations |
| JDs | Job Descriptions |
| MDAs | Ministries Departments and Agencies |
| MFR | Management and Functional Review |



| | |
|-------|---|
| MIA | Ministry of Internal Affairs |
| MoF | Ministry of Finance |
| MOF | Ministry of Finance |
| MOUs | Memorandum of Understanding |
| MTNDP | Mid-Term National Development Plan |
| ONS | Office of National Security |
| PPRC | Political Parties Regulation Commission |
| PRSP | Poverty Reduction Strategy Paper |
| PSRU | Public Sector Reform Unit |
| SLBC | Sierra Leone Broadcasting Corporation |
| SLP | Sierra Leone Police |
| SOP | Standard Operating Procedures |
| SWOT | Strength, Weaknesses, Opportunities and Threats |
| TWG | Technical Working Group |
| UN | United Nations |
| UNDP | United Nations Development Programme |


Executive Summary

This report outlines the findings and recommendations of the Independent Police Complaints Board (IPCB) as part of tripartite recommendations for the conduct of a Management and Functional Reviews (MFRs) for four (4) Election Management Bodies (EMBs), which include the Political Parties Regulation Commission (PPRC), the Sierra Leone Broadcasting Corporation (SLBC), and the Independent Media Commission (IMC). The review was initiated by the Chief Minister, who serves as the Chair for the Implementation of the Tripartite Recommendations. The Public Sector Reform Unit (PSRU) led the MFR process, with financial backing from the Government of Sierra Leone (GoSL). Additionally, the International IDEA provided supplementary financial support for the field data collection exercise. The review aimed to assess the IPCB's capacity, identify challenges in its systems and processes, and enhance its performance and service delivery.

This initiative is a strategic effort designed to improve the Board's operational efficiency, transparency, and credibility. The review is based on recommendations 32 and 75 of the Tripartite Agreement, which calls for public education about the IPCB and the establishment of a legal framework to support its operations, respectively. This agreement involves the Government of Sierra Leone, the All People's Congress (APC) party, and the international community, highlighting the government's commitment to fostering police integrity, discipline, accountability, and responsiveness to the communities they serve. As one of the Election Management Bodies (EMBs) undergoing reform, this exercise aims to build public trust in electoral processes and underscores the necessity for electoral reforms to enhance democratic governance and promote political stability.

The primary goal of the Management and Functional Review (MFR) is to strengthen the management and operational systems of the Independent Police Complaints Board, thereby increasing its productivity and ensuring it effectively and efficiently fulfils its mandate.


The Review began with an inception meeting on May 1, 2025, held in the Conference Room of the IPCB at New England Ville. The meeting was led by the team leader from the PSRU and attended by the Senior Management of the IPCB. During this meeting, a variety of perspectives were gathered from all IPCB staff present, and the Executive Secretary (ES) was designated as the main point of contact to facilitate communication between the IPCB and the review team.



Additionally, a comprehensive literature review was conducted, which included situational and contextual analyses based on reports, policy documents, and both electronic and scholarly resources. The leadership of the Complaints Discipline and Internal Investigations Department (CDIID) of the Sierra Leone Police (SLP), along with other relevant stakeholders, were interviewed to align mandates and functions, ensuring effective support for the operational activities of the IPCB.

The methodology utilized both qualitative and quantitative approaches throughout the Management and Functional Review (MFR) process. These methods were effectively employed to gather data and gain a deeper understanding of the human resource management and operational challenges faced by the Board. To this end, the team collected data through structured and semi-structured interviews, as well as Focus Group Discussions (FGDs). Additionally, questionnaires were distributed to staff at all levels.

The review aims to deliver a thorough evaluation of the IPCB's management structure, operational efficiency, and overall functionality in relation to handling police complaints. By identifying existing gaps and recommending reforms that promote institutional transparency and accountability, the review seeks to aid in the creation of a stronger legislative framework that can support the IPCB in fulfilling its responsibilities.



Summary of Key Findings and Recommendations

1. Independent Policing Oversight Commission (IPOC)

Findings:

- The review indicated that the Board has formulated a policy and a Bill aimed at the eventual establishment of an Independent Policing Oversight Commission (IPOC). This Act will broaden the Board's mandate to include investigations not only of regular police but also of metropolitan and chiefdom police officers. The creation of this Act aims to address numerous challenges associated with the IPCB Regulations of 2013, expanding the Board's activities and enhancing its enforcement powers. However, the review was unable to determine the current status of the proposed Bill but urged the Board to accelerate its development to facilitate the eventual enactment of the Act.

Recommendations:

- Accelerate Bill Development: The Board should prioritize the swift progression of the Bill to ensure timely enactment of the Act.
- Maintain Independence: The Board should continue to operate independently from the Sierra Leone Police, following best practices from Kenya and South Africa.
- Expand Mandate: The Board should work on broadening its scope to include a wider range of oversight functions.
- Enhance Enforcement Powers: The Board should seek to strengthen its enforcement capabilities to effectively address police misconduct and improve accountability

2. Statutory Framework

Findings:

- The review highlighted the absence of a legislative framework (an Act) that would grant the IPCB the authority to carry out its mandated responsibilities, as well as a guiding policy to promote consistency, accountability, efficiency, and clarity in the Board's operations. As a result, the Board has encountered several difficulties in executing its functions as outlined in section 3 of the IPCB Regulations 2013, primarily because these Regulations did not provide the IPCB with the legal power to address unfair actions or misconduct by the police.

Recommendations:

- **We therefore recommend** the development of a comprehensive National Policy on the unfair dealings of the police, that outlines the operational guidelines, objectives, and responsibilities of the IPCB to ensure its effective functioning.
- **We also recommend** the formulation and implementation of a parliamentary Act that provide clear provisions for the execution of the Board's functions, and to ensuring compliance and accountability.
- **We further recommend** the involvement of relevant stakeholders, including justice and security professionals, government agencies, and community representatives, in the development of the policy, Act and the review of the regulatory frameworks to ensure they are practical and widely accepted.

3. Organisational Structure

Findings:

- The IPCB operates under a three-directorate system led by a Board Chairman, supported by a Board Secretary who also serves as the Executive Secretary, and three directors. Currently, the director positions are vacant, with junior officers managing the directorates. The existing structure lacks clear career pathways, defined roles and responsibilities, well-formulated Job Descriptions, and some essential functional titles. To resolve these structural challenges, the Review Team has suggested a new organizational structure that includes specific functional job titles and clearly defined career pathways, as detailed on page 23 of the report.

Recommendations:

- **We therefore recommend** adopting the proposed organizational chart in page 23 of the report which provides a clear outline of the various reporting lines and career pathways for the current positions. This will promote professional development and retention.
- **We also recommend** for the development of clear Job Descriptions for all positions within the Board to delineate roles, responsibilities, and expectations clearly.
- **We further recommend** that the IPCB organize workshops to clarify roles and responsibilities among staff, ensuring everyone understands their contributions to the Board's objectives.

4. Staff Strengthen

Findings:

- The Staff List reviewed by the team shows that the Board has a total of seventeen (17) staff members, while the payroll data for January 2025 indicates only fourteen (14) staff. The review could not clarify the discrepancies between these two documents. Additionally, it highlighted a shortage of technical staff necessary for performing critical functions at both the Headquarters in Freetown and the four regional offices in Bo, Kenema, Makeni, and Port Loko. Given the workload involved in handling police complaints, investigating cases of police abuse, and recommending preventive measures, the current number of technical staff is deemed insufficient for effectively managing the Board's activities at the national, district, and chiefdom levels.

Recommendations:

- **We therefore recommend** that the Board conduct a comprehensive assessment of the staffing needs based on the Board's functions and the amount of complaints received from the public to determine the optimal number of technical/professional staff required.
- **We also recommend** that after the assessment, the Board recruit additional technical staff to ensure adequate capacity for managing its activities both at headquarters and the four (4) regions.
- **We further recommend** for a targeted recruitment strategy to attract qualified professionals with expertise in arbitration and investigations to fill critical roles within the Board.
- Additionally, **we recommend** that the Board create a succession planning framework to ensure that there are qualified professionals ready to step into key roles as needed.

5. Staff Trainings

Findings:

- The review team found that there is currently no established policy for career development plans concerning staff training, and no annual training plans or needs assessments have been conducted. Although formal training policies are lacking, IPCB staff have been participating in training courses organized and funded by the African Police Civilian Oversight Forum (APCOF), the UNDP, and other development partners. Despite these opportunities, the Board faces challenges in obtaining direct government funding for long-term training programs due to the high costs associated with police oversight and accountability training courses.

Recommendations:

- **We recommend** that the Board establish a formal career development policy that incorporates structured training plans aimed at enhancing staff skills and competencies. Additionally, it is advisable to conduct an annual assessment of training needs to identify skill gaps and prioritize areas for improvement.
- **We further recommend** that the Board strength partnerships APCOF, UNDP and development partners to continue provide funding for long-term training initiatives. Lastly, it is important to develop a system for evaluating the effectiveness of training programs and their impact on staff performance and productivity.

6. Logistics and Equipment

Findings:

- The review highlighted inadequate logistics and equipment pose a major challenge to the Board. This includes a lack of operational vehicles, motorbikes, and vital tools such as computers and computer ancillaries to carry out the day-to-day functions of the Board at both the Headquarter and the four (4) regional offices.

Recommendations:

- **We therefore recommend** that the Board through the Ministry of Finance (MoF) allocate resources to the acquire necessary logistics and equipment, including operational vehicles, motorbikes, computers and computer ancillaries, for effective and efficient service delivery at both the headquarters and the regions.

SECTION ONE

INTRODUCTION

1.1 Public Sector Reform Unit (PSRU)

The PSRU provides leadership, coordination, 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.

This report is a product of a Management and Functional Review (MFR) conducted by the Public Sector Reform Unit. It came about as a result of one of the many recommendations of the tripartite agreement, which is the review of the Electoral Commission for Sierra Leone (ECSL) and, by extension, the review of all Election Management Bodies (EMBs) as recommended by the office of the Chief Minister.

The review started on the 1st May, 2025 with an inception meeting held at the Independent Police Complaints Board's (IPCB) Conference Hall. Thus, during the inception meeting the Review Team discussed the scope, methodology and timelines of the MFR process. Amongst the other critical issues discussed were the need to develop a modern structure, accompany by qualified staff component; improved rank progression and remuneration framework; examine the regulatory instrument (Independent Police Complaints Board Regulation, 2013); examine the human resource development and career planning; as well as the development of effective records management systems. Additionally, the IPCB has not been fully supported or capacitated as the only institution that has the authority to hold police officers accountable for crimes committed in the discharged of their duties. This is

based on the fact that the Ministry of Finance (MoF) has constantly been regulating the 'purse strings' resulting in resource constraints for the Board to carry out its activities and programmes.

In carrying out the exercise, the Review Team was able to analyse the regulatory instrument that guides the operations of the IPCB, and other relevant documents provided to the review team. Furthermore, the team takes a critical look at the structure of the IPCB and also assesses the systems put in place by its leadership with a view of determining whether they are sufficient to equip the IPCB to effectively perform its Police oversight function. The team was able to inquire whether the institution has the requisite staff complement to provide investigations into police excesses. Most importantly, part of this exercise was particularly being undertaken to ensure that the leadership and management have the relevant staff strength to foster the vision of H.E. the President, as articulated in cluster 5.5 of the MTNDP 2024-2030.

The essence of the review is to ensure the effective and efficient functioning of the IPCB as a civilian institution overseeing the conduct of the police. Based on the findings of the review, it is clear that there are lots of areas where improvement is necessary and possible, and for which the team has offered recommendations. The review team is highly optimistic that these recommendations have the potential to bring positive changes, for which political will and additional financial support at the highest political level are urgently needed. Furthermore, it is believed that implementation at the management level of some of these recommendations will bring about robust transformation in the operation of the IPCB.

1.2 The Aim and Objectives of the MFR

This MFR is aimed at examining the systems, processes, and organizational structure of IPCB with a view to strengthening its Management and Operational system for effective and efficient performance of its mandate.

The specific objectives of the MFR exercise are as follows:

- Review the mandate, roles, and responsibilities as well as the management functions of the institution.
- Access the institution's administrative procedures, processes, and facilities to determine how efficient and effective it is in delivering on its mandate.
- Examine the IPCB organizational structure and staffing to determine its degree of efficiency in addressing issues and complaints from the general populace.
- Identify gaps and challenges with the management and operational functions of the institution to be able to strengthen human resources and capabilities effectively.
- Proffer recommendations and suggestions to help the institution provide technical oversight and supervision of police activities.

1.3 Method and Approaches

The review process kick started with an inception meeting held with the leadership of IPCB to discuss the scope, methodology, and approaches of the exercise. The process utilizes structured and semi-structured interviews, including focus group discussions. In carrying out the exercise, the review team acquired a wide range of knowledge as it interfaced with both senior and junior staff at both the institution's Head Quarters and provincial offices.

The review team also performed a desk review of key documents to obtain a deeper understanding of the operation of the institution. Some of these documents include staff payroll, job descriptions, strategic plans, etc. A list of the documents reviewed were listed below. The desk review was also extended to strategic national and international reports.

1.4 Limitation of the MFR Exercise

One limitation of the Management and Functional Review (MFR) exercise is the potential for bias in the data collection process, particularly in qualitative methods such as interviews and Focus Group Discussions (FGDs). The perspectives gathered may reflect the views of a limited subset of staff, which could lead to an

incomplete understanding of the Board's challenges. Additionally, the reliance on self-reported data through questionnaires may introduce response bias, as participants might provide answers they believe are expected rather than their true opinions. Furthermore, the scope of the review may be constrained by time and resource limitations, potentially affecting the depth and breadth of the analysis conducted.

1.5 Summary of Documents Reviewed

A series of documents were reviewed to ascertain an understanding of the statutory mandate, general operations, and activities of the IPCB to determine its performance as against set objectives. These documents include:

- Constitution of Sierra Leone (Act No. 6 of 1991)
- Current Organogram of IPCB
- Strategic Plan (2019-2023)
- HR Manual
- SOP for Communication (Draft)
- Draft 2018 Report
- Code of Conduct for Employees
- 2024 Asset Register
- A Progress Report on Operationalization of the IPCB
- Report on Focus Group Engagement – October 2016
- Review of the Independent Police Complaint Board Regulations, 2013 for the purpose of developing an Act
- Training Report – Guidelines on the Condition of Arrest, Police Custody and Pre-trial Detention in Africa (THE LUANDA GUIDELINES) – May to July 2019
- Training Report – Guidelines on the Condition of Arrest, Police Custody and Pre-trial Detention in Africa (THE LUANDA GUIDELINES) – September 2021
- Independent Policing Oversight Commission (IPOC) Policy

SECTION TWO

INDEPENDENT POLICE COMPLAINTS BOARD (IPCB)

2.1 Historical Background of IPCB

Sierra Leone has made significant progress in building stability after more than a decade of Civil War ending in 2002. During the immediate years following the end of the conflict, the government prioritized rebuilding state institutions with particular attention to the security sector, as well as basic infrastructure.

Although public perceptions of the security sector actors such as the police have improved over the years, surveys still reveal a lack of public trust. It was in this regard that the government of Sierra Leone in its agenda for change, 2008-2012 (PRSP), concluded that only through enhancing the capacity of security actors and building oversight mechanisms for the sector, can economic growth and peace be sustained. This conclusion rhymes well with the UN Secretary General's finding in 2005 that there was "no development without security and no security without development". Additionally, it was noted that persistent poor quality of police service in terms of insufficient internal security management and control, with extremely little capacity while lacking in transparency was seen as unprofessional and unable to meet the peoples' needs. Hence, this might in the circumstance provide the catalyst for a new round of Civil Unrest and lawlessness.

In July 2013, as a result of the poor quality of policing, the Government of Sierra Leone established the IPCB as an independent civilian oversight body for the Sierra Leone Police (SLP), through the Police Council under Section 158 (2) of the Constitution of Sierra Leone 1991 (Act No. 6 of 1991). The mandate of the IPCB is set out in The Independent Police Complaints Board Regulations, 2013. Under sections 3 (1) and (2) of the Independent Police Complaints Board Regulations 2013, the Board is mandated to receive and investigate complaints of police abuses against civilians and to proffer recommendations to remedy the situation. The Board's principal responsibility is to secure and maintain public confidence in the police complaints system. The Board's own reputation is crucial to achieving stability and peace and hence, if its work is not well understood and respected, this will affect public confidence in the system it oversees. Therefore, the IPCB is

accountable to the public and to parliament and must communicate its work in a way that engenders public confidence.

2.2 Vision, Mission, Mandates and Cores Values

2.2.1 **Vision** - The IPCB exists to ensure that the Sierra Leone Police is responsive to the needs and concerns of the people of Sierra Leone, which it serves.

2.2.2 **Mission** - The IPCB's mission is to build public trust and confidence in the Sierra Leone Police by seeking to establish the truth, determining fact and ensuring that justice can prevail.

2.2.3 **Mandate/Functions** - The broad mandate of the IPCB is not only to receive complaints, but to investigate specific cases of police abuses, and recommend proactive remedial action that can be taken to avoid future reoccurrence. The functions of the "Board" are set out in section 3 of the Independent Police Complaints Board Regulations, 2013 and include the following:

The Board shall investigate:

- The death of any person while in custody of the police
- A fatal road accident in which a police vehicle is involved
- A shooting incident where a police officer has discharged a firearm or killed a person
- Incidents of injuries, assault or wounding caused by a police officer
- Allegations of misconduct involving a police officer of the rank of Superintendent or higher
- Any matter involving misconduct by the police referred to it by the Inspector General of Police where the Inspector General of Police thinks an independent investigation will be in the public interest.

- Any matter or incident which it thinks the action or inaction of the police is likely to impact significantly on the confidence of the people in the police
- Any matter whether remote or otherwise, which gave cause for an investigation to be conducted under this regulation.

2.3 Core Values

The IPCB strides to maintain the highest standards of ethical behavior through the incessant application of its core values. The following values are integral to the Board achieving public trust and confidence in both the IPCB and SLP:

- **INTEGRITY** – Consistency of actions, methods and principles based on honesty and truthfulness.
- **JUSTICE AND RESPECT FOR HUMAN RIGHTS** – These are the cornerstone of human dignity, freedom and development. Injustice anywhere is a threat to justice everywhere.
- **INDEPENDENCE** – The IPCB is not subject to the control or direction of any other authority in the performance of its functions.
- **TRANSPARENCY AND IMPARTIALITY** – Guaranteeing that in the discharge of its functions, fairness and equity will always prevail.
- **RESPONSIVENESS** – Carrying out its functions with diligence and promptness to meet the needs of its clients.

2.4 Stakeholder Analysis

Stakeholders play an important role in the Board's ability to deliver on its mandate and meet citizens' expectations. The Board is committed to stakeholder engagement and building good working relationships with a view to meeting stakeholder expectations and galvanising their support for delivery of its mandate. A summary of the stakeholder analysis is as shown in the table below:

Table 1: Stakeholder Analysis:

| No | Stakeholder Category | Stakeholder Expectation | IPCB Expectation |
|----|---|--|--|
| 1. | Office of the President | <ul style="list-style-type: none"> • Good governance | <ul style="list-style-type: none"> • Continued support for realisation of IPCB mandate |
| 2. | Parliament | <ul style="list-style-type: none"> • Proposals for legal reviews • Comply with and implement policing laws | <ul style="list-style-type: none"> • Funding of programs and activities • Regular legal review to address emerging policing issues |
| 3. | Ministry of Internal Affairs (MIA) | <ul style="list-style-type: none"> • Regular reports on police operations • Impartial oversight and reporting of police operations | <ul style="list-style-type: none"> • Cooperation in executing Mandate • Speedy feedback on reports • Implementation of recommendations |
| 4. | Sierra Leone Police (SLP) | <ul style="list-style-type: none"> • Make recommendations aimed at reforming the SLP • Independence and fair handling of complaints | <ul style="list-style-type: none"> • Cooperation and complementarity. • Notification of deaths and serious injuries • Implement recommendations by the Board • Regular feedback on implementation of Recommendations |
| 5. | Complaints, Discipline, Internal, and Investigations Department (CDIID) | <ul style="list-style-type: none"> • Make recommendations aimed at improving police welfare (terms of service, housing, allowances, transfers, promotions and training) • Independence and fair handling of complaints | <ul style="list-style-type: none"> • Cooperation and complementarity. • Implement recommendations by the Board. • Regular feedback on implementation of recommendations |

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| 6. | Director of Public Prosecutions (DPP) | <ul style="list-style-type: none"> • Cases that meet evidential threshold | <ul style="list-style-type: none"> • Cooperation and complementarity • Speedy review of files and effective prosecution |
| 7. | Judiciary | <ul style="list-style-type: none"> • Cases that meet evidential threshold | <ul style="list-style-type: none"> • Expeditious and just hearing and disposal of cases |
| 8. | Ministry of Finance (MOF) | <ul style="list-style-type: none"> • Prudent utilisation of funds | <ul style="list-style-type: none"> • Adequate allocation and timely disbursement of funds |
| 9. | Office of National Security (ONS) | <ul style="list-style-type: none"> • Cooperation and complementarity | <ul style="list-style-type: none"> • Cooperation and complementarity |
| 10. | Local Councils | <ul style="list-style-type: none"> • Cooperation and complementarity | <ul style="list-style-type: none"> • Cooperation and complementarity |
| 11. | The office of the Government Pathologist | <ul style="list-style-type: none"> • Cooperation and complementarity on mandate areas | <ul style="list-style-type: none"> • Cooperation and complementarity on mandate areas |
| 12. | Media | <ul style="list-style-type: none"> • Effective coverage of the Board's update | <ul style="list-style-type: none"> • Fair coverage |
| 13. | Development partners | <ul style="list-style-type: none"> • Effective implementation of the Board's mandate | <ul style="list-style-type: none"> • Provide checks and balances and capacity building |
| 14. | Civil Society Organisation and professional bodies | <ul style="list-style-type: none"> • Effective implementation of the Board's mandate | <ul style="list-style-type: none"> • Provide checks and balances |
| 15. | The public | <ul style="list-style-type: none"> • Speedy handling of complaints | <ul style="list-style-type: none"> • Timely reporting of complaints • Cooperation with the Board |

SECTION THREE

SITUATIONAL ANALYSIS

3.1 Overview

This Section provides an assessment of IPCB which focuses on critical concerns, analysis of achievements and challenges. It also provides an analysis conducted using SWOT as well as Stakeholder analysis.

3.2 Issues of Critical Concerns

The current state of the police force in Sierra Leone is heavily influenced by its colonial history and in spite of the numerous reforms and trainings the police force had undergone, they still face challenges in the discharge of their duties. The police force was originally established to enforce law and order to facilitate colonial control over the local population, and its objective during that time was not to address the needs of local communities, but rather they were trained to act as instruments of oppression, suppressing protests and dissents.

Upon gaining independence, leaders of the newly formed state maintained the existing systems of governance. This has led to numerous instances of human rights violations linked to police enforcement of laws, particularly during times of civil unrest. It wasn't until the early 1990s when African nations, including Sierra Leone, began to pursue democratic reforms and increasingly acknowledge the importance of human rights. Nonetheless, repressive police practices persist, especially in scenarios involving civil protests and criminal cases, often leading to severe injuries or even fatalities due to police actions.

Given this historical backdrop and the Government of Sierra Leone's commitment towards reforming the police force and the security sector as a whole, established the Independent Police Complaints Board (IPCB) through the passing of the Independent Police Complaints Board Regulation 2013, as a civilian oversight mechanism to investigate complaints from the public on the abuses of the police in the performance of their duties.

3.3 Achievements

The key achievements of IPCB since its inception in 2015 are as shown below;

Table 2: Key Achievements

| No | Indicator | Achievement (From Inception to date) |
|----|--------------------------------------|---|
| | Cases of Police Misconduct | <ol style="list-style-type: none"> 1. 787 complaints were received and processed. 2. 654 complaints were forwarded to the SLP for investigations. 3. 68 cases referred to Partner institutions 4. 17 investigation cases on deaths and shooting occasioned by the police were completed. 5. 46 concluded cases forwarded to the DPP and IGP |
| | Level of public confidence in Police | <ol style="list-style-type: none"> 1. Conducted outreach programmes in all the regions and districts. 2. Conducted training '<i>Improving professionalism and oversight for the Sierra Leone Police</i>' –for CDIID Personnel Training in Makeni, Bo, Kenema, Port Loko and Freetown 16 February – 5 March 2015 3. Formation of a 13 – man Technical Working Group (TWG) to review the IPCB Regulations, 2013, and make recommendations for the development of an '<i>Independent Policing Oversight Commission (IPOC) Bill</i>' 4. In collaboration with African Policing Civilian Oversight Forum (APCOF) and United Nations Development Programme (UNDP), the IPCB has trained 783 civilian oversight practitioners, including police officers on Basic Investigation Skills |

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| | | <p>5. 1,861 police officers and community residents trained on the <i>Use of Force and Firearms</i> by Law Enforcement Officers</p> <p>6. 1,677 SLP personnel and community residents trained on the Luanda Guidelines on the Conditions of Arrest, Police Custody and Pre-Trial Detention in Africa.</p> |
|--|--|---|

3.4 Challenges and Interventions

The key challenges faced by the IPCB and their respective interventions are as follows:

Table 3: Challenges and Interventions

| No. | Challenges | Intervention |
|-----|--|--|
| 1 | Non-cooperation by members of SLP and other relevant stakeholders | <ol style="list-style-type: none"> 1. Regular engagements with SLP top leadership and other relevant institutions. 2. Upgrade the IPCB Regulation 2013 to an Act |
| 2 | Inadequate human capital | <ol style="list-style-type: none"> 1. Recruit more staff; and 2. Enhance staff training and development |
| 3 | High staff turnover | <ol style="list-style-type: none"> 1. Review and implement HR Policies and Procedures Manual 2. Improve staff terms and conditions of service 3. Develop and implement succession planning strategy |
| 4 | Inadequate tools and equipment for implementation of the Board's mandate | <ol style="list-style-type: none"> 1. Lobby Parliament to increase IPCB budget 2. Resource mobilization |

| | | |
|---|---|--|
| 5 | Low levels of awareness of IPCB mandate | <ol style="list-style-type: none"> 1. Develop awareness creation programs on Board's mandate 2. Develop MOUs with radio stations to have weekly "IPCB Hour" 3. Revamp the Board's website |
| 6 | Complexity within the criminal justice system | <ol style="list-style-type: none"> 1. Fast track finalisation of IPCB Act with enforcement powers 2. Enhance multi-agency cooperation and complementarity. |

3.5 Independent Policing Oversight Commission (IPOC)

The review indicated that the Board has formulated a policy and a Bill aimed at the eventual establishment of an Independent Policing Oversight Commission (IPOC). This Act will broaden the Board's mandate to include investigations not only of regular police but also of metropolitan and chiefdom police officers. The creation of this Act aims to address numerous challenges associated with the IPCB Regulations of 2013, expanding the Board's activities and enhancing its enforcement powers.

Furthermore, transitioning from a Regulation to an Act of Parliament would extend the Board's authority to investigate not only the misconduct of police officers but also issues involving Chiefdom and Metropolitan Police forces.

The review supported this strategic initiative by the IPCB leadership, drawing on successful practices from Kenya and South Africa, which have shown that enacting an Act would grant the Board enhanced powers to investigate a range of complaints, including human rights violations, unprofessional conduct, bribery, corruption, oppression, intimidation, neglect, and failures in duty by police officers. Additionally, this would empower the Board to make arrests and search police officers' premises.

The review also noted that many police complaint agencies across Africa, including those in Ghana, Uganda, and Rwanda, are integrated into their police services. This integration often results in a lack of independence and responsiveness to public complaints regarding police misconduct.

The review was unable to determine the current status of the proposed Bill but urged the Board to accelerate its development to facilitate the eventual enactment

of the Act. It also recommended that the Board maintain the existing framework of the IPCB, similar to the models in Kenya and South Africa, ensuring that it remains independent from the Sierra Leone Police. Instead, the focus should be on broadening its mandate and enhancing its enforcement capabilities.

Recommendations:

- **Accelerate Bill Development:** The Board should prioritize the swift progression of the Bill to ensure timely enactment of the Act.
- **Maintain Independence:** The Board should continue to operate independently from the Sierra Leone Police, following best practices from Kenya and South Africa.
- **Expand Mandate:** The Board should work on broadening its scope to include a wider range of oversight functions.
- **Enhance Enforcement Powers:** The Board should seek to strengthen its enforcement capabilities to effectively address police misconduct and improve accountability.

3.6 Strength, Weaknesses, Opportunities and Threats (SWOT) Analysis

An internal and external analysis of the Board’s environment was undertaken to provide information on how it impacts on the operations of the Board. The internal environment has analysed the strengths and weaknesses while the external environment has provided the opportunities that are available and the threats that may inhibit success as outlined in Tables 3, 4, 5 and 6 respectively.

Table 4: Strengths

| No | Strength | Strategic Implication | Strategic Response |
|-----------|-----------------------------|------------------------------------|--|
| 1. | IPCB Regulation 2013 | Independence and clear mandate | <ul style="list-style-type: none"> • Comply with the provisions of the Regulation |
| 2. | Competent, Supportive Board | Strategic positioning of the Board | <ul style="list-style-type: none"> • Enhance capacity of the Board |

| | | | |
|----|--|--|---|
| 3. | Qualified, competent and committed employees | Efficient and effective service delivery | <ul style="list-style-type: none"> • Continuous training and development • Institute retention strategies |
| 4. | Elaborate policy and procedure framework | Clear work procedures and outputs | <ul style="list-style-type: none"> • Continuous review of policies and procedures • Sensitize staff |
| 5. | Decentralization of the Board's services | Enhanced visibility and access of services | <ul style="list-style-type: none"> • Strengthen human and infrastructural capacity of the regional offices |

Table 5: Weaknesses.

| No | Weakness | Strategic Implication | Strategic Response |
|----|--|----------------------------------|---|
| 1. | Inadequate funding | Limits execution of mandate | <ul style="list-style-type: none"> • Lobby for increased budgetary allocation • Diversify sources of funding |
| 2. | Inadequate human capital | Delays execution of mandate | <ul style="list-style-type: none"> • Recruit more staff • Outsource services (such as Janitor, Security Guard etc.) |
| 3. | Low levels of awareness of the Board's mandate | Low realisation of mandate | <ul style="list-style-type: none"> • Increase outreach activities |
| 4. | Lack of structured feedback mechanism | Delayed feedback to complainants | <ul style="list-style-type: none"> • Strengthen feedback mechanism |
| 5. | Lack of Complaints Management System | Delayed processing of complaints | <ul style="list-style-type: none"> • Strengthen and fast track complaints and |

| | | | |
|--|--|--|------------------------------|
| | | | investigation for quick wins |
|--|--|--|------------------------------|

Table 6: Opportunities

| No | Opportunities | Strategic Implication | Strategic Response |
|----|--|---|--|
| 1. | Favourable policy, legal and regulatory frameworks | Clarity on mandate | <ul style="list-style-type: none"> • Continuous engagement of the state and non-state agencies for positive results • Transformation from a Board to an Act of Parliament in a bid to address the legal challenges |
| 2. | Multi sectoral approach to police oversight | Enhanced complementarity to deliver on mandate | <ul style="list-style-type: none"> • Develop cooperation and complementarity framework |
| 3. | Goodwill from stakeholders | <ul style="list-style-type: none"> • Enhanced commitment to support the Board • Opportunities for partnership • Enhanced implementation Of recommendations | <ul style="list-style-type: none"> • Sensitise stakeholders on the Authority's mandate • Mobilise additional resources • Enhance feedback mechanisms |
| 4. | Advancement in Information, Communication and Technology | <ul style="list-style-type: none"> • Improved visibility and service delivery | <ul style="list-style-type: none"> • Enhance use of ICT in the Board's operations |
| 5. | Ongoing police | Enhance uptake of IPCB recommendation | <ul style="list-style-type: none"> • Participate in police reform initiatives, |

| | | | |
|--|---------|--|---|
| | reforms | | <ul style="list-style-type: none"> • Recommend and enforce recommendations |
|--|---------|--|---|

Table 7: Threats

| No | Threats | Strategic Implication | Strategic Response |
|----|---|---|---|
| 1. | Low public awareness on Board's mandate | Low stakeholder participation | <ul style="list-style-type: none"> • Educate the public on mandate of the Board and enhance visibility |
| 2. | Non-cooperation by stakeholders | Delays in delivery of the Board mandate | <ul style="list-style-type: none"> • Sensitise stakeholders on the need to cooperate and on the IPCB mandate |

The SWOT analysis reveals that while the IPCB has some strengths, such as political will, trained and qualified staff, it faces challenges of limited resources, technical capacity, and coordination. However, the establishment of the IPCB present opportunities for strategic partnerships with development partners and goodwill from stakeholders. To address the threats, there is a need to educate the public on the mandate of the Board, resistance from some government agencies and inadequate public participation. The result of this analysis will guide the IPCB in developing effective strategies to enhance its work in the country.

SECTION FOUR

THE INDEPENDENT POLICE COMPLAINTS BOARD'S ORGANIZATIONAL STRUCTURE

4.1 Introduction

The IPCB's organizational structure has been redesigned to support the execution of its mandate and to ensure the successful implementation of its programmes and functions in the regions, districts and chiefdoms across the country. The structure is expected to facilitate supervision, assignment and delegation of duties, improve operations and ensure effective communication at all levels.

4.2 Structure of the IPCB

4.2.1 Board

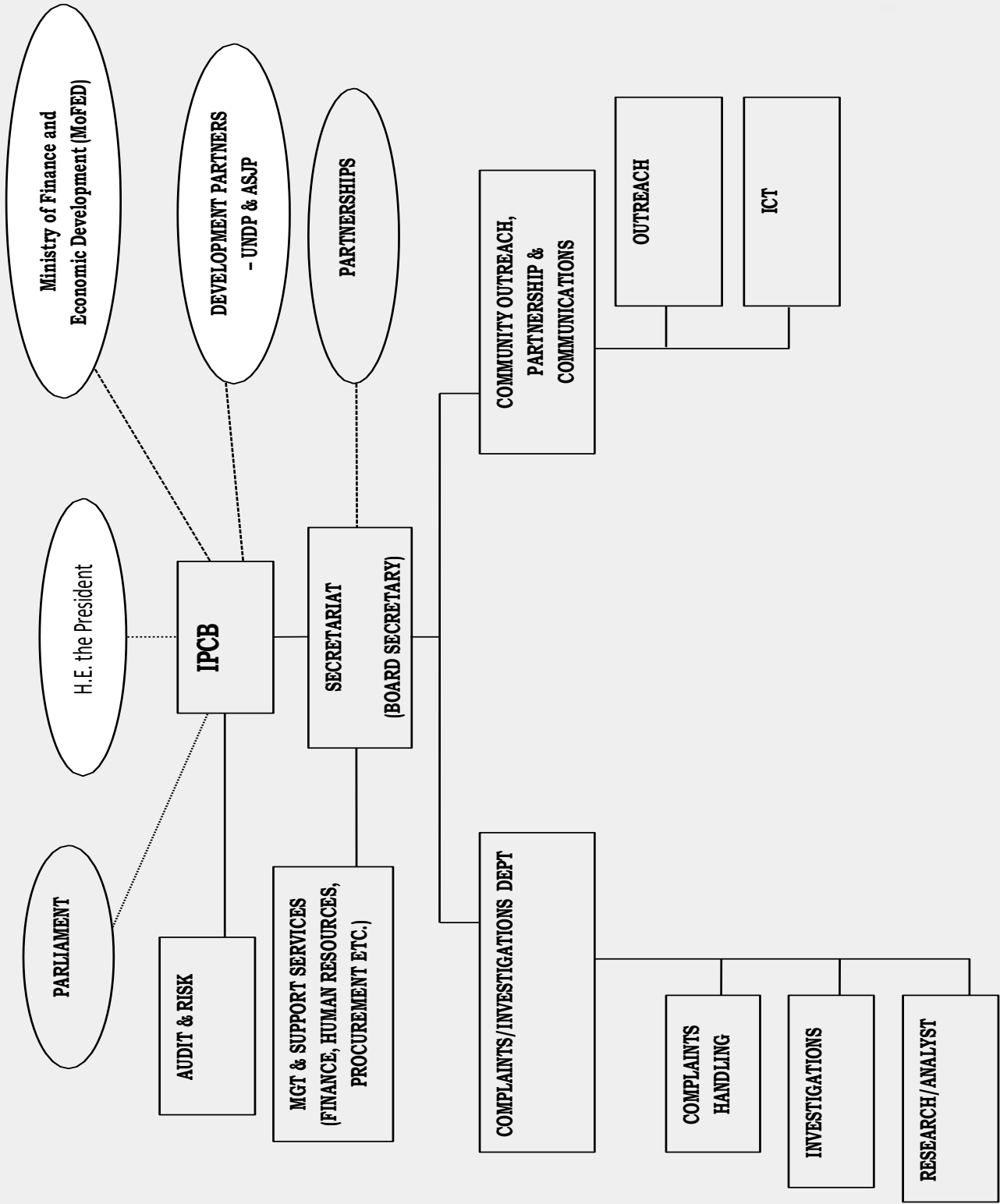
At its apex of strategic structural control is the Board¹ consisting of a chairman appointed by the President from among persons with formal qualification in any profession or discipline relevant or appropriate to the functions of the Board. The board is responsible for setting the agency's strategic direction, approving its annual budget, and overseeing its performance. In accordance of section 6(1) of the Independent Police Complaint Board Regulations 2013, the Board has the powers, rights and privileges as the High Court of Sierra Leone to enforce the attendance of witnesses and examining them on oath; and also compel the production of documents.

4.2.2 Current Organogram of the IPCB

Beneath the Board there is a Secretariat, which operates within a conventional administrative, operational, and management framework, structured into three tiers: Senior Management, Middle Level Management, and General Support Staff. The Secretariat is led by an Executive Secretary (ES) who doubles as Secretary to the Board. The ES is responsible for providing overall leadership in the daily administration of the agency and reports to the Board. The ES is supported by three (3) departments: - Complaints and Investigations; Community Outreach,

¹ Section 1(1) of the Independent Police Complaints Board Regulations, 2013

Figure 1: The Current IPCCs Organizational Structure



Partnership and Communication, and Management and Support Services departments. These departments are headed by Directors who oversee the daily activities of the departments.

The current organogram is depicted in figure 1 below



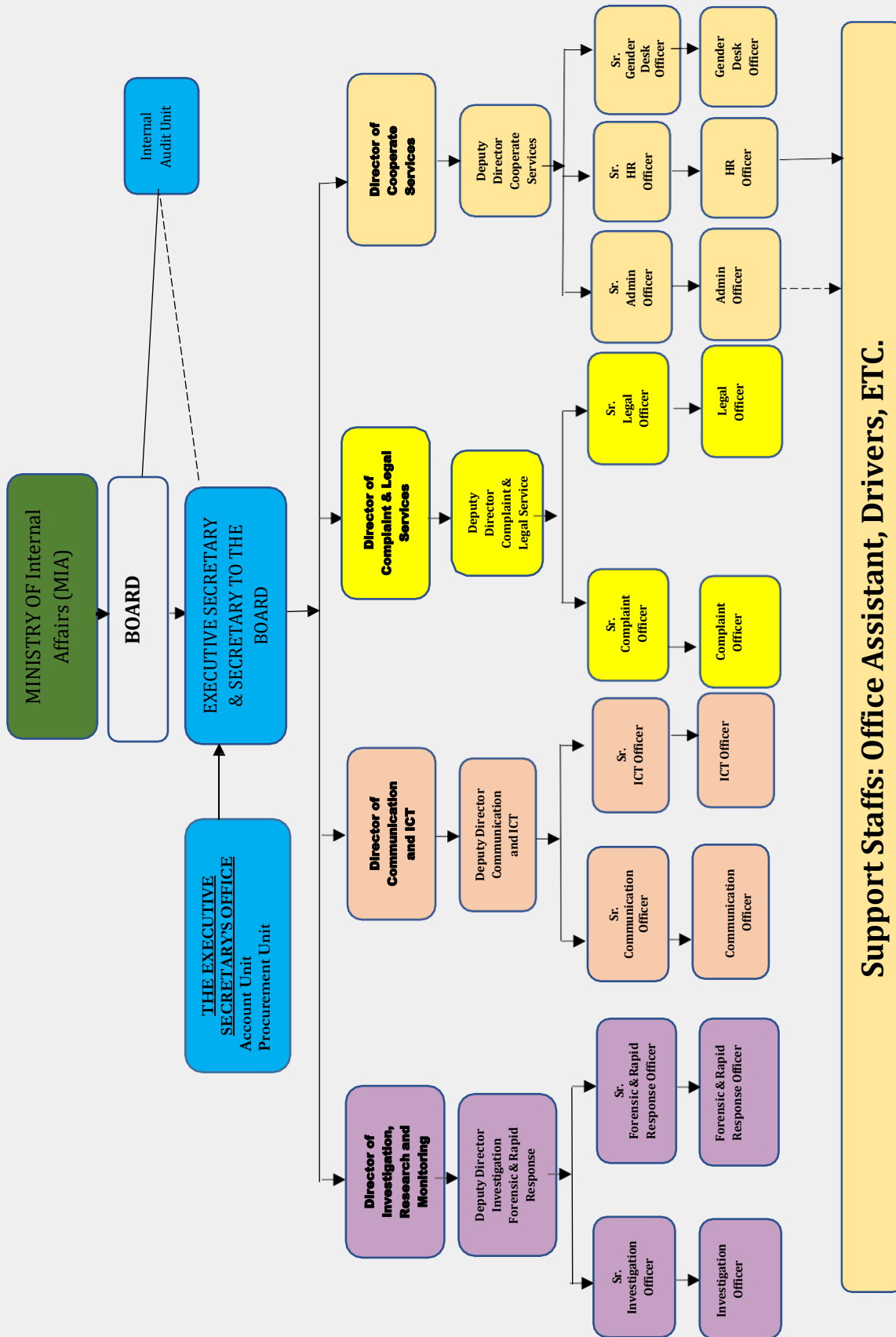
The review noted key management bottlenecks particularly in the way the departments are structured. There are no documents detailing clearly defined mandates for all departments of the IPCB. Prior to the commencement of the study, the Board provided the Review Team with a copy of its current organogram as shown in figure 1 above. Figure 1 shows the current organizational structure and line management relationships, which revealed a number of issues that needed to be addressed. These involved potential duplications and overlaps of functions among the departments within the institution, lack of clarity of roles, responsibilities, inadequate internal systems, and processes to meet IPCB's operational requirements.

Meanwhile, most officers interviewed had detailed job schedules that recorded their main work activities as well as the responsibilities and reporting lines of the individual concerned. However, a number of these required to be revised into job descriptions to reflect current working arrangements.

4.3 Proposed Organogram

To resolve these identified structural and operational weaknesses and in supporting the IPCB, the review team has suggested a proposed organizational structure which is based on a departmental system as indicated in figure 2 below. The Review Team believes that the proposed structure will bring professionalism into the Board and facilitate efficient division of labour and specialization. It will also promote transparency and accountability. However, the team cautions that, critical as having a good structure is, it should not be considered a panacea to the institution's challenges. The team therefore underscores the importance of having effective policies, revamped job descriptions that emphasize functions rather than nomenclature and address the range of HR and system issues earlier on catalogued. The proposed organogram is shown below

Fig 2 - IPCB PROPOSED ORGANOGRAM



4.4 **Proposed Governance Structures**

Based on the new proposed organogram the Board will be governed by a Board known as the Independent Policing Complaint Board that is responsible for policy and strategic guidance. The Secretary to the Board that doubles as the Executive Secretary is responsible for the day-to-day management of the affairs of the Board. The Board is structured in directorate system with the following proposed directorates.

1. Directorate of Investigations, Research and Monitoring
2. Directorate of Communication and ICT
3. Directorate of Complaints and Legal Services
4. Directorate of Corporate Services

SECTION FIVE

ANALYSIS OF FINDINGS AND RECOMMENDATIONS

5.1 Statutory Framework

In July 2013, the Police Council, under section 158 of the Constitution of Sierra Leone (Act No 6 of 1991) gazetted the Independent Police Complaints Board Regulations to establish the IPCB. The Regulations give powers to the Board to receive complaints, investigate specific cases of police abuses, and recommend proactive remedial action that can be taken to avoid future reoccurrence. However, the review highlighted the absence of a legislative framework (an Act) that would grant the IPCB the authority to carry out its mandated responsibilities, as well as a guiding policy to promote consistency, accountability, efficiency, and clarity in the Board's operations. As a result, the Board has encountered several difficulties in executing its functions as outlined in section 3 of the IPCB Regulations 2013, primarily because these Regulations did not provide the IPCB with the legal power to address unfair actions or misconduct by the police. On that note, the review noted from interviews conducted that there are complaints filed from the public about the wrong doings of police officers which the Board is unable to take legal actions against the police, resulting to injustice to the complainants. Therefore, the review team is of the technical view that the creation of an Act should have preceded the development of the Regulations to give the Board the legal authority to implement its mandates and functions.

Recommendations:

- **We therefore recommend** the development of a comprehensive National Policy on the unfair dealings of the police, that outlines the operational guidelines, objectives, and responsibilities of the IPCB to ensure its effective functioning.
- **We also recommend** the formulation and implementation of a parliamentary Act that provide clear provisions for the execution of the Board's functions, and to ensuring compliance and accountability.

- **We further recommend** the involvement of relevant stakeholders, including justice and security professionals, government agencies, and community representatives, in the development of the policy, Act and the review of the regulatory frameworks to ensure they are practical and widely accepted.

5.2 Organisational Structure

The IPCB is organized in a three directorate system, led by a Board Chairman, who is supported by a Board Secretary (doubles as the Executive Secretary) and three directors overseeing various directorates. However, the positions of the directors are vacant and these directorates are currently being overseen by junior officers of the Board. Additionally, the structure lacks well-defined career pathways, clarity in roles and responsibilities, properly formulated Job Descriptions (JDs), and some essential functional titles are absent from the current framework.

To address these structural issues, the Review Team has proposed a new organizational structure (refer to in figure 2 above) that includes distinct functional job titles and clearly defined career pathways.

Recommendations:

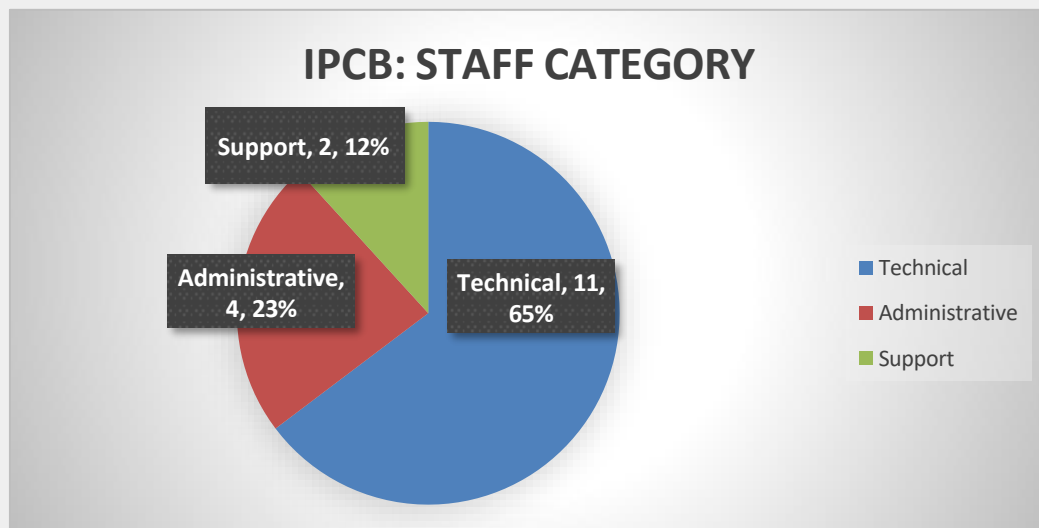
- **We therefore recommend** adopting the proposed organizational chart in figure 2 above which provides a clear outline of the various reporting lines and career pathways for the current positions. This will promote professional development and retention.
- **We also recommend** for the development of clear Job Descriptions for all positions within the Board to delineate roles, responsibilities, and expectations clearly.
- **We further recommend** that the IPCB organize workshops to clarify roles and responsibilities among staff, ensuring everyone understands their contributions to the Board's objectives.

5.3 Staff Strength

The Staff List reviewed by the team shows that the Board has a total of seventeen (17) staff members, while the payroll data for January 2025 indicates only fourteen

(14) staff. The review could not clarify the discrepancies between these two documents. Additionally, it highlighted a shortage of technical staff necessary for performing critical functions at both the Headquarters in Freetown and the four regional offices in Bo, Kenema, Makeni, and Port Loko. Given the workload involved in handling police complaints, investigating cases of police abuse, and recommending preventive measures, the current number of technical staff is deemed insufficient for effectively managing the Board's activities at the national, district, and chiefdom levels. A pie chart illustrating the distribution of staff by job categories is provided below.

Figure 2: A Pie Chart Showing the Distribution of Staff According to Job Category



Source: Staff List, 2025

Recommendations:

- **We therefore recommend** that the Board conduct a comprehensive assessment of the staffing needs based on the Board's functions and the amount of complaints received from the public to determine the optimal number of technical/professional staff required.
- **We also recommend** that after the assessment, the Board recruit additional technical staff to ensure adequate capacity for managing its activities both at headquarters and the four (4) regions.

- **We further recommend** for a targeted recruitment strategy to attract qualified professionals with expertise in arbitration and investigations to fill critical roles within the Board.
- Additionally, **we recommend** that the Board create a succession planning framework to ensure that there are qualified professionals ready to step into key roles as needed.

5.4 Staff Training

The review team noted that there is currently no established policy for career development plans related to staff training, nor have any annual training plans or needs assessments been carried out. Despite the lack of formal training policies, it was observed that IPCB staff have been participating in training courses organized and funded by the African Police Civilian Oversight Forum (APCOF), the UNDP and other development partners.

Historically speaking, police oversight and accountability is quite a recent phenomenon in the African region. There are few people that actively operate in the field, and who can boast a complete set of skills, particularly in the area of police oversight. In this regard the review noted that the APCOF has used its network and specifically its relationship with the Independent Policing Oversight Authority (IPOS) in Kenya and the Independent Police Investigative Directorate (IPID) in South Africa and draw best practice into the support for the IPCB both directly and indirectly through building relationships between the IPCB and the IPID and IPOA. As an initial step, the UNDP provided sponsorships for two staff members to participate in a one-week intensive and advanced short course on Police Oversight and Accountability in Africa, at the University of Pretoria, South Africa in July 2015.

At its headquarters in May 2017, the IPCB in collaboration with APCOF successfully delivered a Capacity Building Training Course on Investigation Skills for Civilian Oversight Institutions of the Police. The IPCB and other institutions were also trained on the Luanda Guidelines and a Strategic Plan developed for the Implementation of the Luanda Guidelines on the Conditions of Arrest, Police

Custody and Pre-Trial Detention in Sierra Leone (2017 – 2022) for the benefit of its relevant partners and stakeholders across the country.

In February 2018, two staff went on a working visit to South Africa and Kenya. This was facilitated by the African Policing Civilian Oversight Forum in Pretoria, South Africa. The study visit was fully funded by the United Nations Development Programme in Sierra Leone under the “Rule of Law” project. A training course on Investigation Skills for Civilian Oversight of the Police took place on 22 - 25 May 2017. In giving practical effect to the above, APCOF in collaboration with the IPCB, successfully delivered a Capacity Building Training Course on Investigation Skills for Civilian Oversight of the Police. This four-day training course delivered at IPCB New England Ville Office was designed by APCOF was experiential in nature, offering participants the opportunity to practice learned skills through role-plays and case studies.

However, in spite of these trainings from development partners, the Board struggles to secure direct government funding for long-term training initiatives due to the high costs associated with police oversight and accountability training courses. This absence of a structured training framework within the organization adversely impacts staff productivity, as employees require training to enhance their skills pertinent to their job responsibilities.

Recommendations:

- **We recommend** that the Board establish a formal career development policy that incorporates structured training plans aimed at enhancing staff skills and competencies. Additionally, it is advisable to conduct an annual assessment of training needs to identify skill gaps and prioritize areas for improvement.
- **We also recommend** that the IPCB should create and implement annual training plans that detail specific training programs, objectives, and timelines to facilitate ongoing professional development.

- **We further recommend** that the Board strength partnerships APCOF, UNDP and development partners to continue provide funding for long-term training initiatives. Lastly, it is important to develop a system for evaluating the effectiveness of training programs and their impact on staff performance and productivity.

5.5 Logistics and Equipment

The review highlighted inadequate logistics and equipment pose a major challenge to the Board. This includes a lack of operational vehicles, motorbikes, and vital tools such as computers and computer ancillaries to carry out the day-to-day functions of the Board at both the Headquarter and the four (4) regional offices.

Recommendations:

- **We therefore recommend** that the Board through the Ministry of Finance (MoF) allocate resources to acquire necessary logistics and equipment, including operational vehicles, motorbikes, computers and computer ancillaries, for effective and efficient service delivery at both the headquarters and the regions.

5.6 Accommodation

The Independent Police Complaint Board (IPCB) is currently housed at New England Vile as the Headquarters for the regional offices. The building is own by the IPCB but currently needs expansion to accommodate more offices for staff. The existing office spaces are grossly inadequate, leading to multiple employees sharing offices, which disrupts their ability to concentrate and meet productivity goals. As a result, staff morale and the overall institutional culture suffer, and the implementation of management systems and essential facilities is hindered. Meanwhile, the review noted that discussions are going on between the Leadership of IPCB and the Ministry of Housing and Country Planning for the expansion, renovation and refurbishment of the current structure.

In contrast, the assessment revealed that regional office spaces are more spacious and well-ventilated, indicating that accommodation issues are less significant in those areas. However, these regional offices face challenges related to insufficient

office furniture, including desks, chairs, and filing cabinets necessary for securing important documents. Additionally, the poor electricity supply and internet connectivity in these locations hinder officers' ability to communicate and share reports with their superiors at the headquarters, where reliable electricity and internet access are available.

Recommendations:

- **We recommend** that the Board fast track their discussions with the Ministry of Housing and Country Planning for the expansion of the current headquarter building for the provision of more office spaces to enhance employee productivity and morale.
- **We also recommend** that the Board invest in necessary office furniture for regional offices to ensure that staff have the resources needed to perform their duties effectively.
- **We further recommend** that the Board address the issues of electricity and internet connectivity in regional offices to facilitate better communication and reporting between regional staff and headquarters.

By implementing these recommendations, the IPCB can enhance its operational efficiency and create a more positive work culture for its employees.

Annex 1

NAMES OF STAKEHOLDER INTERVIEWED

1. Mr. Rashid Kabba – Senior Investigative Officer
2. Vandy Bawoh – Outreach Officer, East
3. Mustapha Musa – Outreach Officer, South
4. Zainab Sheriff – Outreach Officer, Kenema
5. Joseph Sesay – Outreach Officer, North
6. Amadu Femoh Sesay – Communications Officer
7. Sulaiman K. Sesay – Investigation Officer
8. Daniel Bassie – Administrative Officer

Annex 2

MFR 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 the 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 your 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?

.....
.....

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

.....
.....

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

.....
.....

SECTION B: FUNCTIONS

3. 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. _____

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

.....
.....

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

.....
.....

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

.....
.....

SECTION C: COORDINATION AND INTERNAL RELATIONS

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

.....
.....

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

.....
.....

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

.....
.....

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

.....
.....

11. Please explain your recruitment process.

.....
.....

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

.....
.....

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

.....
.....

Staff Training, Promotion and Career Development

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

.....
.....

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,

.....
.....

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

.....
.....

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

.....
.....

18. How do you appraise the performance of staff?

.....
.....

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

.....
.....

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

.....
.....

Records Management

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

.....
.....

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

.....
.....

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

.....
.....

24. What do you think should be done to ensure an effective Records Management system contributes to institutional productivity and service delivery?

.....
.....

SECTION F: ICT, AND STAKEHOLDER/CITIZEN ENGAGEMENT

25. Current IT Equipment Capacity in your unit/dept

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

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

.....
.....

27. Please provide a justification for additional IT facilities?

.....
.....

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

.....
.....

29. Do you perform oversight functions to other Agencies? If yes, explain...

.....
.....

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

.....
.....

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

a. Internally

b. With other MDAs

c. With your key clients/ primary beneficiaries

d. With the general public?

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

.....
.....

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

.....
.....

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

e. Internally

f. With other MDAs

g. With your key clients/ primary beneficiaries

h. With the general public

SECTION G: FINANCE, BUDGETING AND PROCUREMENT

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

.....
.....

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

.....
.....

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

.....
.....

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

.....
.....

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

.....
.....

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

.....
.....

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?

.....
.....

42. How many officers to an office?

.....
.....

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

.....
.....

**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

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 your 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.

.....
.....

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

.....
.....

SECTION C: ORGANISATION/ OPERATIONAL STRUCTURE

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

.....
.....

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

.....
.....

SECTION D: STAFF PROMOTION AND CAREER DEVELOPMENT

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

.....
.....

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

.....
.....

10. How were your capacity development needs identified?

.....
.....

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

.....
.....

12. How many years have you spent in your current position?

.....
.....

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

.....
.....

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

.....
.....

SECTION E: RECORDS MANAGEMENT

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

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.....

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

.....
.....

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

.....
.....

18. 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

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

.....
.....

20. How effective is your internet connectivity?

.....
.....

SECTION H: ACCOMMODATION AND OFFICE SPACE

21. How spacious is your Office?

.....
.....

22. How many of you to an office?

.....
.....

23. 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

Annex 3

Technical Team that Developed the Report

| No. | Name | Designation | Institution |
|-----|-------------------------------|--|-------------|
| 1 | Suliaman Phoray-Musa | Director | PSRU |
| 2 | Albert R.C.E Williams | Chief of Programes | PSRU |
| 3 | Idrissa Koroma | Head Institutional Reform | PSRU |
| 4 | Morrisson Arouna | Head Project Resource Mobilization | PSRU |
| 5 | Simity Simeonette Mansaray | Senior Project Resource Mobilization Analyst | PSRU |
| 6 | Alex Mansary | Project Resource Mobilization Analyst | PSRU |