

FINAL REPORT

MANAGEMENT AND FUNCTIONAL REVIEW

OF THE POLITICAL PARTY REGISTRATION COMMISSION (PPRC)



Produced & Submitted By:

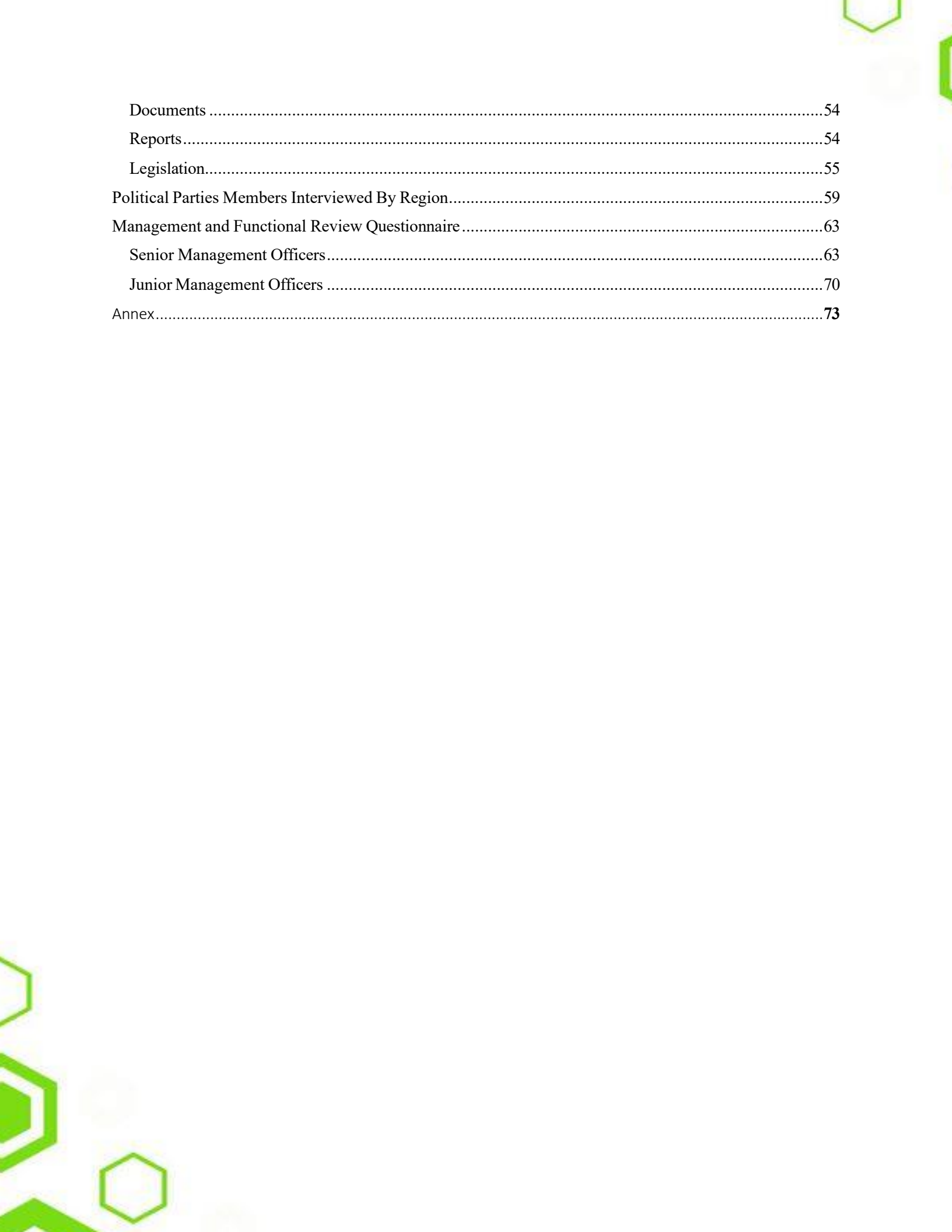
Public Sector Reform Unit

October 2025

TABLE OF CONTENTS

TABLE OF CONTENTS	i
ABBREVIATIONS.....	iv
List of Figures	vi
List of Tables	vii
EXECUTIVE SUMMARY	ix
SECTION ONE	1
INTRODUCTION.....	1
1.1 Public Sector Reform Unit.....	1
1.2 The Aim and Objectives of the MFR.....	1
1.3 Methodology and Approaches	2
1.4 Scope of the Studies	4
1.5 Limitations of the Study.....	4
SECTION TWO	5
HISTORICAL BACKGROUND OF THE POLITICAL PARTIES REGULATION COMMISSION (PPRC).....	5
2.1 Introduction	5
2.2 The Mandate of the PPRC as specified in the Act.....	7
2.3 Functions.....	7
2.4 Core Values.....	8
2.5 List of Legal Instruments That Guide the Operations of PPRC.....	9
SECTION 3	12
SITUATIONAL ANALYSIS.....	12
3.1 Critical Issues	12
3.2 PESTLE Analysis	13
3.3 SWOT Analysis.....	15
3.4 List of Stakeholders.....	17
SECTION FOUR	24
ANALYSIS OF THE COMMISSION SECRETARIAT AND ITS ORGANIZATIONAL STRUCTURE	24
4.1 Introduction.....	24
SECTION FIVE (5)	32
KEY FINDINGS AND RECOMMENDATIONS	32
5.1 Statutory Framework of the Commission.....	32
5.2 The Board of Commission.....	33

5.3	Independence of Political Parties Regulations Commission.....	33
5.3.1	Political Party Registration and Procedures.....	34
5.3.2	Political Financing Regulations for Political Parties	34
5.3.3	Political Parties Registered Offices.....	35
5.3.4	Oversight, Compliance, and Enforcement.....	35
5.3.5	Subvention to Political Parties	36
5.3.7	Public Education, Outreach, and Civic Education/Engagement.....	37
5.3.8	Coordination and Stakeholder Relations	38
5.4	The Code of Conduct	39
5.5	Public perception and trust levels	39
5.6	Financial Management and Accountability	39
5.7	Budget Execution and Transparency	40
5.8	Human Resource Management.....	40
5.9	Accommodation	40
5.10	PPRC’s Structural Analysis/Reporting Lines	41
5.11	Decentralisation.....	42
5.12	Distribution of Staff.....	42
5.13	Proposed Grading Structure	45
5.14	Recruitment Policy and Promotion (RPP).....	45
5.15	Job Description.....	46
5.16	Scheme of Service.....	46
5.17	Staff Performance Evaluation	46
5.18	Capacity-building and training.....	47
5.19	Conditions of Service	47
5.20	Staff Welfare	48
5.21	Staff Retention.....	48
5.22	Staff Rotation and Regularisation	49
5.23	Employee Relations.....	49
5.24	Internal Committees/Meetings.....	49
5.25	Information, Communication, and Technology (ICT) and Data Management.....	50
5.26	Logistics/Office supplies	51
5.27	Inventory Assets Control Management	52
5.28	Records Management	52
5.29	Conclusion.....	53
	REFERENCES.....	54



Documents	54
Reports.....	54
Legislation.....	55
Political Parties Members Interviewed By Region.....	59
Management and Functional Review Questionnaire	63
Senior Management Officers.....	63
Junior Management Officers	70
Annex.....	73

List of Figures

Figure 1: PPRC Current Structure	27
Figure 2: PPRC Proposed Organogram	27
Figure 3: PPRC Proposed Regional Office Organogram	29
Figure 4: PPRC Proposed District Office Organogram.....	30




List of Tables

Table 1: SWOT Analyses of PPRC.....	16
Table 2: Staff Compliment	31
Table 3: LIST OF PEOPLE INTERVIEWED	56



Annexes

Annex 1: List of people Interviewed.....	57
Annex 2: MFR Questionnaire	64
Annex 3: Technical Team that developed the report.....	74



ABBREVIATIONS

ACC	Anti-Corruption Commission
APC	All People's Congress
CSOs	Civil Society Organizations
ECOWAS	Economic Community of West Africa States
ECSL	Electoral Commission for Sierra Leone
EMBs	Electoral Management Bodies
ES	Executive Secretary
EU	European Union
FY2023	Fiscal Year 2023
GEWE	Gender Equality and Women's Empowerment
GoSL	Government of Sierra Leone
HR	Human Resource
HRM	Human Resources Management
ICCPR	International Covenant on Civil and Political Rights
ICT	Information, Communication and Technology
IFMIS	Integrated Financial Management System
IMC	Independent Media Commission
IPCB	Independent Police Complaint Board
JDs	Job Descriptions
MFR	Management and Functional Review
MoF	Ministry of Finance
MoU	Memorandum of Understanding
NaCCED	National Council for Civic Education and Development
NCD	National Commission for Democracy
OA	Office Assistant
ONS	Office for National Security
PESTLE	Political, Economic, Social, Technology, Legal and Environmental



PPA	Political Parties Act
PPR	Policy, Planning and Research
PPRC	Political Parties Regulation Commission
PR	Public Relation
PROSEC	Provincial Security Committee
PSRU	Public Sector Reform Unit
PSC	Public Service Commission
RPP	Recruitment and Promotion Practice
SLBC	Sierra Leone Broadcasting Cooperation
SLP	Sierra Leone Police
SWOT	Strength Weakness Opportunity Threat
UNDP	United Nation Development Programme

EXECUTIVE SUMMARY

The Public Sector Reform Unit (PSRU), as part of its Mandate to provide leadership, coordination and strategic guidance in the development, implementation and monitoring of reform programmes, was instructed by the Government of Sierra Leone, through the Tripartite Steering Committee chaired by the Chief Minister, to conduct Management and Functional Reviews (MFRs) for the Electoral Commission of Sierra Leone (ECSL), the Political Parties Regulation Commission (PPRC) and other Electoral Management Bodies (EMBs).

Purpose of the Review

This Management and Functional Review (MFR) was conducted for the PPRC, focused on Recommendation 21, 33, 36, and 66 of the Tripartite Committees Report, as well as other key functional areas that impede the effective functioning of the PPRC. It was a comprehensive diagnostic assessment that identifies gaps and thoroughly investigates whether the PPRC of Sierra Leone has the requisite institutional structure, systems and processes, capacity, and resources to effectively deliver on its mandate. Summary of the four (4) recommendations in the Tripartite report is as follows:-

- PPRC to develop consultation and recruitment policies reflecting national diversity and submit annual audited accounts to registered political parties.
- Enforce the Political Parties Code of Conduct against violence
- Create a search Committee to select Electoral Commissioners and the PPRC Chairperson.
- Regulate campaign financing for parties and independent candidates.

Methodology and Scope: The Review team conducted extensive interviews and focus group engagements with staff from the Freetown, Regional, and District offices, preceded by a thorough desk review of key documents of the Commission as well as online resources. Questionnaires were also administered. Key stakeholders, including political parties, the security sector, Civil Society Organisations, and other relevant institutions, were engaged. However, due to operational issues, the team could not engage political parties at the national level and key donor and development partners in Freetown.

At the end of the exercise, the review revealed a range of operational and structural challenges that have hindered the Commission's effectiveness in carrying out its mandates. Summary of key findings and recommendations are outlined below: -

KEY FINDINGS AND RECOMMENDATIONS

STATUTORY FRAMEWORK (AMENDED ACT OF 2022)

Findings – A Section on obstruction of the Commission's work is omitted in this amended Act. Additionally, Section 42, which deals with the 30% minimum quota for the placement of women in executive positions from ward to national level is ambiguous, and political parties are using it to their advantage. Also, determination of conditions of service of the Executive Secretary and other staff of the Commission that was in Section 7 of the previous Act, is absent in this amended Act.

The study also revealed that there was no Policy to inform the revised Act; rather, a document containing 37 recommendations approved by key stakeholders was submitted as a Legislative Instruction to the Attorney General and Minister of Justice, for the new Act as amended.

Recommendation – The PPRC laws need to be strengthened; the Team recommends a review of the current Act to include Sections on 'Obstruction of the Commission', and determination of conditions of service of staff. There is also a need to clarify the 30% minimum female quota by introducing a zip-pattern or whatever is considered appropriate. As best practice demands, PPRC should consider developing a Policy prior to the next review.

The Board of Commission

Findings – According to the Amended Act, the Board of Commission constitutes five (5) members - the Chairman, the Chief Electoral Commissioner, a representative of the Sierra Leone Bar Association, a representative from the Sierra Leone Labour Congress and a representative from the Institute of Chartered Accountants, while the Executive Secretary serves as Secretary. Quorum at every meeting should be three (3) members, but at present the Commission has only two (2) active members taking decisions. All attempts by the Leadership to liaise with the relevant authority for bringing onboard the remaining members have not yielded the desired outcome. According to the Leadership, the work of the Commission is time-bound and cannot be on hold. Also, from feedback obtained on tripartite recommendation 36, stakeholders are of the view that appointment of a PPRC Chairman should be done by a renowned body/search committee, to improve public confidence and give such appointees a secure tenure of office.

Recommendations - While the review notes this challenge, the commission should not relent in its effort to have the full complement of the Board or a third member to form a quorum to enhance decision-making. Also,

the team supports the constitution of a search committee to appoint a PPRC Chairman. However, this can only be done through a constitutional review as current appointment of the PPRC Chairman by the President is an entrenched clause.

Independence of the Commission

According to its 2022 Act (Sec. 13), the PPRC is independent and answerable **only** to the Supreme Court.

Recommendations-The PPRC should continue to establish an independent accountability and reporting mechanism that strengthens transparency while respecting its legal independence. This means they should continue submitting their audited financial statement to Parliament. This ensures the Commission remains free from political interference while building public trust and credibility.

Political Party Registration and Procedures

Findings - This has been one of the core functions of the PPRC since its establishment in 2005. There are currently seventeen (17) registered political parties, and no new additions for the past seven (7) years. The party registration fee, which is far less than the candidature fees, is a one-off payment, and there is no provision for an annual renewal fee. **The Review also revealed** that the registration process is smooth, but the entire process lacks automation and online access.

Recommendations - While the team notes the challenges with internet access, **the review recommends that the Commission should strongly** embrace technology by fully adopting digital tools in its operation, as manual processes often contribute to delays in the registration process. **Also**, the Commission should consider increasing the party registration fee to determine the financial strength of a party from the outset. The PPRC should also consider the inclusion of a renewal fee, payable to the Commission's Account, to ensure the continued legal standing and active participation of registered political parties, and to complement GoSL support.

Political Financing Regulations

Findings - This is a legal requirement, but the majority of the political parties are not submitting their annual audited financial statement. When asked, the majority of the defaulting political parties mentioned a lack of financial support to hire the services of a certified Institute of Chartered Accountants of Sierra Leone, (ICASL), Auditor. The Commission had written several warnings, but has been challenged to institute the relevant penalties. For those that do comply, such financials are not made public; a practice that would have enhanced transparency.

Recommendation - PPRC to ensure compliance with political parties' financing and to devise a system to publicise audited financial accounts received from political parties. The PPRC also needs relevant analytical tools and trained personnel to detect patterns of irregularities in financial reports received and to collaborate with the Financial Intelligence Agency (FIA) in determining the legality of sources of funding.

Political Parties Registered Offices

Having a registered office is a requirement for political parties, but many are financially constrained to maintain such offices after the initial two (2) years of payment. Only three (3) political parties can boast of operational offices, which made it difficult for PPRC to locate the others. Another challenge is that house owners are often reluctant to rent to political parties for fear of having their properties destroyed during the campaigning period.

Recommendation - Though the Review notes these challenges, the Commission still needs to enforce this requirement and conduct periodic spot checks on political parties at their registered office addresses.

Oversight, Compliance, and Enforcement

The Commission provides an oversight role in ensuring that political parties operate within the boundaries of the law and in a manner that upholds democratic principles. The Review revealed that the Laws are legally sound, but the compliance and enforcement level is weak, mostly due to inadequate funds, limited presence of the PPRC in the regions, and the required staff to effectively monitor the political parties across the country. Furthermore, political parties rarely face consequences for non-compliance, and this further undermines the Commission's authority, although the Commission is concerned that instituting the full penalties of the laws will affect the political space, as many of the parties will cease to exist. Also, since the name of the Commission has changed to include 'regulations', it will be good to reflect such changes in the constitution whenever a review is initiated

Recommendations - For effective discharge of this function, **the team** strongly advocates to GoSL, through MoF, to increase the budgetary support to the PPRC to implement key operational activities, which include monitoring and expanding its provincial visibility. Also, the PPRC must enforce the full complement of the laws and publicly name and shame all defaulters, as this also will improve public trust. **Furthermore, to fully assert its authority**, the aspect of 'regulation' as per the reviewed Commission's name, should be reflected in the Constitution.

Subvention to Political Parties

According to political parties, many factors contributed to their act of non-compliance with financial disclosure and maintaining registered offices. Chiefly among these is the lack of or inadequate funds to afford the service of a licensed auditor and to maintain their registered office addresses. The majority of these parties are in total disconnect with their party founders or national executives, and are of the view that the GoSL, through the PPRC, should give them annual subvention to support their operations to legitimise and enhance their financial disclosure. This plea is supported by the PPRC on the basis of maintaining plurality, compliance, and enhancing democracy and good governance, but only if such financing is backed by stringent eligibility criteria to ensure transparency and accountability. The review also revealed that State Funding to political parties is being practiced in parts of Europe, Kenya, South Africa, and is also under consideration in Ghana.

State Funding, while it may have the tendency to open the space for an influx of political parties, will also help to create a level playing field and prevent financially strong political parties from having a significant advantage over financially weaker or newer parties. Therefore, **the review team strongly advocate** for subventions to be provided to political parties to operationalise their programmes. Nonetheless, political parties are encouraged to resources through party membership fees, grants, donations, etc, until such time.

Dispute Resolution

Findings – According to the review, PPRC only mediate when a formal complaint is received, and will hands off if such matters are taken to court. But due to funding challenges, most of these complaints are handled at PPRC's head office and not at the region where they emanate. To discharge this function, the PPRC's Conflict Resolution Guide has equipped staff with the know-how to diffuse intra-party conflict and to train all political parties to explore internal dispute resolution before recourse to external intervention. The majority of the political parties acknowledged that such intervention has minimised internal disputes and enhanced cohesion. However, not much progress has been made in resolving inter-party disputes, as some political parties perceived the Commission as lacking neutrality in handling politically sensitive cases. The review team was informed by the PPRC leadership that most of those cases were outside the PPRC mandate and so were for the Police to handle.

Recommendations – **To minimise this perception**, the PPRC should improve on its dispute resolution efforts between/among political parties. PPRC should ensure adherence to the Code of Conduct for Political Parties as enshrined in the PPA 2022.

Public Education and Outreach Engagement

Findings – The Commission has a Strategic Communication Plan, but implementation has been slow. Outreach activities are infrequent and mostly urban-focused, limiting engagement in rural or underserved communities due to limited financial support. Furthermore, there is low public awareness about political party regulations, rights of members, and the role of the PPRC; this was evident during 2025 lower-level elections when some party members were unaware of the PPRC's powers to regulate all political parties, including their internal constitution and rules.

Recommendations - To position the PPRC to effectively deliver on its mandate, there is a need to popularise the amended Act of 2022, entrenched clause of the 1991 Constitution and other relevant laws and legal instruments, for a better understanding of all stakeholders. There is also an urgent need to educate the political parties' membership from the grassroots about their parties' constitutions, rules, etc.

Coordination and Stakeholder Relations

Findings - The Commission maintains a good relationship with civil society organisations and the security sectors, and is a member of the National Security Coordinating Group (NSCCG), the Provincial Security Committee (PROSEC) and the District Security Committee (DISEC) meetings. The Commission also relates to all political parties, mostly through social media (WhatsApp groups). However, the regular face-to-face meetings with political parties have not been effective due to inadequate resources to reimburse transports fare to attendees.

Recommendations - The PPRC should maintain a relationship with all stakeholders and source funds to revamp the regular meetings with political parties to identify, discuss, and resolve issues to maintain sanity in the political space. They should also undertake regular radio and TV programmes to further educate political parties, their supporters and the general public.

The Code of Conduct

Findings – From information obtained, the Code of Conduct as prescribed in the Second Schedule of the amended Act, has not been well popularized, as political parties, its members and supporters, often violate its provision.

Recommendations – The Commission should develop an abridged version of the Code of Conduct and engage the public on its content.

Public Perception and Trust Levels

Findings - The Political Parties and other stakeholders believed that the Laws are sound and that PPRC maintains an open-door policy and listens to all political parties. However, effective implementation of the laws is a challenge. They opined that the Commission should carry out its operations in a more professional manner that will not compromise its image. They noted that though the Commission has been making strenuous efforts in implementing their mandates, they encounter challenges in responding to certain situations that require urgent attention.

Recommendations - The Commission should continue to discharge its mandate in a transparent manner so as to minimise negative public perceptions.

Financial Management and Accountability

The PPRC activities are mainly funded by the GoSL, with occasional support from donor/development partners for specific programmes such as capacity building, civic education, and digital transformation. The Executive Secretary is the Vote Controller, and there are traditional finance and political financing functions within the PPRC. The Commission also complies with the annual auditing of its Financial Statement; the last audit report reviewed by the team was for FY2023, and there was no major concern. However, subventions from the GoSL are delayed and often far less than what is required to fully implement its planned activities.

Recommendation - That the GoSL, through Ministry of Finance (MoF), to increase the annual budgetary support on time to enhance the implementation of set activities and provision of relevant logistics to staff. This will enhance the ongoing commitment of the GoSL towards political reforms. The team also advises the Commission to explore more donor support to complement the GoSL's efforts for long-term sustainability.

Budget Execution and Transparency

The PPRC is mandated to submit its annual audited financial statement to Parliament. From the review conducted, this has always been done and on time. However, with regard to the adoption of recommendation 21 of the Tripartite Report, the Leadership is not averse to it, but is of the view that once the audited financial statement is presented to Parliament and gazetted, it is already made public. Therefore, separate copies to registered political parties would be costly and time-consuming.

Recommendation - The team also supports this view to avoid duplication of efforts and waste of resources.

Accommodation

Findings –Staff of the Commission are housed in two (2) separate buildings in Freetown and five (5) rented provincial offices. However, the head office lacks the ambience that befits the status of the PPRC; it is ill-equipped and inadequate, with staff crammed into overcrowded desks, alongside scrapped office items, with little or no ventilation, and no proper sanitation. However, the leadership has secured a massive unfinished building from the GoSL, which involves a huge sum to put it in a tenable condition. In the provinces, the Commission has no permanent residence; they keep changing locations due to the constant hike in rent by the owners. Also, signages in some of the offices need facelift, while others are without, impacting visibility.

Recommendations -The Commission should strive to have all its Freetown staff in one building; to achieve this, the PPRC should secure adequate funding from the GoSL and/or development partners to rehabilitate and furnish the proposed head office building, or better still, seek an alternative building. **The team recommends** that PPRC to carry out basic maintenance to the head office, and improve the signage at the regional offices, while exploring the possibility of having its own buildings at the national and regional levels.

HUMAN RESOURCE MANAGEMENT

This function is guided by the PPRC Staff Manual Regulations developed in 2024, alongside several related policies and guidelines. However, the Staff Manual has not been widely disseminated, and so it is important for each staff member to be handed a copy.

PPRC's Structural Analysis/Reporting Lines

Findings - The Structure of the PPRC seems logical and aligned with its mandates, but there are a few reporting lines that are not properly delineated due to the placement of some functional roles. It is believed that a clear separation of duties strengthens internal controls. Also, all existing staff were given the opportunity to progress to higher positions through internal recruitment.

Recommendations - To assist in creating a lean but effective staffing structure, the number of directorates has been reduced from 9 to 6, with merged functions and clear reporting lines to strengthen internal controls. This includes Corporate Service, Finance, Programmes, Planning, Research, M&E, Public

Education & ICT, and Procurement. (**Further details are in Section 4.**) Also, the **Review team strongly recommends** the endorsement of the proposed structure by the Board and adoption of the recommendations proffered herein.

Decentralisation

Findings - While the Commission has made progress in establishing four (4) regional offices and one (1) district office, there is still a need for additional district offices.

Recommendation - To provide for a peaceful, stable, inclusive political environment and to improve the efficiency of the PPRC, **there is a need** for the Commission to have additional district offices with the same staff complement across the country. To actualise this, the Commission should seek financial support from the GoSL and Donor Partners. If funding is still inadequate, then a phased approach should be adopted, focusing on political flashpoints, such as Mile 91, Pujehun, Falaba, Karene, Moyamba, etc.

Several areas of concern were reviewed by the Review team, chief among them are:-

- ❖ **Distribution of staff** – The current staffing is inadequate to fully handle the operations of the PPRC, especially in the regions. **Thus**, the need for PPRC to have additional district offices and relevant staffing, especially in political flashpoints.
- ❖ **Qualification** – From analysis, about 95% of the staff are qualified for the positions they occupy. The review revealed an ongoing qualification audit, instructed by the new Chairman, to authenticate all certificates presented by the entire Commission's staff. The **review proposes** that legal action be taken against any staff that had used a fake certificate to secure their current position with the PPRC.
- ❖ **Age and Gender Analysis** – From data obtained, the Commission has an age-diverse workforce; a component which has the benefit of knowledge sharing from well-experienced older staff to the younger staff. Furthermore, there are 27% of females in leadership positions. **The review recommends that** PPRC should strive for a minimum of 30% as per the Gender Equality and Women's Empowerment Act, and also plan for effective succession planning as three (3) key staff will be retiring in the next 2-4 years.
- ❖ **Grading Structure** – There is no formal grading structure. The review proposes a grading structure, similar to 1 to 12, for adoption and also to review salaries in line with other institutions in the sector for consistency and harmonisation. Also, for the Commission to consider upgrading all graduate staff below the proposed graduate-entry level (7).

- ❖ **Recruitment Policy and Promotion** - The Commission does not have a formal Recruitment Policy. However, the team can infer from the many feedback that there is regional balance and diversity of staff at the PPRC. **The Review team, however, advises** the PPRC to develop such a Policy and seek approval from MoF to fill the two (2) critical positions in the regions, amongst others.
- ❖ **Job Description** - The Review team commends the effort of the PPRC in maintaining Job Descriptions (JDs) for almost all positions. However, there are inconsistencies in the qualification requirements for some positions as against those stated in the Staff Manual. **Therefore**, the Commission needs to engage the PSRU to develop new JDs for all positions to align with the Amended Act and recommendations contained herein.
- ❖ **Scheme of Service** - There is no Scheme of Service (SoS), but a semblance of it exists in the HR Staff Manual and SOP. **The Review recommends** that PPRC should seek guidance from PSRU to develop a Scheme of Service for clarity on the processes involved in the growth and development of staff.
- ❖ **Staff Performance Evaluation and Incentives** – Staff performance was initially done on an annual basis, but now on a quarterly basis, as advised by the new Chairman. Training requests from staff are also captured in the Appraisal forms. **However, the team recommends that** the Commission engage PSRU to develop a well-defined and measurable performance indicators to avoid subjectivity in the process.
- ❖ **Capacity Building** - Training has not been informed by a formal Training Needs Assessment, as core programmatic needs are determined by the Commission and development partners. Training on job-specific functions has not been provided. **The Team therefore recommends** for training on job-specific functions, but first, a formal Training Needs Assessment should be conducted, followed by a Training Plan, to identify the actual skills gap, which will provide the rationale and structured roadmap for implementation.
- ❖ **Staff Conditions of Service** - At the PPRC, staff are highly demoralised in terms of their conditions of service, which has been an uphill task, and has not been given the attention that its truly demands. While the Commission waits for the review of this current Act to reflect determination of salaries of the Executive Secretary (ES) and other staff members, the **Review strongly recommends** that the Commission should engage the Ministry of Finance, through the Budget Bureau and the Wages & Compensation Commission, to consider urgent review of salaries and other emoluments of staff, benchmarking sector-like institutions as the role of the PPRC is similarly daunting and even riskier.

- ❖ **Welfare** - This has not been a good practice within the PPRC. Apart from annual leave allowances and end-of-service benefits, there is nothing more for the general staff. However, there are provisions for other allowances in the Staff Manual, which await approval from the Ministry of Finance. **Therefore, the review proposes** that the PPRC to also discuss these benefits and allowances for staff during its engagement with MoF. We further recommend that the Commission create time for a retreat, health walk, and an end-of-year social gathering to appreciate staff efforts while fostering a thriving team environment, and providing a platform for team bonding and celebration of achievement. The supply of provisional items to all categories of staff, as was previously the case, should be considered.
- ❖ **Staff Retention** - From the review conducted, the staff attrition rate over the past ten years is pretty low, even amidst poor job satisfaction. According to the review, this does not constitute employee satisfaction or a good staff retention policy, as staff would leave if a better job offer is found elsewhere. **The team highly recommends** that the Leadership should develop a strategy to retain experienced staff with valuable insights and institutional memories; top priority will be staff conditions of service and welfare.
- ❖ **Staff rotation and regularisation** - Staff, especially in the regions, have been stagnated in one duty post for some years now. Also, a few have been in acting positions when they do not have the job requirement. **The review recommends** that consideration should be given for staff from deputy directors downward, to rotate between offices and functions to gain exposure and to improve their skills. This will also minimise complacency and over familiarity with stakeholders, which may lead to bias in decision making and/or compromise of duties. Furthermore, consideration should be given to regularise the position of staff who are in an acting role, especially the Acting Deputy Director in Makeni.
- ❖ **Employee Relations** - It was revealed that there is a minor cold war among some directorates due to unclear roles and personality clashes, which has the tendency to escalate if measures are not taken. Some supervisors are giving direct instructions to staff of other departments without routing it through their respective heads, thus creating tension among staff and their supervisors. **The review recommends** that all directors and supervisors should operate within the ambit of their job descriptions and internal guidelines and refrain from giving direct instructions to staff of other departments without recourse to their supervisors

Internal Committees/Meetings

PPRC maintains a series of Committees in compliance with the relevant laws of Sierra Leone, and this includes the Procurement Committee, the Integrity Management Committee, and the Audit Committee. All these committees are meeting regularly, except for the Audit Committee, due to delays in receiving subvention from the MoF. Therefore, the Leadership should ensure regular meetings of the Audit Committee for effective functioning and source the relevant funding for sitting fees to external committee members.

ICT and Data Management

Findings - The registration platform is not digitalised, and the overall ICT infrastructure remains underdeveloped and seriously flawed. There are also minimal security protocols to combat cybersecurity and data protection, putting sensitive information at risk.

Recommendation - The Commission to conduct a comprehensive ICT needs assessment and a digital transformation roadmap, then submit proposals to donor partners to support a phased development and deployment of a secured digital system, which would include the development of an integrated software to automate its various processes. The PPRC should also strengthen cybersecurity protocols and develop a formal data protection policy, and fast-track the installation of the Server and a Fibre internet connection.

Office Supplies/Logistics

Findings - It was revealed that PPRC is challenged with relevant logistics to carry out its activities – few motorbikes but no pool vehicles, insufficient laptops/computers; insufficient office space with poor sitting accommodation and ventilation; inadequate printers, desks, chairs, filing cabinet; unreliable power supply; faulty or no generator in some of the office; etc. This is impeding on task accomplishment and productivity.

Recommendation - The leadership should continue to equip staff with the relevant logistics and licensed Microsoft Office package to enhance productivity. The Commission should further source funding for additional vehicles and motorbikes to enhance staff movement, and when funds are available, the faulty generators should be repaired, while those without should be supplied for effective functioning of the offices.

Inventory Assets Control Management

Findings - The Commission is being supported by the United Nations Development Programme (UNDP) to digitalise the asset inventory process, but it is in its embryonic stage. An Asset Policy is also available to

guide this process, and an inventory exercise is done annually. However, departmental and regional heads are solely responsible for items in their respective department and regional offices. Also, not all the office items are coded, and scrapped/unused office items are not properly stored.

Recommendation – There should be proper coding and monitoring of all office equipment and related items. Again, the department responsible for asset inventory, with supervision from the ES, should liaise with the National Assets and Government Property Commission, SLRSA, the Stores directorate in the Ministry of Finance, and other relevant authority, for proper disposal of all unserviceable items within the Commission, including scrapped abandoned vehicle, and motorbikes, in accordance with laid down laws.

Records Management

Findings - RM is mostly manual, and most of the critical documents are manually filed in the office of the Chairman and the ES. Document management is also partially digitalised with limited archiving and inconsistency, making the retrieval of historical data time-consuming. The ICT staff are also running an incremental electronic backup of files.

Recommendation - Therefore, the PPRC should adopt both manual and electronic systems that are secured, accessible, and compliant with legal standards, and create a central repository, managed by a qualified archivist, to manage this process and equip staff with the necessary skills and tools to manage records effectively. The installation of the newly bought Server is also critical for effective backup of documents.

NEXT STEPS/IMPLEMENTATION

It is critical for the above recommendations to be implemented effectively and in a timely manner. After presentation and approval of this MFR report by the Steering Committee, it then behoves the PPRC to go into action by first engaging the PSRU to develop an Implementation Matrix to guide the process. So, to ensure a seamless process, the Commission should be mindful of the following implementation issues: -

- **Commitment and willingness** – Members of the Commission and the leadership are expected to be sincere and embrace the full implementation of these recommendations, removing themselves from the picture, putting on the self-lens, and being objective to the process for the good of the Commission, staff, and people of Sierra Leone. These recommendations are meant to stand the test of time!

- **Funding** – The Commission should also consider funding options, as some of these recommendations have financial implications. While the review noted the funding challenge of the PPRC, it should not relent to seeking out funding for effective and timely implementation. Leadership should develop proposals and engage development partners for assistance
- **Clearly defined implementation period** - The Commission should be able to clearly define the sequence of priorities for the implementation of these recommendations – short, medium, or long term
- **Effective Monitoring and Evaluation** – progress on implementation should be tracked at every given point in time during the process

Conclusion

The PPRC, amidst a series of challenges faced, has a strong legal instrument and a competent and well-diverse human resources, coupled with vibrant leadership, to effectively drive the mandates of the Commission. In as much as the PPRC has the human resources and the right leadership to fully deliver on its mandate, the Commission is seriously challenged with financial resources to carry out critical activities, including public education, monitoring & compliance, and is in dire need of support from the GoSL and Donor Partners.

Another sticky point to PPRC's continued success is that of poor staff welfare, which includes the abysmal salaries and other emoluments that have not been given the level of attention needed. While this is so, the political will is also needed for the Commission to carry out all its functions without fear or favour, especially in the area of suspending or deregistering a defaulting political party.

SECTION ONE

INTRODUCTION

1.1 Public Sector Reform Unit

The Public Sector Reform Unit (PSRU) provides leadership, coordination and strategic guidance in the design, implementation and monitoring of Public Sector Reform initiatives, while 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, with financial support from the Government of Sierra Leone (GoSL), was mandated by the Office of the Chief Minister, as the Chairman, for the implementation of specific recommendations of the cross-party tripartite report 2024, and to undertake a Management and Functional Review for Elections Management Bodies. This Management and Functional Review (MFR) serves as an entry point to identify capacity systems and processes challenges affecting the performance and service delivery of the Political Parties Regulation Commission (PPRC).

The overarching objective of this MFR is to ensure that the functions, systems, processes, and organizational structures of PPRC are aligned with its mandate and do not overlap with other Electoral Management Bodies (EMBs), so as to enhance the commission's operational efficiency, transparency, and credibility. It further seeks to strengthen Sierra Leone's electoral framework by pinpointing shortcomings, suggesting reforms, and promoting transparency and accountability in PPRC's operations, ultimately ensuring equality, free, fair, and credible elections.

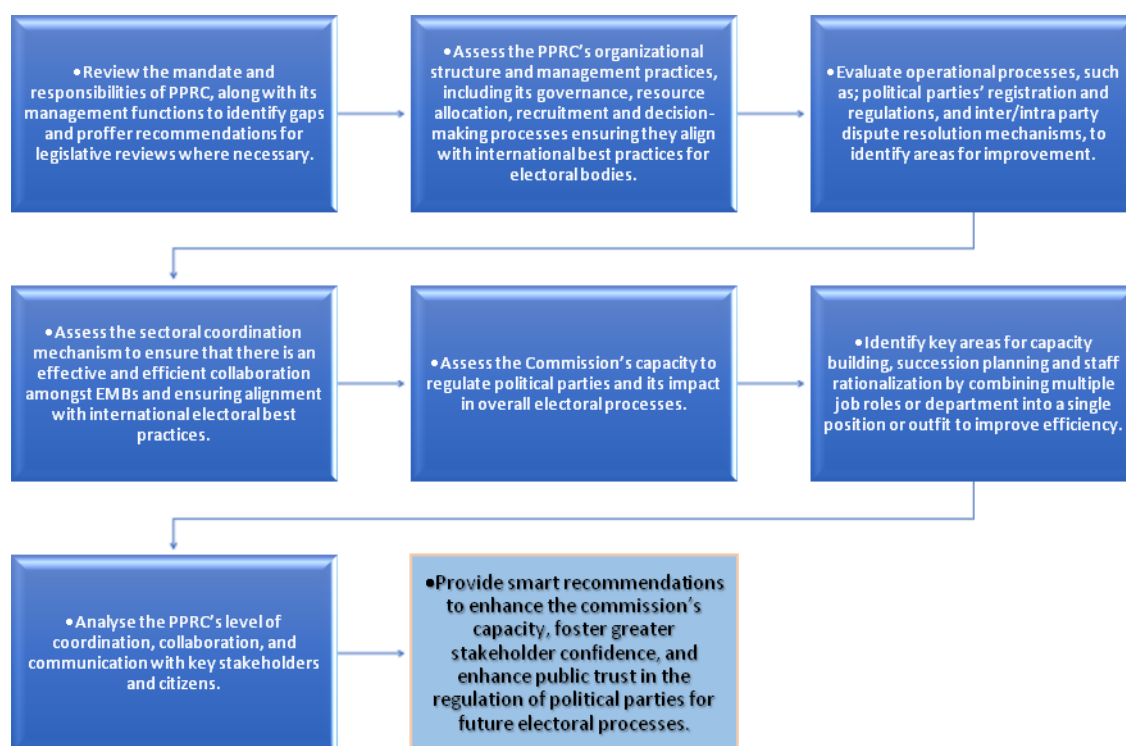
Specific recommendations considered during the review were 21, 33, 36, and 66 of the Tripartite Agreement between the Government of Sierra Leone, the All People's Congress (APC) party, and the Development Partners, who also served as moral guarantors to the mediation process. Thus, the review underscores the commitment of the Government of Sierra Leone and all political parties to enhance electoral integrity, ensure public trust in electoral processes, and emphasizes the need for electoral reforms to strengthen democratic governance and promote political stability.

1.2 The Aim and Objectives of the MFR

The Political Parties Regulation Commission, one of the EMBs, is a cornerstone of Sierra Leone's democratic framework, serving as an essential regulatory body for the country's political landscape. Its functions support fair competition among political parties, promote accountability, enhance voter

engagement, and contribute to the overall stability and integrity of the electoral process. However, the Commission has faced a range of operational and structural challenges that have hindered its ability to operate efficiently and achieve its goals.

Thus, the overarching aim of the MFR process is to improve the management and operational systems of the Political Party Regulation Commission, thereby increasing its productivity and ensuring it functions efficiently and effectively in fulfilling its mandate. Also, consistent with Recommendations 21, 33, 36, and 66 of the Tripartite Agreement report, the Management and Functional Review seeks to:



Addressing the above will help to strengthen Sierra Leone's political landscape by addressing critical issues that uphold democratic principles and ensure stability.

1.3 Methodology and Approaches

The Review made use of multifaceted approaches; both qualitative and quantitative methods were used, which enabled the review team to gain a comprehensive understanding of the human resource management and operational challenges facing the PPRC. Data collection involved structured and semi-structured interviews, focus group discussions (FGDs), and the distribution of questionnaires to staff at all levels. Additionally, interviews were conducted with key stakeholders (EMBs, Political parties, NCD, CSOs, security forces, and development partners) as well as 98% of the staff, to gain insights into the studies.

The review commenced with an inception meeting on 2nd April, 2025, at PPRC's Conference Room at Tower Hill, chaired by the Commission's Chairman and attended by senior management. This meeting gathered diverse perspectives from PPRC staff. During that same meeting, the Director of Admin/Human Resources was designated as the primary liaison to facilitate communication and meetings with the review team.

An extensive research and consultation were also done, incorporating situational and contextual analyses from reports, policy documents, electronic sources, and academic materials reviewed. Key coordinating partners and CSOs were interviewed to align mandates and functions, ensuring effective support for PPRC's operational activities.

Sources of Desk Review

<ul style="list-style-type: none"> ●The Management and Functional Review Report for the Political Party Registration Commission, 2021 ●The Political Parties Act, 2002 (Act No.3 of 2002, including amendments) as repealed ●The Political Parties Act, 2022 (Act No.25 of 2022 as amended) <ul style="list-style-type: none"> ●PPRC Strategic Plan (2024-2028) ●Comprehensive and detailed Staff List of PPRC. <ul style="list-style-type: none"> ●Office Inventory List ●The Constitution of Sierra Leone, 1991 (Act No. 6 of 1991, including amendments) 	<ul style="list-style-type: none"> ●The National Electoral Commission Act, 2022 ●The Electoral Laws Act, 2002, (Act No. 2 of 2002, including amendments) ●The Local Government Act, 2004 (Act No.1 of 2004) ●The Chieftaincy Act, 2009, (Act No.10 of 2009) ●The 2007 Election Petition Rules and a number of other laws affecting public elections <ul style="list-style-type: none"> ●Regulations adopted by the ECSL ●The Medium-Term National Development Plan 2024-2030 <ul style="list-style-type: none"> ●Annual Report 2021-2022; 2023 ●Strategic Communication Plan ●Daily Subsistence Allowance, Advances and Liquidation Policy 	<ul style="list-style-type: none"> ●Information Management Guide for the Political Parties Regulation Commission <ul style="list-style-type: none"> ●Records Management Policy ●Monitoring and Evaluation Policy ●Vehicle Maintenance Policy ●PPRC'S Institutional Capacity Assessment Report 2024 <ul style="list-style-type: none"> ●PPRC Financial Policy ●The Tripartite Agreement Report ●Staff Manual/Standard Operating Procedures ●PPRC's Conflict Resolution Guide ●PPRC's Communication Strategy ●Qualification Audit Report ●Other published and unpublished Official Government documents
--	--	---

Below is a summary of specific recommendations of the Tripartite Agreement Report for which this MFR was conducted - 21, 33, 36, and 66; all geared towards reforms of the PPRC:

1. PPRC to develop consultation and recruitment policies reflecting national diversity and submit annual audited accounts to political parties.
2. Enforce the Political Parties Code of Conduct against violence.
3. Create a search Committee to select Electoral Commissioners and the PPRC Chairperson.
4. Regulate campaign financing for parties and independent candidates.

1.4 Scope of the Studies

The Review focuses on a comprehensive assessment of PPRC's management and operational capabilities to effectively fulfill its mandate and deliver services efficiently and promptly. The relevant recommendations stated above were the primary consideration alongside other key operational and functional issues. The review also considered recommendations made by the PSRU in the 2021 MFR report for the PPRC.

1.5 Limitations of the Study

The study was carried out at a time when the PPRC was seriously engaged in organising and overseeing lower-level elections for the ruling Sierra Leone People's Party. This affected the data gathering process as well as the number of stakeholders interviewed. The team was unable to interview the national executives of the various political parties. However, focus group engagement was held with appreciable numbers of Parties' executives in the regions. Furthermore, not all CSOs were available for interview, and so the chairpersons and a few members of the various consortium bodies in the provinces were engaged. It was also difficult to reach out to some of the development partners supporting the activities of the PPRC.

SECTION TWO

HISTORICAL BACKGROUND OF THE POLITICAL PARTIES REGULATION COMMISSION (PPRC)

2.1 Introduction

The Political Parties Regulation Commission (PPRC) derives its mandate from Section 34 and 35 of the Constitution of Sierra Leone 1991, Act No. 6 of 1991, which empower the PPRC to regulate including the registrations of political parties and make regulations as deemed necessary to discharge its responsibilities. The Constitution further lays down the framework for governance in Sierra Leone and outlines the principles of democracy to ensure free and fair political participation.

The PPRC, alongside the Electoral Commission of Sierra Leone, is responsible for managing the essential elements for the conduct of elections and referenda. Both are the main actors among the Electoral Management Bodies. However, the PPRC sets the stage for the readiness of political parties prior to the national elections.

Before the establishment of the PPRC, Sierra Leone's political history was marked by significant turmoil, including a decade-long senseless civil war (1991-2002) that was partly fueled by political instability and the failure of governance systems. The need for a solid foundation for democracy became evident during this period. The end of the civil war in 2002 heralded a renewed commitment to democratic governance, with a focus on building institutions and implementing reforms that would ensure accountability and transparency in the political processes.

In recognition of the need for a robust legal framework to support democratic governance, the Political Parties Act, No. 3 of 2002, was enacted as a legislative framework for the operation of political parties. This legislation provided the essential legal basis for the establishment of the then Political Parties Registration Commission (PPRC), as an independent body, to register and supervise the conduct of political parties, ensuring their compliance with both the Constitution of Sierra Leone and the Political Parties Act, as a significant step in fostering a more organised and accountable political environment. The Commission was operationalised in 2005, making a shift in the oversight of political parties, a function which was previously handled by the then National Electoral Commission (NEC).

The Commission also, by law, had the responsibility, among others, to receive the statements of the sources of income, the audited accounts, assets, and liabilities of each registered Political Party, for action. The need for such an institution became even more evident as Sierra Leone transitioned from a post-war environment into a framework that promoted democracy, peace, and stable governance.

In a notable development, the PPRC's name was officially changed in 2022 to the Political Parties Regulation Commission, following a Constitutional amendment Instrument No. 22 of 2022 and the Political Parties Act 2022, Act No. 25 of 2022. This change reflects the Commission's evolving role and its commitment to maintaining regulatory oversight in a dynamic political landscape. Through its various efforts, the PPRC continues to play a vital role in promoting democratic principles and practices in Sierra Leone, ensuring that political parties operate within the framework of the law and contribute positively to the country's governance and electoral processes.

The PPRC mandate also aligned with the Medium-Term National Development Plan (2024-2030), Enabler 2.1. – *Political modernisation for consolidating peace & national cohesion* & 2.5 – *Inclusive and accountable justice institutions*, of the Big 5 Game Changers. It also resonates with the Sustainable Development Goal 16 – *Peace, Justice and strong institutions*; and the African Union 2063 Aspiration 4 – *Peaceful and Secure Africa*.

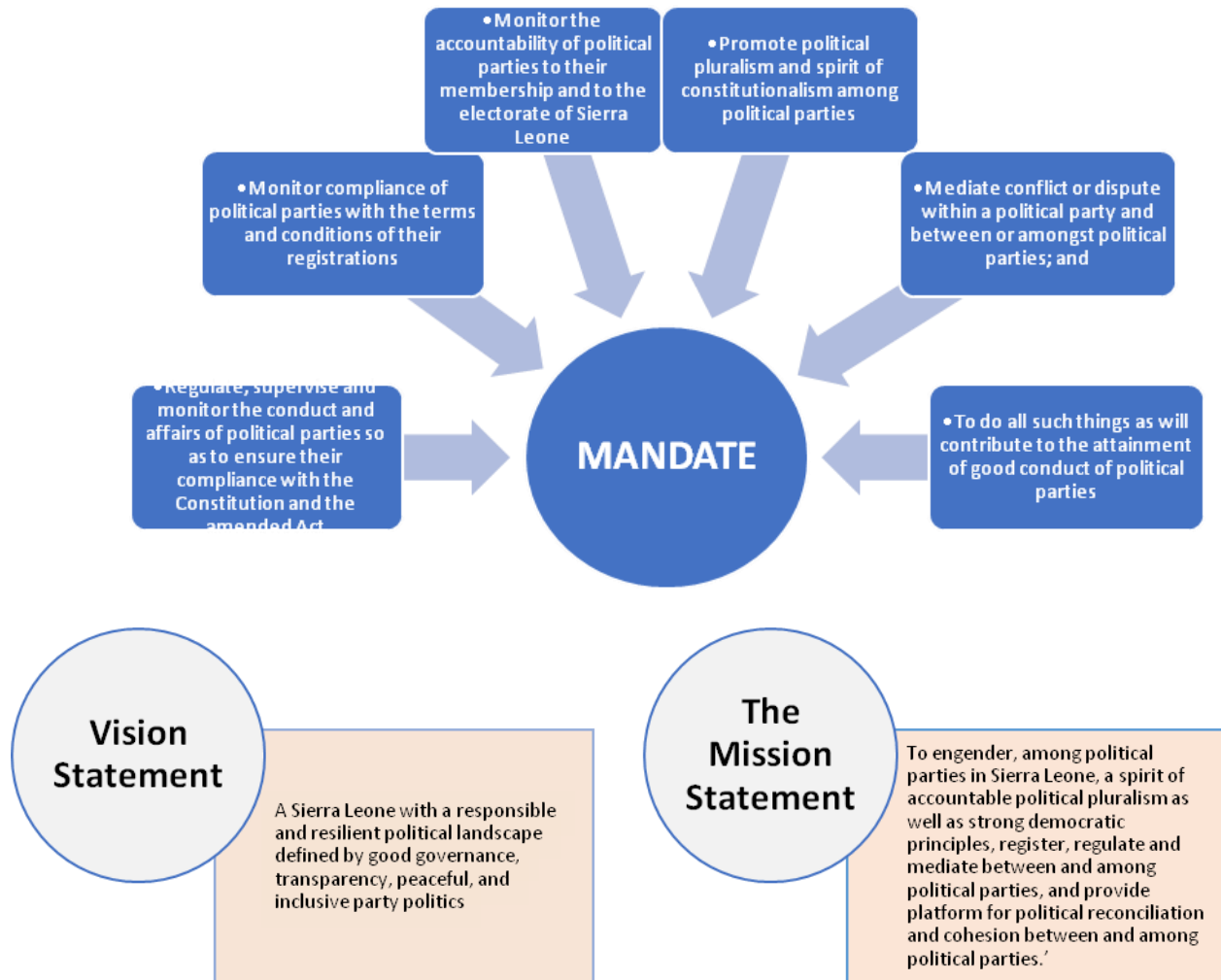
With the 2022 amended Act in force, the PPRC, unlike being described as a toothless bulldog by political parties, now has an expanded mandate of regulating political parties. The amended Act also mandated the Commission to settle inter-party disputes without invitation. It can also levy fines, issue warnings, suspend, or deregister any political party that fails to work with stated directives.

Since its establishment, the PPRC has undergone several restructuring initiatives aimed at enhancing its service delivery and ensuring that it can effectively fulfill its mandate. In 2021, the Public Sector Reform Unit conducted a Management and Functional Review and proffered several recommendations, which led to the expansion of the Commission and the upgrading of long-serving staff. International IDEAS also conducted a functional review of the PPRC in 2024. These reforms have contributed to the improvements in operational procedures, staffing, and resource allocation, geared towards strengthening the Commission's capacity to manage the political party system.

To serve as a roadmap for the effective delivery of activities, the Commission, with support from the European Union (EU) and International IDEAS, has developed a five-year Strategic Plan (2024-2028); *'Consolidating Progress and Strengthening Democratic Practices for a United and Progressive Sierra*

Leone'. This Strategic Plan is structured around eight key pillars - legal framework, resource mobilization and utilisation, institutional capacity strengthening, capacity development for political parties, and communication and visibility.

2.2 The Mandate of the PPRC as specified in the Act



2.3 Functions

The functions of the PPRC in promoting democracy, ensuring accountability, and fostering a conducive political environment include: -

- The PPRC is responsible for registering and regulating political parties and collaborating with the Electoral Commission for Sierra Leone (ECSL) and other Elections Management Bodies (EMBs) to ensure that political parties comply with electoral laws and guidelines for free and fair elections.

- The Commission monitors the activities of registered political parties to ensure compliance with the Political Parties Act and other relevant legislation. This includes oversight of party operations, funding, registered offices, and adherence to democratic principles.
- The PPRC oversees the sources of finances of political parties, through their audited financial report, to ensure transparency and accountability in financial dealings to prevent corruption and undue influence in the political process.
- The Commission plays a mediatory role in disputes between, within, and among political parties. It addresses grievances and seeks to resolve conflicts to maintain a stable political environment.
- The PPRC conducts outreach programmes aimed at educating the public and political party members about their rights and responsibilities to enhance civic engagement in the political process.
- The Commission advises the government and other stakeholders on matters related to political party regulation and the promotion of democratic governance. It provides insights based on its monitoring activities and research findings.

2.4 Core Values

The PPRC is guided by several core values that underpin its operations and contribute to the promotion of a democratic political environment. These values listed below ensure that the Commission functions effectively and equitably in its role of regulating political parties.

- **Impartiality:** The PPRC is committed to fair and unbiased treatment of all political parties.
- **Tolerance:** The PPRC advocates for a political culture where differing views are acknowledged and respected, facilitating constructive dialogue among political parties.
- **Transparency and Accountability:** The PPRC prioritises transparency in its operations, ensuring that its processes and decisions are open to scrutiny by the public and stakeholders.
- **Integrity:** This is at the heart of the PPRC's operations, guiding its staff and leadership in their duties.
- **Efficiency:** The PPRC strives for efficiency in its operations, aiming to deliver services and regulatory functions promptly and effectively.

- **Professionalism:** This value promotes a culture of excellence, where Commission members conduct themselves with respect, diligence, and a commitment to high standards of service delivery.
- **Gender Equality and Inclusivity:** The PPRC actively promotes the adherence to the Political Parties Act (PPA 2022), Public Elections Act (PEA 2022), and the Gender Equality and Women's Empowerment Act (GEWE, 2022) to enhance the participation of women and marginalised groups in political processes, ensuring that their voices are heard and represented.

Below are the Guiding Principles of the Political Parties Regulation Commission, as outlined in the Act:-

1. Regulation and Supervision of Political Parties
2. Promotion of Accountability and Transparency
3. Inclusivity and Equal Participation
4. Conflict Resolution and Mediation
5. Operational Independence
6. Promotion of Good Conduct and Ethical Standards
7. Capacity Building and Institutional Development

2.5 List of Legal Instruments That Guide the Operations of PPRC

The Commission's operations have several laws that governed its operations. These include: -

- The Constitution of Sierra Leone 1991, Act No. 6 of 1991 established it.
- The Public Elections Act, 2012, as amended in 2022. The 2012 Act repealed the then NEC 2002 Act and the Electoral Laws Act, 2002.
- Political Parties Act, 2022 as amended
- The Electoral Laws Amendment Act 2007,
- Local Government Act, 2022
- Electoral Laws Act, 2022

Other elections-related legislation includes the Chieftaincy Act, the Independent Media Commission Act, the Sierra Leone Citizens Act, & amendment, Elections Petition Rules, 2022 GEWE Act, Judiciary Rules,

Public Relations (PR) Local Government Regulations, PR Parliamentary Regulations, etc. There are other regulations and international legal instruments adopted by the Commission: -

International legal instruments

Sierra Leone has signed and ratified several international legal instruments that relate to political parties, democracy, and human rights, which can influence the regulations governing political parties within the country. Here is a list of significant treaties and conventions:

- The Convention on the Political Rights of Women (CPRW), 1952
- International Convention on the Elimination of Racial Discrimination (ICER), 1965
- International Covenant on Civil and Political Rights (ICCPR) 1966
- International Covenant on Civil and Political Rights (ICCPR) (1966)
- International Covenant on Economic, Social and Cultural Rights (ICESCR) (1966)
- Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), 1979
- The African Charter on Human and Peoples' Rights (ACHPR), 1981
- The Declaration of Political Principles of the Economic Community of West African States, 1991
- The ECOWAS Protocol on Democracy and Good Governance, 2001
- The African Union Charter on the Principles Governing Democratic Elections in Africa (AU-CPGDEA), 2002
- The New Partnership for Africa's Development (NEPAD), 2002
- United Nations Convention against Corruption, 2003
- Protocol to the African Charter on Human and Peoples' Rights on the Rights of Women in Africa (2003)
- United Nations Convention on the Rights of Persons with Disabilities (CRPD), 2006
- The Convention on the Rights of Persons with Disabilities, 2007
- African Union (AU) Charter on Democracy, Elections and Governance (2007).

These international instruments influence the legal and regulatory framework governing political parties in Sierra Leone. They established obligations for the government to promote democratic principles, protect human rights, and ensure fair political practices that align with the commitments made at the international level.

SECTION 3

SITUATIONAL ANALYSIS

3.1 Critical Issues

The Political Parties Regulation Commission (PPRC) derives its authority from the Constitution of Sierra Leone 1991, Act No. 6 of 1991 and the Political Parties 2022, Act No. 25 of 2022. These laws require political parties to follow democratic principles of fairness, transparency, tolerance, and respect for the rule of law. Parties must also avoid being exclusive to any ethnic, tribal, or religious group and are required to have a national presence, including offices in all provincial headquarters and the Western Area.

The Political Parties Act, which was first enacted in 2002 and later amended in 2022, expanded the PPRC's powers and also renamed it the Political Parties Regulation Commission and gave it stronger authority to enforce rules. It can now step in to resolve disputes within and between parties, issue fines, warnings, suspend activities, or even deregister parties that break the rules. This means the Commission can act on its own to maintain order, rather than waiting for complaints from others. The PPRC also works to promote cooperation and resolve conflicts among political parties. It has created forums and committees to encourage dialogue and reduce tensions. While these efforts have helped build trust, their success depends on parties being willing to work together and respect the Commission's authority.

The PPRC also faces challenges. In the past, its ability to enforce rules was limited, fines were too small to discourage violations, and the Commission could not prosecute or cancel party registrations. Instead, it relied on persuading party leaders to follow the rules voluntarily. Party financing is also a problem, as funds are sometimes obtained in unclear or corrupt ways, complicating the Commission's efforts to ensure transparency. The political environment in Sierra Leone is also deeply divided along ethnic and regional lines. Political parties often focus on gaining power through promises of jobs and rewards, making it harder for the PPRC to enforce rules fairly. Furthermore, the Commission struggles with inadequate funds, poor conditions of service, low staff morale, lack of pool vehicle, unreliable power supply and other essential equipment.

In summary, the PPRC has a strong legal foundation and expanded powers to regulate political parties and resolve disputes. However, its effectiveness is limited by enforcement challenges, political divisions, and

issues with party financing. Continued efforts to strengthen the Commission and improve accountability will be key to its success.

Below is a comprehensive analysis of both its internal and external issues, contextualized through PESTLE (Political, Economic, Social, Technological, Legal, and Environmental) and SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis, alongside stakeholder dynamics.

3.2 PESTLE Analysis

Political Landscape and Governance Context

Sierra Leone's political environment presents both opportunities and challenges for the PPRC. The Commission's ability to function effectively is heavily influenced by the prevailing political climate and the government's commitment to democratic principles. Since its establishment following the civil war, the PPRC has operated in a political system transitioning from conflict to democracy, where political party behavior remains a sensitive issue. The Commission's regulatory mandate often intersects with powerful political interests, creating tensions between institutional independence and political interference.

The 2018 transition of power between political parties marked a significant test for the PPRC's capacity to maintain neutrality during electoral contests. However, allegations of partisanship continue to surface, particularly during election periods when the PPRC faces pressure from competing political factions. Its relationship with other governance institutions, particularly the Electoral Commission and the judiciary, significantly impacts its operational effectiveness and creates regulatory gaps that political parties sometimes exploit.

Economic Factors and Resource Constraints

Sierra Leone's economic conditions substantially affect the PPRC's operational capacity. As a public institution, largely dependent on government funding and international donor support, the Commission faces persistent budgetary constraints that limit its ability to execute its mandate comprehensively. The country's economic volatility, exacerbated by global commodity price fluctuations and domestic fiscal challenges, often translates into irregular funding flows for institutions like the PPRC.

Political party financing represents a particularly challenging area of regulation. Sierra Leone's informal economy and cash-based transactions create an environment where illicit campaign financing can flourish. The PPRC struggles to monitor and control financial flows to political parties, especially during election cycles when expenditure monitoring becomes particularly resource-intensive. Moreover, the Commission

must contend with the economic realities of political patronage systems, where vote-buying and material inducements remain prevalent campaign tactics despite regulatory prohibitions.

Social Dynamics and Cultural Considerations

The PPRC operates within a complex social fabric that deeply influences its regulatory work. Sierra Leone's political landscape remains shaped by enduring ethnic and regional affiliations that often determine the political party's support bases. These social cleavages present unique challenges for the PPRC as it seeks to enforce regulations uniformly across parties with differing social constituencies. The Commission must navigate these sensitive social dynamics carefully when addressing issues like hate speech or divisive campaigning.

Public perception of the PPRC's effectiveness varies significantly across different demographic groups. While urban educated populations view the Commission as an important democratic institution, rural communities often have limited awareness of its functions and powers. This disparity in public understanding affects the PPRC's ability to foster compliance with political party regulations at the grassroots level. Additionally, due to funding challenges, the Commission struggles to engage Sierra Leone's large youth population in constructive political processes while preventing their exploitation for political violence or intimidation.

Technological Advancements and Digital Challenges

The rapid evolution of communication technologies has transformed the regulatory landscape for the PPRC. Digital campaign methods, particularly through social media platforms, have introduced new complexities in monitoring political party activities. The Commission must now contend with issues like online hate speech, disinformation campaigns, and digital voter manipulation - challenges that existing regulatory frameworks were not originally designed to address. While technology presents monitoring challenges, it also offers potential solutions. Cybersecurity concerns also loom large, as the integrity of the Commission's digital systems becomes increasingly critical to maintaining public trust in political party regulation.

Legal Framework and Regulatory Challenges

The PPRC has a strong legal framework, though with few ambiguities and gaps, that sometimes hinder effective enforcement. The Commission also frequently encounters challenges in applying regulations consistently, particularly when dealing with powerful political actors who may exploit legal technicalities or

challenge regulatory decisions in court. Furthermore, judicial processes such as lengthy court proceedings and inconsistent judicial interpretations of political party regulations significantly impact the PPRC's enforcement capabilities. Therefore, the PPRC must balance its regulatory mandate with constitutional protections for political association and expression, requiring careful navigation of complex legal terrain.

Environmental Factors and Operational Realities

Environmental considerations, while less immediately apparent, nonetheless influence the PPRC's work. Sierra Leone's seasonal weather patterns, particularly the heavy rains during the monsoon season, can disrupt the Commission's monitoring activities and political party operations, especially in rural areas. Climate-related challenges also affect voter registration and election timelines, which in turn impact the PPRC's regulatory schedule. Geographical factors present additional operational challenges. The Commission must maintain oversight of political party activities across diverse regions, from densely populated urban centers to remote rural communities. These geographical spread strains the PPRC's limited logistical resources and complicates efforts to ensure consistent regulatory enforcement nationwide.

Strategic Implications and Future Considerations

The PESTLE analysis reveals that the PPRC operates within a complex, interdependent system. To enhance its effectiveness, the Commission must pursue strategic adaptations across multiple dimensions. Strengthening institutional autonomy and building technical capacity emerge as critical priorities, as does developing more robust mechanisms for monitoring political party financing. The PPRC's future success will depend on its ability to navigate these multifaceted challenges while maintaining public confidence in its role as an impartial political party regulator. As political party behavior continues to evolve, particularly with generational shifts in political leadership and changing campaign technologies, the PPRC must demonstrate similar adaptability in its regulatory approaches and methodologies.

3.3 SWOT Analysis

This SWOT analysis provides a systematic examination of the Commission's internal strengths and weaknesses alongside external opportunities and threats, offering valuable insights into its operational landscape and strategic positioning within Sierra Leone's governance framework.

Table 1: SWOT Analyses of PPRC

S STRENGTHS	W WEAKNESSES	O OPPORTUNITIES	T THREATS
<ol style="list-style-type: none"> 1. Statutory authority with clear legal mandate for political party regulation 2. Competent and highly qualified staff 3. Established institutional expertise in political party oversight 4. Formal monitoring mechanisms for party registration and campaigns 5. Strong collaborative relationships with key governance institutions (ECSL, ACC, NCD, ONS, SLP) 6. Recognition and support from international partners and donors (EU, UNDP, IDEAS) 	<ol style="list-style-type: none"> 1. Chronic underfunding and inadequate staffing levels 2. Limited geographic presence outside Freetown 3. Very limited technological infrastructure 4. Perceptions of political interference affecting credibility 5. Weak enforcement capabilities of the sanctioning power 6. Low public awareness of PPRC functions especially in the rural areas. 7. Poor and inadequate infrastructure 8. Low staff morale 	<ol style="list-style-type: none"> 1. Growing civil society engagement for partnerships 2. Ongoing digital transformation of government services 3. Continued international support for capacity building 4. Current electoral reform discussions for enhanced powers, e.g the ongoing constitutional review 5. Increase in youth population as potential engagement base 6. Increasing demand for transparent party politics 	<ol style="list-style-type: none"> 1. Entrenched political patronage systems 2. Ethnic and regional polarization 3. Rapid evolution of digital campaign techniques 4. Economic instability affecting budgets 5. Potential political interference 6. Risk of election-related violence 7. Hate speech

Strategic Implications

The analysis reveals that the PPRC's foundational strengths as a regulator are offset by operational constraints. To enhance effectiveness, the Commission should work on increasing its institutional autonomy and credibility, invest in upgrading its technological infrastructure, and broaden its network of strategic partnerships. Additionally, it should focus on securing sustainable sources of funding, adopt more sophisticated and context-specific regulatory methods, and roll out targeted civic education programs to better engage and inform the public.

3.4 List of Stakeholders

1. Political Parties

As defined by scholars, a political party is usually an organised group of people with common or similar beliefs and goals involving political issues within a country or state. Political parties play an important role in supporting the PPRC's mission to create a fair and democratic political system. By following democratic principles such as transparency, respect for the rule of law, and political tolerance, parties contribute to a more inclusive environment. For instance, when they avoid being exclusive to any ethnic, religious, or tribal group, they align with the PPRC's goal of fostering unity and fairness.

During the review, the number of registered political parties regulated by the PPRC was seventeen (17). Their involvement in forums and dialogue committees organised by the PPRC is another way they help. These platforms encourage communication and cooperation among parties, which can reduce conflicts and build trust. When parties participate sincerely, it becomes easier for the PPRC to mediate disputes and maintain stability.

Transparency in party financing is also crucial. When parties ensure their funding sources are clear and lawful, it helps the PPRC oversee their activities and prevents corruption. This openness builds public trust and strengthens the integrity of the political system. Respecting the PPRC's authority and complying with its regulations is equally important. This includes maintaining a national presence, conducting fair internal elections, and following established codes of conduct. When parties cooperate willingly, the PPRC can focus on broader oversight and regulatory tasks rather than disciplinary actions.

In essence, political parties and the PPRC work together to build a political system that is fair, transparent, and accountable. The more parties embrace democratic values and collaborate with the Commission, the more effective the PPRC can be in fulfilling its role. Even though some political parties claimed that the PPRC always favours the party in governance to some extent, their partnership with all political parties is key to creating a stable and trustworthy political landscape.

2 Electoral Commission of Sierra Leone (ECSL)

The Electoral Commission of Sierra Leone plays a complementary and collaborative role in supporting the Political Parties Regulation Commission (PPRC), primarily through legal coordination, operational partnerships, and joint initiatives aimed at ensuring credible electoral processes and political party compliance. Both institutions are provided for in the 1991 Constitution (as amended) and the Public Elections Act 2012, as amended in 2022, empowers the ECSL to conduct elections while requiring collaboration with the PPRC on party-related matters (e.g., candidate eligibility and party compliance).

Also, there is a Memorandum of Understanding between the ECSL, PPRC, National Commission for Democracy (NCD), and National Council for Civic Education and Development (NaCCED) for joint voter education, dispute resolution, and data sharing to ensure alignment in electoral processes.

The ECSL also leads voter registration but coordinates with the PPRC to ensure political parties participate actively, as seen in the PPRC's 2022 call for parties to mobilise supporters during registration. Joint civic education campaigns also promote compliance with electoral laws and party regulations. Furthermore, the ECSL and PPRC jointly address issues related to party conduct, candidate nominations, and campaign violations. For example, during the 2023 elections, both bodies worked to mediate tensions between parties. The Cross-Party Committee on Electoral Systems and Management Bodies Review (established post-2023 elections) also includes both institutions to assess systemic challenges and propose reforms.

In terms of data and resource sharing, the ECSL provides voter data and logistical support to the PPRC for monitoring party compliance with membership and regional representation requirements. Joint training programmes, such as those under the Sierra Leone Democracy Strengthening Programmes (SLDSP), enhance capacity for both institutions in areas like conflict mediation and gender inclusivity.

The ECSL further provides institutional support, during post-election review, by collaborating with the PPRC in implementing recommendations from election observer missions (e.g., Carter Center, EU) to address issues like campaign finance transparency and intra-party democracy. Also, the 2023 National Unity Agreement led to joint efforts to resolve political impasses, including the APC's initial boycott of governance, through mediated dialogues involving both commissions.

On gender and inclusion initiatives, both bodies work with NaCCED and civil society to enforce the Gender Equality and Women's Empowerment Act (2022), ensuring parties meet gender quotas in candidate lists. The ECSL supports the PPRC by integrating electoral management with party regulation, ensuring political parties adhere to democratic norms while participating in elections. Their collaboration is critical for addressing Sierra Leone's challenges of polarisation, weak enforcement, and gender disparities. However,

strengthening formal coordination frameworks and sustainable funding remains essential to enhance their joint impact.

3 National Commission for Democracy (NCD)

The National Commission for Democracy (NCD) in Sierra Leone plays four key roles in supporting the PPRC, focusing on civic education, advocacy, collaborative governance, and conflict prevention.

On Civic Education and Constitutional Literacy, NCD conducts nationwide civic education programmes to enhance public understanding of democratic principles, including the roles of institutions like the PPRC. For example, the NCD translates sections of the 1991 Constitution (e.g., judiciary, legislature, human rights) into local languages (Krio, Mende, Temne, Limba, Kono) and produces audio-visual materials to explain party regulations and voter rights. The NCD also organizes forums in rural constituencies to discuss constitutional mandates of the PPRC, such as party registration rules and anti-sectarian provisions. NCD further collaborates with SLBC (state broadcaster) to air educational content emphasizing the PPRC's role in ensuring party compliance with democratic norms.

NCD promotes compliance through workshops and media engagements, by advocating for adherence of political parties to the PPRC's regulations on transparency in party financing and internal democracy. The NCD also works with groups like the 50/50 to advance gender quotas in party structures, aligning with the PPRC's mandate to ensure inclusive political participation.

Under the Sierra Leone Democracy Strengthening Project (EU-funded), the NCD and PPRC collaborate on training programmes for party officials and civil society on conflict mediation and electoral best practices. The NCD also observes elections and reports violations (e.g., hate speech, voter intimidation) to the PPRC for follow-up and also facilitates dialogues between parties during disputes, complementing the PPRC's mandate to resolve inter-party tensions

4 Civil Society Organizations (CSOs)

Civil society in Sierra Leone plays a vital and multifaceted role in supporting the Political Parties Regulation Commission (PPRC) as it seeks to foster democratic governance, political accountability, and peaceful political competition. Civil society organisations (CSOs) act as watchdogs, advocates, and facilitators in the political process. They monitor the activities of political parties and the PPRC, ensuring that both adhere to constitutional and legal frameworks. By observing party conduct, CSOs can publicly highlight violations, promote transparency, and call for corrective action, thereby reinforcing the PPRC's regulatory authority and discouraging impunity among political actors. Their independent monitoring is particularly crucial in contexts where state institutions may lack resources or face political pressure. International organisations

and donors also channel support through local CSOs for democratic development, such as capacity-building, funding for civic education, and technical assistance.

CSOs also serve as bridges between the public and political institutions. They further help to raise awareness about citizens' rights and responsibilities, the importance of peaceful elections, and the need for non-violent political engagement. This work complements the PPRC's own mandates and helps create an informed electorate that can hold parties accountable.

Another key contribution is that CSOs engage with the PPRC and government through consultations, public hearings, and advisory committees, providing expert input and grassroots perspectives on proposed regulations or reforms. During periods of heightened tension or electoral disputes, CSOs have acted as mediators and moral guarantors, leveraging their credibility and community networks to promote dialogue and de-escalate conflicts. This role was evident during Sierra Leone's peace process and has continued in the context of elections and party disputes.

In summary, civil society in Sierra Leone supports the PPRC by monitoring and advocating for compliance, educating and mobilizing citizens, providing policy input, facilitating dialogue, and enhancing accountability. This partnership is essential for building a resilient democratic system, especially where formal institutions face capacity or legitimacy challenges.

5 Security Sector

The security sector in Sierra Leone plays a key role in helping the Political Parties Regulation Commission (PPRC) maintain order and ensure democratic processes. This involves several interconnected responsibilities.

One of their main tasks is to ensure electoral security and prevent violence. The Sierra Leone Police (SLP), the Office for National Security (ONS), and the military work together to protect voters, polling stations, and election materials. For example, the SLP has an Election Security Training Manual (2023) that outlines how to handle threats like voter intimidation and hate speech. These agencies also form joint committees with the PPRC to share intelligence and respond quickly to any signs of electoral violence, such as the National Security Coordinating Group (NSCCG), the Provincial Security Committee (PROSEC) and the District Security Committee (DISEC). During the 2023 elections, security forces worked with the PPRC to address allegations of unfair treatment and helped ease tensions.

Another important role is mediation and conflict resolution. Security agencies take part in forums organised by the PPRC to resolve disputes between political parties. They also help enforce the PPRC's Code of Conduct, which bans violence and hate speech, and they take action against those who break these rules.

The security sector also supports legal compliance. While the PPRC cannot prosecute offenders, the SLP and the Anti-Corruption Commission (ACC) investigate and prosecute electoral crimes like voter fraud.

Intelligence gathering is another area where the security sector contributes. The ONS and the SLP provide the PPRC with real-time information about potential conflicts, such as disputes between communities or gang activities that could affect elections. The SLP's focus on community policing also helps identify political tensions early. The security sector participates in training programmes and workshops, often supported by international organisations, to enhance its ability to resolve disputes and maintain peace. The SLP's long-term plans also emphasise working closely with the PPRC and key stakeholders to address politically sensitive issues.

In summary, the security sector's collaboration with the PPRC is essential for ensuring fair elections, resolving disputes, and maintaining peace. Their combined efforts strengthen Sierra Leone's democratic processes and promote stability.

6 Independent Media Commission (IMC)

The IMC is established under the Independent Media Commission Act of 2000, as amended in 2020, which governs media practices in Sierra Leone. The IMC ensures that media outlets operate within the confines of the law, which directly impacts how political parties communicate with the public. The relationship between the Political Parties Regulation Commission (PPRC) and the Independent Media Commission (IMC) of Sierra Leone is characterised by their collaborative roles in promoting democratic governance and ensuring fair political processes within the country, both of which are guided by specific legislative instruments. The PPRC collaborates with the IMC to ensure that political parties are given equitable media access.

The PPRC and IMC in Sierra Leone serve complementary roles in regulating political activities and media practices, equipped with their respective legislative mandates. Their effective collaboration is essential for fostering a democratic atmosphere that upholds the principles of transparency, accountability, and fairness in both political and media landscapes.

7 Sierra Leone Broadcasting Corporation (SLBC)

The SLBC operates under the SLBC Act of 2010, which provides the legal framework for public broadcasting in Sierra Leone. The SLBC serves as the national public broadcaster, responsible for providing impartial news and information to the public.

The PPRC and SLBC have a symbiotic relationship where each plays a crucial role in promoting democratic governance in Sierra Leone. Their collaboration is essential for ensuring that political parties operate within the law and that the public has access to fair and unbiased information about the political landscape. The PPRC engages with SLBC to ensure that all parties receive fair airtime during election periods. The PPRC also collaborates with SLBC to produce educational content that informs the public about the political process, the role of political parties, and the importance of participation in elections.

The SLBC also serves as a platform for the PPRC to communicate messages or disseminate information regarding party regulations and conduct.

8 Independent Police Complaint Board (IPCB)

The IPCB operates under the IPCB Act of 2013, which provides a framework for addressing complaints against police conduct. The PPRC relies on the IPCB to ensure that law enforcement conducts itself impartially during elections. The IPCB can investigate complaints regarding police interference in political party activities. The PPRC also collaborates with the IPCB to monitor any incidents of political violence or misconduct by police, ensuring that political parties can operate freely and safely.

9 Attorney General and the Ministry of Justice

The Attorney General's office is guided by various laws, including the Constitution of Sierra Leone and the Criminal Procedure Act.

The Attorney General's Office serves as the principal legal advisor to the government and is responsible for ensuring the enforcement of laws in Sierra Leone. The Ministry of Justice oversees the justice system, including the prosecution of offenses and the administration of justice. By extension, the Attorney General's Office provides legal guidance to the PPRC on matters related to political party regulations, interprets laws, and represents the state in legal proceedings involving political parties or electoral issues. The Ministry of Justice is involved in ensuring that the legal framework governing political parties is upheld. If political parties violate regulations, the Attorney General may initiate legal proceedings or provide support in addressing these violations.

This support is crucial for the PPRC to carry out its mandate effectively and ensure that its actions are legally sound. The Attorney General's Office plays a role in enforcing the laws that the PPRC oversees. The Attorney General can provide legal advice to the PPRC on matters of compliance, conflict resolution, and the interpretation of electoral laws. In cases of legal disputes involving political parties, the PPRC may refer cases to the Attorney General's office for resolution through the judiciary. The PPRC may work with the

Attorney General's office to develop legal frameworks that govern political party operations and electoral processes. This ensures that regulations are enforceable and aligned with national laws.

10 **Ministry of Internal Affairs**

The Ministry of Internal Affairs operates under various statutes that govern internal security and public order. The Ministry of Internal Affairs plays a crucial role in maintaining public order during elections. The PPRC collaborates with this Ministry to ensure that political activities are secured and that any potential disturbances are preemptively addressed. The PPRC and the Ministry works closely together on the development of policies that promote peaceful political engagement and address issues of political violence.

SECTION FOUR

ANALYSIS OF THE COMMISSION SECRETARIAT AND ITS ORGANIZATIONAL STRUCTURE

4.1 Introduction

This section evaluates whether the PPRC's structure supports effective decision-making and operational efficiency, as well as roles, responsibilities, and reporting lines. The PPRC has two (2) offices in Freetown and four (4) Regional offices and one (1) District office in Kono.

The Political Parties Regulations Commission's current organizational structure was established based on recommendations from a Management and Functional Review carried out by the Public Sector Reform Unit in 2021. The current structure indicates that the Political Parties Regulations Commission (PPRC) is led by a chairman, who is appointed by the President of Sierra Leone as prescribed by the PPRC Act of 2002 (as amended in 2022). The Chairman is supported by statutory members known as Commissioners, as outlined in sub-section (1) of section 34 of the Constitution of Sierra Leone. Together, the Chairman and the Commissioners form the executive board of the Commission, with a primary responsibility to uphold the PPRC Act of 2002, which was amended in 2022, and to safeguard the integrity of the Commission.

The key functions of the Chairman and the Commissioners include providing strategic oversight and leadership for the Commission's operations. This involves the development of policies, general supervision, and the approval of various initiatives within the Commission. Supporting the executive board is the Executive Secretary, who serves as the Secretary to the Commission. This role encompasses both technical and administrative leadership, with the Executive Secretary responsible for managing the day-to-day operations of the Commission. To effectively carry out these responsibilities, the Executive Secretary is assisted by Directors, who head different departments within the Commission.

The organizational structure of the PPRC also includes departments such as Mediation, Training & Outreach, Policy, Research, Monitoring & Evaluation, Procurement, and Admin/Human Resources. This structure was designed to ensure effective governance and operational efficiency, with clear roles for the Chairman, Commissioners, and the Executive Secretary to maintain the integrity and functionality of the Commission. But after four years of implementation of this structure, an analysis conducted by this review team evaluates its effectiveness and identifies areas for enhancement.

The Regional Offices are headed by Deputy Directors, while the district office is manned by a Mediation and Programmes Officer. 3 regions have 1 deputy director each, while 1 (Makeni) is still vacant after the demise of the substantive holder. From analysis of the staff list submitted, roles of staff are not evenly distributed as no one single structure exists in the regional offices in terms of staffing; a Mediation and Programmes Officer and a Gender & Disability Officer are in all of the regional and district offices. However, a Regional Admin/Finance Officer and an Outreach Officer are found only in Makeni and Bo offices, with none in the Port Loko office and Kono, while the Kenema office still awaits the replacement of the deceased staff.

Furthermore, a few gaps also exist in the entire PPRC's existing organisational framework, which suggests that the current structure may not fully meet the needs of the commission. Key proposed changes are as follows:

1. **Legal Expert** – Considering the nature of the PPRC work, it is important to continue having an in-house Legal Expert who is well-versed with electoral laws and interpretation guides, to advise on legal matters and liaise with the Law Officer's department.
2. **Renaming of Human Resource and Administration Directorate:** The Directorate of Human Resource and Administration is to be renamed the Directorate of Corporate Services to better reflect its functions. All Support Staff – Office Assistants, Drivers, Securities, etc, should report to the Admin/Logistics Officer as per the proposed structure.
3. **Separation of Logistics from Procurement:** The existing structure combines Procurement and Logistics into a single Directorate. However, best practice suggests that these functions should be separate to enhance accountability. Therefore, the aspect of Logistics has been removed from Procurement and integrated into the new Directorate of Corporate Services.
4. **Renaming of Training and External Relations Directorate:** The review team proposes that Training be a scheduled activity of the Director of Corporate Services rather than a dedicated job title. Accordingly, the team suggests that this Directorate should be renamed the Directorate of Public Education and ICT, focusing primarily on the relevant functions for which it was created.
5. **Restructuring of Programmes and Mediation Directorate:** Approval for this Directorate to be renamed the Directorate of Programmes, having all programmatic functions merged. This includes Monitoring & Evaluation, Gender, Disability & Youths, Mediation, Resources Mobilisation, and Donor Coordination.

6. **The Directorate of Finance and the Directorate for Planning, Research, Monitoring, and Evaluation** should be maintained.
7. **The Regional Offices** – All Regional Offices should be headed by a Deputy Director and assisted by Managers, and other staff with the same staff complement/structure as per the proposed structure.
8. **The District Office** – All District Offices should be headed by a manager, with the same staff complement as specified in the proposed structure.

These proposals indicate the necessity for improvements, aiming to better align the commission's operations with its regulatory responsibilities and enhance its overall efficiency and effectiveness. It also aims to create a leaner, more efficient, and effective organisational structure for the Commission, facilitating the rationalisation of its wage bill while improving overall operational effectiveness.

Figure 1: PPRC Current Structure

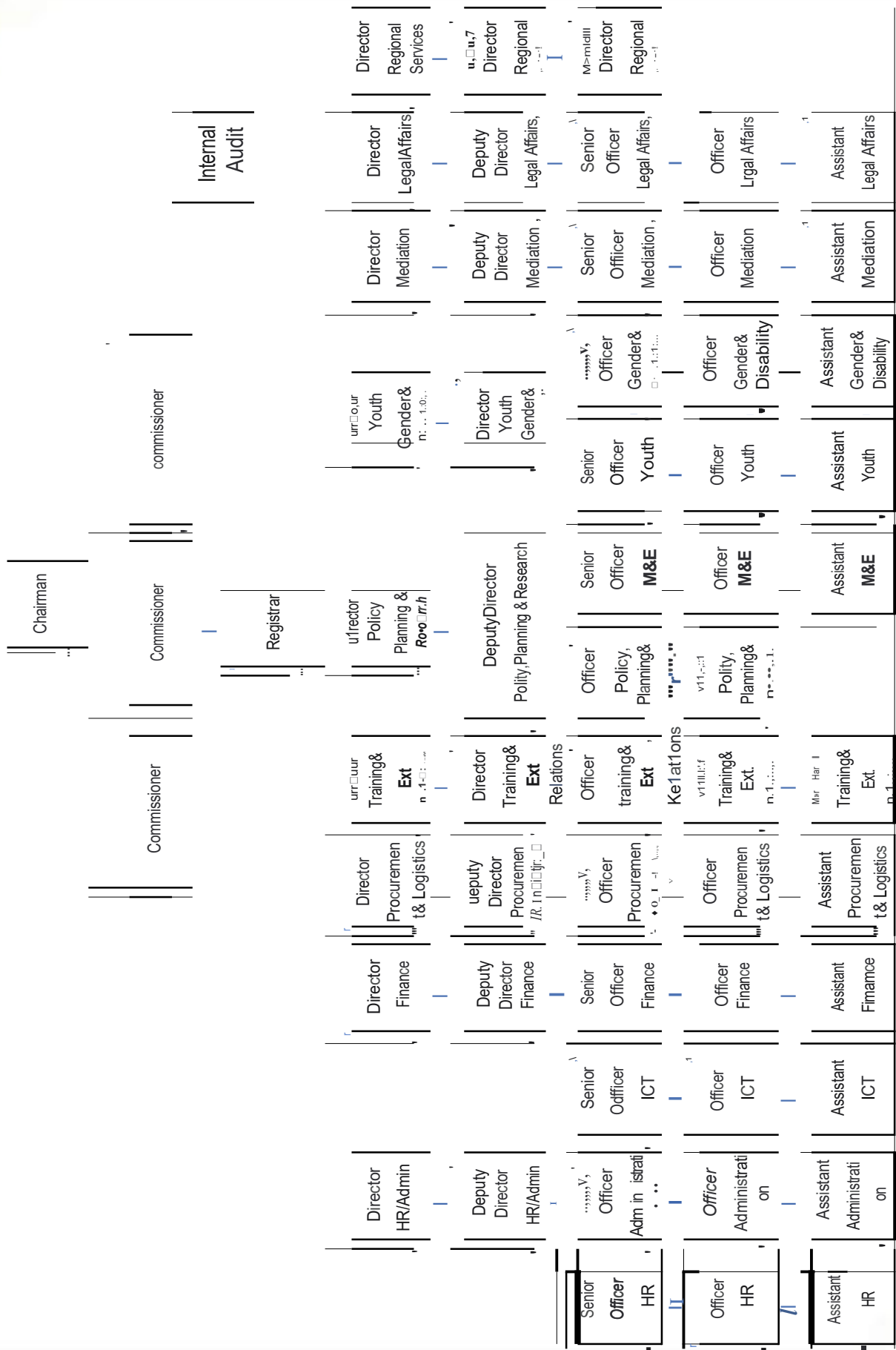
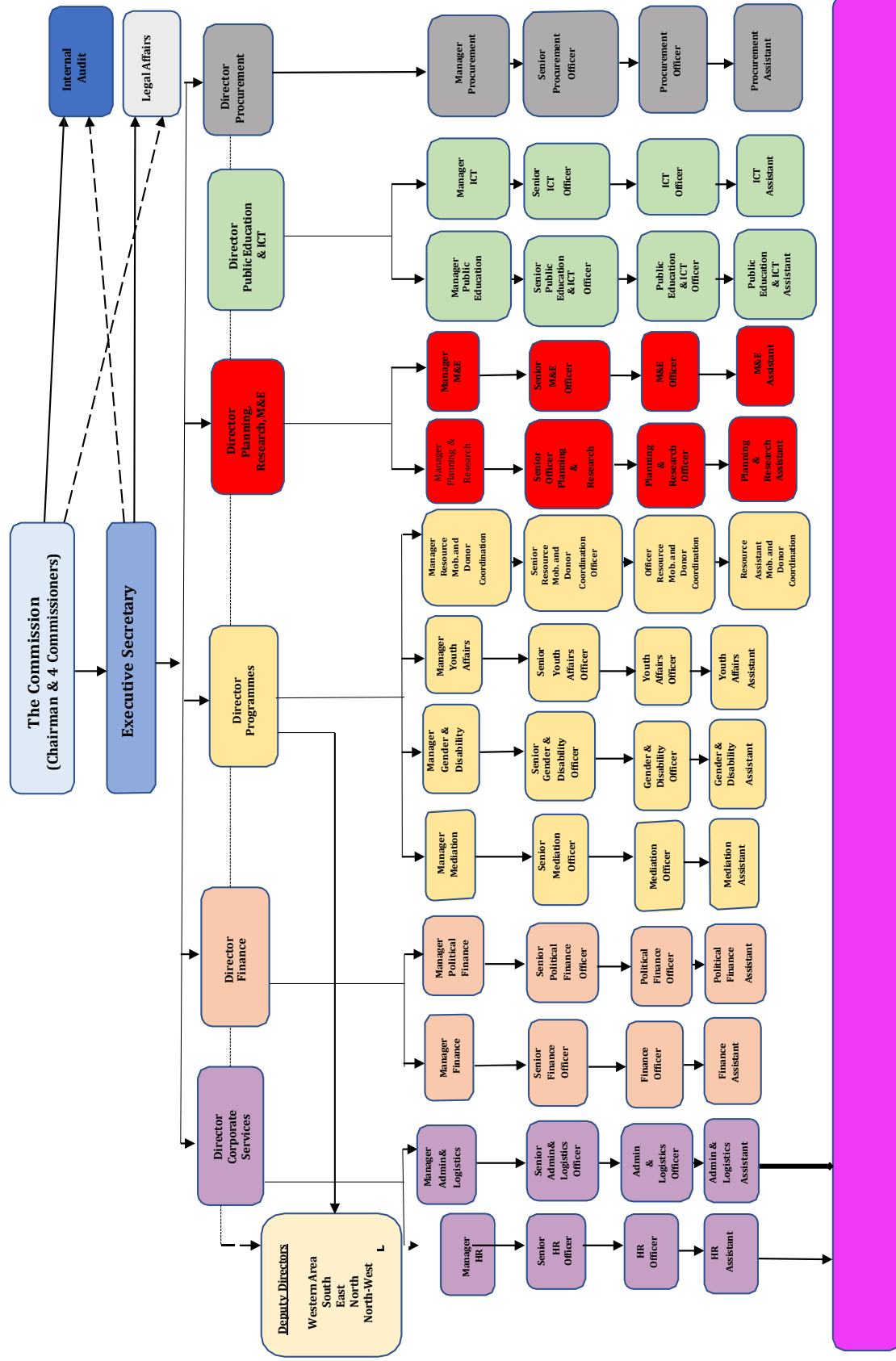
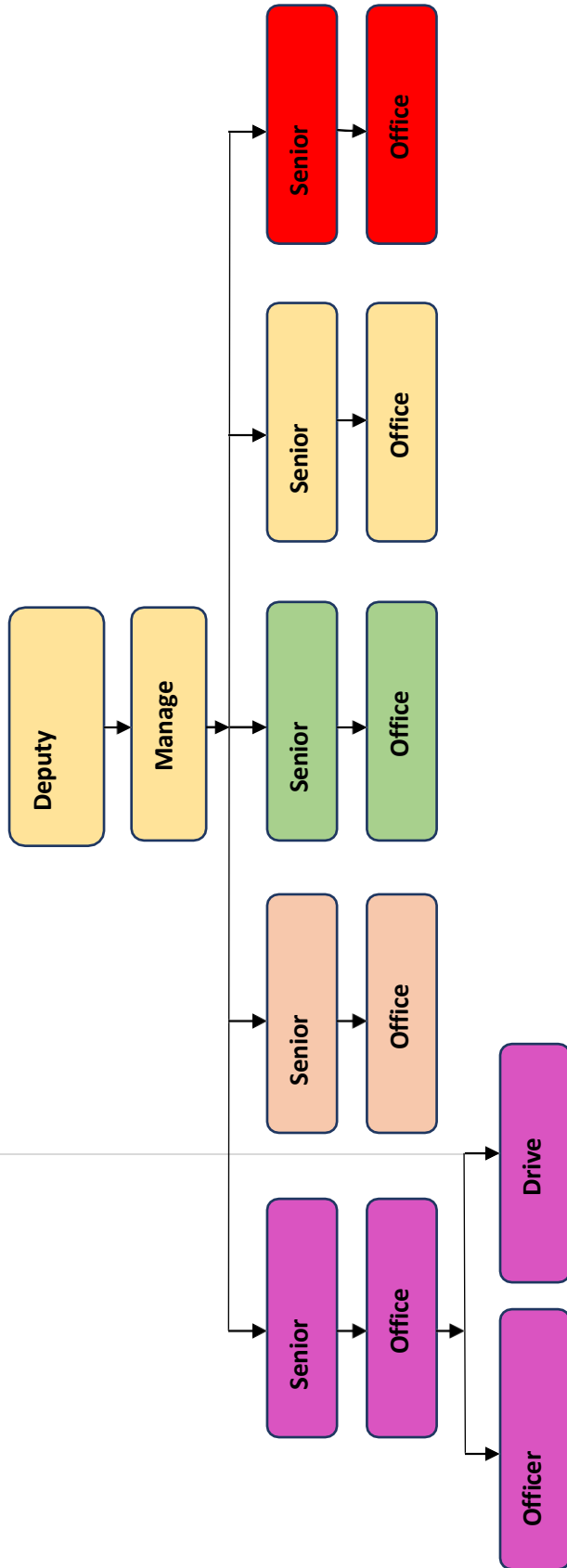


Figure 2: PPRC Proposed Organogram



Support Staffs: Senior Driver, Drivers, Office Assistants, Security

Figure 3: PPRC Proposed Regional Office Organogram



STAFF COMPOSITION

- Deputy Director
- Manager (from one of the functional role below)
- Admin/Finance
- Mediation
- Gender & Disability
- Youth Affairs
- Public Education,
- Monitoring & Evaluation,
- Office Assistant
- Driver

Figure 4: PPRC Proposed District Office Organogram

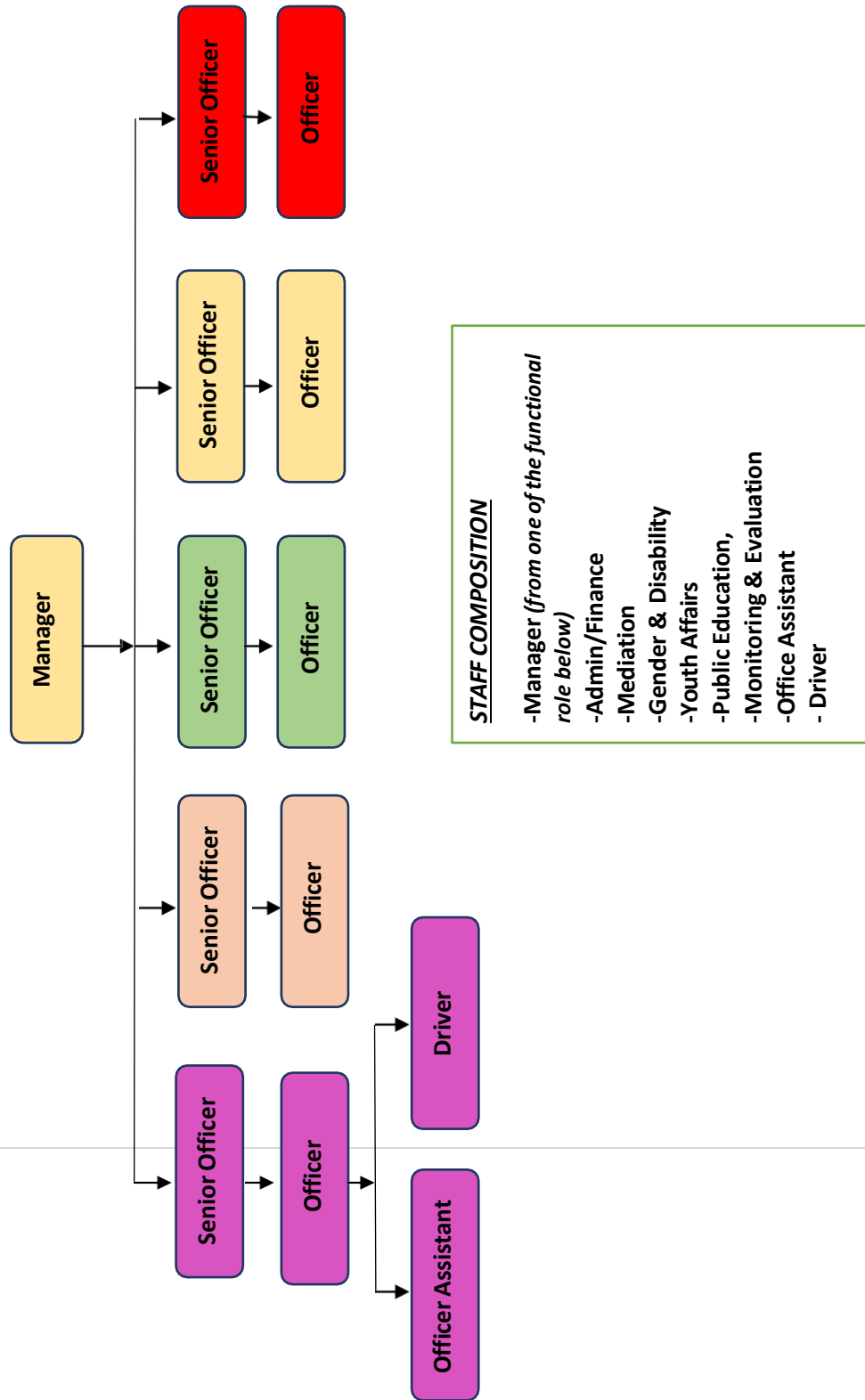


Table 2: Staff Compliment

S/N	Post	Grade	Compliments
1	Chairman	Political Appointment	1
2	Executive Secretary	13	1
3	Directors	12	7
4	Deputy Directors	11	5
5	Managers	10	15
6	Senior Officers	9	23
7	Officers	8	13
8	Assistants	7	13
Sub-Professionals			
1	Senior Drivers	6	2
2	Drivers	5	13
Support Staff			
1	Office Assistant	4	10
Grand Total			103

CHAPTER FIVE

KEY FINDINGS AND RECOMMENDATIONS

5.1 Statutory Framework of the Commission

The Political Parties Regulation Commission derives its Mandate from Section 34 of the 1991 Constitution, the then Political Parties Act of 2002, and the amended Act in 2022. The Revised Act gave additional powers to the PPRC to regulate and register political parties. However, being in use for over two (2) years, it is evident that there is still room for improvement. Thus, the review revealed the following: -

1. A Section on 'Obstruction of the Commission' was omitted in the amended Act that warned against interference with the work of the Commission. Considering the risk involved in the work of the Commission, this section is vital for inclusion during the next review.
2. There is ambiguity in Section 42 of the current Act that deals with the 30% minimum quota for placement of women in executive positions from the zonal/ward to the national level. This has to be clearly defined during the next review by introducing a zip pattern to guide the nomination process.
3. There was no Policy that informed the Bill; rather, a document that contained 37 out of the 42 proposed amendments of the 2002 Act was submitted to the Attorney General and Minister of Justice as legislative instructions for the new Act. Those 37 recommendations were endorsed at a validation conference by political parties, development partners, CSOs, and the legal reforms wing of the GoSL, during an extensive nationwide consultation supported by the EU, UNDP, and the GoSL.
4. A Section on appointment and determination of terms and conditions of service of staff by the Commission is omitted in the amended Act of 2022. This should be included during the next review. Considering the nature, gravity, and enormity of the risk involved in the work of the PPRC, the determination of conditions of service should be given the fullest attention that it demands.

The Review further recommends the development of a Policy prior to the next review process and a comprehensive Regulation after the enactment of the Bill.

5.2 The Board of Commission

As per the current Act, the Commission comprised of five (5) Members - a Chairman appointed by the President, the Chief Electoral Commissioner, a legal Practitioner from Sierra Leone Bar Association, a nominated member of the Sierra Leone Labour Congress, and recent addition which is a nomination from the Institute of Chartered Accountants of Sierra Leone (ICASL), with the Executive Secretary (ES) serving as Secretary to the Board. These members have a five-year tenure with a possibility for re-appointment for a further 5 years.

Section 6(3) of the Amended Act of 2022 states that a quorum for a meeting should be three (3), but there are currently two (2) active members, which include the Chairman and the ECSL Chief. All attempts by the Leadership to liaise with the relevant authority to have the rest of the members on board have not yielded the desired outcome. According to the Leadership, the work of the Commission is time-bound and cannot be on hold. While the review notes this challenge, the team **recommends** the commission not to relent in its effort to have the full complement of the Board or a third member, to form a quorum to enhance decision-making.

From feedback obtained on tripartite recommendation 36, Stakeholders are of the view that the appointment of a PPRC Chairman should be done by a renowned body/search committee, to improve public confidence and give such appointee a secure tenure of office and full independence to do the job. They furthered that such a committee could constitute Leadership of Political Parties, the Public Service Commission, CSO rep, Legal Commission rep, inter-religious council, et al. **Recommendations** - While the review notes this challenge, the commission should not relent in its effort to have the full complement of the Board or a third member to form a quorum to enhance decision-making. The review also note that the appointment of the Chairman by the President is an entrenched clause and amendment can **only be done through** a Constitutional Review, but it also supports the constitution of a search committee to make such appointment.

5.3 Independence of Political Parties Regulations Commission

Section 34 (5) of the Constitution and Section 13 of the PP Amended Act of 2022 gave powers to the PPRC to be an independent institution (Sec. 13), answerable **only** to the Supreme Court.

The review **recommends** that PPRC should continue to establish an independent accountability and reporting mechanism that strengthens transparency while respecting its legal independence. This means they should continue submitting their audited financial statement to Parliament through Audit Service Sierra

Leone as is currently the case. This ensures the Commission remains free from political interference while building public trust and credibility.

5.3.1 Political Party Registration and Procedures

This has been the core function of the PPRC since its establishment in 2005. Under Part VI of the current Act, there is a list of requirements to qualify as a political party - payment of registration fee to the Consolidated Fund, registered party's office, proof of 50 minimum members in each electoral district. A proposed political party can only function in its party's name after the issuance of a Certificate of Registration, after a 30-day satisfactory conclusion. The PPRC is also using the National Identification Number (NIN) to verify the identities of proposed membership in political parties.

There are currently seventeen (17) registered political parties, and there has been no new addition in the past seven (7) years. The party registration fee is a one-off payment, and there is no provision for an annual renewal fee, which could have been a source of revenue for the PPRC and a way to ensure the continued legal standing and active participation of registered parties in the political process. The review further revealed that the current party registration fee, paid to the Consolidated Fund, is far less than the candidature fees. **The review team believes** that the reverse should be the case; a whole political party should not pay less amount than the party candidate. This may have contributed to the inability of the majority of the political parties to fund themselves, as the financial strength of the party had not been well determined at the initial stage. Thus, the need for the PPRC to review the party registration fee and also consider (during the next review) the inclusion of a renewal fee to ensure the continued legal standing and active participation of registered parties. This will also complement the government's administrative and operational support to PPRC.

The Review also revealed that the registration process is smooth, but the entire process lacks automation and online access. The Commission does not accept scanned or e-signatures of Founders of Political Parties for fear of forgery, and will also periodically update changes in the party's information on a basic digital register. While the team notes this concern and the possible challenges with internet access and the relevant infrastructure, especially in the provinces, it **strongly advises the Commission** to embrace technology by fully adopting secured digital tools for registering, tracking, and updating party records, as manual processes often contribute to delays in registration.

5.3.2 Political Financing Regulations for Political Parties

Political Finance means the process of accountability by political parties and their official to the public and their membership on sources and applicability of their funds. The political parties are expected to comply

with rules governing financial disclosure and auditing, and there is a Political Financing Unit within the PPRC charged with overseeing compliance with this aspect.

This is a legal requirement, but according to the review, the majority of the political parties have not been submitting their audited financial statements and disclosure of party funders; only 1 (NGC) submitted in the 2024 FY2023. About 70% do not submit their audited accounts. When asked, the majority of the defaulting parties mentioned a lack of financial support to hire the services of a certified ICASL Auditor. The PPRC had written several warnings, but has been challenged to institute the relevant penalty measures. For those that do comply, such financials are not made public; a practice that would have enhanced transparency. **The team therefore recommends** that the PPRC to ensure compliance with political parties' financing and to devise a system to publicise audited financial accounts received from political parties.

The PPRC also needs relevant analytical tools and trained personnel to detect patterns of irregularities in financial reports received, as well as the legality of sources of funding. The Team recommends collaboration with the Financial Intelligence Agency, charged with the responsibility to detect money laundering and terrorist financing activities.

5.3.3 Political Parties Registered Offices

Having a registered office is also a requirement for political parties, but many of them are financially constrained to maintain such offices after the initial two (2) years of payment. Another challenge they face is that house owners are often reluctant to rent to political parties for fear of having their properties destroyed during the campaigning period. Therefore, some of the parties' offices have moved to the homes of their respective Chairman/Chairlady, or their mobile phones, which made it difficult for PPRC to locate them. Only 3 parties can boast of operational offices. **Though the Review Team notes these challenges, there is still a need for the Commission** to ensure adherence to this requirement and conduct periodic spot checks on political parties at their registered office addresses.

5.3.4 Oversight, Compliance, and Enforcement

The Commission provides an oversight role in monitoring and reviewing political parties to ensure that they operate within the boundaries of the law and in a manner that upholds democratic principles. These include inspecting party finances and reporting, checking registration details and registered offices, monitoring their internal governance, evaluating their adherence to codes of conduct, and enforcing action against violations.

According to findings, compliance checks by the Commission are not quite effective due to inadequate funds, limited presence in the regions, and the required staff to effectively monitor the political parties

across the country. Furthermore, political parties rarely face consequences for non-compliance, which further undermines the Commission's authority. The Laws are legally sound, but compliance is low, and the enforcement level is weak. There have been a couple of instances where the Commission has levied fines on political parties for non-compliance, but it was not successful due to some external factors. The implication of this practice is that it undermines the Commission's authority and reduces the compliance of political parties since they are less likely to face consequences. The PPRC is concerned that instituting the full penalties of the laws will affect the political space, as many of the parties will cease to exist. Also, the Constitution does not reflect the new name of the Commission to include the aspect of 'Regulation'.

Thus, it will be good to reflect such changed of name in the constitution whenever a review is initiated. As opposed to the fear by PPRC in closing the political space, the review team still believes that the Commission should assert its authority by enforcing the full complement of the laws and publicly name and shame all defaulters without fear or favour. Furthermore, the Commission should conduct regular monitoring exercises on political parties and strengthen its inter-agency coordination with law enforcement agencies to assist with this function. For effective discharge of this function, **the team strongly advocates** to the GoSL, through MoF, to increase the budgetary support to the PPRC to implement key operational activities, which include monitoring and expanding its provincial visibility.

5.3.5 Subvention to Political Parties

Many factors, according to political parties, contributed to their act of non-compliance with financial disclosure and maintaining registered offices. As previously mentioned, the main factor is lack of or inadequate funding to afford the service of a licensed auditor and to maintain their registered office addresses. The majority of these parties are in total disconnect with their party founders or national executives, no sooner after the elections. So, for them, there is no financial activity to report. The majority are even of the view that, through the PPRC, they should be receiving annual subvention from the GoSL to support their operations to legitimise and enhance their financial disclosure.

This plea is supported by the PPRC on the basis of maintaining plurality, compliance, and enhancing democracy and good governance, but only if such financing is backed by stringent eligibility criteria to ensure transparency and accountability. The review also revealed that State Funding to political parties is being practiced in parts of Europe, Kenya, South Africa, and is also under consideration in Ghana.

State Funding, while it may have the tendency to open the space for an influx of political parties, will also help to create a level playing field and prevent bigger political parties from having a significant advantage over smaller or newer parties. Therefore, the **review team strongly advocate** for subventions to be

provided to political parties to operationalize their programmes. Nonetheless, political parties are encouraged to mobilise resources through party membership fees, grants, donations, etc, until such time.

5.3.6 Dispute Resolution

The importance of dispute resolution within, between, and among political parties lies in establishing mechanisms to address conflicts and disagreements fairly and impartially. Political parties must have avenues to raise concerns, and disputes resolved through transparent, impartial processes, ideally with a focus on consensus-building and preventing escalation.

Upon receipt of a written complaint from a political party/members, addressed to the Executive Secretary, the PPRC will organise such meetings at its head office irrespective of where the disputes emanated. Settling intra-party disputes seems the hardest for the PPRC as it usually stems from founder -member syndrome, patronage, marginalisation, lack of accountability, low-level awareness of parties' constitution & rules, etc.

A Dispute Resolution Guide was developed to strengthen the knowledge of PPRC's staff on mediation and to train political parties to explore internal dispute resolution before recourse to external intervention, which ultimately will strengthen their internal mechanisms. The Guide provides for each party to have a Dispute Resolution Committee. From stakeholders' feedback, PPRC has been extremely efficient in handling and resolving disputes within political parties, and such mediation and training have helped establish sanity and oneness within parties, especially in the regions.

However, this cannot be said for resolving inter-party disputes; some parties have the perception that the Commission lacks neutrality in handling politically sensitive cases. This is all the more reason for some political parties to sidestep the Commission and take their matters directly to court, and once such a matter is filed in Court, the Commission can not intervene. According to the PPRC Leadership, most of those cases are outside their mandate and are usually transferred to the Sierra Leone Police to handle as they relate to arson (burning of parties' offices), injuries, etc.

However, to combat this perception, the PPRC should improve on its dispute resolution efforts between and among political parties. Also, the PPRC should ensure strict adherence to the Code of Conduct for Political Parties as enshrined in the PPA 2022

5.3.7 Public Education, Outreach, and Civic Education/Engagement

Public trust in the political process is partially shaped by the Commission's ability to engage with citizens, political parties, civil society, and other stakeholders. To aid this function, the European Union, through

International IDEA, assisted the Commission in developing a Strategic Communication Plan to position the Commission as a credible and reliable institution, capable of advancing democracy and good governance in Sierra Leone. This will also improve the image and visibility of the PPRC nationally and internationally.

Nonetheless, it was revealed during the review that outreach is infrequent and urban-focused, limiting engagement in rural or underserved communities due to limited budget for outreach activities, including radio and TV discussions. The use of social media and digital tools is underutilized for civic education. There is no PPRC media hour unless called upon by Partners to join in a radio/TV discussion programme or when there is an urgent need to do so.

Public awareness of the Amended Act is low. This was evident during lower-level elections, where some party members thought that the PPRC was an observer and should not interfere in the elections, not knowing that it now has the power to regulate parties. **So, to adequately position the PPRC** to effectively deliver on its mandate, there is a need for funding to popularise the amended Act of 2022 and other entrenched Laws to enhance the knowledge of stakeholders and the general public on the work of the Commission. This could be in the form of a nationwide campaign, radio, TV programmes, and community outreach. There is also an urgent need to educate the political parties' membership, from the grassroots, about their parties' constitutions and rules, as most of them are not knowledgeable about the contents of their laws.

5.3.8 Coordination and Stakeholder Relations

This is key, and the Commission is a member of several committees such as the Provincial Security Committee (PROSEC) and District Security Committee (DiSec). However, holding regular in-house meetings with political parties and other stakeholders has been challenging due to insufficient funding to reimburse transportation fares and refreshments for attendees. In the absence of such meetings, the Commission maintains regular communication on WhatsApp with the All Political Parties Association (APPA), All Political Parties Women's Association (APPWA), and All Political Parties Youth Association (APPYA) in each region. An organised group for people with special abilities (the physically challenged) in politics does not exist, but they are allowed to join the men's or women's wing as deemed appropriate.

Also, the PPRC maintains a good relationship with key stakeholders, such as the security sectors and civil society organisations. **The review recommends** sourcing funds to revamp the regular meetings with political parties to address certain concerns before they escalate, so as to maintain sanity in the political space.

5.4 The Code of Conduct

Political Parties, their members, and supporters often violate certain provisions in the Code of Conduct, especially during period of campaigning and rallying. It was revealed that many of them are not aware of the provisions in the Code of Conduct as prescribed in the Second Schedule of the Amended Act of 2022.

The Review Team therefore recommends that the Commission develops an abridged version of the Code of Conduct, and also extensively engage the public on its content, both in Freetown and the Regions.

5.5 Public perception and trust levels

The Political Parties and other stakeholders believed that the Laws are sound and that PPRC maintains an open-door policy for all political parties. However, the issue lies with the effective and impartial implementation of the laws. They opined that the Commission should maintain a level playing field for all political parties and carry out its operation in a more professional manner that will not compromise its image. The team recommends that the PPRC should continue to discharge its mandate in a transparent manner so as to minimise such perceptions.

5.6 Financial Management and Accountability

Effective financial management, in terms of adequacy, utilization, accountability, and sustainability of financial resources allocated, is critical to the operational capability and institutional credibility of the PPRC. At the PPRC, there are the traditional finance and political financing functions, and the Executive Secretary is the Vote Controller. The PPRC also complies with the auditing of its Financial Statement by Audit Service Sierra Leone, of which the last audit report reviewed by the team was for FY2023, and no major concern was raised.

The activities of the PPRC are mainly funded by the GoSL, with occasional support from donor/development partners for specific programmes such as capacity building, civic education, and digital transformation. However, subvention from the GoSL is heavily skewed towards recurrent expenditures with limited allocations for development initiatives, and often far less than what is required to fully implement its activities, especially public outreach, monitoring, political finance auditing, and regional audit. This usually affects the timely implementation of planned activities.

The team strongly recommends that the GoSL, through MoF, increase the annual budgetary support, on time, to enhance the implementation of set activities and provision of relevant logistics to staff. This will enhance the ongoing commitment of the GoSL towards political reforms. The team also advises the Commission to explore more donor support to complement the GoSL's efforts for long-term sustainability.

5.7 Budget Execution and Transparency

The PPRC is mandated to submit its annual audited financial statement to Parliament. From the review conducted, this has always been done on time. However, Tripartite recommendation 21 states that the PPRC should make transparent its audited accounts to political parties. It was revealed that political parties want to keep track of the income and expenditures of the PPRC, including registration fees paid.

The review noted that while the Leadership is not averse to this, they are of the view that once the audited financial statement is presented to Parliament and gazetted, there is no need to submit separate copies to the political parties, as it is already made public. In their opinion, separate copies for political parties would be costly and time-consuming. **The review team also supports** the PPRC on this to avoid duplication of efforts and waste of resources.

5.8 Human Resource Management

Human Resources Management (HRM) is vital for any organization as it ensures the efficient and effective management of employees, fosters a positive work environment, and contributes to the overall success of businesses. HRM encompasses various functions, from attracting and retaining top talent to managing employee performance and ensuring legal compliance, all of which are crucial for driving organizational success, growth & productivity, while aligning activities with the Organization's strategic objective.

In the amended Act, Sec. 12(3c&d), the PPRC should attract and retain skilled and qualified persons in public offices, keeping in mind the principles of equity, transparency, and fairness. Sec. 15(1) also made provision to recruit staff for the efficient discharge of its functions. Thus, the operation of this role is guided by a Staff Manual (Standard Operating Procedures), reviewed in 2024. In addition, the Commission and staff are also guided by a Strategic Plan and several Policies, including Records Management, M&E, and Vehicle maintenance. The Admin/HR directorate also maintains personnel files for all staff.

However, the Staff Manual has not been widely disseminated, especially to the middle-level and support staff. **Therefore, a copy of it** should be given to each staff member to guide their day-to-day activities and actions.

5.9 Accommodation

The staff of the Commission are housed in two (2) offices in Freetown, four (4) rented regional offices, and one (1) district office. The ambience of the accommodation at the head office is quite deplorable, with staff crammed in offices, alongside scrapped office items, with little or no ventilation. Even sanitation is a challenge; the main cesspit is damaged and emits an offensive smell, repulsive to staff and passersby, and

the outside lavatory used by junior staff is also broken. In the regions, the Commission has no permanent residence due to a hike in rent. No signposts in some of the regional offices, while existing ones need a facelift for ease of identification and visibility of the PPRC.

Furthermore, the proposed building for the Freetown office is a huge and uncompleted structure, which would require a large sum to put in a tenable condition; something the GoSL might be challenged to fund. **Thus, the Commission** should strive to have all its Freetown staff in one building; to achieve this, the PPRC, through the GoSL, should secure such funding from donors or, better still, search for an alternative building to host the Commission. **The team further recommends** for basic maintenance to the head office, improvement on the signage, and timely payment of rents for the regional offices, while exploring the possibility of having its own buildings at the national and regional levels.

5.10 PPRC's Structural Analysis/Reporting Lines

The Structure of the PPRC seems logical and aligned with its mandates, but there are a few reporting lines that are not properly delineated due to the placement of some functional roles, such as M&E, ICT, vehicle management, etc. It is believed that a clear separation of duties strengthens internal controls. In 2021, nine (9) directorates were created, giving stagnated staff the opportunity for career progression to Director's level, and Executive Secretary's. By then, the terminus point for the majority was 'Manager' reporting to the Registrar, now Executive Secretary, who is the administrative head, responsible for the day-to-day affairs of the Commission.

Indeed, all existing staff were given the opportunity to progress to higher positions through internal recruitment, though not all the Directorates were filled. However, to assist in creating a lean but effective staffing structure, **the Review team has further reduced the directorates**, with merged functions for clarity and efficiency, **from 9 to 6** - Corporate Service, Finance, Programmes, Planning, Research, M&E, Public Education & ICT, and Procurement.

Furthermore, to ensure segregation of functional duties, fleet management, including supervision of drivers, is now a function of the renamed Directorate of Corporate Services and not the Procurement Directorate, as it is currently the case. However, both directorates can collaborate on the aspect of repairs and maintenance, as the latter lies with the Procurement department. **Further details are in Section 4 of this report.**

Therefore, **the Review team strongly recommends** the endorsement of the proposed structure by the Board and for the relevant recommendations to be adopted and seen in practice at the PPRC.

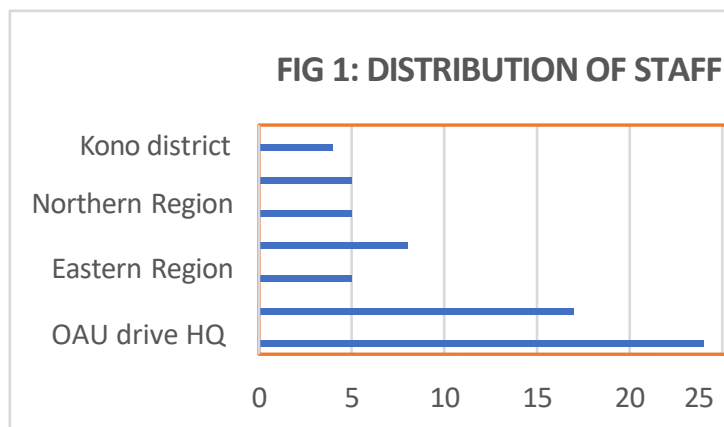
5.11 Decentralisation

While the Commission has made progress in establishing four (4) regional offices and one (1) district office, there is still a need to establish additional district offices as mentioned in the current Act and the Medium-Term National Development Plan (2024-2030). Considering the coverage areas of these provincial offices, in terms of size and span, the number of staff per provincial office is inadequate to handle the operations of PPRC, more so during emergency situations and covering of lower-level elections.

Therefore, to provide for a peaceful, stable, inclusive political environment and to improve the efficiency of the PPRC, there is a need for increased financial support from the GoSL and donor partners to assist with the establishment of district offices, with the same staff complement across the country. If funding will be a challenge, then a phase approach could be adopted, focusing on political flash points, such as Mile 91, Pujehun, Falaba, Karene, Moyamba, etc.

5.12 Distribution of Staff

This diagram depicts the number of staff per location. From the last review conducted in 2021, the PPRC has grown from 33 staff to 68 due to the MFR recommendation on expansion of the Commission for a

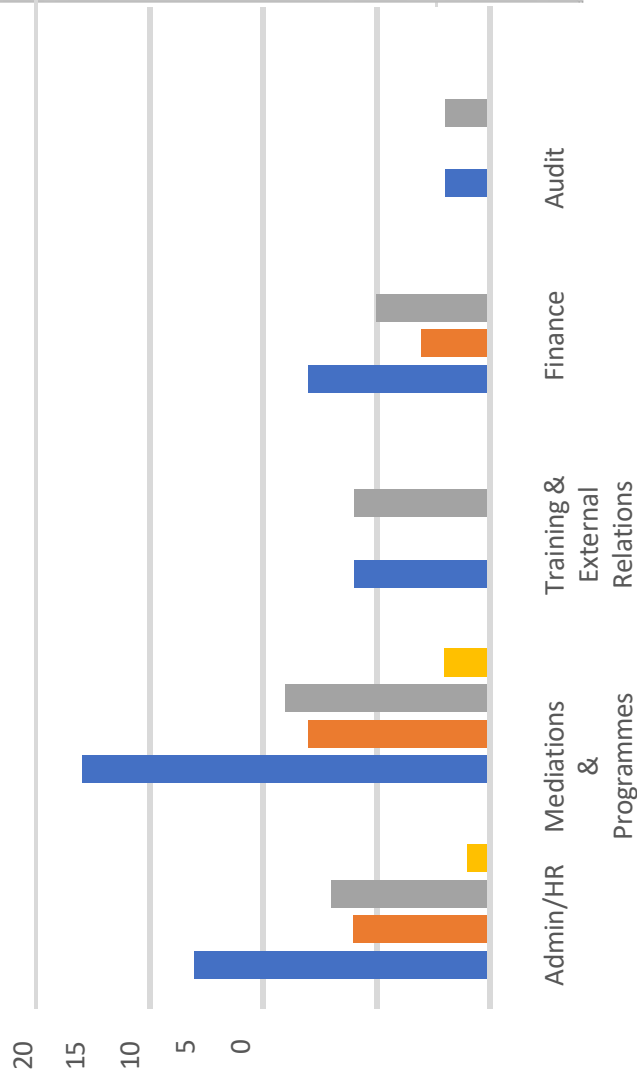


director system with well-defined career path. There are 5 staff each in the Eastern regional office, Northern office and North-West office, with 8 in the Southern office, and 4 in Kono district office. This number includes 1 driver and 1 office assistant each, except for the Makeni office (North) that is without an office assistant. The remaining 41 staff are housed in the 2

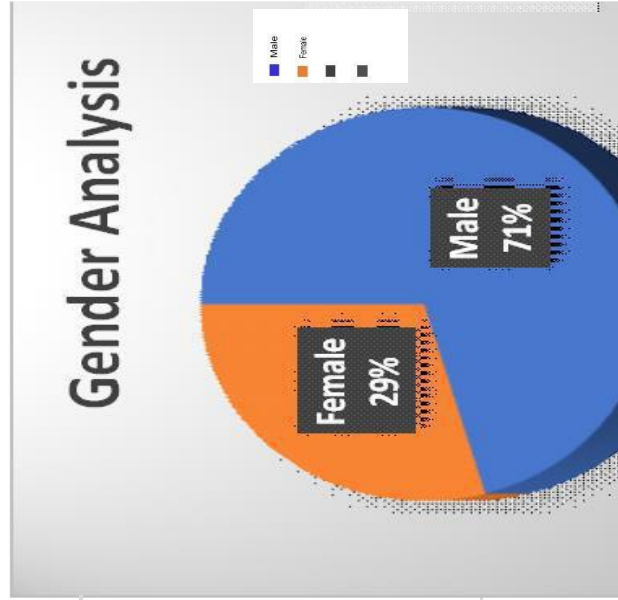
offices in Freetown – 24 at Headquarter office and 17 at Lamina Sankoh Street.

Figure 2 a & b. Staffing and Gender Analysis per Departments

STAFFING AND GENDER ANALYSIS PER DEPARTMENT



According to Figure 2a, the chart depicts the number of



staff distributed according to directorates - 13 staff in Admin/HR, comprises of 5 females & 8 males; 18 in Mediation and Programmes (9 females & 9 males); 6 in Training & External Relations (all males); 8 Finance (3 females & 5 males); 2 Audit (all males) and 18 in the Procurement (all males, incl. 16 Drivers); This chart excludes the ES (male) and two (2) M&E females staff that report to the ES in the absence of a Director of Policy, Planning and Research (PPR). This placement seems inappropriate and so the Review Team recommends for the recruitment of a Director, PPR.

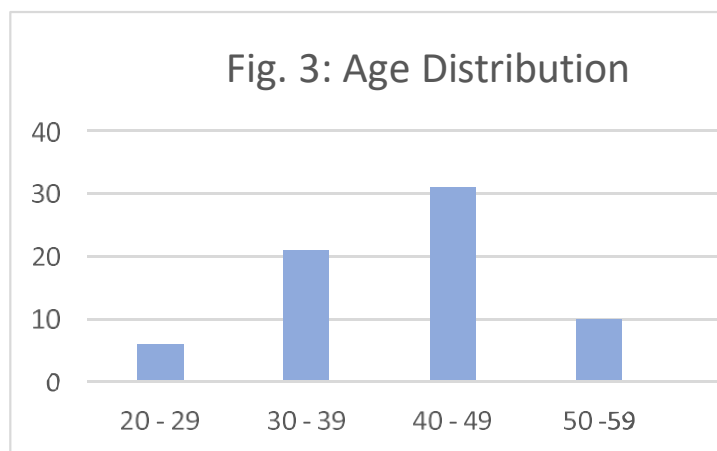
Fig. 2b shows that out of the 68 staff, 48 are males (70.6%) while 20 staff (29.4%) are females. However, the female representation at Leadership level (from Deputy Director to ES level) is 3 out of 11 positions, which is basically 27%. Though it falls short of the 30% minimum quota, the PPRC has done well in complying with the Gender Equality and Women’s Empowerment (GEWE) Act.

It is also important to note that 25 out of the 68 staff are at the Junior Level (16 drivers, 6 Office Assistants (OA), 3 others). Some of these staff are underutilised and could be reassigned or given additional job functions; 1 driver has a National Diploma as well as 1 OA, while the other OA is awaiting a Diploma qualification. Thus, the creation of an Assistant position within the proposed structure to give opportunity for the progression of staff with diplomas and certificates. 2 out of the 3 other staff (below Officer’s level), have a first degree and could be upgraded to vacant Officers’ positions.

Age Profiling

This shows that out of the 68 staff, 27 fall within 20-39 age bracket, while 31 are within 40-49 bracket. Within the 10 staff in the 50-59 age bracket, 4 are in the middle/senior level, who will retire within the next 2 to 4 years. This analysis reveals that the

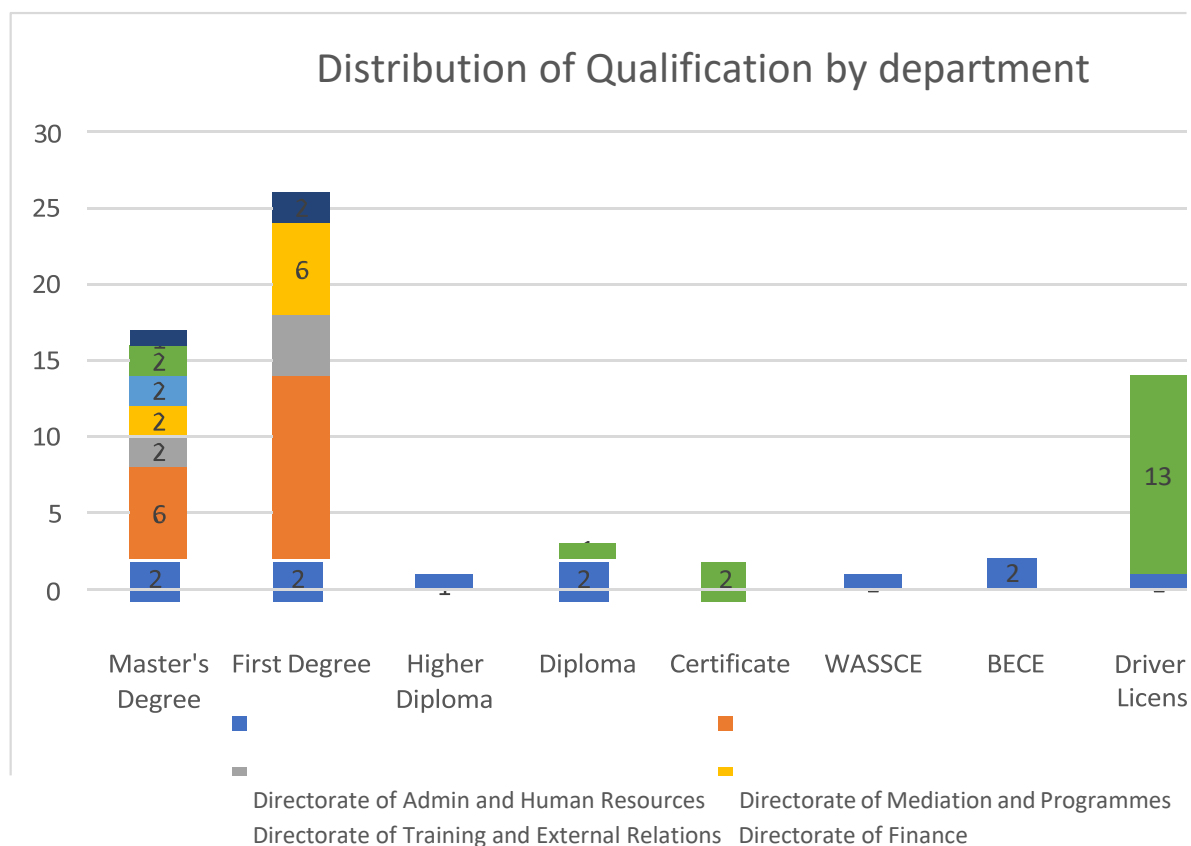
PPRC has an age-diverse workforce; a component which has the benefit for knowledge sharing from well-experienced older staff to the younger staff. Thus, PPRC should make use of these resources for effective succession planning. While an age-diverse workforce has its own challenges, it is also believed that one with



a higher proportion of older workforce has been linked to lower turnover and higher productivity. This might account for staff not leaving the PPRC, even though the conditions of service are not encouraging.

Figure 4: Qualifications of Staff

The diagram reveals that the PPRC has 17 Masters' degree holders, 26 First degree holders, 4 higher/diploma, 1 WASSCE and 2 BECE. While 13 staff, all drivers have only Driver's License, 2 have



technical certificate in automobile, and one has ordinary national diploma. Two office attendants are without formal qualifications.

According to the revised Staff Manual of 2024 and Job Descriptions, all Directors, Deputy Directors and Managers should have a Masters' degree. But from the JDs, only Directors are required a Masters' degree, while Deputy Directors can have either a First degree or Masters. All Managers, according to the JDs should have 1st degree. However, from analysis, all Directors have Masters degrees; 3 out of 4 deputy directors also have master's degree. 7 out of 8 Managers met the first-degree requirement, while all Officers have first-degrees as required. The junior staff also met their relevant requirement.

Thus, the Review noted that about 95.5% of the staff at PPRC are qualified for the position they are occupying. Considering the risk involved in the work of the PPRC, the review team is of the strong view that all drivers should be trained on defensive driving, evasive manoeuvres, and threat assessment, as such are crucial to prepare drivers to navigate high-risk situations. Also, PPRC should rectify inconsistencies of the required qualifications of positions highlighted in the previous paragraph. We propose that all Directors and Deputies should have a Master's degree with the relevant competencies, while Managers and Officers should

have a first degree, as it is currently the case.

The study also revealed an ongoing qualification audit launched by the new Chairman to investigate the ingenuity of qualifications presented by staff. This is a highly commendable move and the review recommends the Board to apply, within the ambit of the laws, legal action against any staff found guilty of intentionally submitting fake certificates to acquire an appointment or promotion at the PPRC.

5.13 Proposed Grading Structure

The 2021 MFR report proposed a grading system but which had not been adopted by the Ministry of Finance (MoF), during the conduct of this review. Instead, the Commission still uses the grades generated by the IFMIS payroll System of the Accountant-General Department. **The review strongly recommends** that MoF should adopt the proposed grading system on Section 4, when approved. of the Commission in the IFMIS payroll system and further **propose** that the Commission should upgrade all staff with first degree that are below Graduate entry (7), to the said Officer level: -

5.14 Recruitment Policy and Promotion (RPP)

The effectiveness of a recruitment and promotion practice is for the PPRC to ensure that the right people are placed in the right roles – either by bringing in fresh talent or by advancing existing staff – thereby strengthening the institution in the short and long term. If done well, RPP will boost productivity and reduce turnover, thereby encouraging retention.

The review revealed that the Commission does not have a formal Recruitment Policy, but the recruitment and promotion processes are laid out in the Staff Manual (SOPs). All vacancies are advertised internally and/or externally, through the electronic and print media, and interviews are conducted by the Commissioners, with the Director of Admin/HR providing the technical guidance. As a good practice, existing staff with the required qualification, competencies, and experience should be given preference whenever a vacancy exists.

As evident in the recent staff upgrading process, the review team can confirm that the Commission followed due process and gave preference to existing staff to fill critical vacant positions. In addition to long-serving staff who were upgraded during the expansion, the majority of the new staff recruited in 2022 also benefited from advancing within the Commission by competing for higher roles in 2024. **While the team applauds the Commission** for effectively carrying out the staff upgrading as recommended in the 2021 MFR report, it also encourages the leadership to continue maintaining fairness in its recruitment processes and gives everyone equal opportunity for growth and advancement.

On the aspect of regional diversity in the recruitment of the PPRC, the team can infer that there is regional balance and diversity in the current staffing structure. This analysis may not be 100% accurate, but taking

cues from the staff list and feedback obtained during the interviews, indigenes from the various regions are represented within the PPRC. A key example is the heads of the provincial offices, 4 out of 5 are not from the regions where they are posted; this, to some extent, will ensure fairness in the Commission's operation. **The Review team recommends** that the Commission develops a standalone Recruitment Policy, and continues the regional balance and diversity in the recruitment process, giving opportunity for candidates from all regions who meet the requirements for the relevant jobs. Also, the two (2) critical positions in the Regions should be filled.

5.15 Job Description

The Review team commends the effort of the PPRC in having Job Descriptions (JDs) with clearly defined roles for all positions, including the Executive Secretary. However, there is an inconsistency in the qualification requirements for some positions. **The Review therefore recommends** that PPRC should engage the PSRU to develop new JDs for all positions, to reflect the amended Act, the Staff Manual, and the proposed structural changes contained herein.

5.16 Scheme of Service

A Scheme of Service (SoS) is essential as it usually outlines the structured career progression for staff within a particular cadre or department. It also creates a clear path for staff to understand how they can advance from one position to the next, while motivating with a clear sense of direction as well as streamlining the operations to enhance overall productivity.

At the PPRC, there is no Scheme of Service, but a semblance of it exists in the HR Staff Manual and SOP. While it is true that preference should be given to current staff when a vacancy exists, it would have also been useful to have had a scheme of service to guide the expansion process. **The Review therefore recommends** that PPRC engages the PSRU to develop a Scheme of Service to assist with the growth and development of staff and to have a clear understanding of how they could progress from one stage to the other.

5.17 Staff Performance Evaluation

Regular performance evaluations provide a structured approach to assess staff contributions, identify strengths and areas for improvement, and align individual goals with organisational objectives. This function, previously conducted annually, is now done every quarter at the advice of the new Chairman. Training needs are also identified during appraisal. However, **there is a need** for PPRC to seek the guidance of the PSRU to enhance the Performance Appraisal process by having well-defined and measurable performance indicators to avoid subjectivity in the process. The Commission should also

consistently adhere to the timing of setting and evaluating targets; a process free from bias to ensure optimal staff performance.

5.18 Capacity-building and training

Regular training and capacity building often equip staff with the necessary skills and knowledge to perform their duties effectively. It is essential for training programmes to meet the needs of both the employee and the institution. This is an essential component to equip the staff of the PPRC with the relevant knowledge, enhance institutional resilience, and ensure that the Commission adapts to the evolving political landscape.

The review team found no formal Training Policy or Plan; rather, all departmental heads would submit a list of programme-related training to the leadership and donor partners, without conducting a formal Training Needs Assessment. Usually, such areas for intervention are specifically programme-related, and the majority of the staff have benefited from such training organised and sponsored by International IDEA, UNDP, and other partners. Training on Intra-party dispute resolution and women in politics for leadership were also done to strengthen political parties' capacities to prevent and resolve internal conflicts in building a more resilient political landscape. The Commission also collaborates with the ECSL and other key partners on campaigning on political parties' regulations.

Though the majority of the staff are qualified for the role they are occupying, periodic training is also essential to keep them abreast of emerging trends in the political arena. Thus, **the review team highly recommends** that the Commission conduct a formal training needs assessment for all staff and also continue its partnership with key donor partners to assist with training on skill gaps that would be identified. A Training Policy and Plan should also be developed. It is also important for the ICT staff to participate in all software training to equip them with basic knowledge that will aid their troubleshooting ability. It is also important for PPRC to provide training on job-specific functions to improve the competencies of staff and to keep them updated on best practices and related emerging trends.

5.19 Conditions of Service

Adequate staff welfare, which includes but is not limited to competitive remuneration, access to essential tools, and conducive working conditions, directly impacts the efficiency and effectiveness of institutions. Investing in staff welfare fosters a motivated and committed workforce, reducing turnover and retaining experienced personnel. Such will increase productivity, higher job satisfaction, etc.

At the PPRC, staff are highly demoralised in terms of their conditions of service, which has been an uphill task, and has not been given the attention that its truly demands, even amidst numerous strides made by the PPRC. It is demeaning and nothing to write home about. Considering the risk involved in the work of

the PPRC, the salary package, and other conditions of service, it is expected to be good and at par with other regulatory bodies in Sierra Leone.

While the Commission waits for the review of this current Act, to reflect determination of salaries of the ES and staff by Parliament, the **Review strongly recommends** that the Commission should engage the Ministry of Finance, through the Budget Bureau and the Wages & Compensation Commission, to consider **an urgent review of the salaries and other emolument of its staff, benchmarking sector-like institutions**, as the role of the PPRC is similarly daunting and even riskier. Due to low income received, the support staff request approval from Management to set up a contributory scheme to assist one another during financial difficulties.

5.20 Staff Welfare

This has not been a good practice within the PPRC. Apart from other emoluments, the Directors and Deputy Directors are provided with assigned vehicles. Weekly fuel and top-up allowances are also provided for the Manager's level upward, although such allowances are not always forthcoming due to inadequate resources. Staff also receive annual leave allowances and are eligible for the End of Service benefit. The Commission has made provision for other allowances in its Staff Manual, but these await approval from the Ministry of Finance.

The review therefore proposes for the PPRC to also discuss this proposed benefits and allowances for staff during its engagement with MoF (Budget Bureau).

We further propose that the Commission creates time for an end-of-year social gathering to appreciate staff efforts while fostering a thriving team environment, and providing a platform for team bonding and celebration of achievement. The supply of provisional items to all categories of staff, as was previously the case, should be considered. Staff retreat also is important to plan for the upcoming year.

5.21 Staff Retention

Low morale and demotivation can lead to staff exiting and seeking opportunities elsewhere, while the cost of replacement can be huge. High attrition can lead to loss of institutional knowledge and increase recruitment costs. From review of the PPRC, staff attrition rate for over ten years has been relatively low even amidst the poor conditions of service and improper work environment of staff. The review team initially thought that staff are satisfied with or are passionate about their work and would continue to stay on even if they have job opportunity elsewhere. **But after in-depth discussions** with staff and key stakeholders, it was revealed that the low attrition rate at the PPRC, does not indicate employee satisfaction or the existence of a good retention strategy. It simply means that while all staff are passionate about their job,

they are dissatisfied with their conditions of service. Majority have the intention to exit if they find the right job opportunities, while a few are unsure of leaving for fear of the unknown.

Therefore, the team highly recommends that the Leadership of the Commission should develop a strong strategy to retain experienced staff with valuable insights and institutional memories; top priority is improvement on staff conditions of service, welfare, and giving Directors/Deputies free-hand to do their job.

5.22 Staff Rotation and Regularisation

Job rotation enhances the skills of employees, prevents burnout, and improves satisfaction as they move between different roles within the Institution. Often, staff may feel stuck in a role without the opportunities for growth and advancement, which sometimes leads to complacency in performing their job function.

Most of the Commission's staff in the provinces have been in the respective regions for a while without the opportunity to work in the other Commission's offices. The review recommends that the leadership practice job rotation for staff from deputy directors' level downward, to enhance their professional output, which will also minimise complacency and over familiarity with stakeholders, which may lead to bias in decision making and/or compromise of duties. The Commission should also regularise the positions of staff who have been in an acting position, having the relevant requirements for the role. Chiefly amongst them is the Mediation Officer who has been acting in the capacity of the Deputy Director in Makeni since the demise of the substantive job holder in 2023.

5.23 Employee Relations

It was revealed that there is a minor cold war among some directorates due to unclear roles and personality clashes, which has the tendency to escalate if measures are not taken. Some supervisors are in the habit of giving direct instructions to staff of other departments without routing such through their respective heads. This often creates tension among staff, their supervisors, and the relevant director.

The review therefore recommends that in order to promote unity and foster a positive work environment, all directors and supervisors should operate within the ambit of their job descriptions and internal guidelines and refrain from giving direct job-specific instructions to staff without recourse to their departmental supervisors.

5.24 Internal Committees/Meetings

PPRC maintains a series of Committees in compliance with the relevant laws of Sierra Leone, and these include the Procurement Committee, the Integrity Management Committee, and the Audit Committee. All these committees are meeting regularly, except for the Audit Committee, due to delays in receiving

subvention from the MoF. General staff meetings are also held quarterly and sometimes called in between. Therefore, the Leadership should ensure regular meetings of the Audit Committee for effective functioning, and source funding for sitting fees to its external members.

5.25 Information, Communication, and Technology (ICT) and Data Management

ICT and effective data management are essential to the PPRC's ability to deliver on its mandate efficiently, transparently, and with credibility. The review evaluates the PPRC's current ICT infrastructure and practices in line with its core functions - political party registration, financial disclosure, compliance, and monitoring, etc.

At the PPRC, the registration platform is not digitalised and there are only two (2) staff members manning the ICT function, both in Freetown and the Regional offices. With support from development partners, the PPRC has a functioning website and official email addresses for staff. The PPRC also uses basic databases for party registration and internal communication, scanning, and archiving of relevant documents. There is an internet connection, but it is inadequate for effective distribution and usage of staff. To solve this, the PPRC had engaged the Ministry of Communication, Technology, and Information for a fibre optic internet connection; an assessment has been done, and the PPRC now awaits funding to purchase the relevant items for installation. The newly donated Server, when installed, will assist with document backups to safeguard critical data against loss due to hardware failures, cyber attacks, or natural disasters, and allow for quick resumption of operations should there be a data loss.

However, despite efforts made, there are minimal security protocols to combat cyber security and data protection, thus putting sensitive information at risk. The overall ICT infrastructure remains underdeveloped and seriously flawed. Core systems are not fully integrated, and much of the data processing & management rely on manual procedures, which increases the risk of errors, inefficiencies, and data loss. There is no portal for political finance disclosure for public scrutiny and electronic analytical tools to verify content.

To help combat these anomalies, **the team recommends** that the Commission should have a strong ICT unit with the right calibre of staff and build their competencies on current and emerging areas. The installation process of the fibre internet connection needs to be hastened. Also, it will be good for the PPRC ICT to carry out routine preventive maintenance checks at regional offices on a quarterly or half-yearly basis for effective functioning and protection of printers, computer equipment, and accessories.

As a first step, the team should conduct a comprehensive ICT needs assessment and digital transformative roadmap, then develop proposals to approach donors/development partners for support of a phased

deployment of a digital system, which should include the development of a highly secure integrated software to automate registration, compliance tracking, and reporting. The Commission should also strengthen cyber security protocols and develop a formal data protection policy. Consideration should also be given to the use of ICT tools to make data publicly accessible wherever appropriate so as to promote transparency.

5.26 Logistics/Office supplies

Adequate logistical support encompasses the provision of necessary resources, transportation, communication tools, and infrastructure to staff to carry out their duties effectively without unnecessary delays or obstacles. This also enhances operational efficiency, boosts staff morale, and increases productivity.

The most challenging aspect of the PPRC is the inadequate supply of printers, laptops, computers, office desks, chairs, filing cabinets, shelves, and other accessories to aid staff performing their tasks and commit to their roles. Recently, some staff were provided with laptops, but some are still without. Staff without printers often resort to printing at the ICT unit, cafes, or at homes, while those without laptops make use of their Android phones and use the same channel to print. This in itself compromised the confidentiality and privacy of the Commission's information and impeded on task accomplishment and productivity. The review also revealed that most of the laptops lacked a licensed package and software. Five (5) motorbikes were recently received from donations.

We therefore recommend that the leadership provide the remaining staff with laptops/computers to enhance their work. A network giant printer could be a solution if resources are inadequate to purchase separate printers for each office room space of senior and middle-level staff. Also, such an office like the PPRC should have licensed Microsoft Office packages, anti-virus software, and an ICT maintenance toolbox.

The PPRC head office has two standby generators and a reliable power supply. However, at the regional offices, there is an irregular supply of national electricity and an infrequent supply of fuel to power the office generators, where the same is available, if not faulty. This affects productivity. Also, the mobility of staff to carry out assigned tasks is challenging as there is no pool vehicle in all PPRC's offices. **We therefore recommend** that the leadership source funding from the GoSL/MoF and donors, for additional vehicles and motorbikes, and repair or replacement of faulty generators for the effective functioning of the regional offices.

5.27 Inventory Assets Control Management

This is a critical function in ensuring that public resources are effectively tracked, utilised, and protected. This process encompasses the systematic oversight of physical and intangible assets, ranging from office equipment and vehicles to financial records and digital infrastructure. Maintaining a comprehensive asset register fosters transparency, enabling the acquisition, utilisation, and disposal of assets.

The Commission is being supported by the EU to digitalise the asset inventory process, but it is still in its embryonic stage. An Asset Policy is also available to guide this process. According to staff, inventory exercise is done annually by the Admin/HR Unit in collaboration with several others – the Internal Audit, Finance, and ICT unit. However, departmental and regional heads are solely responsible for items in their respective department and regional offices, rather than the respective Officers. Also, not all office items are coded, and scrapped/unused office items are not properly stored and are seen all over the offices and the compound.

The Review, therefore, recommends proper coding and monitoring of all office equipment and related items. Again, the department responsible for asset inventory, with supervision from the ES, should liaise with the National Assets and Government Property Commission, SLRSA, the Stores directorate in the Ministry of Finance, and other relevant authority, for proper disposal of all unserviceable items within the Commission, including scrapped abandoned vehicle, and motorbikes, in accordance with laid down laws.

5.28 Records Management

Considering the functions of the Commission, records management is key and must be practiced. Properly managed records serve as the backbone of regulatory functions, enabling oversight and fostering public trust. Well-maintained records provide clear evidence of decisions, actions, and financial transactions, which are essential for holding political parties accountable to the public and regulatory bodies. It should not be seen as merely an administrative function but also as a cornerstone of good governance.

There is a Policy on records management; however, records management is mostly manual, and most of the critical documents are manually filed in the ES office. This was confirmed during the team visit to the staff offices. Also, most staff are not provided with computers, printers, a cabinet, or shelves to aid record keeping. The team commends the Chairman, ES, and a few others, who have been maintaining an appreciable level of records management. They should replicate the same for staff in their departments. The ICT unit is also doing its bit in running an incremental electronic backup of files that are made available to them from time to time.

We recommend that the Commission adopt both manual and electronic systems that are secured, accessible, and compliant with legal standards and equip staff with the necessary skills and tools to manage records effectively. The Commission should also locate a safe space for the installation of the newly donated server. Staff should also be trained on using Google Docs and shared drive to enhance editing, sharing, and storing of documents. Furthermore, there should be a central repository for archiving and accessing records, and an archivist recruited or a current staff member trained to manage this process.

5.29 **Conclusion**

The PPRC, amidst series of challenges faced, has a strong legal instrument and a competent and well-diverse human resources, coupled with a vibrant leadership, to effectively drive the mandates of the Commission. A sticky point to PPRC's continued success is that of poor staff welfare, which includes the abysmal salaries and other emoluments that have not been given the level of attention needed. While this is so, it is critical for the Commission to be firm in its decision, and to apply the full penalties of the laws impartially on defaulting parties, rather than just levying fines on defaulters. By so doing, it will enhance the trust of the political parties, donors/development partners, and the general public.

REFERENCES

Documents

Conteh, M.N. "A Short History of the Electoral Commission of Sierra Leone: 1961-2010" Published in the NEC website: www.necsierraleone.org.

Conteh, M.N. "Stages in the Electoral Legal Reform initiative of the National Electoral Commission: 2006-2011" – paper presented at the Political Parties Registration Commission (PPRC) workshop to review the Political Parties Act, 2002: 5th July, 2011.

International Institute for Democracy and Electoral Assistance (International IDEA):

"Electoral Management Design: the International IDEA Handbook." (2006).

"International IDEA: "International Electoral Standards: Guidelines for reviewing the Legal Framework of elections "(2002).

Reports

Marla Morry, UNDP Legal advisor: "Reform of the Legal Framework for elections in Sierra Leone: Discussion and Recommendations" (June, 2010).

National Electoral Commission of Sierra Leone:

Annual Reports 2005 to 2012 and Strategic Plans 2005-2009, 2010-2014.

"Preliminary Report of the Technical Committee established for the review of the Electoral Laws of Sierra Leone" (August 2011):- submitted to NEC by the Technical Committee.

"Report on: The joint workshop on Legal Reform (Elections and Political Parties)" (15th to 17th June, 2010).

"Workshop report on proposed Legal reform and compilation of electoral laws of Sierra Leone" (29th to 31st March, 2011).

Pilgrim, Jessie.V, and Fynn, Reginald Jr "Comments and Recommendations on Electoral Legislation of Sierra Leone" (March, 2006).

Victoria Stewart-Jolley (UNDP Legal Advisor): "Report on the NEC Legal Term 2007 and 2008 Sierra Leone elections"; and "Analysis of the Preliminary Report of the Constitutional Review Commission in relation to the amendments proposed in relation to electoral Matters".

Legislation

The Constitution of Sierra Leone, 1991 (Act No. 6 of 1991).

The Public Elections Act, 2012 (Act No. 4 of 2012).

The Political Parties Act of 2022

Table 3: LIST OF PEOPLE INTERVIEWED

PPRC HEADQUARTER		
S/N	NAMES	DESIGNATION
1	Emmanuel Koivaya Amara	Chairman
2	Olushogo A. David	Executive Secretary
3	Sheku Kutubu Konneh	Director of Finance
4	Abu Bangura	Director of Internal Audit
5	Amadu M. Bah	Director of Procurement and Logistics
6	Jonathan Browne	Manager Political Finance
7	Leonard D. Sesay	Internal Audit Manager
8	Yusif Kamara	Manager Information and Communication Technology
9	Patrick F. Terry	Manager Procurement and Logistics
10	Aminata Kera Yankuba	Finance Manager
11	Florence M. Kamara	Manager Monitoring and Evaluation
12	Adama B Jalloh	Monitoring and Evaluation Officer
13	Janice Myre E. Terry	Finance Officer
14	Ibrahim T Bundu	Political Finance Officer
15	Fatima Dauzy Kamara	Admin & HR Assistant Officer
16	Bockarie Kanneh	Librarian/ Store Keeper
17	Sullay Kanu	Senior Driver
18	Aladdin Saccoh	Driver
19	Rashid Allieu	Driver
20	Bockarie Kamara	Driver
21	Ibrahim Dumbuya	Driver
22	Musa Swarray	Driver
23	Osman Tamba Yajah	Driver
24	Abdul Tawaf Kamara	Driver
25	Joseph Tamba Manie	Driver
26		

LAMINA SANKOH STREET OFFICE

S/N	NAMES	DESIGNATION
1	Nafisatu B. Alpha	Director of Admin and Human Resources
2	Jenneh J.H. Sabbah Amadu	Director Mediation and Programs
3	Lucien H.L. Momoh	Director of Training & External Relations
4	Josephine P. M. Panda	Deputy Director –West
5	Hawah M. Davies	Manager Admin and Human Resources
6	Matilda K. Koroma	Mediation and Program Manager
7	Elizabeth Y. Kamara	Gender, Youth and Disability Manager
8	Eugene Momoh	Outreach Officer-West
9	Ibrahim Morray	Youth Affairs Officer _West
10	Fowell Wright	ICT Officer
11	Isata Sowa	Admin & HR Officer
12	Sylvia S. Samuels	Admin & HR Assistant Officer

NOTHERN REGION OFFICE MAKENI

S/N	NAME	DESIGNATION
1	Misbao Lahai Janneh	Mediation & Programs Officer/Acting Deputy Director North
2	Aisha Yaman Sesay	Gender & Disability officer
3	Michael Kelly	Admin & Finance Officer
4	Gibrilla Kargbo	Driver

EASTERN REGION OFFICE KENEMA

S/N	NAME	DESIGNATION
1	Karifa Tarawalie	Deputy Director Eastern Region
2	Ruth K. Thomas	Gender & Disability officer
3	Karim Gbassa	Mediation and Program Officer
4	Sallu Kallon	Driver
5	Ibrahim Koroma	Office Assistant

SOUTHERN REGION OFFICE BO

S/N	NAME	DESIGNATION
1	Joseph E. M. Bawah	Deputy Director Southern Region
2	Josephine Yankuba	Gender & Disability officer
3	Francisco Nero Tucker	Mediation and Program Officer
4	Lansana Turay	Driver
5	Brima Kallon	Office Assistant
6	Danrica Pratt	Admin/Finance Officer

NORTH-WEST REGION OFFICE PORT LOKO

S/N	NAME	DESIGNATION
1	Alimamy Jalloh	Deputy Director North-West Region
2	Susan Finda Borbor	Gender & Disability officer
3	Ibrahim Kamara	Driver
4	Felix A. Conteh	Office Assistant
5	Sorie Hassan Bangura	Admin/Finance Officer

DISTRICT OFFICE -KONO

S/N	NAME	DESIGNATION
1	Yusuf Koroma	Gender & Disability officer
2	Saidu Koroma	Office Assistant
3	Ahmed Nekar	Driver

Political Parties Members Interviewed By Region

EASTERN REGION -KENEMA TOWN			
S/N	NAME	PARTY	DESIGNATION
1	Alex J. Bockarie	PMDC	Regional Chairman
2	Jeneba Koroma	ADP	Regional Organising Secretary
3	Dauda S. Brima	RENIP	Regional Secretary
4	Jaminatu Fofanah	RUFP	Regional Chairperson
5	Hawa Koroma	UDM	Regional Chairperson
6	Maya A.S. Bockarie	SLPP	Finance Secretary
7	Alusine Kamara	APC	Assistant Sec-Gen.
8	Mamusu Ansumana	UP	Regional Chairperson
9	Aminata Koroma	CDP	Regional Chairperson
10	Eric Kamara	PDP	District Chairman

NORTHERN REGION -MAKENI TOWN			
S/N	NAME	PARTY	DESIGNATION
1	Christiana A Bangura	UDM	
2	Samuel I. Koroma	APC	
3	Ramatu Kabia	UNPP	
4	Issa Turay	CDP	
5	Massah Josiah	RENIP	
6	Mustapha S. Kober	NDA	
7	Thamba Fornah	NURP	
8	Mary J Konteh	PMDC	
9	Alhassan Mansaray	NPD	
10	Alimamy Kamara	PLP	
11	Abdul Rahim Kamara	ADP	

SOUTHERN REGION-BO TOWN

S/N	NAME	PARTY	DESIGNATION
1	Aruna Kallon	C4C	
2	Mamie Lebbie	C4C	
3	Emmanuel A James	CDP	
4	Joseph E. Kobby	CDP	
5	Ibrahim M. Junisa Jr.	NDA	
7	Mohamed A Kamara	UDM	
8	Musu Kpaka	UDM	
9	Sallu Tholley	APC	
10	Mohamed Massaquoi	APC	
11	Lamin Fofanah	RENIP	
12	Hassan Kamara	RENIP	
13	Ibrahim Rogers	ADP	
14	Mohamed I. Fofanah	PLP	
15	Alpha ADakowa	ADP	

NORTH-WEST REGION -PORT LOKO

S/N	NAME	PARTY	DESIGNATION
1	Mariatu S. Turay	NDA	Regional Chairperson
2	Abdul R. David	RUFF	Regional Chairperson
3	Kemokai Conteh	UDM	Regional Chairperson
4	Joshua S. Bangura	UP	Regional Chairperson
5	Mohamed Lamin Bangura	RENIP	Regional Chairperson
6	Dauda S. Kamara	NGC	Regional Secretary
7		NURP	Regional Chairperson

DISTRICT OFFICE -KONO

S/N	NAME	PARTY	DESIGNATION
1	Kai Moriba	APC	PRO

2	Yakuba Marrah	ADP	District Secretary-Gen
3	Aiah F. Fanday	PLP	District Secretary-Gen
4	Sahr P. Borga	NURP	District Chairman
5	Aminata Bangura	RUFP	District Chairperson
6	Sheku Bakarr Koroma	SLPP	District Secretary-Gen

OTHER KEY STAKEHOLDERS' EASTERN REGION (KENEMA)

S/N	NAME	INSTITUTION	DESIGNATION
1	Momoh Bockarie	NCD	Commissioner
2	Josephine Kayonga	ONS	DSC
3	Alphonso Fanhbulleh	SLP	LUC
4	Augustine Sannoh	CSO- Eastern Region	Head of the CSO Eastern Region

OTHER KEY STAKEHOLDERS' SOUTHERN REGION (BO)

S/N	NAME	INSTITUTION	DESIGNATION
1	Jarai Barrie	Foundation for Human Right & Democracy	National Coordinator
2	Sorba Albert Stevens	Soba Foundation	Founder
3	Patrick L Dumbuya	SLP	Regional Support Officer-South

OTHER KEY STAKEHOLDERS' NORTHERN REGION (MAKENI)

S/N	NAME	INSTITUTION	DESIGNATION
1	Adama B. Sesay	BDHRC	Vice Chair Person
2	Victor Williams	SLP	Regional Commander North-West
3		NCD	Commissioner
4	Magrette M. Sesay	NCD	Secretary
5	Olive M. Kamara	NCD	Program Officer
6	Ezekiel M. Fornah	NCD	Snr. Public Relation Officer

--

OTHER KEY STAKEHOLDERS NORT-WEST REGION (PORTLOKO)

S/N	NAME	INSTITUTION	DESIGNATION
1	Mohamed Kamara	CGG & Civil Society Forum-Port Loko	Chairman, Civil Society Forum
2	Victor Williams	SLP	Regional Commander NW
3	Ezekiel M. Fornah	NCD	Snr. Public Relation Officer

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 interviews. 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 any question, please record your name and relevant additional comments on the last page or 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 concerning service delivery?

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

3. What are the issues and concerns that require urgent attention concerning your mandate?

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. _____

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

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

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

SECTION C: TRIPARTITE RECOMMENDATIONS

8. Is there a Recruitment Policy? Yes or No..... if yes, Can you explain the process through which the PPRC develops its consultation and recruitment policies?

.....

9. How does the PPRC ensure that these policies reflect national diversity?

.....

10. What steps does the PPRC take to ensure transparency and accountability in the recruitment process?

.....

11. Can you provide an overview of the PPRC's annual audit process for its accounts?

.....

12. How does the PPRC ensure that political parties have access to and understand the information on PPRC's operations included in the annual audited accounts?

.....

13. What measures does the PPRC have in place to address any discrepancies or issues identified during the its audit process?

.....

14. How does the PPRC engage with political parties and other stakeholders to gather feedback on the effectiveness of its policies and practices related to consultation and recruitment?

.....

15. In what ways does the PPRC work to build trust and credibility with political parties through its policies and practices?

.....

16. How do you plan to enforce the Political Parties code of conduct against violence recommendations for Legal Reforms?

.....

17. What strategies does PPRC have in place to ensure that political parties comply with the code of conduct to prevent violence during elections?

.....

18. How do PPRC collaborate with other government agencies to enforce regulations against violence by political parties?
.....
19. Can you provide an example of a situation where the code of conduct was effectively enforced to prevent violence during an election?
.....
20. How do you plan to educate the public and political parties about the importance of adhering to the code of conduct to maintain a peaceful election process?
.....
21. What challenges do you anticipate in enforcing the code of conduct against violence, and how do you plan to address them?
.....
22. How do you monitor and evaluate the effectiveness of the regulations put in place to prevent violence by political parties during elections?
.....
23. How do you ensure that political parties are held accountable for any violations of the code of conduct related to violence?
.....
24. How do you engage with civil society organizations and other stakeholders to promote compliance with the code of conduct regulations?
.....
25. What measures do you have in place to respond quickly and effectively to any incidents of violence perpetrated by political parties during elections?
.....
26. How do you promote transparency and accountability in the enforcement of regulations against violence by political parties?
.....
27. Can you describe a successful case where the commission's intervention prevented violence by political parties during an election?
.....
28. Recommendations 36 states that there should be a search committee for the selection of the Chairman of PPRC. Do you agree with this recommendation, yes... or no
29. If yes what should be the composition of these search Committee?
.....
30. Can you explain the process that should be involved in creating a search committee to select Electoral Commissioners and the Political Parties Regulations Commission Chairman?
.....
31. How would PPRC ensure that the selection process of the Chairman is free from political influence and bias?
.....

32. What criteria should the search committee use to evaluate potential candidates for the Chairman roles?

33. How would you maintain transparency and accountability throughout the selection process for the PPRC Chairman?

34. What measures are in place to prevent conflicts of interest and ensure that candidates for the role of the Chairman are selected on merit?

35. How would the PPRC ensure that the search committee is diverse and representative of different stakeholder groups?

36. How would the search committee collaborate with other relevant bodies and organizations to enhance the selection process?

37. Can you provide examples of successful outcomes resulting from a search committee's work in selecting the Commission Chairman?

SECTION D: COORDINATION AND INTERNAL RELATIONS

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

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

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

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

42. Please explain your recruitment process.

43. What are the general human resource issues or problems your dept/unit is experiencing?

(staff strength, retention, turnover, capacity etc).

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

Staff Training, Promotion and Career Development

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

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

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

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

49. How do you appraise the performance of staff?

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

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

Records Management

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

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

54. What other challenges are you experiencing concerning Records Management?

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

SECTION E: ICT, AND STAKEHOLDER/CITIZEN ENGAGEMENT

Current IT Equipment Capacity in your unit/dept

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

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

58. Please justify additional IT facilities.

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

60. Do you perform oversight functions for other Agencies? If yes, explain...

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

62. 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?

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

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

65. 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 F: FINANCE, BUDGETING AND PROCUREMENT

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

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

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

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

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

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

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

SECTION G: ACCOMMODATION AND OFFICE SPACE

73. How spacious is the Office?

74. How many officers to an office?

75. What other general issues and challenges concerning accommodation do you have?

PLEASE PROVIDE ANY ADDITIONAL INFORMATION THAT COULD HELP THE REVIEW TEAM 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 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.

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?

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?

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?

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

Technical Team That Developed the Report

NO.	NAME	POSITION	INSTITUTION
1.	Sulaiman Phoray-Musa	Director	Public Sector Reform Unit (PSRU)
2.	Albert R. C. E. Williams	Chief of Programmes	P S R U
3.	Renisa Amy Beckley	Head, Corporate Services	P S R U
4.	Augustine Sahr Lahai	Senior, Institutional Reforms Analyst	P S R U
5.	Elizabeth Foday	Senior Project & Resource Mobilisation Analyst	P S R U
6.	Sheku Alim Cawray	Senior Project and Resource Mobilisation Analyst	P S R U