



GOVERNMENT OF SIERRA LEONE

**PUBLIC SECTOR REFORM UNIT
(PSRU)**



**MANAGEMENT AND FUNCTIONAL REVIEW OF
THE MINISTRY OF YOUTH AFFAIRS (MoYA)**

FINAL REPORT

SEPTEMBER, 2021

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ACRONYMS

GoSL	Government of Sierra Leone
MoYA	Ministry of Youth Affairs
HRMO	Human Resource Management Office
ICT	Information, Communication Technology
PSRU	Public Sector Reform Unit
MFR	Management and Functional Review
NAYCOM	National Youth Commission
NYS	National Youth Service
MDAs	Ministries, Department and Agencies
PSC	Public Service Commission
PS	Permanent Secretary
HR	Human Resource
PWDs	Persons with Disabilities
NYP	National Youth Policy

EXECUTIVE SUMMARY

This report presents findings, analysis and recommendations of the Management and Functional Review (MFR) of the Ministry of Youth Affairs (MoYA), conducted by the Public Sector Reform Unit (PSRU) which is the government agency mandated to reform and modernize the entire Public Sector. The key focus of the functional review was to assess the management and functional fitness of the Ministry to effectively deliver on its broad mandate. In particular, the MFR process was mechanised to also examine the Ministry's organizational structure, systems and processes. The impetus for this MFR was the 'de-merger' of the erstwhile Ministry of Youth and Sports through a Presidential directive into the Ministry of Youth. This decision reinforces government's commitment to youth empowerment and development as articulated in the National Development Plan.

In terms of methodology, the MFR team employed both the structured and semi-structured approaches which included Key Informant Interviews (KIIs), Focus Group Discussions (FDGs) and administration of questionnaires. Preceding the process was an inception meeting with the leadership of the ministry to discuss and agree on the scope, methodology, timelines and focal person.

The key outcome of the process is the realignment of the organizational structure, and critical recommendations to address the systems/process and procedure gaps identified. In essence, as a result of this process, the Ministry will be repositioned and its systems recalibrated to enhance its service delivery performance.

Summary of Findings and Recommendations

Findings:

- The review revealed that the Ministry has only one Professional Unit headed by the Director of Youths whose Terms of Reference (ToR) is extensive and overwhelming. Further analysis revealed that the mandate and functions of the said Directorate is wide and could not be effectively handled by a single directorate, considering how crucially

important youth education/empowerment/development to the achievement of Human Capital Development goals, the need for an additional directorate is now compelling.

- The review revealed also weak human resource capacity both in terms of quantity and quality. There is only a small number of permanent and pensionable staff in the youth directorate of the Ministry.
- The review revealed that there is weak collaboration and coordination between the Ministry and its constituent agencies which are being supervised by the Ministry.
- The review revealed that the Ministry lacks an effective communication strategy.
- The review revealed that the Ministry lacks essential tools and equipment such as vehicles, motor bikes, office furniture, computers, printers and photocopiers, internet access and other basic office requirements.

Recommendations:

Organisational Structure

- **The review team recommends** that the Youth Directorate is maintained and strengthened. Having identified policy gaps and challenges in the development and monitoring of youth programmes, the team recommends the creation of a separate Directorate of Policy, Planning and Research with M&E functions embedded into it.
- **The review also team recommends** the Directorate of Youth to be divided into two units namely: **Youth unit and Livelihood and Training unit**. These units are to be headed by Deputy Directors who will be assisting the Director of Youth

Human Resource Management

- **The review team recommends** that the Ministry should engage HRMO and PSC to recruit trained and qualified personnel into vacant permanent and pensionable positions identified in the Ministry.

- **The team also recommends** that the Ministry seeks technical assistance from HRMO to develop an effective succession plan.

Collaboration and Coordination with the Ministry' Agencies

- **The review team recommends** that the Ministry strengthens its collaboration, coordination and supervision with other youth focused MDAs to enhance the implementation of national youth activities.