

PUBLIC SECTOR REFORM UNIT (PSRU)

**FEBRUARY, 2019**

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## **GLOSSARY**

ACC	-	Anti-Corruption Commission
ACCA	-	Association of Chartered Certified Accountant
ASSL	-	Audit Service Sierra Leone
CS	-	Civil Service
DfID	-	Department for International Development
HR	-	Human Resource
HRMO	-	Human Resource Management Office
ICT	-	Information, Communication and Technology
IPAS	-	Individual Performance Appraisal System
MDAs	-	Ministry, Department and Agencies
MEYS	-	Ministry of Education, Youths and Sports
MFR	-	Management and Functional Review
MoS	-	Ministry of Sports
NPPA	-	National Public Procurement Authority
NSA	-	National Sports Authority
NSC	-	National Sports Council
PFM	-	Public Financial Management
PhD	-	Professional High Degree
PSRU	-	Public Sector Reform Unit
PTT	-	Performance Tracking Table
SLFA	-	Sierra Leone Football Association



## EXECUTIVE SUMMARY

The Ministry of Sport (MOS) of the Republic of Sierra Leone has taken the conscious decision to solicit the expertise of the Public Sector Reform Unit to conduct a Management and Functional Review, as a logical sequel to help address challenges and improve on sport governance in the country. The purpose of the review has been to assist MOS in identifying gaps and challenges, and to ensure that the Ministry and its subordinate institutions of the sport sector perform their functions in most sustainable, effective and efficient ways in line with the New Direction Agenda.

In line with the above stated purpose, this report provides the findings and recommendations acquired from the Management and Functional Review (MFR) conducted by PSRU with the complementing support of Human Resource Management Office (HRMO). The findings are informed by current realities and the status of the sport governance in the country. In other words, the report has provided an in-depth situational and contextual analysing from which recommendations have emerged with options on how the Ministry and its subordinate institutions should perform their functions required of them to meet the national development priorities.

The Review Team is of the view that the challenges raised in this report is an opportunity for the Ministry of Sport of Sierra Leone to reposition itself by taking decisive measures to implement the recommendations stated herein. Implementation of these recommendation equally call for a collective effort of all stakeholders of the sport sector, and sustained support of the Executive and Legislative Arm of the country to help review policy and legal framework aimed at clarifying roles and responsibilities to prevent duplication of efforts, as well as the perceived overlapping oversight functions by the Ministry and the National Sport Authority.

Mixed methods were adopted for this review, which covers meetings with staff at the Ministry, initial status update, collect data and conduct interviews with staff within the Ministry of Sports. Questionnaires (**see Annex A**) were administered with Senior Management and junior staff of the Ministry of Sports including the Deputy Minister, Director of Sports, the Permanent Secretary and staff within the National Sport Authority.

The Ministry has a functional relationship with a number of institutions, though the coordinating mechanisms needs to be strengthened. Therefore, it was noted that the Ministry holds regular meetings with key stakeholders and also develop a comprehensive Communication Strategy that expresses the vision and methods of the Ministry of Sports outreach activities.

In terms of financial management issues, the Review Team found out that in 2016 revenue were collected and spent directly without first deposited to the department's bank account. Also in 2017, the Procurement Plan for the effective operations of the ministry was submitted without evidence of needs assessment or requisitions raised by each department of the ministry. Therefore, it was noted that the Ministry should enhanced the financial management regulations in most efficient and effective manner.

## **SUMMARY OF KEY FINDINGS**

- The review result shows that there is no proper structure in place for the Ministry to deliver on its mandate.
- The NSA Act was passed in 2017 to meet the light of present day demands placed on the Ministry, which should stand as a separate self-managed entity with sole responsibility for implementing policies on sports.
- The Ministry has no procurement committee to address procurement activities and the Procurement Officer in post is responsible for procurement issues for both Ministry of Sports and the Ministry of Youth Affairs.
- The Ministry has no comprehensive Communication Strategy that expresses the vision and method of the Ministry's outreach activities
- The Review Team found out that there is no Succession Plan in order to meet the dynamic potentials of the Ministry of Sports
- The MFR discovered that salaries of staff of the stadium management are paid from revenue generated from the stadium complex

- The Review Team noted with concern that there is no centralized Records Management center within the office to enable easy access to data or information both internally and externally
- The Review Team found out that there are staff who are on the verge to retire within the stipulated years
- The Review Team noted with concern that there is no effective professional wing within the Ministry that formulates sporting policies to enhance effective and efficient service delivery

## **SUMMARY OF RECOMMENDATIONS**

- Since there is no proper structure in place for the Ministry of Sports, the team **recommend** an organogram for the Ministry with clear reporting lines that will ensure efficient and effective service delivery
- In addressing procurement issues, we **recommend** that the Ministry should set up a procurement committee and strengthen its collaboration and coordination with the NPPA to ensure that procurement issues are done in a timely and efficient manner
- With respect to revenue generation from the Stadium complex, **we recommend** that revenue generated should be deposited to the consolidated revenue fund. We further **recommend** that the Ministry of Sports enhanced on the Public Financial Management (PFM) regulations in most efficient and effective manner
- In connection to the staff that are very closer to the retirement age within the stipulated years, we **recommend** that the Ministry develop a Succession Plan so as to meet the dynamic potentials of the Ministry of Sports
- In terms of Performance of staff within the Ministry, we **recommend** that in future, all staff of the Ministry should be appraised by the current mechanism, Individual Performance Appraisal System (IPAS).

- The coordinating mechanisms of the Ministry needs to be strengthened. We therefore **recommend** that the Ministry holds regular meetings with key stakeholders providing regular update on issues surrounding the Ministry. Furthermore, we **recommend** that the Ministry develop a comprehensive Communication Strategy that expresses the vision and method of the Ministry's outreach activities; to target key stakeholders and the general public
- The Review Team acknowledged the effort of the Ministry in managing their records; Therefore, **we recommend** that the Ministry establish a centralized Records Management center within the office to enable easy access to data or information both internally and externally
- In terms of equipment, we **recommend** that provisions for running and repair cost of vehicle and other items should be placed on priority of the Ministry and funds provided for them by the Ministry of Finance. In addition to that the Ministry to liaise with the Ministry of Finance to revise its budget to enable it obtain the necessary budgetary allocation to cater for its need
- In addressing the training needs for the Ministry, we **recommend** that the Ministry employ Human Resource Management Office (HRMO) to ensure a robust training plan for execution in order to for the Ministry to deliver quality services to its citizens
- Since there is no effective professional wing within the Ministry that formulates sporting policies to enhance effective and efficient service delivery, we therefore **recommend** that the Ministry should have a functional professional wing headed by a Director of Sports that will be responsible for policy formulation.