

PUBLIC SECTOR REFORM UNIT

e-NEWSLETTER



PSRU ENGAGES ELECTIONS MANAGEMENT BODIES ON THE IMPLEMENTATION OF MFR RECOMMENDATIONS

The Public Sector Reform Unit (PSRU) has commenced implementation of the 2025 Management and Functional Review (MFR) recommendations for the Elections Management Bodies, EMBs, following Cabinet endorsement of the review report.

A strategic engagement between PSRU and the management of the Independent Police Complaints Board, IPCB, the Sierra Leone Broadcasting Corporation, SLBC and the Independent Media Commission, IMC, was held on the 29th, 30th and 31st July, 2026, following the development of implementation matrix to guide the implementation of 255 critical recommendations across five EMBs.

The Management and Functional reviews of the four EMBs stems from the Tripartite Agreement between the Government of Sierra Leone, the opposition All People's Congress party, and the international community, represents a major step towards transforming these vital institutions to enhance good governance and deepening the country's democracy.

According to the implementation matrix the most critical recommendation for the Independent Police Complaints Board, was the transition from the IPCB Regulations (2013) to an Act of Parliament establishing the Independent Policing Oversight Commission

For the SLBC, it was strongly recommended that the development of a national public broadcaster policy to precede amendments to the SLBC Act. The independence of the public broadcaster, fair usage of airtime by all political parties, and the development of a business plan to boost revenue generation were also recommended.

With regard to the Independent Media Commission (IMC), the implementation matrix consolidates recommendations across 13 thematic areas into a single planning tool, assigning responsible institutions, priority levels, and indicative timelines to guide implementation, monitoring, and evaluation.

Addressing the respective institutions, the Director of PSRU, Mr. Phoray-Musa, stated that conducting a review without implementing its recommendations would not produce the institutional transformation envisioned under the Government's Public Sector Reform Programme, emphasizing that the implementation stage is the most critical phase of any Management and Functional Review.

He stated that the MFR of the EMBs identified several strategic opportunities for institutional strengthening, improved governance systems, enhanced operational structures, better coordination mechanisms, and more effective service delivery.

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According to the Director, the purpose of the meeting is not merely to produce reports but to ensure that recommendations are translated into measurable reforms capable of improving the effectiveness of institutions.

He encouraged the leadership and staff of the EMBs to demonstrate ownership of the implementation process by integrating the recommendations into their operational planning, resource allocation, and institutional development strategies.

The Director further assured them that PSRU would continue to provide technical guidance, implementation support, monitoring, and advisory services throughout the reform process to ensure successful execution of the recommendations.

The Director General of SLBC, Madam Josephine Kamara expressed appreciation for the meeting but however highlighted challenges in staff recruitment and replacement.

She spoke of the high attrition rate as a result of poor conditions of service but with the intervention of the Ministry of Finance in terms of enhanced salaries, staff morale and confidence have been boosted.

The DG reaffirmed SLBC's commitment to implementing the 43 actionable recommendations and thematic reform areas.

The Executive Secretary of IMC, Mr. Khalil Kallon, expressed satisfaction that the MFR process has steadily progressed to the implementation stage after months of waiting.

He highlighted several initiatives undertaken by the Commission in recent months, including the introduction of online media monitoring, which covers bloggers, online broadcasters and selected WhatsApp platforms.



IPCB's Executive Secretary Rashid Kabba described the draft MFR report as a significant milestone, reaffirming the Board's commitment to implementing the reforms to strengthen its mandate, independence, and accountability.

The Chief of Programmes, PSRU, Mr. Albert R.C.E. Williams, presented the implementation matrix developed from the MFR reports, explaining that it translates the review's findings into an actionable roadmap for the leadership and key stakeholders.

He stated that the review identified structural, legal, and operational gaps that constrained the EMB's ability to effectively discharge their statutory mandate.



DIRECTOR OF PSRU UNVEILS ROADMAP FOR THE TRANSFORMATION OF THE CIVIL SERVICE TRAINING COLLEGE INTO AN ACADEMY

The Director of the Public Sector Reform Unit (PSRU) has unveiled a comprehensive roadmap aimed at transforming the Civil Service Training College (CSTC) into a modern Civil Service Academy capable of delivering strategic, professional, and competency-based training for public servants.

The proposed transformation forms part of ongoing public sector reforms designed to strengthen the capacity of the civil service, improve service delivery, and build a more efficient, accountable, and performance-oriented public administration system.

The Civil Service Training College has historically played an important role in providing training and professional development opportunities for government employees. However, evolving demands in public administration, digital transformation, leadership development, and evidence-based policymaking have created the need for a more advanced institution equipped to meet contemporary civil service requirements.

During a stakeholder engagement on Tuesday 28th July 2026 at the Public Service Academy, the Director noted that the transformation of the CSTC into a Public Service Academy is a flagship deliverable under the Public Service Reform Agenda (2024–2030) and Cluster 5 of the Medium-Term National Development Plan.

The Ministry of Public Administration and Political Affairs (MoPAPA) is coordinating the effort, working alongside the PSRU, the Public Service Commission, and the Human Resource Management.

He stated that the proposed transformation was informed by a detailed institutional assessment of the CSTC and benchmarking visits to leading public service training institutions across Africa, including Rwanda, Ghana and Ethiopia. The



study, he noted, identified best practices that could be adapted to reposition Sierra Leone's public service training system.

A key recommendation of the assessment was the transformation of the CSTC to an Academy backed by a legal instrument, the restructuring of its governance system, modernising its curriculum, strengthening its human resource capacity, expanding digital learning, and developing a sustainable financing model.

According to Mr. Phoray-Musa, the transformation into an academy would reposition the institution from a traditional training centre into a centre of excellence that provides structured learning programmes, leadership development, research, innovation, and continuous professional development for public servants.

It will also represent a significant milestone in strengthening the public service by creating a modern institution focused on leadership, innovation, and professional development that would equip public servants with the capabilities needed to respond to emerging challenges and deliver improved services to citizens, he stressed.

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Building a capable public service requires investment in human capital development, pointing out that effective and strong institutions depend on the skills, commitment, and professionalism of the people who operate them.

He stressed that modern public service training should no longer be limited to classroom instruction, noting that digital technologies would enable public servants nationwide to access training remotely and promote continuous professional development.

The Director further revealed that Government has secured approximately 100 acres of land for the construction of the proposed Public Service Academy, which will feature academic buildings, research and innovation centres, digital learning facilities, a modern library, residential accommodation, conference facilities, staff housing and other support infrastructure.

The project, he stated, would be implemented in phases over three years and would be supported through government funding, development partner support and internally generated revenue.

Once completed, he maintained, the Public Service Academy would serve as a national centre of excellence for leadership development, policy research and professional training, producing a highly skilled public service capable of driving effective governance and national development.

The academy will incorporate modern training methods, including blended learning, online courses, practical simulations, mentorship programmes, and partnerships with local universities, professional bodies, development partners and international institutions, to enhance knowledge exchange and improve programme quality.



Written By: PSRU Comms. Unit

DIRECTOR OF PSRU PRESENTS MERITORIOUS AWARD TO THE SECRETARY TO THE VICE PRESIDENT

The Director of the Public Sector Reform Unit, Mr. Sulaiman Phoray-Musa, has on Monday 13th July, 2026, presented a meritorious award to the Secretary to the Vice President, Mr. Mohamed Brima Daboh for his distinguished and outstanding service to the Government and people of Sierra Leone.

Mr. Mohamed Daboh was among twenty-seven distinguished public servants who were carefully selected by the Planning Committee to receive prestigious awards on the 23rd of June, 2026, in commemoration of the World Public Service Day, but was out of the jurisdiction to have received the award in person.

The World Public Service Day was slated by the United Nations in recognition of the dedicated service of public servants to their respective nations across the world.

Presenting the award, the Director of PSRU, Mr. Sulaiman Phoray-Musa, noted that Mr. Mohamed Daboh was not given the award as a result of his position but due to his outstanding contributions to the public service. "The fact that you were selected amongst thousands of public servants signifies your exceptional performance in the public service," he stressed.

Mr. Phoray-Musa was full of praise for Mr. Mohamed Brima Daboh for his remarkable and selfless contributions to the government and people of Sierra Leone. "You have contributed immensely to the growth and development of this nation, and I want to appreciate you tremendously," he stated.



Receiving the award, Mr. Mohamed Daboh expressed his appreciation for being recognized by the Planning Committee for his exemplary contributions to the public service, noting, "I accept the plaque with a lot of pride, albeit with the utmost humility."

Mr. Daboh joined the service in 2000 and has served in various capacities within the civil service, including the Director General, Ministry of Defense, Permanent Secretary, and Ministries of Energy, Agriculture, and Health.



Written By: PSRU Comms. Unit

DIRECTOR OF PSRU CALLS FOR LEGAL AND STRUCTURAL REFORMS TO BOOST NACCED'S MANDATE DURING ANNUAL RETREAT

The Director of the Public Sector Reform Unit (PSRU), Mr. Sulaiman Phoray-Musa, has called for urgent legal and structural reforms to strengthen the mandate of the National Council for Civic Education and Development (NaCCED), emphasizing the institution's critical role in promoting civic responsibility, national cohesion, and democratic governance in Sierra Leone.

The call was made on Thursday 23rd July, 2026, during NaCCED's Annual Staff Retreat, which brought together management and staff to reflect on the institution's achievements, identify operational challenges, and develop strategies for improving service delivery and institutional effectiveness.

Addressing participants, the Director underscored the importance of equipping NaCCED with a robust legal and institutional framework capable of responding to the country's evolving governance and development needs. He noted that while NaCCED has continued to play a significant role in civic education, peacebuilding, and public awareness campaigns, there is a pressing need to strengthen its legal mandate and organizational structure to enable it to effectively deliver on its responsibilities.

He highlighted that institutional reforms remain a key pillar of the Government's Public Sector Reform Agenda and stressed that agencies must continuously evolve to remain relevant, efficient, and responsive to citizens' expectations. According to the Director, reviewing NaCCED's enabling legislation and operational framework would provide greater clarity of its functions, improve coordination with other public institutions, and enhance accountability and service delivery.

The Director further encouraged staff to embrace innovation, professionalism, and teamwork as the institution pursues reforms aimed at improving performance. He urged participants to use the retreat as an opportunity to openly discuss challenges, identify practical solutions, and contribute ideas that would shape the future direction of the institution.



He reaffirmed PSRU's commitment to supporting public institutions in implementing reforms that promote efficiency, transparency, and effective governance across the public sector.

Speaking during the retreat, NaCCED's leadership welcomed the Director's remarks and reiterated the Council's commitment to strengthening civic education and citizen engagement across the country. They noted that enhancing the institution's legal and structural framework would position NaCCED to better execute its mandate and respond to emerging national development priorities.

The Chief of Programmes, PSRU, Mr. Albert R. E. C. Williams, led the facilitation of the final day of the National Commission for Civic Education and Development (NaCCED) Annual Staff Retreat in Bo, where participants focused on strengthening the Commission's institutional and operational framework.

The day's sessions featured presentations on the stakeholders' review meeting on the proposed amendment of the 2022 NaCCED Act, Departmental and Regional Reports and the Commission's Human Resource Policies and Procedures Manual.

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Participants also engaged in breakout sessions to develop an action plan aimed at implementing key recommendations and advancing NaCCED's mandate of promoting civic education and citizen's engagement.

The retreat featured presentations, interactive discussions, and strategic planning sessions focused on institutional reforms, organizational development, staff capacity building, and improved service delivery. Participants also reviewed the Council's progress, examined key operational challenges, and developed recommendations to guide future reforms.

The Annual Retreat concluded with renewed commitment from management and staff to work collaboratively towards strengthening NaCCED's institutional capacity, improving operational effectiveness, and advancing civic education initiatives that contribute to national unity, good governance, and sustainable development in Sierra Leone.



Written By: PSRU Comms. Unit

PSRU UNDERTAKES ENTRANCE MEETINGS FOR PUBLIC UNIVERSITIES IN FREETOWN

The Public Sector Reform Unit (PSRU) conducted a series of entrance meetings with public universities in Freetown as part of a comprehensive Management and Functional Review of public universities and higher education institutions. The meetings were aimed at engaging the university leadership, with the view to introducing the objectives of the review exercise, and strengthening collaboration towards improving governance, accountability, and service delivery within the higher education sector.

The entrance meetings were held on the 10th, 13th and 14th July, 2026, and brought together officials from the PSRU, university management teams, and key administrative personnel from the Ministry of Technical and Higher Education, MTHE, to discuss the scope of the assessment, the methodology to be employed, expected outcomes, and the responsibilities of all stakeholders throughout the exercise.

Speaking during the meetings, the Chief of Programmes, PSRU, Mr. Albert Williams, spoke about the significance of the exercise as it forms part of the Government's commitment to promoting efficiency, transparency, and accountability across public institutions.

He noted that higher education institutions play a critical role in national development through teaching, research, innovation, and human capital development, making it imperative to continuously assess and strengthen their institutional capacity.

Mr. Williams explained further that the review exercise will examine key areas of university administration, including governance structures, strategic planning, financial management, human resource management, academic administration, information and communication technology systems, procurement processes, records management, and overall service delivery. The exercise, he stressed, is intended to identify institutional strengths, highlight operational gaps, and develop practical recommendations that will support continuous improvement.



Mr. Williams assured the university authorities that the process would be conducted professionally, objectively, and collaboratively, with a focus on identifying opportunities for institutional growth rather than assigning blame.

He further encouraged the university management to provide the review team with the necessary information and institutional support to ensure a credible and evidence-based evaluation, pointing out that the success of the exercise depends on the active participation and cooperation of all departments and staff members.

Representatives of the various public universities welcomed the PSRU delegation and reaffirmed their commitment to supporting the review process. They acknowledged the importance of institutional reviews in strengthening governance systems, improving operational efficiency, and enhancing the quality of education and administrative services provided to students and the public.



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Written By: PSRU Comms. Unit

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They expressed optimism that the assessment would provide valuable insights that would further strengthen institutional performance and align university operations with national development priorities.

During discussions, emphasis was placed on the importance of strengthening internal control systems, enhancing policy implementation, improving performance management, promoting transparency in decision-making, and fostering a culture of accountability across public universities.

The entrance meetings, which were held at the University of Sierra Leone, including Fourah Bay College(FBC), IPAM and CoMAHS; Milton Margai Technical University; MMTU, Freetown Polytechnic, National Council for Technical and Vocational Education (NCTVE) and the Tertiary Education Commission (TEC), mark the official commencement of the review exercise, which will include document reviews, interviews with key personnel, observations, and consultations with relevant stakeholders.

Findings from the exercise will inform recommendations aimed at strengthening institutional governance, improving operational effectiveness, and supporting the continued transformation of Sierra Leone's public higher education sector.



PSRU REFORM HOUR COMING SOON

DIRECTOR OF PSRU REITERATES CALL FOR SUSTAINABLE PUBLIC SERVICE REFORMS

The Director of the Public Sector Reform Unit (PSRU), Mr. Sulaiman Phoray-Musa, has reiterated the Government's commitment to implementing sustainable public service reforms aimed at improving efficiency, accountability, transparency, and quality service delivery across the public sector. The Director made the statement on the 7th of July 2026, during a stakeholder engagement on public sector transformation, at the Civil Service Training College, where he emphasized that sustainable reforms are essential for building a modern, citizen-centred, and results-oriented public service capable of responding to the evolving needs of the nation.

Addressing participants, the Director noted that public sector reform remains one of the Government's key priorities in achieving effective governance and accelerating national development. He stressed that while significant progress has been made over the years, there is a continued need to institutionalize reforms that promote professionalism, innovation, integrity, and performance across Ministries, Departments, and Agencies (MDAs).

According to the Director, sustainable reform goes beyond introducing new policies and systems. It requires strong political commitment, effective leadership, continuous institutional strengthening, adequate resource allocation, and the active participation of public servants at every level. He observed that reforms can only achieve lasting impact when they become embedded within the culture and operational practices of public institutions.

He highlighted that PSRU will continue to work closely with MDAs and development partners to strengthen governance systems, improve institutional performance, modernize administrative processes, and promote evidence-based decision-making. These efforts, he noted, are intended to ensure that public institutions remain responsive, accountable, and capable of delivering efficient services to citizens.

The Director further emphasized the importance of performance management, monitoring and evaluation, digital transformation, and capacity building as key pillars of sustainable public service reform.



He encouraged public institutions to embrace technology, strengthen internal accountability mechanisms, and invest in the continuous professional development of their workforce to improve productivity and service delivery.

Speaking on leadership, he urged senior public officials to champion reforms within their respective institutions by fostering a culture of teamwork, transparency, ethical conduct, and continuous improvement. He noted that effective leadership plays a critical role in driving institutional change and ensuring that reform initiatives are successfully implemented and sustained.

The Director also called on public servants to demonstrate commitment, professionalism, and innovation in the execution of their duties, stressing that citizens expect efficient, transparent, and accessible public services. He encouraged institutions to regularly review their operational systems, identify areas requiring improvement, and implement practical solutions that enhance organizational effectiveness.



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DIRECTOR OF PSRU REITERATES CALL FOR SUSTAINABLE PUBLIC SERVICE REFORMS

Mr Phoray-Musa reaffirmed PSRU's commitment to working with all stakeholders to advance a sustainable public sector reform agenda that promotes excellence, accountability, and innovation throughout the public service. He urged institutions to remain focused on implementing reforms that improve operational efficiency, strengthen public confidence in government institutions, and contribute to Sierra Leone's socio-economic transformation.

Participants at the engagement acknowledged the importance of sustained public sector reforms in strengthening governance and improving service delivery. They commended PSRU for its continued leadership in coordinating reform initiatives and facilitating collaboration among government institutions to address common administrative and institutional challenges.

They re-emphasized the need for greater collaboration among Ministries, Departments, and Agencies, stronger monitoring mechanisms, improved communication, and increased investment in human capital development to ensure that reform initiatives deliver measurable and long-term results.

Participants further expressed commitment to support the implementation of sustainable public service reforms and to work collectively towards building an efficient, transparent, and citizen-focused public service that contributes to inclusive national development and improved governance in Sierra Leone.

Discussions during the engagement focused on strengthening institutional governance, enhancing policy implementation, improving public financial management, promoting digital governance, reinforcing accountability systems, and building resilient public institutions capable of adapting to emerging national priorities.

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.

