



GOVERNMENT OF SIERRA LEONE

PUBLIC SECTOR REFORM UNIT

(PSRU)

**MANAGEMENT AND FUNCTIONAL REVIEW OF
THE MINISTRY OF TRANSPORT AND AVIATION**

FINAL REPORT

November 2018

Contents

EXECUTIVE SUMMARY	5
SUMMARY OF FINDINGS	7
SUMMARY OF RECOMMENDATION	8
SECTION 1 -INTRODUCTION AND SITUATION ANALYSIS	Error! Bookmark not defined.
1.1 PUBLIC SECTOR REFORM UNIT (PSRU)	Error! Bookmark not defined.
1.2 SITUATIONAL ANALYSIS	Error! Bookmark not defined.
1.3 METHODOLOGY	Error! Bookmark not defined.
1.4 LIMITATION OF THE STUDY	Error! Bookmark not defined.
SECTION 2 -BACKGROUND OF THE MINISTRY OF TRANSPSPORT AND AVIATION (MTA)	Error! Bookmark not defined.
2.1 MINISTRY OF TRANSPORT AND AVIATION	Error! Bookmark not defined.
2.2 MISSION STATEMENT	Error! Bookmark not defined.
2.3 VISION STATEMENT:	Error! Bookmark not defined.
2.4 MANDATES/FUNCTIONS	Error! Bookmark not defined.
2.5 SUMMARY OF KEY STAKEHOLDERS	Error! Bookmark not defined.
SECTION 3 - STRUCTURE AND ORGANISATION OF MTA	Error! Bookmark not defined.
3.1 THE CURRENT STRUCTURE OF THE MINISTRY OF TRANSPORT AND AVIATION	Error! Bookmark not defined.
3.2 REVIEW OF THE TRANSPORT INFRASTRUCTURE DEVELOPMENT UNIT (TIDU)	Error! Bookmark not defined.
3.3 PROPOSED ORGANISATIONAL STRUCTURE	Error! Bookmark not defined.
3.3.1 GENERAL ADMINISTRATION	Error! Bookmark not defined.
3.3.2 HUMAN RESOURCE UNIT	Error! Bookmark not defined.
3.3.3 PROCUREMENT UNIT	Error! Bookmark not defined.
3.3.4 ICT UNIT	Error! Bookmark not defined.
3.3.5 INTERNAL AUDIT UNIT:	Error! Bookmark not defined.
3.3.6 RECORDS UNIT	Error! Bookmark not defined.
3.3.7 MANDATE AND FUNCTIONS OF THE PROPOSED PROFESSIONAL WING	Error! Bookmark not defined.
3.3.8 MANDATE AND FUNCTION OF THE PUBLIC FLEET MANAGEMENT UNIT	Error! Bookmark not defined.
3.3.9 MANDATE AND FUNCTION OF THE POLICY, PLANNING AND MONITORING UNIT	Error! Bookmark not defined.
3.3.10 REVIEW OF THE CURRENT JOB DESCRIPTIONS (JDS)	Error! Bookmark not defined.

SECTION 4 - ADMINISTRATIVE SYSTEMS AND PROCESSES **Error! Bookmark not defined.**

4.1 STAFFING OF THE MINISTRY **Error! Bookmark not defined.**

4.2 RECRUITMENT PROCESSES AND PROCEDURES **Error! Bookmark not defined.**

4.3 AGE PROFILE **Error! Bookmark not defined.**

4.4 TRAINING **Error! Bookmark not defined.**

4.5 PERFORMANCE MANAGEMENT **Error! Bookmark not defined.**

4.6 RECORDS MANAGEMENT **Error! Bookmark not defined.**

4.7 ACCOMMODATION **Error! Bookmark not defined.**

ANNEX 1: 2017 STATUS UPDATE OF THE MANAGEMENT AND FUNCTIONAL REVIEW OF THE
MINISTRY OF TRANSPORT AND AVIATION 2010 **Error! Bookmark not defined.**

ANNEX 2 - DOCUMENT REVIEW **Error! Bookmark not defined.**

ANNEX 3 - MANAGEMENT AND FUNCTIONAL REVIEW QUESTIONNAIRE **Error! Bookmark not defined.**

ANNEX 4 - MANAGEMENT AND FUNCTIONAL REVIEW MEETING HELD ON 2ND OCTOBER 2018
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GLOSSARY OF ABBREVIATIONS AND ACRONYMS

ACC	-	Anti Corruption Commission
AGD	-	Accountant General Department
CRF	-	Consolidate Revenue Fund
GoSL	-	Government of Sierra Leone
HRMO	-	Human Resource Management Office
ICAO	-	International Civil Aviation Organisation
ICT	-	Information Communications and Technology
IPAS	-	Individual Performance Appraisal Systems
IMO	-	International Maritime Organisation
IEC	-	Information Education and Communications
JDs	-	Job Descriptions
MDAs	-	Ministries, Departments and Agencies
MFR	-	Management and Functional Reviews
MIC	-	Ministry of Information and Communications
MTA	-	Ministry of Transport and Aviation
PIU	-	Project Implementation Unit
PSC	-	Public Service Commission
PS	-	Permanent Secretary
PSRU	-	Public Sector Reform
PTT	-	Performance Tracking Table
SLAA	-	Sierra Leone Airports Authority
SLCAA-	-	Sierra Leone Civil Aviation Authority
SLPA	-	Sierra Leone Ports Authority
SLMA	-	Sierra Leone Maritime Administration
SLNSC-	-	Sierra Leone National Shipping Company
SLRSA	-	Sierra Leone Road Safety Authority
SLRTC-	-	Sierra Leone Road Transport Corporation
TIDU	-	Transport Infrastructure Development Unit

EXECUTIVE SUMMARY

The Ministry of Transport and Aviation (MTA) of the Republic of Sierra Leone expressed its commitment to strengthen its oversight, monitoring and supervisory functions. To achieve this overarching goal, the Ministry solicited the thematic expertise of the Public Sector Reform Unit (PSRU) with the complimentary support of the Human Resource Management Office (HRMO) to conduct a Management and Functional Review with critical attention to the proposed **'Policy, Planning and Monitoring Unit'** and **'Government Fleet Management Unit'** to be charged with the responsibility for effective implementation of the National Fleet Management Policy, ranging from procurement, maintenance and usage to disposal. It is imperative that a comprehensive review of this nature is conducted to improve on service delivery in line with international best practices.

This report provides the findings and recommendations deduced from the Management and Functional Review (MFR) concluded. After critical assessment of the proposed changes to the operational function of the Ministry of Transport and Aviation, the review report has affirmed that the suggested restructuring to including two Units with a new directorate will be useful for cost-effective and efficient policy implementation of the Ministry. PSRU came to this conclusion having identified the gaps and challenges, as well as the opportunities to strengthen its functions in terms of clarity of objectives, coherence, priorities, roles and relationships, with other institutions of Government under its supervision.

This review has also helped to gain an increased insight into the administrative and operational functions of the Ministry, whilst also analyzed its structure and constituent departments; as well as the suitability and sustainability of the proposed directorate and units for delivering its mandate with optimum efficiency and effectiveness. PSRU was also particularly able to review key administrative procedures, communication and coordination mechanisms, work schedules, approval processes for optimum efficiency and effectiveness of the Ministry.

With a mixed method adopted, PSRU held a preliminary consultative meeting with MTA during which, the two institutions noted with keen interest the institutional challenges and concerns expressed by the leadership of the Ministry for which the proposed changes will help to address. Such a request is not surprising since the Ministry provide oversight, monitoring and supervisory functions to a sector that is crucial for poverty reduction, employment creation and economic development in Sierra Leone.

In doing so, the review team paid attention to operational efficiency and programmatic effectiveness that are inextricably linked to help redirect the attention of the Ministry to what it can do better. In view of the above, the team was able to justify the need to refocus Transport Infrastructure Development Unit (TIDU); and the need for its absorption into the core management and operational functions of the Ministry with two key professional unit, rather than its being a standalone entity supported by external donor agencies.

SUMMARY OF FINDINGS

- The oversight function is not properly executed and there is very little policy planning and monitoring of the agencies.
- The MFR result shows that there is no Fleet Management Policy to help regulate and provide an effective oversight and supervise the use of Government Fleet in the country.
- The Ministry has no specialized Unit responsible for an effective management of Government Vehicles or Fleet Management Unit responsible for an effective management of Government Vehicles.
- The Ministry has no Policy Planning and Monitoring unit to be charged with the responsibility for effective implementation of the National Fleet Management Policy.
- It also emerged from the review of literature that damages to government vehicles by MDAs or Senior Government officials assigned with Government Vehicles are not properly investigated.
- The MFR discovered huge number of contract staff at the Policy Unit working as consultant seeking to be embedded into the civil service system of the Ministry.
- Though the Ministry has a Training Policy, the MFR identified limited number of technical staff and low capacity of personnel in post that required frequent training.
- The team discovered the lack of credible data on the number of Government vehicles; no ICT on port, Airport and road crashes.
- The team discovered ineffective monitoring and supervision of the Subsidiary Agencies.

SUMMARY OF RECOMMENDATION

- We are recommending that TIDU be transformed to a Directorate and subsumed within the Ministry of Transport and Aviation as a permanent structure, whilst the Government Fleet Management Unit and Policy Planning and Monitoring Units be absorbed within TIDU. This call for new job descriptions and capacity building to increase the productivity of the Ministry with respect to policy supervision and oversight function of the transport sector of the country.
- We are recommending for rationalization of personnel of TIDU to serve in the new Directorate with responsibility to coordinate oversight function. This thus necessitate more training to foster a smooth transition of staff movement from being contract staff to Civil Service architecture.
- We therefore recommend that following the establishment of the new structure, the Ministry should consult HRMO to develop standard JDs to reflect the work of the Ministry.
- In view of the above, we are recommending not only to support the creation of a professional wing of the Ministry, but that it should be staffed with the right number of personnel, and with the requisite experience, skills and qualifications.
- We therefore recommend that HRMO and all those in charge of the management of the Civil Service put modalities in place for the review of the Civil Service Code with a view to correcting the lapses that have been identified and also, to incorporate contemporary and emerging issues into the Service.
- We recommend that the Ministry develop a Succession Plan.
- We therefore recommend that the Ministry engage HRMO and the other stakeholders to ensure a robust training plan is designed for staff of the new Units. In addition to the trainings coordinated by HRMO, the Ministry should conduct in-house training to enhance the effectiveness of its staff. The Ministry should also engage Donors with a view to providing specific and special training in transport and try to ensure it has funding set-aside for training.
- We recommend that in future, the Ministry should fully operationalise the Individual Performance Appraisal (IPAS).
- We recommend that a designated Records Officer be posted to support the management of the Ministry's records. We further recommend for the introduction of an electronic database suitable for the management of the Ministry's records.

- With the creation of a new unit in sight, we therefore recommend that the Ministry considers alternative measures in place for the provision of additional office space.
- In order to improve partnership and collaborative engagement with Agencies we recommend that the Ministry performs its oversight and supervisory functions more effectively.
- There is also the need to establish an effective monitoring and supervisory mechanism