

PUBLIC SECTOR REFORM UNIT

e-NEWSLETTER



STEERING COMMITTEE ON PUBLIC SECTOR REFORM APPROVES MANAGEMENT AND FUNCTIONAL REVIEW REPORTS OF FOUR INSTITUTIONS

The Steering Committee on Public Sector Reform has approved the Management and Functional Review Reports of four public institutions following a comprehensive assessment of their organisational structures, functions, operations, and service delivery mechanisms.

The Steering Committee on Public Sector Reforms, the highest decision-making body providing strategic direction and oversight on public sector reform initiatives, convened its maiden meeting today to deliberate on critical priorities and strengthen coordination of the Government's reform agenda.

The meeting which was held on Thursday 27th August, 2026, welcomed the new Chair, Secretary to the President, Mr. Barba Brima Fortune, and Co-Chair, Head of Service and Secretary to the Cabinet, Mr. Prince E. O. Cole, whose leadership will further advance the coordination and implementation of public sector reforms.

The review forms part of ongoing efforts to strengthen public sector institutions by ensuring that their mandates, structures, staffing arrangements, and functions are aligned with national development priorities and emerging public service demands.

In his opening remarks, the Secretary to the President and Chairman of the Steering Committee, Mr. Barba Fortune, described the Committee as the apex body responsible for oversight of the Civil Service and the various institutions and agencies within the public service.

He noted that the architecture of the public service ultimately culminates in the Steering Committee, stressing that decisions taken by the Committee on particular sectors or issues are binding.

Mr. Fortune therefore emphasised the importance of members' attendance, participation and contributions during the Committee's deliberations.

He stressed that the objective of the Committee's deliberations should not merely be to add to discussions, but to ensure that decisions taken are sound, properly considered and capable of standing the test of time.

The Director of Public Sector Reform Unit, Mr. Sulaiman Phoray-Musa, presented key reform proposals for consideration and approval, including the transition of the Civil Service Training College into a modern Public Service Academy and its Transition Roadmap, a proposal for voluntary contributions by public servants towards the construction of new public

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The Director also presented the findings and recommendations from the assessments conducted across the four institutions that focuses on strengthening legislation, institutional mandates, organizational structures, human resources, operational efficiency, and modernization to enhance service delivery and institutional performance.

The Steering Committee carefully considered the findings and recommendations and subsequently approved the reports. The Committee emphasised the importance of implementing the recommendations to address identified institutional weaknesses and enhance the overall performance of the respective institutions.

The approved reports are expected to guide the institutions in improving their organisational structures, clarifying roles and responsibilities, strengthening human resource utilisation, and eliminating overlaps and duplication of functions.



The Steering Committee further underscored the need for sustained monitoring and follow-up to ensure that the approved recommendations are effectively implemented and that the intended reforms translate into measurable improvements in institutional performance and public service delivery.



PSRU UNDERTAKES MANAGEMENT AND FUNCTIONAL REVIEW FOR THE MINISTRY OF TECHNICAL AND HIGHER EDUCATION AND ITS SECTORS

The Public Sector Reform Unit (PSRU) has commenced the Management and Functional Review of the Ministry of Technical and Higher Education (MTHE), public universities, and institutions within the technical and higher education sector. The exercise forms part of Government's broader public sector reform agenda aimed at improving institutional effectiveness, strengthening service delivery, and ensuring that public institutions are appropriately structured to meet national development priorities.

The review is to determine whether the Ministry and the higher education sector are properly structured, efficiently managed, adequately staffed, and aligned with national development priorities. The review is part of the wider public sector reform agenda.

As part of the exercise, the PSRU review team conducted field visits to all public universities to interview stakeholders, hold focus group discussions, and collect information on institutional structures, management systems, functions, staffing arrangements, and service delivery processes.

The field study forms an important component of the review process, as it provides the team with first-hand information needed to assess the current operational realities of public universities and identify areas requiring reform and improvement.

The exercise seeks to determine whether existing institutional structures, functions, staffing levels, reporting arrangements, and operational systems are appropriately aligned with the mandates of the respective universities.

During the field visits, the PSRU review team engaged key stakeholders across the sector throughout the country, including



consultations with senior management and staff of the Ministry, vice chancellors and university management, academic and administrative staff, students, regulatory institutions, and other relevant stakeholders.

The consultations provided an opportunity for stakeholders to share information, highlight challenges affecting institutional performance, and propose practical measures for strengthening the sector.

Discussions focused on institutional mandates, organizational structures, staffing arrangements, administrative procedures, decision-making processes, financial management, academic and non-academic functions, and mechanisms for delivering services to students and other stakeholders.



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University officials were also given the opportunity to highlight challenges affecting their institutions and provide recommendations for improving institutional performance.

The review team collected relevant quantitative and qualitative data to support the assessment. Information gathered included staffing data, organisational structures, functional responsibilities, reporting relationships, institutional policies, and other relevant operational information.

The review is expected to produce evidence-based recommendations for improving the management and functionality of the Ministry and public universities. These recommendations may include adjustments to institutional mandates, organisational structures, staffing arrangements, reporting relationships, and operational processes.

Ultimately, the exercise is expected to contribute to a more efficient, coordinated, accountable, and responsive technical and higher education sector capable of supporting Sierra Leone's human capital development and broader socioeconomic transformation.



Written By: PSRU Comms. Unit

DIRECTOR OF PSRU MENTORS NEWLY RECRUITED CIVIL SERVANTS DURING AN INDUCTION CEREMONY

The Director of the Public Service Reform Unit (PSRU), Mr. Sulaiman Phoray-Musa, has mentored newly recruited civil servants during an induction ceremony organized by the Human Resource Management Office (HRMO), to welcome and prepare them for their roles within the public service.

The ceremony, which was held at the Civil Service Training College on 17th August 2026, provided an opportunity for the new recruits to gain a better understanding of public service values, professional responsibilities, ethical conduct, and the importance of contributing effectively to national development.

During the ceremony, the Director of PSRU encouraged the newly recruited civil servants to approach their careers with commitment, discipline, integrity, and professionalism, emphasizing that joining the civil service is not only an employment opportunity but also a responsibility to serve the people and contribute to the development of the country.

The recruits were advised to uphold the principles of accountability, transparency, respect, teamwork, and effective service delivery. The Director also encouraged them to continuously develop their knowledge and skills, embrace innovation and technology, and remain adaptable to the changing demands of the public sector.

Particular emphasis was placed on punctuality, dedication to duty, respect for colleagues and members of the public, and adherence to established rules and regulations. The Director reminded the recruits that their conduct and performance would contribute to public confidence in government institutions.



The induction and mentorship session was a valuable opportunity for the newly recruited civil servants to understand their responsibilities and the standards expected of them as public servants. The guidance provided by the Director of PSRU served as an encouragement for the newly recruited to begin their careers with the right attitude, strong ethical values, and a commitment to excellence.

The Director encouraged the inductees to maintain at all times high standards of integrity and professionalism, providing efficient and respectful services to citizens and ensure understanding and compliance with public service rules and regulations.

He maintained that working collaboratively with colleagues and supervisors and embracing technology and innovation will be of immense value to them during their sojourn in the service.

Mr. Phoray-Musa concluded by instilling in them the culture of continuous learning, noting that being accountable for assigned responsibilities and decisions and demonstrating commitment to national development in the public interest are hallmarks of a career public servant.

The induction session therefore contributed significantly to preparing the newly recruited civil servants to become responsible, professional, and service-oriented members of the public sector.



Written By: PSRU Comms. Unit

DIRECTOR OF PSRU ENHANCES THE CAPACITY OF IPAM STUDENTS ON POLICY FORMULATION

In his sustained efforts to strengthen the capacity of University students following the signing of a Memorandum of Understanding, the Director of the Public Service Reform Unit (PSRU), Mr. Sulaiman Phoray-Musa, has partnered with the leadership of the Institute of Public Administration and Management (IPAM) to enhance the capacity of students in policy formulation.

The engagement, in the form of a public lecture, was aimed at equipping students with practical knowledge and skills required to understand, develop, implement, and evaluate effective public policies.

During the session, the Director provided students with an overview of the policy formulation process and emphasized the importance of evidence-based decision-making in addressing national development challenges.

Students were guided on key stages of policy formulation, including identifying and defining policy problems, conducting research and analysis, consulting relevant stakeholders, developing policy options, and assessing the potential impact of proposed interventions.

The Director also highlighted the importance of stakeholder engagement and collaboration in ensuring that policies are relevant, inclusive, practical, and responsive to the needs of citizens. Students were encouraged to apply critical thinking and analytical skills when assessing policy challenges and proposing solutions.

The engagement emphasized the importance of evidence-based policy formulation, identifying and clearly defining public policy problems, conducting research and analysing relevant data, developing realistic and sustainable policy options, consulting stakeholders throughout the policy process, considering the potential social and economic impact of policies, monitoring and evaluating policies to determine their effectiveness, and promoting good governance, accountability, and transparency.



The capacity-building session provided IPAM students with valuable practical insights into policy formulation and public sector decision-making. The Director's engagement further strengthened the students' understanding of how effective policies can contribute to improved governance and national development.

The session also encouraged the students to become critical thinkers and future public sector professionals capable of contributing meaningfully to policy development and implementation.



Written By: PSRU Comms. Unit

PSRU AND IPAM COLLABORATE TO STRENGTHEN PUBLIC SERVICE READINESS THROUGH MICRO-CREDENTIALS PROGRAMMES

The Public Service Reform Unit (PSRU), in collaboration with the Institute of Public Administration and Management (IPAM), has taken steps to strengthen public service readiness through the introduction and promotion of micro-credentials programmes. The initiative was aimed at equipping public servants with relevant, practical, and competency-based skills needed to effectively respond to the evolving demands of the public sector.

The collaboration between PSRU and IPAM reflects a shared commitment to continuous professional development and improved public service delivery. Through micro-credentials programmes, public servants are provided with opportunities to acquire specialized knowledge and competencies in specific areas without necessarily undertaking lengthy academic programmes.

The initiative featured a dynamic Civic Responsibility Seminar facilitated by the Director of PSRU, Mr. Sulaiman Phoray-Musa, who engaged students in thought-provoking discussions on democracy, accountability, and the role of citizens in nation-building.

The seminar, which was held on the 7th of August, 2026, began with a strong call to action: citizens must question politicians about how public resources are spent. The Director urged participants to report crimes, including cybercrimes and fraudulent activities often linked to university students.

He highlighted the damaging effects of scams such as “Yahoo boys” and 419 frauds, stressing that failure to report crimes undermines society’s integrity.

Citizens were reminded of their duty to obey the law and contribute to national development. The Director emphasized the need for Environmental sharing a personal story of planting 500 trees on his birthday as a symbolic commitment to sustainability. He encouraged students to adopt similar practices to protect forests and promote ecological balance.



On Taxes as a burden and a responsibility, the Director recounted his own experiences of paying taxes while demanding accountability for poor service delivery. He criticized tax evasion, noting that those who avoid taxes yet benefit from public services weaken governance. He underscored that paying taxes empowers citizens to hold government accountable.



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With regard to rights and peaceful advocacy, the Director urged students to act as peace ambassadors, avoid disruptive behavior in public discussions, and embrace nonviolent participation in politics. He emphasized that peace and respect are essential for democratic progress.

The seminar reinforced democratic principles: rule of law, participation, separation of powers, accountability, equality, and human rights. Citizens were encouraged to vote, attend community meetings, and engage in public consultations. Voluntary work and peaceful advocacy were presented as vital contributions to good governance.

The micro-credentials initiative would contribute to a more skilled, adaptable, and responsive public service workforce. By providing targeted training opportunities, public servants can acquire competencies that directly support their roles and responsibilities.

The partnership between PSRU and IPAM also demonstrates the importance of collaboration in strengthening institutional capacity and ensuring that public servants are adequately prepared to meet the changing needs of citizens and government.

