

PUBLIC SECTOR REFORM UNIT

e-NEWSLETTER



GOVERNMENT REAFFIRMS COMMITMENT TO PUBLIC SERVICE REFORM AT REGIONAL CONSULTATIONS IN KENEMA

The Government of Sierra Leone has reaffirmed its commitment to accelerating public service reform as part of nationwide regional consultations aimed at strengthening governance systems, improving service delivery, and deepening decentralization across the country.

The engagement, which was held at the Kenema District Council on Monday, 18th May 2026, brought together senior government officials, representatives from local councils, and civil service institutions to deliberate on institutional performance, administrative bottlenecks, human resource capacity, and coordination challenges affecting effective public service delivery.

Participants emphasized the importance of aligning reform initiatives with the broader national development priorities of the Republic of Sierra Leone, particularly in strengthening decentralization and improving access to government services at the community level.

The consultations form part of ongoing efforts to assess progress made under the public sector reform agenda and to identify practical strategies for improving the efficiency, transparency, and responsiveness of public institutions at both national and local levels.

Story continues on page 2

In his keynote address during the consultation, the Deputy Minister of Public Administration and Political Affairs, Hon. Philip Tetema Tondoneh, pointed out that the engagement forms part of a broader national consultation process aimed at gathering recommendations and practical solutions from citizens and institutions in building a modern, citizen-centered public service.

He noted that the Regional Consultations was organized by the Ministry of Public Administration and Political Affairs through the EU MAPE Civil Service Reform Project to provide feedback on ongoing public service reforms. This initiative he stressed aligns with President Bio's "Big Five Game Changers" agenda, particularly Pillar Five, which focuses on transforming the public service architecture.

Hon. Tondoneh acknowledged existing challenges within the public sector, including bureaucratic delays, limited digitalization, and weak performance management systems, but emphasized Government's determination to address them through inclusive reforms, innovation, and professionalism.

Speaking during the engagement, the Director of PSRU, Mr. Sulaiman Phoray-Musa highlighted significant achievements recorded under the Government's public sector transformation agenda, including the revision of the Civil Service Codes,

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Regulations and Rules, and the development of the National Public Service Policy, which has led to the drafting of the country's first-ever Public Service Bill currently under consultation.

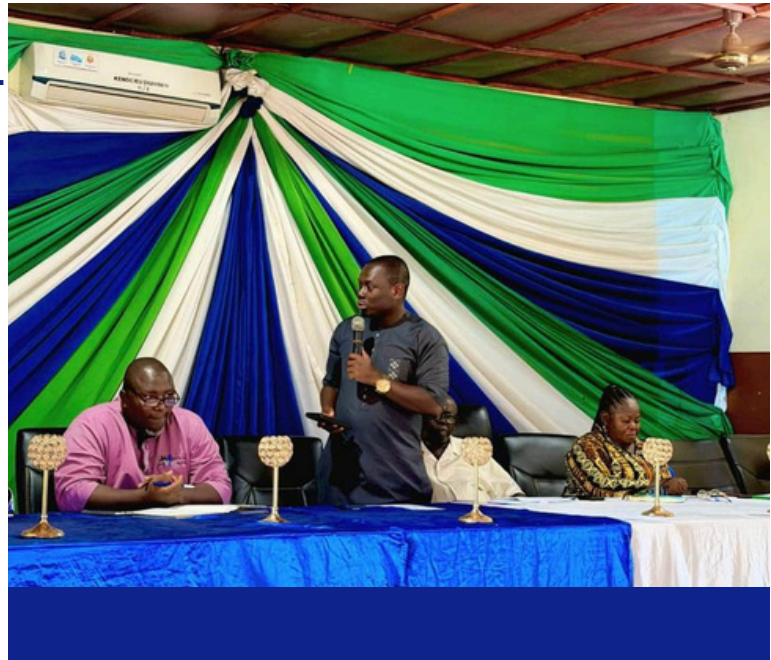
He also disclosed that 43 management and functional reviews have been conducted across Ministries, Departments and Agencies (MDAs) to improve operational efficiency and service delivery.

The PSRU Director further emphasized reforms focused on institutional capacity building, governance, digitization, human resource and performance management, gender inclusivity, and citizens' engagement, expressing confidence that the reforms will create a more productive and citizen-focused public service capable of delivering quality services nationwide.

Mr. Phoray-Musa explained that although the President constitutionally serves as the minister responsible for the public service, the decision to delegate that responsibility to a dedicated ministry demonstrates Government's commitment to improving efficiency, accountability, and service delivery across the public sector.

Mr. Phoray-Musa also delivered a detailed presentation on the Public Sector Transformative Strategy, stating that it seeks to promote accountability as well as effective and efficient service delivery.

He further highlighted the eight key policy targets of the strategy, including strategic and structural alignment, human resource management, and public sector coordination management.



The Director reaffirmed PSRU's commitment to supporting the Government's transformational agenda through evidence-based reforms, stakeholder engagement, and institutional capacity development aimed at fostering efficient, inclusive, and responsive governance systems.

He further called for sustained regional cooperation and investment in public sector innovation to enable African governments to effectively address development priorities and improve the quality of services delivered to citizens.

The PSRU Director's participation in the regional forum shows Sierra Leone's ongoing engagement in continental dialogue and cooperation on governance reforms and institutional transformation.



Written By: PSRU Comms. Unit

PSRU DIRECTOR PRESENTS LOCAL GOVERNMENT REFORM REPORT AT HIGH-LEVEL IMC MEETING CHAIRED BY VICE PRESIDENT MOHAMED JULDEH JALLOH

The Director of the Public Sector Reform Unit (PSRU) has presented a comprehensive Management and Functional Review Report aimed at strengthening and reforming local governance structures in Sierra Leone during a high-level Inter-Ministerial Council (IMC) meeting on Local Governance Reform.

The meeting, which was held on Thursday, 7th May 2026, and chaired by the Vice President, brought together senior government officials and representatives from various ministries, departments, and agencies to deliberate on reforms within the local governance sector for improved efficiency, accountability, and service delivery within local governance systems across the country.

In his address, Vice President Dr. Mohamed Juldeh Jalloh commended PSRU for their painstaking efforts and detailed analysis of the review process, culminating in a comprehensive MFR report.

The Vice President emphasized the importance of implementing practical and coordinated reforms across all levels of government by reiterating the government's firm commitment to ensuring that local councils are empowered to effectively respond to the needs of citizens.

He further noted that the successful implementation of the MFR recommendations would require strong inter-ministerial



However, she acknowledged that challenges persist, particularly in ensuring that reforms lead to tangible improvements, citing gaps in coordination and implementation.

Collaboration, sustained political commitment, and continued support from development partners.

Presenting the report to the Vice President, the Director of PSRU, Mr. Sulaiman Phoray-Musa, noted that the review covered the Ministry of Local Government and Community Affairs, the Local Government Service Commission, and all 22 local councils across Sierra Leone.

The report, according to the Director, identified a number of legal, structural, and administrative challenges that have continually undermined the country's devolution agenda, which was initiated more than two decades ago. He noted that the review also outlined strategic recommendations aimed at strengthening institutional effectiveness, improve service delivery, and enhance coordination within the local governance architecture.

The Director expressed optimism that the leadership of Vice President Juldeh Jalloh, as Chair of the Inter-Ministerial Council, has created renewed momentum for advancing critical public sector reforms within the local government system.

The Inter-Ministerial Council has mandated the Ministry of Public Administration and Political Affairs, under whose mandate the PSRU operates, to harmonize and coordinate the reform process to ensure effective implementation of the recommendations.

Written By: PSRU Comms. Unit

PSRU AND NJALA UNIVERSITY STRENGTHEN PARTNERSHIP TO DRIVE PUBLIC SERVICE REFORM THROUGH PUBLIC SYMPOSIUM

In a continued effort to strengthen collaboration between government and academia, the Ministry of Public Administration and Political Affairs, the leadership of the Civil Service, and the Public Sector Reform Unit (PSRU) collaborate with Njala University through a high-level public symposium geared towards strengthening institutional partnerships aimed at advancing public service reform in Sierra Leone.

The symposium, held on Friday, 8th May 2026, at the Njala University Bo Campus Auditorium, brought together government officials, academics, students, and civil society actors to discuss practical solutions for improving efficiency, accountability, and service delivery within the public service.

In his address as Guest of Honour, the Minister of Public Administration and Political Affairs, Hon. Amara Kallon, underscored the importance of the ongoing public service transformation, noting its vital importance in translating government policy into tangible results for citizens.

While noting the rapidly changing global environment driven by digital innovation and complex development challenges, the Minister emphasized that reforming public institutions is no longer optional but necessary.

The Minister underscored the importance of innovation in governance as a catalyst for improving systems, strengthening coordination, and enhancing service delivery, while also highlighting ongoing efforts in digitization, performance management, and collaboration with academic institutions to support policy and research.

In his remarks, the Director of PSRU, Mr. Sulaiman Phoray-Musa, encouraged students to take full advantage of the opportunity to have direct engagements with senior public sector leaders and policymakers.



He commended the leadership of Njala University for creating a platform that bridges academia and governance, noting that such interactions are essential for shaping informed future professionals.

Mr. Phoray Musa highlighted that the symposium brought together leadership from the justice sector, health sector, and broader public service architecture, giving students rare exposure to the realities of governance and policy implementation.

He urged students to use the opportunity to deepen their understanding of public administration and to prepare themselves for leadership roles in national development.

Declaring the purpose of the symposium, the Chief of Programmes, PSRU, Mr. Albert Williams, noted that the theme for the symposium, "Public Service Delivery Through Innovation, Accountability and Human Capital Development in Sierra Leone" was carefully selected to strengthen the relationship between the university and the public service through training and mentoring programmes.

Mr. Williams stated that the high-level participation of senior government officials reflected the strategic importance of the engagement and the government's continued commitment to public sector transformation.

Story continues on page 5

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During the panel discussion which was moderated by the Director of PSRU, The Chairman of the Public Service Commission, PSC, Mr. Kalilu O. Bah, informed students that the PSC recruitment process has been digitized to provide the opportunity to students and the public in general for seamless online application.

Addressing the topic, Building an Efficient, Accountable, and Performance-Driven Civil Service for Effective Public Sector Transformation, the Secretary to the Cabinet and Head of the Civil Service, Mr. Prince Cole, spoke of the many reforms that have been made in the civil service to improve productivity and service delivery.

The Executive Director of the Foreign Service Academy, Ambassador Sullay Daramy, noted that the academy was established to train career diplomats to boost the image of the foreign missions.

Panelists from Njala University are focusing their discussions on strengthening university-government partnerships, enhancing research and innovation for policy development, advancing digital skills, and the role of universities in leadership and governance.

During the question-and-answer session, students called for stronger integration of academic research into government decision-making processes. They also recommended expanding internship and training opportunities for students within public institutions to build a pipeline of skilled civil servants.

There was a broad consensus that strengthening collaboration between government and academia would significantly enhance the effectiveness of public sector reforms.

The symposium concluded with the signing of a Memorandum of Understanding between PSRU and Njala University, formalizing the partnership on public sector reform and human capital development.



The study tour enabled the PSRU delegation to engage with government institutions, mining regulators, private sector operators, policy experts, and community stakeholders. The delegation observed key operational systems, administrative arrangements, digital licensing processes, compliance monitoring frameworks, environmental safeguards, revenue collection systems, and local participation mechanisms.



Written By: PSRU Comms. Unit

DIRECTOR OF PSRU HIGHLIGHTS PROGRESS AND CHALLENGES IN INSTITUTIONAL REFORM PROCESS

The Director of the Public Sector Reform Unit (PSRU) has highlighted significant progress made in Sierra Leone's institutional reform process while also outlining key challenges affecting the full implementation of public service transformation initiatives across the country.

The update was presented on Tuesday, 5th May 2026, at the Youyi building, during a high-level briefing session with senior government officials and stakeholders involved in governance and public sector modernization efforts.

Speaking during the stakeholder engagement, Mr. Sulaiman Phoray-Musa noted that recent developments, including a high-level meeting convened by the Vice President, Dr. Mohamed Juldeh Jalloh, have helped to align key actors and reaffirm commitment to reforms within the sector.

The Director explained that the reform process originated from an initiative by the Ministry of Local Government and Community Affairs, which identified the need for restructuring and formally requested a comprehensive management and functional review.

He informed that the exercise has since undergone rigorous procedures, including presentation to the Steering Committee on Public Sector Reform, where key stakeholders, including the Secretary to the President, participated.

He revealed that while several agreements were reached and formally communicated to the ministry, implementation faced setbacks due to changes made during the review process, particularly regarding institutional nomenclature.

Despite the challenge, the PSRU Director described the review as a "thorough job," adding that continuous engagements with ministry leadership, including the Minister and senior management, helped build consensus on the way forward.



He emphasized that key structural decisions, such as the role of central administration and the rationalization process, had already been agreed upon.

Mr Phoray-Musa made a presentation to participants, which he divided into key segments. The first part focuses on the ministry's core responsibilities, including policy formulation, oversight, and monitoring functions. The second part examines the role of the Local Government Service Commission and the country's 22 local councils, alongside an assessment of institutional capacity within selected councils.

He maintained that the reform report provides a clear roadmap for implementation, stressing that the focus now should be on implementation to ensure improved efficiency and service delivery across government institutions.



Written By: PSRU Comms. Unit

PSRU TO UNDERTAKE A COMPREHENSIVE REVIEW TO REFORM HIGHER EDUCATION SECTOR

The Public Sector Reform Unit (PSRU) on Tuesday, 5th May, 2026, convened an inception meeting at the Ministry of Tertiary and Higher Education, New England, to undertake a comprehensive review of the higher education sector aimed at strengthening governance, improving institutional performance, and enhancing the quality and relevance of tertiary education across Sierra Leone.

The initiative forms part of the government's broader public sector modernization agenda focused on aligning education systems with national development priorities and labor market demands.

The review is geared towards strengthening governance and institutional autonomy in higher education, improving coordination between government and tertiary institutions, enhancing quality assurance and accreditation systems, aligning academic programmes with national development and labour market needs, promoting research, innovation, and skills development,, and addressing inefficiencies in funding allocation and resource management

The review will analyse policy implementation and service delivery outcomes, identify duplications, overlaps, and gaps, and recommend reforms for improved performance and governance.

In his address, the Deputy Minister of the Ministry of Tertiary and Higher Education, Mr. Sajor Aziz Kamara, expressed satisfaction that PSRU was not operating in isolation but was supported by ministerial representation and a full review team, demonstrating a coordinated and collective approach to the reform process.

He explained that the exercise was aimed at strengthening institutions within the technical and higher education sector through performance assessments, identification of gaps, and the adoption of best practices to improve efficiency, accountability, and responsiveness to national priorities.



The Deputy Minister also welcomed the presence of Vice Chancellors, Principals, Registrars, and other higher education sector leaders, noting that their participation reflects a shared responsibility and seriousness toward achieving meaningful and lasting reform.

Emphasizing the importance of ownership, he urged participants to actively engage in the process and treat it as a collective national responsibility.

The Minister of Public Administration and Political Affairs, Mr. Amara Kallon, highlighted deep-rooted structural challenges within Sierra Leone's public sector, pointing to a persistent bureaucracy that continues to operate largely unchanged despite changes in the political leadership.

Minister Kallon stressed that tackling these longstanding inefficiencies requires a comprehensive and unified reform agenda rather than fragmented interventions.

He revealed that, under the directive of H.E. President Julius Maada Bio, the government has initiated wide-ranging management and functional reviews across Ministries, Departments, and Agencies (MDAs) noting that these efforts have already led to significant institutional

Story continues on page 8

PSRU TO UNDERTAKE A COMPREHENSIVE REVIEW TO REFORM HIGHER EDUCATION SECTOR

reforms, including the establishment of a National Investment Board and the transformation of the Pharmacy Board into a more autonomous authority. He added that over 35 institutions have undergone restructuring to improve service delivery.

He further emphasized the urgency of aligning governance systems with modern realities, particularly in the areas of education and technology.



PSRU Begins Management and Functional Review of Seed Certification Agency

The Executive Director of the Sierra Leone Seed Certification Agency (SLeSCA), Dr. Robert Chakanda, has commended the Public Sector Reform Unit for commencing a Management and Functional Review of the agency aimed at strengthening its operations and service delivery.

Speaking during the inception meeting, Dr. Chakanda underscored the agency's vital role in regulating and certifying seeds, protecting plant varieties, and maintaining quality standards within the agricultural sector. He noted that the review would help enhance the agency's capacity to effectively carry out its mandate in support of agricultural development and food security.

He further assured the review team of the agency's full cooperation throughout the process, expressing confidence that the outcome of the exercise would help reposition the institution to better serve the country.

Mr. Albert R.C.E. Williams, Chief of Programmes at the Public Sector Reform Unit, said the review is intended to strengthen the institutional capacity and operational effectiveness of the agency. He explained that the exercise will assess the agency's legal framework, staffing structure, operational systems, and institutional processes to identify gaps and areas requiring reform.

He noted that institutions are established with specific mandates and responsibilities, but over time, there is often a need to assess whether their structures, functions, and legal frameworks remain relevant and effective in addressing emerging challenges and national priorities.

Mr. Williams added that the review team will engage stakeholders and conduct field visits to better understand the agency's operations and challenges.



He also delivered a presentation outlining the objectives, methodology, rationale, and expected outcomes of the review, highlighting issues such as the absence of a strategic plan, understaffing, functional and financial gaps, and payroll anomalies.

