

**MANAGEMENT AND FUNCTIONAL
REVIEW FOR THE SIERRA LEONE
ROAD TRANSPORT CORPORATION
(SLRTC)**

LENOVO

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GOVERNMENT OF SIERRA LEONE

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Annexes:

MFR Questionnaire

List of People Contacted

GLOSSARY OF ABBREVIATIONS AND ACRONYMS

GoSL	–	Government of Sierra Leone
HRMO	-	Human Resource Management Office
ICT	-	Information and Communication Technology
MDAs	-	Ministries, Departments and Agencies
MFR	-	Management and Functional Reviews
MTA	-	Ministry of Transport and Aviation
MTEF	-	Medium Term Expenditure Framework
NASSIT	-	National Social Security and Insurance Trust
NCP	-	National Commission for Privatization
PS	-	Permanent Secretary
PSRU	-	Public Sector Reform Unit
RMT	-	Records Management Team
SL	-	Sierra Leone
SLAA	-	Sierra Leone Airports Authority
SLCAA	-	Sierra Leone Civil Aviation Authority
SLMA	-	Sierra Leone Maritime Administration
SLRTA	-	Sierra Leone Roads Safety Authority
SLRTC	-	Sierra Leone Road Transport Corporation

EXECUTIVE SUMMARY

As part of the ongoing public sector reform agenda of the Government of Sierra Leone, the Road Transport Corporation (SLRTC) requested for a Management and Functional Review (MFR) from the Public Sector Reform Unit (PSRU) through a correspondence dated 1st November 2018. This MFR was conducted by PSRU with the complimentary support of the Human Resource Management Office (HRMO), as part of a broader commitment of the leadership of SLRTC to help strengthen its management and operational function in line with the New Direction Agenda.

In essence, the decision of the new leadership of SLRTC has been to produce an MFR report with recommendations that will help to set a clear roadmap, with the ultimate goal to re-position the Corporation as the most efficient and effective public transport service entity in Sierra Leone. In line with the above, this report therefore presents the summary of the findings and recommendations with options deduced from the overall diagnostic assessment to address institutional challenges and enhance the administrative function of SLRTC; and to also particularly address the human resource deficiencies of the Corporation.

This report has also made descriptive references to the broader context of the past institutional challenges with respect to the legal framework guiding its operations, as well as the current situation pointing at issues and concern to justify the need for this review. This broaden scope of the review has ultimately helped to determine its integrated contribution as the most dependable Corporation of the transport sector of the country. With this strategic focus, PSRU has been able to provide SLRTC with options such as the change in nomenclature of the leadership from 'General Manager' to 'Executive Director', if implemented will help to remove barriers and creating functions that will make the Corporation fit for purpose in years ahead.

PSRU was able to examine the relevance, effectiveness, efficiency and critical policy directive, as well as the Corporation's ability to fully leverage partnerships. These approaches were discussed during the preliminary consultative meeting held with the leadership and Divisional Heads of SLRTC on the 1st November 2018, during which willingness with critical consciousness to administrative and functional transformation was expressed. This has generally helped to deepen

understanding of the administrative and operational functions of SLRTC, at the same time analyzed its structure and constituent departments. PSRU was also particularly able to review key administrative processes and procedures, as well as work schedules.

Some of the key problems revealed during the review were mostly related to the lack of effective human resource management system caused by unclear organizational structure. The Review Team has proffered recommendations to address these shortcomings and improve on the effective and efficient performance of the Corporation.

Summary of Findings

- The MFR revealed that the Corporation's Act of 1964 and its provisions do not address the emerging challenges of the Transport Sector;
- The Review Team revealed that the Human Resource section does not have the appropriate tool and expertise to track and monitor staff progressive service within the Corporation;
- The Review Team noted that the Corporation does not have a records office or a professional records management officer;
- It also emerged that the Corporation lack of a centralized system with disaggregated staff data and years of service, can create room for data manipulation;
- The Review Team noted that the method of ticket sale and face to face cash transaction pose a lot of risk to proper financial control and management of the Corporation;
- It also emerged that Corporation lacks institutional memory. As a result, the Review Team could only rely on the recollections of the Finance Manager and Human Resource Officer and other long term service staff to get information;

- The Team also noted that the Corporation has made several contractual arrangements with different companies, donors, consultants and service providers, but does not have a staff with legal background to provide professional legal advice, and interpretations of the numerous agreements signed;
- It was observed that most of the administrative staff do not have a conducive working environment;
- It was observed that the Corporation does not have communications and marketing strategy;
- It emerged that the Corporation generate revenue through the sale of bus ticket and rental, rents from warehouses, and also fees obtained from technical training provided to the public;
- The Review observed that the authority of the Internal Auditor in enforcing financial control measure is weak. The review exercise noted that the Corporation has not been audited since 2015. This explains the reason for the inconsistent flow of revenue, which could be attributed to the lack of an audit exercise for the last three (3) years.

Summary of Recommendations

- The primary recommendation is for SLRTC to put mechanisms in place for a comprehensive review of the outdated Parliamentary Act No.17 of 1964, which will eventually lead to the restructuring and transformation of the Corporation. This will help to transform the Corporation to a well-functioning public transport entity in Sierra Leone;
- We recommend for the development for a logical and professional organizational structure with technical positions that focus on strategic development and monitoring;

- We recommend for the Corporation to engage an external partner to develop innovative ideas for tracking cash payment for services provided;
- We recommend for the adoption of a Directorate-led structure to ensure an effective operational and administrative system. Therefore, we are recommending a new management structure by changing the nomenclature of the Head of the Corporation from a '**General Manager**' to an '**Executive Director**', with four (4) Directorates to support the Executive Director;
- If the recommended new structure is accepted by the Corporation, we recommend for Corporation to engage HRMO to help design job descriptions for the new positions created on the proposed organogram (as shown in annex 1);
- We recommend that the position of the Corporate Secretary should have legal background (at least an LLB), to collaborate closely with the Law Officer's Department/Attorney General's Office in matters related to legal affairs on behalf of the Corporation;
- We are recommending for the Corporation to address the shortage of modern work equipment and well-trained staff. This call for new technologies and a purposeful human capacity drive. This will also require a continued dedication to coordination and collaboration with other Ministries, Departments and Agencies (MDAs), particularly so with the Ministry of Transport and Aviation;
- We recommend that the Corporation develop a comprehensive Training Policy and Plan to reflect the current and future needs of a relevant and effective transport service entity; this should be reflected in the Annual budget of the Corporation;
- We recommend that the Corporation solicit the expertise of HRMO to conduct a thorough staff audit and assessment for a better placement within the Corporation.

- We recommend that the Corporation establish records management unit, in order to have a centralized records management system within the Corporation;
- We recommend that the Corporation create the enabling and conducive working environment to enhance staff performance;
- We recommend that Corporation adopt robust financial control measures, by introducing an automated financial software that track all revenue generated by the Corporation on real time basis.