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PUBLIC SECTOR REFORM UNIT

e-NEWSLETTER



DIRECTOR OF PSRU CALLS FOR MODERNISATION AND PROFESSIONALISM IN THE PUBLIC SERVICE DURING STAKEHOLDERS' ENGAGEMENT ON THE PUBLIC SERVICE BILL

The Director of the Public Sector Reform Unit (PSRU), Mr Sulaiman Phoray-Musa, has called for the modernisation, professionalisation and strengthening of accountability within the public service, stressing the urgent need for a comprehensive legal framework to guide public administration and improve service delivery.

He made this call during a stakeholders' engagement on the proposed Public Service Bill 2026, organised by the Public Service Commission (PSC) in Bo on 23 October 2026. The consultation brought together public sector workers, traditional authorities, civil society organisations, and other stakeholders to discuss the proposed legislation and provide recommendations to strengthen public service governance.

The engagement was part of nationwide consultations intended to ensure the proposed legislation reflects the views, experiences, and expectations of stakeholders across the public service.

Speaking at the engagement, Mr Phoray-Musa stressed that Sierra Leone could no longer afford to operate a public service characterised by fragmented administrative arrangements, overlapping institutional responsibilities and weak coordination.

He observed that the absence of a comprehensive legal framework governing the entire public service had contributed to institutional silos, unclear reporting relationships and challenges in ensuring accountability across government institutions.

Mr Phoray-Musa further disclosed that efforts to develop the legislation had been ongoing for more than a decade, with previous attempts failing to reach completion. He commended the leadership of the Public Service Commission for reviving the process and sustaining efforts towards the development of the proposed legislation.



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The PSRU Director explained further that the proposed Public Service Bill is a critical policy action under Pillar Five of the Medium-Term National Development Plan (2024–2030), which focuses on revamping Sierra Leone's public service architecture.

Delivering the keynote address, the Chairman of the Public Service Commission, Mr Kalilu O. Bah, stated that a key objective of public service reform is to modernise business processes and procedures while ensuring that public institutions have the capacity to deliver effectively. “We must address the challenges created by fragmented institutions and clarify responsibilities so that people understand who is responsible for what,” he noted.

Mr K.O Bah further noted that although different institutions have distinct roles, they must work together effectively to improve public service delivery. He stressed the need for stronger coordination, clearer mandates and greater collaboration across institutions.

He noted that the legislation is expected to establish clearer institutional responsibilities, strengthen regulatory and oversight mechanisms, improve coordination among government institutions, and promote a culture of professionalism and performance-based service delivery.

Mr. K.O.Bah further stated that the proposed legislation also seeks to address longstanding institutional weaknesses by establishing clearer standards for the management and administration of public servants.

According to Mr. K.O. Bah the ultimate objective of the proposed legislation is to build a public service that does not merely administer government policies but delivers measurable results, earns public confidence and contributes meaningfully to Sierra Leone's development.



The Chairman of the Parliamentary Committee on Public Administration, Hon. Kemokoh Conteh, expressed support for the proposed legislation, noting Parliament's important role in considering and advancing the Bill when formally presented.

He emphasised the need for merit-based recruitment and promotion, stressing that qualifications, competence, integrity and performance should guide entry into and advancement within the public service.

He further highlighted the importance of establishing a legal framework that promotes impartiality, professionalism and accountability while clearly defining the responsibilities of public institutions.

The Chairman also encouraged continued collaboration among the Public Service Commission, Parliament and other stakeholders to ensure that the proposed legislation responds to the evolving needs of public administration.
Dr Sia Foday-Iscandri, Deputy Team Lead at Invest Salone, underscored the importance of building a capable and effective public service to support private sector development, investment and employment creation.

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She observed that the performance of public institutions has a direct bearing on the business environment and the country's broader economic development.

She noted that an effective public service is essential for translating government policies and development priorities into practical outcomes, adding that public-private sector collaboration remains important for creating an enabling environment for economic growth.

Dr Foday-Iscandri further explained that the consultation provided an opportunity to consolidate feedback from previous engagements and ensure that stakeholders' concerns inform the finalisation of the proposed legislation.

The detailed provisions of the proposed Public Service Bill were presented by Mr Lynton Jones, Esq., Senior Drafter at the Law Officers' Department, Office of the Attorney General and Minister of Justice.

The presentation provided stakeholders with an opportunity to examine the proposed legal provisions, understand their implications for public service administration, and contribute recommendations towards strengthening the legislative framework.

Discussions focused on the need to establish a modern legal framework that supports effective public service management, clarifies institutional mandates, strengthens oversight, and promotes accountability across government institutions.





Written By: PSRU Comms. Unit

PSRU AND FAO CONVENE THREE-DAY TECHNICAL RETREAT TO VALIDATE LAND REFORM DOCUMENTS

The Public Sector Reform Unit (PSRU), in collaboration with the Food and Agriculture Organization of the United Nations (FAO), has convened a three-day technical retreat to validate key land reform documents aimed at strengthening institutional capacity, improving land governance and advancing the implementation of land sector reforms in Sierra Leone.

The retreat, which commenced on Tuesday, 27 October 2026, at Companero, Bureh Town, brought together representatives of government institutions, technical experts and other stakeholders to critically examine two important draft documents: the Management and Functional Review (MFR) of the National Land Commission (NLC), conducted by PSRU, and the Political and Economic Analysis of the land sector, prepared by FAO.

The exercise provided a platform for participants to assess the findings, validate recommendations, and ensure that the proposed reforms reflect the institutional realities, operational challenges, and broader governance environment of Sierra Leone's land sector.

Welcoming participants, the Commissioner-General of the National Land Commission, Mr. Abu Bakarr Foray-Musa, described the retreat as an important opportunity to undertake an evidence-based assessment of the two documents and establish a common understanding of the institutional and operational issues affecting the Commission.

He emphasised the need for participants to carefully examine the findings and recommendations to ensure that they accurately reflect the Commission's statutory mandate, institutional requirements and operating environment.

He further encouraged stakeholders to contribute constructively to the discussions, identify gaps and propose practical recommendations that would strengthen the Commission's ability to discharge its responsibilities effectively.



Delivering remarks on behalf of FAO, Ms Dubravca Bojic, Programme Officer at the Governance and Policy Support Office of the Chief Economist at FAO Headquarters, highlighted the organisation's longstanding engagement in supporting land reform initiatives in Sierra Leone.

She noted that FAO had worked with Sierra Leone on land reform for almost 15 years, contributing to significant progress in strengthening land governance and supporting the development of relevant policies and institutional frameworks.

She described the enactment of the National Land Commission Act 2022 as a major milestone in the country's land reform journey but cautioned that the establishment of new institutions and the passage of legislation alone would not automatically resolve the challenges confronting the sector.

She emphasised the importance of strengthening institutional capacity, clarifying responsibilities among government institutions and addressing broader governance and economic factors that could affect the implementation of land reforms.

Ms Bojic further explained that FAO's Political and Economic Analysis examines not only the internal capacity of the National Land Commission but also the wider government environment within which land reform is expected to take place.

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PSRU AND FAO CONVENE THREE-DAY TECHNICAL RETREAT TO VALIDATE LAND REFORM DOCUMENTS



In his statement, the Director of PSRU, Mr. Sulaiman Phoray-Musa, informed that the Unit is mandated to undertake Management and Functional Reviews across public institutions to assess their mandates, organisational structures, functions, systems and institutional capacity.

He noted that such reviews are intended to identify institutional weaknesses, operational bottlenecks, governance challenges and other constraints that may undermine the effective performance of public institutions.

Speaking specifically about the National Land Commission, he explained that the review seeks to identify the legal and governance instruments required to support the Commission's operations, while examining institutional arrangements that could affect the discharge of its mandate.

Mr Phoray-Musa also drew attention to a recurring challenge in public sector reform, particularly where newly established institutions inherit responsibilities that may overlap with those of existing government agencies.

He observed that the creation of new institutions should be accompanied by appropriate adjustments to the mandates and functions of existing institutions, including the amendment or repeal of outdated provisions where necessary.

According to him, failure to address these institutional overlaps could result in duplication of functions, unclear reporting relationships, competition for limited resources and inefficiencies in public administration.

He stressed that the ongoing review was therefore an opportunity to address these challenges and establish clearer institutional responsibilities within the land sector.

The retreat comes at an important stage in Sierra Leone's land reform process, particularly following the enactment of the National Land Commission Act 2022 and the Customary Land Rights Act 2022.

These legislative reforms provide an important foundation for improving land administration, protecting land rights, promoting transparency, and strengthening the governance of customary and statutory land.

However, the implementation of these reforms requires effective coordination among several institutions, including the Ministry of Lands, Housing and Country Planning, the National Land Commission, local councils, traditional authorities, and other relevant stakeholders.





PSRU ENGAGES MINISTRY OF GENDER AND CHILDREN'S AFFAIRS ON MANAGEMENT AND FUNCTIONAL REVIEW

The Public Sector Reform Unit (PSRU) has engaged the Ministry of Gender and Children's Affairs in a consultative exercise as part of its ongoing Management and Functional Review (MFR) of Ministries, Departments and Agencies (MDAs), aimed at strengthening institutional capacity, improving service delivery, and promoting efficiency and accountability across the public service.

The engagement provided an opportunity for the Ministry's management and staff to examine its existing institutional structures, operational arrangements, human resource capacity, and functional responsibilities, while identifying challenges affecting the effective implementation of its mandate.

The engagement took place on Thursday, 22 October 2026, at Moseray Fadika House, Big Waterloo Street in Freetown, forms part of the Government broader public sector reform agenda, which seeks to build a responsive, efficient, accountable, and results-oriented public service capable of delivering quality services to citizens.

Welcoming the PSRU delegation, the Permanent Secretary of the Ministry, Mrs Aminata Y. Sannoh, expressed appreciation for the engagement, noting that it provided an important opportunity for the review team to interact with relevant staff and gain a deeper understanding of institutional issues affecting the Ministry's work, particularly those relating to women and children.

She acknowledged the importance of assessing the Ministry's existing arrangements and applauded the opportunity for staff to contribute their experiences, perspectives, and recommendations to the review process.

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In his presentation, the Chief of Programmes at PSRU, Mr Albert R. E. C. Williams, explained the intent and purposes of the Management and Functional Review which in his words are to provide a comprehensive and evidence-based assessment of the Ministry, with particular attention to its institutional structures, staffing capacity and operational effectiveness.

He emphasised that the exercise would help determine whether the Ministry's existing organisational arrangements, human resource capacity and operational systems are adequately aligned with its mandate and responsibilities.

The review is particularly significant given the Ministry's national responsibilities for promoting gender equality, women's empowerment, child protection and social inclusion.

The Ministry serves as the national machinery responsible for developing, coordinating and overseeing interventions relating to gender equality, women's empowerment, child protection, development and wellbeing.



PSRU ENGAGES MINISTRY OF GENDER AND CHILDREN'S AFFAIRS ON MANAGEMENT AND FUNCTIONAL REVIEW



The review provides an opportunity to examine the Ministry's capacity to translate national policies and legislation into practical interventions that improve the lives of women, girls and children across Sierra Leone. Particular attention will be placed to the implementation of the Gender Equality and Women's Empowerment Act 2022/2023, the Prohibition of Child Marriage Act 2024, and the strengthening of institutional responses to sexual and gender-based violence.

The Management and Functional Review is expected to provide a foundation for strengthening the Ministry's institutional structure and management arrangements, clarifying roles, responsibilities, and reporting relationships, identifying staffing gaps and recommending appropriate human resource interventions, and improving coordination among departments, agencies and development partners. It is also geared towards strengthening policy implementation, monitoring and accountability, improving the effective utilisation of public resources, and enhancing the Ministry's capacity to deliver gender-responsive and child-centred services.







