

PUBLIC SECTOR REFORM UNIT

e-NEWSLETTER



GOVERNMENT REAFFIRMS COMMITMENT TO PUBLIC SECTOR REFORM AT DELIVERY CLINIC

The Government of Sierra Leone has reaffirmed its commitment to strengthening public sector institutions, improving performance, and enhancing the delivery of quality public services to citizens.

The Government continues to prioritize public sector reform as a critical instrument for strengthening institutional effectiveness, improving public service delivery, and advancing national development.

These commitments were anchored on a platform, dubbed, The Delivery Clinic, an initiative of the Chief Minister, Dr. David Moinina Sengh to ensure that government-level engagements are focused on public sector reform and the strengthening of institutional delivery by ensuring that reform initiatives produce measurable improvements in the functioning of public institutions and the quality of services provided to citizens.

The delivery clinic, convened by Chief Minister, Dr. David Moinina Sengh on Monday 14th September, 2026, at State House, was to review progress, identify implementation challenges, strengthen accountability, and align institutional performance with government priorities. The government's reform agenda emphasizes professionalization of the civil service, results-based performance management, digital governance, institutional coordination, and citizen-centred service delivery.

In his presentation on behalf of the Minister of Public Administration and Political Affairs, Mr. Amara Kallon, the Director of the Public Sector Reform Unit (PSRU), Mr. Sulaiman Phoray-Musa, highlighted the sector's key achievements, ongoing challenges, and priorities for the 2026–2027 public-sector reform agenda under the Medium-Term National Development Plan (MTNDP). It also provided an opportunity to assess progress made in advancing reforms while identifying areas requiring greater attention and coordination.



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GOVERNMENT REAFFIRMS COMMITMENT TO PUBLIC SECTOR REFORM AT DELIVERY CLINIC

The Delivery Clinic forms part of Government's efforts to strengthen implementation, monitoring, and accountability across priority areas of the national development agenda, providing a platform for sectors to review performance, address implementation bottlenecks, and ensure Government commitments translate into measurable results.

The engagement also underscored the interconnected nature of the public sector reform process with Management and Functional Reviews (MFRs) as a diagnostic tool to identify institutional weaknesses and recommend improvements in mandates, structures, systems, functions, and capacity.

A key outcome of the engagement was the Government's reaffirmed commitment to supporting and advancing the public sector reform agenda, with continued collaboration among public-sector institutions and stakeholders identified as critical to achieving sustainable improvements.

Mr. Phoray-Musa further emphasized the need for stronger institutional coordination and sustained efforts to translate reform initiatives into improved efficiency, performance, and service delivery.



Written By: PSRU Comms. Unit

PSRU CHIEF OF PROGRAMMES MODERATES PLENARY AT ICIC– IDUAL 2026 CONFERENCE

The Chief of Programmes, PSRU, Mr. Albert R. C. E. Williams, on Tuesday, 29th September 2026, represented the Director of PSRU and moderated a plenary session at the 2026 International Conference of Information Commissioners (ICIC) and International Day for Universal Access to Information (IDUAL) Conference, held at the Julius Maada Bio International Conference Centre in Lungi.

The joint global conference brought together information commissioners, government representatives, policymakers, public officials, civil society representatives, development partners, media practitioners, academics, and other stakeholders from across the world to deliberate on issues surrounding access to information, accountability, and effective information governance with a view to strengthening information integrity, combating information disorder, promoting transparency, and advancing media literacy.

A central theme of the conference was the importance of universal access to information. Access to timely, accurate, and relevant public information is an important component of transparent and accountable governance.

The discussions provided an opportunity for participants to examine the role of information institutions and public authorities in ensuring that citizens can effectively access information of public interest.

The conference also highlighted the relationship between access to information, citizen engagement, and institutional accountability. Effective access-to-information mechanisms can enable citizens and other stakeholders to better understand government programmes, policies, decisions and the use of public resources.

The conference, which was held on the theme "Upholding Information Integrity in the Digital Age: The Role of Access to Information in Addressing Information Disorder", was to provide a platform for discussions on the importance of credible, accessible and reliable information in strengthening governance and public trust.



Moderating the plenary session on "Access to Credible Data for Open Government and Public Sector Reform," Mr. Albert Williams described the discussion as an important conversation, particularly for those engaged in public sector reform.

He observed that while governments around the world have increasingly embraced openness through access to information laws, the publication of budgets, performance contracts and open-data initiatives, access to information alone does not necessarily guarantee that citizens are properly informed.

He noted that credible data is particularly important to public sector reform, as reform initiatives depend heavily on reliable information about people, resources and results.

"For us working in public sector reform, this is not an abstract concern. Every reform we design, whether restructuring a ministry, rationalising staff or reviewing a mandate, depends on reliable data about people, money and results. When that data is weak, reforms are built on sand," he stated.

The plenary brought together speakers and experts from Sierra Leone, India, Canada, Australia and Estonia, who shared perspectives and experiences on strengthening access to credible data as a foundation for open government, transparency and effective public sector reform.

The discussions highlighted the need for governments and public institutions to not only make information available, but also ensure that such information is credible, timely, accurate and accessible, particularly in an increasingly digital information environment.

Written By: PSRU Comms. Unit

PSRU PRESENTS FY2027 BUDGET TO THE MINISTRY OF FINANCE AT THE FY2027 BUDGET HEARING

The Public Sector Reform Unit (PSRU) on Monday, 28th September 2026, presented its proposed budget for the 2027 Financial Year to the Ministry of Finance during the ongoing FY2027 Budget Hearing in Freetown. The presentation forms part of the Government of Sierra Leone's annual budget preparation process, through which Ministries, Departments and Agencies (MDAs) present their financial requirements, assess previous performance, and outline priorities and programmes for the forthcoming financial year.

The FY2027 budget process is being conducted against the national theme of "Building Resilience to Create Jobs", with the Government placing emphasis on realistic resource allocation, domestic revenue mobilisation, job creation, infrastructure and technology, food security, and public sector reform. The Ministry of Finance has indicated that FY2027 budget proposals will be guided by the Government's Medium-Term National Development Plan and its priority areas, including food security, domestic revenue mobilisation, job creation, infrastructure and technology, and public service reform.

The budget hearing provided an important platform for PSRU to engage directly with officials of the Ministry of Finance on its proposed financial requirements for FY2027. The exercise enables the Ministry of Finance to assess the Unit's proposed programmes and activities against available fiscal resources and national development priorities. The hearings also provide an opportunity for MDAs to demonstrate how their proposed expenditures will contribute to institutional performance, public service delivery and the implementation of government priorities.

During the hearing, PSRU presented its proposed FY2027 budget, highlighting the resources required to implement its planned programmes and activities.

The presentation covered the Unit's priorities, operational requirements, and anticipated interventions for the coming financial year.



Presenting the FY2027 budget, the Chief of Programmes, PSRU, Mr Albert R. E. C. Williams, provided a breakdown of the Unit's budgetary allocations and actual expenditures for 2025 and the period from January to June 2026. He also highlighted key achievements recorded during the period, including the coordination and management of public sector reform programmes, strategic alignment of Ministries, Departments and Agencies (MDAs), and rationalisation of mandates. Other achievements included the rebranding of PSRU, capacity building for 15 staff members, and the celebration of United Nations World Public Service Day.

Mr Williams pointed out the key challenges confronting the Unit including the absence of a legal instrument to formally establish its position as the lead institution for public sector reforms, inadequate budgetary allocations, and delays in receiving feedback from MDAs, which affect the finalisation of Management and Functional Review (MFR) reports.

He further identified limited logistics including vehicles for MFR field operations, inadequate capacity-building opportunities for staff, and the absence of donor funding for key reform activities as major constraints to the Unit's operations.



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Written By: PSRU Comms. Unit

PSRU PRESENTS FY2027 BUDGET TO THE MINISTRY OF FINANCE AT THE FY2027 BUDGET HEARING

The presentation further outlined PSRU's strategic priorities for FY2027, as reflected in its budget. According to Mr Williams, the policy objectives include the rationalisation and harmonisation of mandates, policy reviews, and the structural alignment of MDAs to support the delivery of the Big Five Game Changers under the Medium-Term National Development Plan (MTNDP) 2024–2030.

Other key policy objectives, according to Mr. Williams, include the coordination, management, and monitoring of the Government's public sector reform programme, as well as capacity building and the dissemination of PSRU's activities across various MDAs nationwide.

PSRU plays an important role in coordinating and supporting public sector reform initiatives in Sierra Leone. Its work contributes to efforts to strengthen institutions, improve organisational effectiveness and promote more efficient and accountable public service delivery.



PSRU UNDERTAKES VALIDATION OF NMSA'S DRAFT MANAGEMENT AND FUNCTIONAL REVIEW REPORT

The Public Sector Reform Unit (PSRU), convened a stakeholders' retreat to validate the draft Management and Functional Review (MFR) report of the National Medical Supplies Agency (NMSA).

The three-day validation retreat held from the 14th -16th September, 2026 brought together NMSA management, its Board, the Ministry of Health, and other supply-chain stakeholders to scrutinize the draft findings, test the accuracy of the diagnosis, and firm up the recommendations before final sign-off and Steering Committee endorsement.

For an agency mandated to procure, warehouse, and distribute drugs on behalf of all public health institutions nationwide, the review carries direct implications for the reliability of the country's public health supply chain.

NMSA was established to professionalize and centralize the procurement, warehousing, and distribution of drugs and medical supplies after weaknesses in the former Central Medical Stores system were exposed. Its core mandate covers: quantification and procurement of health commodities, warehousing and inventory management (including cold chain), and nationwide distribution.

The retreat provided a platform for stakeholders to review and validate the Management and Functional Review Report of NMSA, coordinate stakeholder engagement on the report's findings and proposed recommendations, and identify areas requiring clarification, correction, or further consideration to enrich the content of the report.

In her welcome address, the Managing Director of NMSA, Miss Jattu Abdulai, noted that the retreat comes at a crucial stage in the Agency's



development, pointing out that its responsibilities and operating environment have continued to expand since its establishment.

She stated that expectations surrounding commodity security, strategic procurement, warehousing and distribution, digitalisation, accountability, sustainability, financing, and responsiveness to the needs of health facilities have equally increased.

The board Chairman of NMSA, Alhaji Murtada M Sesay, stressed the importance of synchronising the functions of warehousing and distribution with those of health facilities and other service delivery points, stressing that weaknesses in coordination between the two sides of the supply chain could negatively affect the overall delivery system.

The Chairman also raised concerns over the level of interaction between NMSA, its parent Ministry and other partners, stating that unclear relationships could sometimes affect the Agency's efficiency. He called for clarity in reporting lines and institutional responsibilities.

Delivering the keynote address, the Director of PSRU, Mr. Sulaiman Phoray-Musa, stated that the review provides an opportunity to critically assess the Agency's mandate, structures, functions, systems and institutional capacity.

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PSRU COMMENCES VALIDATION OF NMSA'S DRAFT MANAGEMENT AND FUNCTIONAL REVIEW REPORT

He explained that the MFR process is a diagnostic tool designed to identify institutional gaps and weaknesses and provide practical, evidence-based recommendations to strengthen public institutions.

He explained further that the validation exercise represents an important stage in repositioning NMSA for greater efficiency and improved service delivery.

The Director outlined the six stages of the MFR process, from inception and stakeholders engagements to implementation and institutional follow-through.

He encouraged participants to engage openly, challenge the findings where necessary, share evidence and perspectives, and work towards consensus on practical measures for a stronger and more effective NMSA.



Written By: PSRU Comms. Unit

NACS ENGAGES PSRU TO REVITALIZE INTEGRITY MANAGEMENT COMMITTEES

The National Anti-Corruption Strategy Coordinating Secretariat held a strategic engagement with the Public Sector Reform Unit (PSRU) to discuss the reactivation and revitalization of the Integrity Management Committee within the Unit.

The engagement, which was held on the 11th September 2026 at the PSRU conference room, underscores the importance of strengthening institutional integrity, promoting ethical conduct, enhancing accountability, and reinforcing anti-corruption mechanisms within public sector institutions.

The proposed reactivation of the Integrity Management Committee presented an opportunity to improve internal coordination, support the implementation of integrity-related initiatives, and foster a culture of transparency and responsible public service.

The meeting provided a platform for stronger collaboration between the National Anti-Corruption Strategy Coordinating Secretariat and PSRU, with emphasis on revitalizing the Committee as an institutional mechanism for advancing integrity management and supporting the broader public sector reform agenda.

The promotion of integrity and the prevention of corruption are essential to effective public administration, accountable governance, and sustainable national development, as public institutions are expected to operate in accordance with established laws, regulations, ethical standards, and principles of responsible stewardship of public resources.

Speaking at the engagement, the Head of Project and Resource Mobilisation, PSRU, Mr. Morrison Arouna, welcomed the ACC team and assured



them of PSRU's commitment to strengthening transparency, accelerating public sector reforms, and entrenching a culture of accountability in public service delivery.

"We recognize that integrity is the foundation of effective public sector reform, and activating our IMC will help us identify risks, promote ethical conduct, and ensure that our processes align with national anti-corruption objectives," Mr. Morrison Arouna stated.

On behalf of the Anti-Corruption Commission, NACS Manager Mr. Montfort Okeke-Macauley commended PSRU for its willingness to prioritize integrity management and pledged NACS' technical and strategic support to ensure the IMC becomes fully functional and delivers measurable results.

"Our goal is to work hand-in-hand with MDAs to make IMCs vibrant, practical, and results-driven. With a functional IMC, PSRU will be better positioned to prevent corruption, manage risks, and model the standards we want to see across government," Mr. Montfort Okeke-Macauley noted.

The IMC is a key pillar of the National Anti-Corruption Strategy. It is responsible for coordinating corruption prevention activities, conducting risk assessments, promoting ethics and integrity training, and monitoring compliance within public institutions.

NACS continues to roll out similar engagements across government institutions as part of efforts to ensure that every MDA has an active IMC contributing to the fight against corruption in Sierra Leone.

Public Sector Reform Unit plays a role in supporting institutional transformation and improvements in public sector performance. The reactivation and revitalization of its Integrity Management Committee is therefore relevant to strengthening the ethical and accountability dimensions of its operations.

Written By: PSRU Comms. Unit

HRMO CONDUCTS MONITORING OF IPAS AT PSRU

The Human Resource Management Office (HRMO) conducted a monitoring exercise at the Public Sector Reform Unit (PSRU) to assess the implementation of the Individual Performance Appraisal System (IPAS) within the Unit.

The monitoring exercise which was held on the 3rd of September, 2026, forms part of efforts to strengthen performance management, promote accountability, and enhance the effectiveness of human resource practices within the public service. Individual performance appraisal provides an important mechanism for assessing staff performance against established responsibilities, objectives, and institutional expectations.

The engagement provided an opportunity for HRMO to interact with PSRU and review the implementation of IPAS, identify areas requiring attention, and support the improvement of performance management practices.

The exercise is relevant to the broader public sector reform agenda, particularly the promotion of results-oriented administration and institutional effectiveness.

Human resource management is a fundamental component of effective public sector administration. The ability of government institutions to deliver quality services depends, among other factors, on the competence, commitment, productivity, and accountability of their employees.

The Individual Performance Appraisal System (IPAS) provides a structured approach to assessing individual staff performance. It supports the alignment of employees' duties and objectives with institutional priorities, encourages regular performance discussions, and provides a basis for identifying areas of improvement and professional development. In his address, the Senior Assistant Secretary, Mr. Mohammed Wurie Kamara, commended PSRU for achieving a 100% completion rate in the 2025 Annual Settings and noted that the 2026 target-setting currently stands at 91%.

He highlighted concerns that supervisors' comments often fail to align with appraisees' targets, stressing that supervisors must provide clear reasons when targets are missed



. Compliance issues were also flagged, including missing signatures on official documents, raising accountability concerns, though all due processes were reportedly followed.

The Chief of Programmes, PSRU, Mr. Albert Williams, expressed appreciation for the HRMO team's visit and emphasized the importance of digitalization goals in modernizing performance management systems.

He underscored the need to reduce reliance on physical interactions and accelerate the transition to digital platforms.

Mr. Williams expressed the need for targeted training sessions to be held before the end of the year as such trainings would benefit new staff and supervisors that plays a key role in ensuring staff welfare and process accuracy.

Such initiative, he suggested, would bridge the gaps between ministerial actions and government-wide targets, and also strengthening institutional efficiency during the ongoing digital transition.



Written By: PSRU Comms. Unit

PSRU SOLICITS STAKEHOLDER CONSULTATIONS TO ENRICH THE MANAGEMENT AND FUNCTIONAL REVIEW AND STRATEGIC PLAN OF NCD

The Public Sector Reform Unit (PSRU) solicited stakeholder consultations to further enrich the ongoing Management and Functional Review and Strategic Plan of the National Commission for Democracy (NCD).

The consultations, which were held on Friday, 18 September 2026, at the Gallinest Paradise, Bo City, provided an opportunity for stakeholders to review the work undertaken so far and contributed inputs aimed at strengthening the institutional effectiveness, functionality, and strategic direction of the Commission.

The engagement brought together representatives of the NCD, relevant government institutions, and other key stakeholders to discuss the Commission's existing institutional arrangements, management structures, functions, operational processes, human resource capacity, coordination mechanisms, and overall effectiveness in delivering on its mandate.

Participants reviewed emerging findings from the Management and Functional Review and provided observations and recommendations on areas requiring further clarification, improvement, or alignment with the Commission's mandate and the broader public sector reform agenda.

The consultations also created a platform to examine the ongoing Strategic Plan, with discussions focusing on the Commission's strategic priorities, objectives, programmes, expected results, implementation arrangements, and monitoring and evaluation mechanisms.

Stakeholders emphasised the importance of ensuring that the strategic plan must be realistic, measurable, adequately aligned with national development priorities, and responsive to the evolving needs of the institution.

In her statement, NCD Chairperson, Madam Angela Marian Samu, described the process as important,



noting that while the Commission has an existing functional document, changing circumstances and the passage of time have made it necessary to review and validate it.

She urged participants to ensure that the revised documents not only address the Commission's present needs but also provide a clear direction for future generations.

"Whatever we discuss and factor into these documents should not only address our present circumstances but must be relevant for generations yet unborn," she stated.



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Written By: PSRU Comms. Unit

PSRU SOLICITS STAKEHOLDER CONSULTATIONS TO ENRICH THE MANAGEMENT AND FUNCTIONAL REVIEW AND STRATEGIC PLAN OF NCD

Facilitating the exercise, the Chief of Programmes, PSRU, Mr. Albert RCE Williams, underscored the importance of reviewing the mandates and institutional arrangements of public institutions to address overlaps, duplications and gaps in responsibilities.

He noted that significant changes have occurred since the initial review, making it necessary to reassess existing recommendations and institutional arrangements.

He explained that the evolving public sector has resulted in some institutions performing similar or overlapping functions, creating uncertainty around roles, responsibilities and oversight.

Mr. Williams highlighted the importance of broad stakeholder participation in the review process, noting that inputs from relevant stakeholders would contribute to improving the quality, ownership, and relevance of the Management and Functional Review and Strategic Plan.

The inputs and recommendations generated during the consultations will be incorporated into the relevant sections of the documents to further strengthen and enrich their contents before finalisation.

The consultations form part of PSRU's continued support to public sector institutions in strengthening institutional performance, improving service delivery, and ensuring that organisational structures and strategic plans are aligned with institutional mandates and national reform priorities.

