

GOVERNMENT OF SIERRA LEONE



**THE MANAGEMENT AND FUNCTIONAL REVIEW OF
CHIEF MINISTER'S OFFICE, OFFICE OF THE
PRESIDENT**

Presented by:

Public Sector Reform Unit

Office of the President

8 Wesley Street, Freetown www.psr.gov.sl

GLOSSARY

CMO- Chief Minister's Office

OTP- Office of the President

HRMO- Human Resource Management Office

CabSec - Cabinet Secretariat

NaCSA - National Commission for Social Action

MoF - Ministry of Finance

NDMA - National Disaster Management Agency

ICPNC - Independent Commission for Peace and National Cohesion

DP - Development Partner

PSRU - Public Sector Reform Unit

DSTI - Directorate of Science Technology and Innovation

OPII - Office of the Presidential Infrastructure Initiative

MoPED - Ministry of Planning and Economic Development

PMSD - Performance Management and Service Delivery

MTNDP - Medium Term National Development Plan

NaMED - National Monitoring and Evaluation Department

CTC - Chief Technical Adviser

MDAs - Ministries, Departments and Agencies

LCs - Local Councils

SOEs - State Owned-Enterprises

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Executive Summary

This report presents details of the findings and recommendations of the Management and Functional Review conducted by the Public Sector Reform Unit for the Chief Minister's Office, in the Office of the President. The Chief Minister's Office was set up to serve as the technical arm and delivery unit for the Presidency and to be the core champion for the President's "*New Direction Manifesto Agenda*." The objective of this exercise is to assess the effectiveness of the Chief Minister's Office's Performance during the last five years of its existence, identify challenges and provide concrete recommendations to strengthen the CM's Office to technically support the Presidency in delivering on the "*New Direction Manifesto: Consolidating Gains and Accelerating Transformation*".

This Functional Review was undertaken as part of a broader engagement commissioned by the Chief Minister to help strengthen decision-making at the centre of government. The review is consistent with cluster 4 of the 'New Direction Manifesto', which emphasizes 'Revamping the Public Service Architecture', strengthening accountability, professionalism and service delivery. Thus, while focusing on the CM's Office, this report makes references to the broader context of the situation at certain Units within the Office of the President (OTP) where relevant and therefore should be seen as an integrated part of an overall assessment of the technical functionality of the Chief Minister's Office.

The review focused on the following drivers: relevance, effectiveness, efficiency and sustainability and the ability to fully leverage partnerships with other actors. Its findings are summarized, along with recommendations proffered to drive performance and service delivery across the public sector landscape in Sierra Leone.

Overall, the most significant achievements of the CM's Office in the last five years of existence are the coordination of and technical support to the implementation of key Presidential priorities. Some of the most notable achievements include the implementation of Free Quality Education, Construction of a New Airport to name but a few. However, the Review Team noted some technical and administrative misalignment in the formation process, which created confusion among stakeholders on its role and its value addition, coupled with the lack of sustainable structures, which threatens the Office's effectiveness and sustainability.

In view thereof, some of the key recommendations to reposition the Office to effectively deliver on its mandate include; the alignment of mandates with

Clusters, making Ministerial Performance Management the anchorage for all other clusters, Integration and Institutionalization of the CM's Office while focusing on competence, experience and qualifications to lead each of the clusters in the New Direction Manifesto. In conclusion, the Team wishes to reaffirm the importance of the Chief Minister's Office as an integral part of the Office of the President.

Summary of Key Findings and Recommendations

i. Internal and External Overlaps in Functions and Responsibilities

Findings;

It was observed, from the desk reviews, stakeholders' engagements and interviews conducted, that functions are overcrowded. Conflicting mandates were noted between the Office of the Presidential Infrastructure Initiative (OPII) and the Directorate of Infrastructure in the Chief Minister's Office.

Several Institutions and structures were also identified, as parallel structures with conflicting mandates and functions. The absence of clearly defined mandates, roles and responsibilities amongst Cluster Leads and structures respectively, undermines productivity and service delivery.

The Review Team also observed that the nomenclature given to Cluster Leads, as Directors is misleading and creates further role confusion. This was noted as one critical reason for the internal functional overlaps and confluences.

Recommendation:

The Team strongly recommends the review of Terms of References, with well-defined roles and responsibilities of each Cluster Lead, given the current Manifesto Clusters (Five Big Game Changers).

It is also **recommended that each Cluster is headed by a Cluster Coordinator, assisted by Analysts (as shown in Figure 2).**

The Team further **recommends mergers of structures within the Presidency that conflict with each other.** **ii. Strategic Alignment of Mandates and Structures**

Findings;

From the desk review of documents, there is a clear indication that the current configuration of the structure, systems and processes of the Chief Minister's Office is not well aligned with the current Clusters in the New Direction Manifesto of the Government.

It was established by the Team that, Performance Management constitutes the main thrust of the Chief Minister's Office's function. The total absence of a Performance Management Tracking strategy, as part of the critical reason for

which the Chief Minister's Office was established, undermines its functionality and relevance.

Recommendation:

The **Review Team, therefore, recommends** the adoption of the proposed organic structure that seeks to reposition the Chief Minister's Office as the Strategic anchorage for Performance Management.

It is also, the **recommendation of the Review Team**, to have Performance Management and Central Delivery stand out.

The Team further recommends the development of a Performance Management Policy, followed by a Legislative Instrument.

Additionally, the **Review Team recommends for a strategic alignment** of each appointed Presidential Adviser with one of the Clusters detailed in the Manifesto. **iii. Weak Coordination and Communication with Key Stakeholders and Citizens**

Findings;

It was observed that the weak coordination and communication between the CMO and other established entities deprives the Office of the much-needed synergies.

The Review Team noted the absence of an effective means of communication within and outside the Office.

The Team also observed a huge communications gap between the Chief Minister's Office and citizens.

Recommendations:

The Review Team recommends the establishment of Cluster Coordination Committees.

The Review Team further recommends the replacement of Community Relations, Stakeholders' Engagement and Outreach with Citizens' and Stakeholders' Engagement and Gender Inclusivity Units and subsumed into Programmes

The Team recommends the strengthening of the Essential Commodity Coordination Committee.

The **Review Team further recommends a re-alignment** of the National Disaster Management Agency (NDMA), National Commission for Social Action (NaCSA) etc with their original parent supervisory arm, as stipulated in their respective Acts.

iv. Recruitment and Selection of Staff in the CM's Office Findings;

The perceived lack of transparency in the selection process has seriously undermined its credibility with stakeholders.

A review of technical staff competence and qualifications uncovered that Technical Leads, though, most of them have advanced qualifications and have held high offices in diverse areas, including government, international development and academia, do not have the competence to lead some of the Clusters assigned to them.

Recommendation:

Review Team recommends that all positions be opened for fair and competitive recruitment or selection and that competencies and qualifications of the current staff be assessed for proper alignment with Clusters

v. Administrative Management of the CMO

Findings:

The Review Team noted the presence of Administrative Officers (Civil Servants), whose substantive roles in the fiduciary management of budget and Procurement are being performed by the Director of Finance.

The Public Financial Management Act of 2016 clearly articulates, the fiduciary management of public funds, which rests squarely with the Vote Controller of the establishment.

Recommendation:

The team recommends a hybrid structure, with Finance subsumed into the Administrative Unit, headed by a Civil Servant as Vote Controller and supported by a mix of Civil Servants and contract staff, as it relates to the functions established.

vi. Integration and Institutionalization of the Chief Minister's Office into the Office of the President.

Findings:

From the functional review, it is clear that the establishment of the Chief Minister's Office was not supported by enabling legislation.

Recommendation:

For effective integration into the OoP, the CMO needs to be fully endorsed by an act of Parliament.

The **Review Team recommends a mix of the Ghanaian, Canadian and UK systems where each administration comes in with a few selected persons to work in the Chief Minister's Office but supported by experienced civil servants.**

The **recommendation to integrate the Chief Minister's Office in the OTP is to create a central authority in the Office of the Presidency to oversee the substantive technical matters of the Presidency while the Secretary to the President oversees the administrative management of the Presidency.**