



GOVERNMENT OF SIERRA LEONE

**MANAGEMENT AND FUNCTIONAL REVIEW OF
THE MINISTRY OF INFORMATION AND
CIVIC EDUCATION (MOICE)**



**Developed and presented
by:**

**Public Sector Reform Unit
Office of the President
8 Wesley Street, Freetown
www.psrugov.sl**

GLOSSARY

MFR	-	Management and Functional Review
MIC	-	Ministry of Information and Communications
MoICE	-	Ministry of Information and Civic Education
NaCCED	-	National Council for Civic Education and Democracy
NCD	-	National Commission for Democracy
CMO	-	Chief Minister's Office
OTP	-	Office of the President
HRMO	-	Human Resource Management Office
CabSec	-	Cabinet Secretariat
IMC	-	Independent Media Commission
MoF	-	Ministry of Finance
RAIC	-	Right to Access Information Commission
SALPOST	-	Sierra Leone Postal Services (SALPOST)
SLENA	-	Sierra Leone News Agency
GPD	-	Government Printing Department
SLBC	-	Sierra Leone Broadcasting Corporation
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
MDAs	-	Ministries, Departments and Agencies
LCs	-	Local Councils
SOEs	-	State Owned-Enterprises

Table of Contents

EXECUTIVE SUMMARY	6
SUMMARY OF KEY FINDINGS AND RECOMMENDATIONS	8
SECTION ONE	Error! Bookmark not defined.
1.0 INTRODUCTION	Error! Bookmark not defined.
1.1 The Aim and Objectives of the MFR	Error! Bookmark not defined.
1.2 Specific objectives of the MFR	Error! Bookmark not defined.
1.3 Methodology and Approaches	Error! Bookmark not defined.
1.4 Sources of Desk Reviewed	Error! Bookmark not defined.
SECTION TWO	Error! Bookmark not defined.
2.0. BACKGROUND TO THE MINISTRY OF INFORMATION AND CIVIC EDUCATION	Error!
Bookmark not defined.	
2.1 History	Error! Bookmark not defined.
2.2 Proposed Mandate, Vision, Mission Statement and Core Values	Error! Bookmark not defined.
2.2.1 Mandate:	Error! Bookmark not defined.
2.2.2 Specific functions of the Ministry:	Error! Bookmark not defined.
2.2.3 Vision Statement	Error! Bookmark not defined.
2.2.4 Mission Statement	Error! Bookmark not defined.
2.3 Core Values	Error! Bookmark not defined.
SECTION THREE	Error! Bookmark not defined.
3.0. SITUATIONAL ANALYSIS	Error! Bookmark not defined.
3.1 Critical Issues and Concerns	Error! Bookmark not defined.
3.1 The Current Operational Role of the Ministry of Information and Civic Education	Error!
Bookmark not defined.	
3.2 Strategic Policy Guidance	Error! Bookmark not defined.
3.3 Policy Formulation and Coordination	Error! Bookmark not defined.
3.4 Policy Implementation In Collaboration with Relevant MDAs	Error! Bookmark not defined.
SECTION FOUR	Error! Bookmark not defined.
4.0. ORGANIZATIONAL STRUCTURE OF THE MINISTRY OF INFORMATION AND CIVIC EDUCATION	Error!
.....	Error! Bookmark not defined.
4.1 CURRENT STRUCTURE	Error! Bookmark not defined.

Figure 1 below shows the current organogram of MIC **Error! Bookmark not defined.**

PROPOSED ORGANIZATIONAL STRUCTURE FOR THE MINISTRY OF INFORMATION AND CIVIC EDUCATION **Error! Bookmark not defined.**

Strategic Alignment of Functions and Structures **Error! Bookmark not defined.**

4.1.2 Functions of the Directorate of Government Information Services**Error! Bookmark not defined.**

4.1.3 Functions of the Directorate of Civic Education and Citizens' Engagements**Error! Bookmark not defined.**

4.1.4 Functions of the Directorate of Policy, Research, Planning and Monitoring and Evaluation **Error! Bookmark not defined.**

4.1.5 Archive and Records Management Directorate **Error! Bookmark not defined.**

4.2 Stakeholders Mapping and Analysis **Error! Bookmark not defined.**

4.2.1 Mapping of Agencies Directly Supervised by the Ministry**Error! Bookmark not defined.**

4.2.2 The Independent Media Commission (IMC) **Error! Bookmark not defined.**

4.2.3 Right to Access Information Commission (RAIC) **Error! Bookmark not defined.**

4.2.4 Sierra Leone Postal Service (SALPOST) **Error! Bookmark not defined.**

4.2.5 Sierra Leone News Agency (SLENA) **Error! Bookmark not defined.**

4.2.6 National Council for Civic Education and Democracy (NaCCED)**Error! Bookmark not defined.**

4.2.7 Government Printing Department (GPD) **Error! Bookmark not defined.**

4.2.8 The Sierra Leone Broadcasting Corporation (SLBC) **Error! Bookmark not defined.**

SECTION FIVE **Error! Bookmark not defined.**

5.0 ANALYSIS OF FINDINGS AND RECOMMENDATIONS **Error! Bookmark not defined.**

5.1 Statutory Framework **Error! Bookmark not defined.**

5.2 Internal and External Overlaps in Functions and Responsibilities**Error! Bookmark not defined.**

5.3 Strategic Alignment of Mandates and Structures **Error! Bookmark not defined.**

5.4 Coordination and Communication with Key Stakeholders and Citizens**Error! Bookmark not defined.**

5.5 Human Resources Management **Error! Bookmark not defined.**

5.6 Archive and Records Management **Error! Bookmark not defined.**

5.7 Logistics and Equipment **Error! Bookmark not defined.**

5.8 Areas for Critical Attention **Error! Bookmark not defined.**

5.9 Conclusion **Error! Bookmark not defined.**

ANNEX 1: MANAGEMENT AND FUNCTIONAL REVIEW QUESTIONNAIREError! Bookmark not defined.

APPENDIX 11 - LIST OF INTERVIEWEESError! Bookmark not defined.

EXECUTIVE SUMMARY

The report presents findings and recommendations of the Management and Functional Review of the Ministry of Information and Civic Education (MoICE). The review was commissioned by the Ministry of Information and Civic Education to assess the current structure of the Ministry, re-evaluate its position against the mandate that has been carved out and re-align its functions, structure, systems and processes with the broader policy priorities of the government, as articulated in the 'New Direction Manifesto: Consolidating Gains and Accelerating Transformation'.

Additionally, the exercise also seeks to assess the structures through which information can be coordinated, disseminated, managed and controlled. Following the demerger of the Ministry of Information from Communication, the process has also highlighted the challenges that have emerged with additional portfolios given to both Ministries. While the report exclusively focuses on the Ministry of Information and Civic Education, it refers to the entire Information and Communication architecture which are inextricably linked. The MFR also seeks to harmonise functions, structures, systems and processes within the information sector to avoid confluence and conflict in the implementation of respective mandates and functions.

The Management and Functional Review commenced with a preliminary consultative meeting with the leadership of the Ministry, followed by a presentation on the scope and resources needed to conduct the MFR. A well-defined methodology was adopted for data gathering which includes structured and semi-structured interviews, and administering of questionnaires to both senior and junior management of the Ministry and other relevant stakeholders.

The Technical Review Team has noted a myriad of issues following the creation of the Ministry, among which are the duplication of mandates and functions within the information and civic education sector that tends not only to undermine efficient and effective service delivery but also hamper the Ministry's efforts in ensuring effective coordination of its policies and programmes, the review has proffered SMART recommendations to harmonise structures, enhance technical and administrative systems and processes and propose an organisational structure that gives the Ministry the opportunity to build its staff strength and capacity for the effective and efficient implementation of its mandate.

In conclusion, the Management and Functional Review has established the platform on which the Ministry of Information can leverage partnership, and collaboration and coordinate the transformational agenda of His Excellency President Dr. Julius Maada, for the information sector in Sierra Leone.

SUMMARY OF KEY FINDINGS AND RECOMMENDATIONS

I. Statutory Framework

Findings: The Ministry of Information and Civic Education is mandated to provide policy guidance and oversight over the Information and Civic Education Sector. In this regard, the Review Team noted the absence of a National Policy on Information and Civic Education, and the Ministry is seriously challenged to create a platform for proper coordination, management and control of national information and civic education systems.

The team also noted that the mandate of the National Council for Civic Education and Democracy (NaCCED) as articulated in the Act of 2022, seriously overlaps with the Ministry's mandate on Civic Education.

It further noted that the National Commission for Democracy and NaCCED are identified to be parallel structures, whose mandates and functions conflict, thus creating a huge burden on the wage bill, and disharmony in the implementation of the government's programmes and activities relating to democracy.

The creation of another Directorate of Civic Education in the Ministry will result in duplication of effort which carries huge financial implications.

Recommendations:

The review **recommends** that the NaCCED Act of 2022 be repealed and its structure and functions be subsumed into the Ministry of Information and Civic Education under the Proposed Directorate of Civic Education and Citizens Engagement, to avoid wastage and duplication of functions within the sector. The review further recommends the adoption of the Strategic Mandate proposed for the Ministry of Information and Civic Education, with specific functions outlined to guide its day-to-day operations.

The review in the most professional terms **further recommends** that the democracy component in the NaCCED act be expunged and subsumed into the functions of the National Commission for Democracy (NCD). The Team further recommends the harmonization of all functions relating to specific mandates within the sector to avoid wastages and duplications.

In addition, the review team is of the professional views that, NCD focuses on democracy and good governance issues, working in collaboration with all democratic institutions under

the strategic supervision of the Ministry of Public Administration and Political Affairs (MoPAPA).

II. Internal and External Overlaps in Functions and Responsibilities

Findings:

From the desk reviews, stakeholders' engagements and interviews conducted, it was observed that the current mandate of the Ministry and its constituent agencies are not clearly defined. The absence of clear and well-defined functions has resulted in functional and structural overlaps.

These overlaps were identified amongst the following establishments; the National Council for Civic Education Democracy, the National Commission Democracy, Strategic Communications Unit in the MoICE, Citizen and Stakeholders Engagement Unit in the Chief Minister's Office and the Communication Directorate in the Office of the President. The Sierra Leone News Agency (SLeNA) was also identified, as having parallel and conflicting functions with the Directorate of Government Information Services.

If these overlaps are left unaddressed, the implementation of the Ministry's mandate will be fragmented.

The absence of clearly defined mandates, roles and responsibilities amongst these MDAs and structures respectively, undermines productivity and service delivery.

Recommendations:

Given the sensitivity of the Ministry's mandate in providing strategic leadership in the formulation and implementation of policies and coordination of information and civic education across MDAs and Local Councils, **the Team strongly recommends that the Proposed Mandate and functions of the Ministry as stated in this report be implemented.**

The Team further **recommends** that NaCCED's (Mandate, functions, human resources etc.) be subsumed into the Ministry; this merger will strengthen the Ministry's capacity to successfully deliver on its mandate and further cut down on the Government's Wage bill.

The review team also **recommends** that the Sierra Leone News Agency (SLeNA) should be capacitated and separated from the Ministry to enhance productivity and service delivery within the ministry.

The Team further **recommends** that the strategic plans and focus of all the Consistent Agencies (IMC, SLBC, and SALPOST) of the Ministry should be closely aligned with the Ministry's overall strategic plans and objectives to ensure effective collaboration and coordination to reduce duplications in implementation of policies and programmes. The team also recommends that the Ministry focuses on providing the necessary policy guidance, strategic support and supervision over its constituent Agencies in the implementation of Information and Civic Education policies and programmes.

III. Strategic Alignment of Mandates and Structures

Findings:

The review team observed that the current configuration of the structure, systems and processes of the Ministry of Information and Civic Education is not well aligned with its current mandate on Civic Education; this additional portfolio of the Ministry has broadened the Ministry's scope and mandate. Therefore, the need to have additional directorates to ensure that the Ministry effectively and efficiently delivers on its mandate is very compelling.

It was also noted that the Archive and Records Management system is not seated and aligned with the Ministry's current structure. Given the relevance of Archive and Records management systems, the absence of a centralized platform where national records are properly managed poses a serious threat to the effective archiving and management of national records for futuristic references and research purposes.

Recommendations:

The organogram proposed below is aligned with the Mandate of the Ministry of Information and Civic Education. The review team is of the professional view that the Ministry of Information and Civic Education should have four main professional directorates; **1. The Directorate of Government Information Services; 2. The Directorate of Civic Education and Citizens Engagement; 3. The Directorate of Policy Research and Planning; 4. The Directorate of Archives and Records Management with each Headed by a Director, supervised by the Chief Director of Information and Civic Education.**

With the growing importance and relevance of Archive and Records management, the team recommends the Creation of an Archive and Records Management Directorate which will be transitioned into a National Center of Archive and Records Management under the supervision of the Ministry of Information and Civic Education.

IV. Coordination and Communication with Key Stakeholders and Citizens

As part of the key functions of the Ministry, it is required to be the platform for effective formulation, coordination and implementation of policies, and programmes and thus provide strategic leadership for critical stakeholders' participation and feedback in the implementation of government policies and programmes on Information and Civic Education. If the Ministry of Information and Civic Education is to become more effective and responsive, then the implementation of the proposed coordination strategies and mechanisms cannot be overemphasised.

Findings:

The review team notes the absence of the Ministry of Information and Civic Education at both the district and regional levels thus hampering the flow of information to citizens promptly, this may result in a huge gap in cascading information about development and issues of national interest from the Central Government to the rural communities. The review team also observed a communication gap between the central government and the local councils; as citizens' engagement is critical to the effective functioning of the government.

Recommendations:

To bridge the information gap both at the District and Regional levels with coherent and cogent government Information and Civic Education strategy, the review team **recommends that the Ministry develops and implements a National Information and Civic Education Strategy in collaboration with the Local Councils' structures to ensure the dissemination of information on critical government interventions and programmes to rural communities.** The review team further recommends that the Ministry utilizes the services of the IEC Officers in the councils with additional portfolios and capacitated with requisite training opportunities to effectively and efficiently coordinate activities of the Ministry of Information and Civic Education, at the chieftdom, district and regional levels.

The Review Team further recommends that the Ministry in collaboration with critical good governance and democratic institutions coordinate the development of Civic Education learning curriculums and Stakeholders' Engagement and Citizens' outreach programs.

Findings

It was observed from various interviews conducted that there is weak coordination within the information and civic education landscape. The Ministry is unable to effectively coordinate activities among the respective sector players, as this is evident with non-representation on boards of constituent agencies, thus making it very difficult for them to be well-informed on strategic matters.

The Team also discovered that the Ministry has no communication strategy that guides its internal and external communication patterns. At all levels, there is weak and uncoordinated information flow between the Ministry and its constituent agencies as most of the sector players are working in silos.

Recommendations:

To further enhance the strategic coordination of information across sectors to enhance productivity and service delivery, **the Review Team recommends the establishment of Information and Civic Education Coordination platforms that** will create the opportunity for the effective coordination and dissemination of relevant information to the people of Sierra Leone to enhance citizens' participation in governance and informed decision making.

The review team also recommend the development of a communication strategy to guide internal and external communications. To enhance effective citizen engagement, **the review team further recommend** that the Ministry utilise other communication channels like social media and other traditional media to elicit wider coverage and citizen attention.

V. Human Resource Management

Findings:

The review team thoroughly examined the human resource component of the Ministry with a specific focus on the following areas: recruitment and selection, training and career development and performance management.

From interviews and focus group discussions, the following came out clearly:

- The Ministry is understaffed with a limited number of personnel in both the administrative and professional wings;
- High staff attrition rate in the Ministry as a result of poor conditions of service;
- Low level of staff morale, poor performance of staff as a result of poor conditions of service and inadequate logistics and equipment to undertake routine operations;
- Personnel expressed frustration regarding the lack of opportunities for capacity development and promotion;

- Inadequate office space as a result of the cohabitation of the Ministry of Information and Civic Education and the Ministry of Communication, Technology and Innovation.

The above concerns were among the myriad of apprehensions that were expressed during the review exercise; thus, the review team recommends the following;

- The review recommends that the Ministry collaborate with the Human Resources Management Office (HRMO) and the Public Service Commission (PSC) to immediately recruit the right staff mix to fill in the vacant positions in the proposed organizational structure.

VI. Archive and Records Management

For far too long, governments have struggled with the storage and preservation of critical national records, which can be potentially useful to inform future decision-making. The establishment of the Ministry of Information and Civic Education presents an opportunity to have Archive and Records Management Directorate, with the potential of transitioning into a National Centre for Archive and Records Management, with the primary aim to serve as the hub for collection, storage and preservation of national records for all sectors.