

**Government of Sierra Leone**



**MANAGEMENT AND FUNCTIONAL REVIEW  
OF THE  
MINISTRY OF SOCIAL WELFARE, GENDER AND  
CHILDREN'S AFFAIRS**

**Project : Management and Functional Reviews Across the Full Range of  
Government of Sierra Leone Ministries**

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**Consultation Report**

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**PAi**

**GOVERNANCE  
REFORM  
SECRETARIAT**

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**GLOSSARY OF ABBREVIATIONS AND ACRONYMS**

<b>CBO's</b>	-	Community Based Organisations
<b>CEDAW</b>	-	Convention on the Elimination of all forms of Discrimination against Women.
<b>CRC</b>	-	Convention on the Rights of Children
<b>CSDO</b>	-	Chief Social Development Officer
<b>DCSDO</b>	-	Deputy Chief Social Development Officer
<b>DFID</b>	-	UK Department for International Development
<b>ESO</b>	-	Establishment Secretary's Office
<b>FBC</b>	-	Fourrah Bay College
<b>FSU</b>	-	Family Support Unit
<b>GBAA</b>	-	Government Budget and Accountability Act of 2005
<b>GoSL</b>	—	Government of Sierra Leone
<b>GRS</b>	-	Governance Reform Secretariat
<b>HQ</b>	-	Headquarters
<b>HRM</b>	-	Human Resource Management
<b>HRMD</b>	-	Human Resource Management and Development Unit
<b>HRMO</b>	-	Human Resources Management Office
<b>IPAM</b>	-	Institute of Public Administration and Management
<b>IRMT</b>	-	International Records Management Trust
<b>IT</b>	-	Information and Technology
<b>JSDP</b>	-	Justice Sector Development Project
<b>MDA</b>	-	Ministries, Departments and Agencies
<b>MFR</b>	-	Management and Functional Reviews
<b>MHS</b>	-	Ministry of Health and Sanitation
<b>MSWGCA</b>	-	Ministry of Social Welfare, Gender and Children's Affairs
<b>MTEF</b>	-	Medium Term Expenditure Framework
<b>NCDHR</b>	-	National Commission for Democracy and Human Rights
<b>NGOs</b>	-	Non-Governmental Organisations
<b>NUC</b>	-	Njala University College
<b>OAG</b>	-	Office of the Auditor – General

*Ministry of Social Welfare, Gender and Children's Affairs*

<b>PAI</b>	-	Public Administration International
<b>PDSP</b>	-	Policy Development and Strategic Planning Directorate
<b>PKF Int Ltd</b>	–	Parnell Kerr Forster Accountancy
<b>PRSP</b>	-	Poverty Reduction Strategy Paper Report
<b>PS</b>	-	Permanent Secretary
<b>RM T</b>	-	Records Management Team
<b>SES</b>	-	Senior Executive Service
<b>UNICEF</b>	-	United Nations Children's Fund

**EXECUTIVE SUMMARY**

1. As part of the Government of Sierra Leone's (GoSL's) programme to promote good governance in the management of the public services in order to restore efficiency and improve service delivery to the population, the UK Department for International Development (DFID) commissioned a series of pilot Management and Functional Reviews (MFR) of five key Ministries in 2002. These reviews were endorsed by the Steering Committee on Good Governance, and their recommendations approved by Cabinet in 2002. The GOSL requested a re-review in 2005 of these five ministries and a review of all remaining ministries in the light of major changes affecting the proposed restructuring arising from the impact of the Local Government Act 2004, and the implementation of the devolution process. This Report covers the Management and Functional Review (MFR) of the Ministry of Social Welfare, Gender and Children's Affairs (MSWGCA).
2. The Ministry of Social Welfare Gender and Children's Affairs has had a chequered history. The Ministry has had portfolios added to and taken away from its remit time and again. In the late 'nineties' the Government of Sierra Leone merged the then Ministries of Social Welfare and Gender and Children's Affairs to form the present Ministry. Although the Ministry is required to work as an integrated component, in practice it operates from two locations. This situation is inappropriate and does not promote esprit de corps.
3. The 1991 Constitution and a number of laws provide the statutory framework and mandate for the Ministry of Social Welfare, Gender and Children's Affairs. Some of the laws are over sixty years old and some provisions in these laws are obsolete and need revision to meet the present day needs of the Ministry.
4. The mandate quoted from the Gazette overlaps with a number of Ministries, Agencies, Commissions and the Local Councils and these overlaps need to be clarified. However, the mandate relating to women remains valid, as 'women' related issues/gender mainstreaming have not yet reached the level of awareness where it is integrated into the mainstream of each MDA. We have however, made recommendations concerning these overlaps.
5. The present organization structure of the Ministry of Social Welfare, Gender and Children's Affairs which is based on the traditional Civil Service structures, procedures, and conditions of service is dysfunctional and inappropriate to drive the Ministry to the new direction required. Underlying and causing this dysfunctional nature is the apparent lack of any effective policy process leading to critically weak planning and inability to deliver the required services. Where planning and policy making exists it is ad hoc, reactive and does not provide direction or support for the senior tier and political leadership of the Ministry. An appropriate organization structure has been recommended for adoption by the Ministry. The qualities and characteristics of the recommended structure have been outlined and discussed with the top echelon of the Ministry who has accepted the merits of it. Furthermore, the

recommended structure complies with the 'Architecture of Government Review' Blue Print. The recommended structure reflects the Directorate system and has a 'Policy Development and Strategic Planning Directorate' as one of the three key directorates. The two other directorates are the 'Social Welfare Directorate' and the 'Human Resource/Administration and Finance Directorate'. Gender Policy lies in the heart of the social development agenda and within the Policy Development and Strategic Planning Directorate and there is a recommendation for the establishment of a Gender Division.

6. The Ministry has done very little towards implementing the Government's decentralization and privatization policy. The reason cited is that budgetary allocations are grossly inadequate for any meaningful programmes to be carried out. However this is exacerbated by the Ministry's weak staff capacity and lack of policy initiatives.
7. Feedback from stakeholders suggests that the Ministry needs to improve its external relationship management and we recommend the development of a Public Relations and Information Unit whose purpose will be to focus of the dissemination of information
8. The Ministry has no policies on human resource management. Presently, the human resource management function is performed in three different places without any central coordination.
9. Similarly , the Ministry has no policies on records management. Records and information management are critical issues that cut across all Directorates. At present the records management system of the MSWGCA on the whole is very poor. We have recommended the need for revamping the registry and records keeping systems with assistance from the RM office and the introduction of a Central Records and Information Management Unit.
10. Staffing at the Ministry is generally poor and majority of the staff members is aging. There are also a number of staff members who should be retired now but are still at post. Again, the caliber of the present stock of staff does not provide the Ministry with key and critical skills and competencies required for carrying out the mandate and its functions. We have identified and recommend the need for retirements and retrenchment/redeployment.
11. A full summary of our recommendations on strengthening the Ministry's own internal administrative apparatus is presented over leaf and covers the following:
  - Reviewing and updating the statutory framework governing MSWGCA's operations and making them relevant.
  - Clarifying MSWGCA's functions and eliminating inappropriate direct management functions through outsourcing/privatisation.
  - Formulating appropriate vision statement and a plan relevant to role of the MSWGCA.

***Ministry of Social Welfare, Gender and Children's Affairs***

- Integrating the Gender Division and the main Ministry into one entity at one location
- Strengthening the HRM function and the HRMD Unit
- Review of existing staff inventory and staff rationalisation arrangements
- Using the new Policy Development and Strategic Planning Directorate to lead MSWGCA in its planning and budgets prioritization processes.
- Establishment of the Internal Audit, Procurement and Budget Committees in line with provision of GBAA of 2005
- Revamping Records and Information Management
- Identifying priority equipment needs
- Revamping relationship management processes with stakeholders or public
- Creating institutional arrangements for managing change and change processes

## **SUMMARY OF RECOMMENDATIONS**

For ease of reference recommendations are grouped under the broad headings in line with the Terms of Reference. Each recommendation is cross referred to the main body of the report containing the relevant analysis

### **A. Statutory Framework and Mandate Recommendations**

1. **We recommend most urgently** that all the obsolete laws, regulations and conventions of the Ministry of Social Welfare, Gender and Children's Affairs be reviewed, updated and made relevant to the needs of the Ministry and its Divisions (paragraph 7.06)
2. **We recommend** that all Mandate overlaps between the Ministry and the other Ministries, Agencies, Commissions and the Local Councils be clearly defined. (paragraph 7.09)
3. **We therefore recommend** that the Ministry develops and crafts a vision and a plan that would be relevant to its needs now and in the next five to ten years. The MFR Team is available to assist the Ministry during implementation (paragraph 7.12)
4. The Mission statements are comprehensive. **We support** the present position and these can be integrated into the vision and the plan. (paragraph 7.16)

### **B. Recommendations on Functions**

5. **We recommend** the integration of the Gender Division and the main Ministry. into one entity and at one location (paragraph 7.24)
6. **We recommend** that the Ministry reduce the number of Divisions and move to a Directorate integrated structure to cover:
  - Policy Development and Strategic Planning Directorate
  - Social Welfare Directorate
  - Human Resource/ Administration and Finance Directorate

This will provide for line managers that will be directly responsible to the Head of the Ministry. (paragraph 7.32)

7. **We recommend** that the SES policy should be applied to the Ministry and the dual hierarchy abolished. (paragraph 7.33)



**C. Recommendations on Organisational Structure**

8. **We recommend** the adoption of the Horizontal Review Report proposed Architecture of Government blueprint for a Ministry. This is shown in **Appendix 6**. (paragraph 7.38)

**D. Recommendations on the functions at the Provincial /Regional Level**

9. **We recommend** that the Ministry close all its district offices and open three Regional/Provincial offices to oversee the activities country-wide. (paragraph 7.41)
10. In view of these transformations and increased responsibility of the new structure, shortage of staff and resource constraints, **we recommend** that the head at the regional level should be upgraded to that of a Director (paragraph 7.43)

**D. General Management Recommendations**

11. **We recommend** that a Policy Development and Strategic Planning Directorate inclusive of Gender Policy be established to lead the Ministry forward (paragraph 7.48)
12. **We recommend** that external assistance be sought to provide a Director for this Directorate. This technical assistance should be for at least two years. The external Director will have to design a training programme for the Directorate's Staff of the Ministry in order to develop the capacity of middle level management. (paragraph 7.49)
13. **We recommend** that MSWGCA discuss with the OAG in order to build capacity for the staff of the yet-to-be established Internal Audit Unit to the minimum acceptable level of performance. (paragraph 7.52)
14. **We recommend** that the MSWGCA seek the assistance of the OAG to establish an Internal Audit Unit in compliance with the requirements of the Government Budgeting and Accountability Act (GBAA) of 2005 (paragraph 7.53)
15. **We recommend** that the two budget and finance lines be **abolished or merged** into one and that one of the Accountants and the numerous clerical staff numbering over twenty (20) be redeployed or transferred to the ESO for posting elsewhere. (paragraph 7. 54)
16. **We recommend** that a Budget Committee should be established in line with the requirements of the Government Budgeting and Accountability Act (GBAA) of 2005. (paragraph 7.57)

17. **We recommend** that these important management structures are given the top-level support and endorsement necessary to enable them function effectively and contribute to the running of the Ministry. (paragraph 7.59)
18. **We recommend** that the MSWGCA should source for funding for the functions and institutions listed in **paragraph 7.60** both internally and externally by preparing technical and financial proposals and marketing them to potential sponsors. The technical and financial proposals should be written by the Policy Development and Strategic Planning Directorate. (paragraph 7. 61)
19. **We further recommend** that the Ministry put in place measures to develop capacity for outsourcing these functions (paragraph 7.62)

**E. Recommendations on Human Resource Management**

20. **We recommend** that the Ministry should seek assistance from the ESO/ HRMO to restructure and re-organise the human resource management function (paragraph 7.65)
21. **We recommend** that these staff (those appropriate to other MDAs and local government functions and over/or approaching retirement age) should be redeployed or retrenched ,prepared for retirement as appropriate.(paragraph 7.67)
22. **We recommend** as a matter of urgency that the Ministry should seek assistance from the ESO/HRMO to determine the appropriate staffing levels and also clean both the present/existing payroll and the staff list to reflect the accurate staff strength and numbers. (paragraph 7.68)
23. **We recommend** that the Ministry liaise with the Accountant –General to change the use of vouchers for payment of staff salaries and to mechanize the process (paragraph 7.70)
24. **We further recommend** that the Ministry put in place a policy for payment of salaries through the banks and ensure that the policy is complied with. This will enable the Ministry clean its payroll of potential ‘ghost’ or absentee employees. (paragraph 7.71)
25. **We recommend** that the MSWGCA carry out mandatory medical examinations for any staff who appear medically unfit to perform their duties. Any staff member deemed medically unfit for duty should be laid off on grounds of ill-health, with their appropriate benefits (paragraph 7.74)
26. **We further recommend** that MSWGCA should seek assistance of the ESO/HRMO to conduct staff head count to determine the accurate number of staff and reconcile the data with the payroll information. (paragraph 7.75)

27. **We recommend** that the MSWGCA should invest in its human resource management. (paragraph 7.76)
28. **We therefore recommend** the retirement of all personnel who are 60 years or above that age. This will enable the Ministry to bring in fresh blood and ideas into its fold and also clean its personnel data base. (paragraph 7.78)
29. **We recommend** that the Ministry seek the assistance of the ESO/HRMO to prepare succession plans for the future to avoid the situation where the Ministry . will be put in distress as is happening presently( paragraph 7.80)
30. **We recommend** that the Human Resource Management and development Unit should replace the Personnel Office. The ESO/HRMO should as the “HRMO Project” progresses assist in strengthening and upgrading the personnel office to meet the needs of the Ministry. (paragraph 7.82)
31. **We recommend** that the HRMD should keep custody of all duplicates of Personnel Records as part of the central information unit (paragraph 7.83)
32. **We recommend** that the HRMD Unit should adhere to central policy guidelines on access and management of personnel records (paragraph 7.84)
33. **We recommend** that the Ministry should seek assistance from the ESO/HRMO to introduce staff re-training in relevant specialized disciplines for those staff members who have the ability. (paragraph 7.88)
34. **We recommend** the Ministry transfer staff to other Ministries where they could be useful or return them to the HRMO Pool (paragraph 7.89)
35. **We further recommend** that the Ministry should seek the ESO/HRMO assistance in preparing a Scheme of Service that would meet its needs. (paragraph 7.90)
36. **We recommend** that the Ministry seeks the assistance of the ESO/HRMO to develop updated job schedules to cover all categories of staff members beginning from the top through to the lower level positions (paragraph 7.91)
37. **We further recommend** that the Ministry should seek the ESO/HRMO assistance in developing a training programme that will serve the immediate and longer-term needs of the Ministry based on training needs identification, assessment and analysis for the various categories of staff. (paragraph 7.91)
38. We noted that the Ministry has a pool of employees whose skills and training are relevant to the Ministry of Local Government. Given the new role that the Ministry is required to play, **we recommend** that these employees should

officially be deployed or transferred to the Ministry of Local Government where their skills will be relevant (paragraph 7.94)

**F. Recommendations on Records Management**

39. **We recommend** that the Registry and Records keeping systems be revamped with the assistance of the RM team. (paragraph 7.101)

**G. Recommendations on Equipment and Material Resources**

40. **We recommend** that the Policy Development and Strategic Planning Directorate take a lead with the Budget Committee in prioritizing equipment expenditure in consultation with the other Directorates of the Ministry and the regions and district offices. (paragraph 7.105)

41. **We recommend further** that provision for running and repair costs of equipments and vehicles should be placed on priority in the budget line and funds made available for them (paragraph 7.106)

42. **We therefore recommend** that MSWGCA discuss with GRS for guidelines in accessing the Essential Equipment Fund facility. (paragraph 7.108)

**H. Recommendations on Communication with the Public**

43. **We therefore recommend** that the Ministry should identify priority areas and devise a strategy for relationship management and ensure regular interactions with these groups to address some of their concerns (paragraph 7.113)

44. **We recommend** the establishment of a Public Relations and Information Unit to deal with strategic issues emanating from the public and other stakeholders. (paragraph 7.114)

**I. Recommendations on Property Rights**

45. **We recommend** that the Ministry seek help from the Ministry of Lands and other authorities as appropriate to restore the premises and land to its rightful use by removing squatters and illegal buildings from its land at Wellington allocated to Approved School. (paragraph 8.02) (Note at the time of the issue of this report the JSDP has officially handed over a totally refurbished premises to the GoSL)

**J. Recommendations on Institutional Arrangements: The Way forward**

46. We reiterate the fact that the Ministry is poised for fundamental changes in its operations.
47. **We recommend** that the Permanent Secretary should lead a Team of reform-minded staff from a range of grades from the MSWGCA who would oversee all MSWGCA changes and performance improvements, including the work on decentralization. (paragraph 9.01)
48. **We recommend** that the Ministry widely circulate this Report and facilitate through the proposed Change Management Team, a collective response to the Report's recommendations (paragraph 9.03)

**MAIN REPORT - MINISTRY OF SOCIAL WELFARE, GENDER AND CHILDREN'S AFFAIRS**

**1.0 INTRODUCTION**

- 1.01 As part of the GoSL's programme to promote good governance in the management of the public services in order to restore efficiency and improve service delivery to the population, the UK Department for International Development (DFID) commissioned pilot management and functional reviews (MFRs) of five key Ministries in 2002. These reviews were endorsed by the Steering Committee on Good Governance, and their recommendations approved by Cabinet in 2002.
- 1.02 Following on from these initial reviews, DFID is funding reviews across all Government Ministries over a three-year period 2005-2007. These new reviews are part of an integrated programme funded by DFID and delivered by Public Administration International (PAI) with its CoEn Consulting in support of GRS and HRMO. The wider programme includes modernizing the Establishment Secretary's Office to create a Human Resources Management Office (HRMO) and a Records Management component supported by PAI partner the International Records Management Trust (IRMT).
- 1.03 This Report covers the Management and Functional Review (MFR) of the Ministry of Social Welfare, Gender and Children's Affairs (MSWGCA).

**2.0 TERMS OF REFERENCE**

- 2.01 The following terms of reference were agreed for the study:

**1. Review and Redefine the Ministry's Mandate.**

**Objective:** Review and redefine the mandate and role of the Ministry to ensure that it directly relates to and is consistent with the development objectives of Government, including the consequences of decentralization, the devolution plans of the Ministry, budget reforms and its role in the Poverty Reduction Strategy.

**Output:** - Redefined mandate of Ministry, vision and mission statement, functions of Ministry.

**2. Review of Organizational Structure.**

**Objective:** Review organizational structure to determine how the functions and responsibilities of the various units relate to the achievement of the mandate and mission of the Ministry.

**Output:** Reviewed, and redefined organizational structure setting out functions, responsibilities and priority areas of the units within the Ministry.

3. **Review of Administrative Procedures.**

**Objective:** Review administrative procedures, processes and facilities to determine efficiency and effectiveness in delivering mandate and mission.

**Output:** Recommendations on changes required to administrative procedures to enhance decision making and delivery.

4. **Existing Staff Inventory and Staff Requirements for the Ministry.**

**Objective:** To document existing staff inventory, qualifications and skills, undertake any sample job inspections, additional job analysis and evaluations, develop selected job descriptions and establish the future staffing requirement with necessary skills to achieve the mandate and perform the functions identified.

**Output:** Detailed existing staff inventory, job descriptions and detailed staff requirements which can be used for manpower planning.

5. **Staff Rationalization.**

**Objective:** Determine the “fit” between existing and future staff requirements of the Ministry.

**Output:** Detailed information on the rationalization of staff to be retained, retired, devolved to Local Government and retrenched.

6. **Communication.**

**Objective:** To review the pattern of communications between the Ministry and the public to assess whether their interests are being satisfactorily communicated to the Ministry and whether Ministry's decisions and policies are being satisfactorily communicated and understood.

**Output:** Recommendations on improvements in communications.

7. **Equipment Estimates.**

**Objective:** To support the Ministry in the preparation of estimates of equipment required for supply from the Essential Equipment Fund.

**Output:** Equipment estimates.

### **3.0 APPROACH TO THE STUDY**

- 3.01 The main tool employed was the process consulting approach which entailed the involvement of the staff of the Ministry, particularly top management in the identification of the problems, finding solutions to them and decisions on implementation of the necessary changes/recommendations.
- 3.02 Prior to the commencement of the assignment, the Minister and top management were briefed about the review, the parameters and the expected roles they were to play in the process particularly the setting up of the Change Management Team/Contact Group. This was to assure acceptance, ownership, transfer of skills and smooth implementation of the recommendations.
- 3.03 Structured Interview Protocols as well as questionnaires (**Appendix 1**) were used as the basis for data collection. Completed questionnaires and the follow up interviews gave a picture of the existing situation with regards to mandate, vision, mission, functions, organizational structures, staffing and working arrangements including policy formulation processes as well as internal and external relationships.
- 3.04 Field visits were also undertaken in the three (3) Regions, namely: Makeni, Bo and Kenema where youth groups, women groups were consulted for their views on the Ministry's communications and relationships with stakeholders. In particular the visits were aimed at inquiring about how the Ministry relates to and interacts with the general public in fulfilling its mandate as an organ of state which is required to be accountable to civil society. A list of people consulted or who attended the meetings and those interviewed is attached as **Appendix 2**
- 3.05 Interviews were held with selected officials from the Ministry.
- 3.06 In addition to the interviews and meetings, information on workloads, staffing numbers, skills mix and vacancies, where available, were collected and analyzed. Relevant reports and documents e.g. MTEF Reports, Poverty Reduction and the Horizontal Review Reports were studied.
- 3.07 Contentious issues identified during the review were discussed thoroughly with the Permanent Secretary (PS) for his views.

### **4.0 RESPONSIBILITY**

- 4.01 Although this Report has been commissioned by DFID under British Aid arrangements, the British Government bears no responsibility and is not in any way committed to the views and recommendations expressed therein.



**5.0 ACKNOWLEDGEMENTS**

- 5.01 We are very grateful for the support and facilities provided by the Ministry of Social Welfare, Gender and Children's Affairs. We are also grateful for the support, interest shown and technical advice given by Mr E. B. Osho Coker (Coordinator of Public Service Reform) and Stephen Catchpole Coordinator of PAI and Project Director. Our thanks also go to the GRS Staff and Lansana Boima (Administrative Officer PAI) for their assistance and hard work.

## **6.0 OVER VIEW OF THE PRESENT ARRANGEMENTS**

### **6.01 Background**

6.02 The Ministry of Social Welfare has had a chequered history. In 1972 when the district councils were dissolved, the rural development functions were added to its portfolio and its name was changed to The Ministry of Social Welfare and Rural Development. In the 'eighties', the Ministry was stripped of its rural development functions and its remit focused only on Social Welfare Issues. Then in the late 'nineties', the Ministry of Gender and Children's Affairs was merged with the Ministry of Social Welfare to form what is now known as the Ministry of Social Welfare, Gender and Children's Affairs. However, the structures of the two institutions in reality have remained the same as they operate from different locations but under one Minister.

### **6.03 Statutory Framework**

6.04 The 1991 Constitution and a number of diverse laws and regulations provide the regulatory framework for the Ministry of Social Welfare, Gender and Children's Affairs. These are listed below:

- CAP 44 of the Laws of Sierra Leone -Children and Young Persons Ordinance (31<sup>st</sup> December, 1945)
- The Anti- Human Trafficking ACT 2005
- Policy on Child Well-being (May2006)(draft)
- Policy and draft Bill on Disability(2004)(draft)
- Gazette Publication on Ministerial responsibilities
- The Local Government Act 2004
- The Adoption Act 1989
- Convention on the Rights of Children [CRC ](Ratified but yet to be part of the Laws of Sierra Leone)
- Convention on the Elimination of all forms of Discrimination against Women. [CEDAW ]( Ratified but yet to be part of the Laws of Sierra Leone)
- National Policy on Gender Mainstreaming

6.05 Some of these laws are over sixty (60) years, while others have been ratified and are yet to be made part of the laws of Sierra Leone.

### **6.06 Mandate:**

6.07 The Ministry's mandate as expressed in the Gazette No. 73 of December 2002 is as follows:

- Social Development
- Welfare Services i.e. care for the aged, disability issues etc.

- Formulation of national policies for the empowerment of young men and women to develop their potential creativity and skills as productive and dynamic members of Society and the promotion of national values
- To address the problem of drug abuse among the youth population in collaboration with other relevant government and non-governmental institutions
- Government's machinery for initiating policies relating to Gender and Children
- Government's machinery for monitoring and coordinating of all activities including existing structures, relating to women and children
- To coordinate the efforts of NGOs, UNICEF and other donor agencies in addressing the needs of children and women including those affected by the war
- Raise awareness/recognition of gender gap and take positive steps to narrow gender disparities, child abuse, violence against women, and marginalization in the Society
- To assess the implications for women and men of any planned action, including legislation, policies or programmes, in all areas and at all levels<sup>1</sup>.
- Collaborate with the Ministry of Health and Sanitation (MHS) to address the issues of maternal mortality and infant and child mortality and to prepare and maintain statistical data on children, gender, and other reproductive health activities
- Work in close collaboration with Ministries of Education Science and Technology, and Youth and Sport, and other specialized local and international agencies in addressing the educational needs of children and women
- Mobilization of resources both local and international in support of gender and children related projects
- Collaboration with relevant Government Ministries and National and International Organizations/Institutions

6.08 The mandate quoted from the Gazette overlaps with a number of Ministries, Agencies, Commissions and the Local Councils. However, the mandate relating to women remains valid, as women issues have not yet reached the level of awareness where it is integrated into the mainstream of each MDA<sup>2</sup>.

#### 6.09 **Vision**

6.10 The Ministry has not articulated any vision yet.

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<sup>1</sup> Though not among the list in the Gazette, the Ministry has added this to its Mandate

<sup>2</sup> Source: Diagnostic Study of the Architecture of Government of Sierra Leone: A Horizontal Review Across Ministries, March 2006

**6.11 Mission Statement**

6.12 There are two Mission statements for the MSWGCA, one being from the Gazette and the other from the MTEF document. There are also slightly different mission statements in the MTEF document for the separate divisions of the MSWGCA, which have not been reproduced here.

6.13 The first Mission Statement culled from the Gazette states:  
“Develop policies and programmes for social welfare, gender, and children’s affairs by undertaking the following major responsibilities...” This is followed by a list in the Gazette

6.14 The second Mission Statement from the MTEF document states:

“To ensure the provision of services to the socially marginalized, disadvantaged groups, less privileged people particularly children affected by the war, women, the aged, the disabled, whether groups, individuals, family units and the needy in our communities. In this regard, the Ministry promotes and advocates for the area of resource mobilization and allocation and ascertains necessary law reforms. The Ministry also promotes gender equality and advocate for the advancement of women in the political, legal, social, economic and other spheres of life.”

**6.15 FUNCTIONS**

6.16 The Ministry draws its functions from the above Mandate listed in **paragraph 6.07**. Indeed the functions are extrapolated from the mandate. Its functions as spelt out in the Gazette are summarized as follows: -

- Develop policies and programmes for Social Development.
- Formulate national policies for the empowerment of young men and women
- Address problems of Drug abuse
- Advocate for policies in Government relating to Gender and Children
- Coordinate efforts of all NGO’s supporting women and Children
- Mobilize and sensitize and raise awareness on gender disparities
- Collaborate with other Ministries on issues of women and Children

6.17 However some of the Ministry’s functions overlap with other Ministries. A few examples are provided here:

- The Ministry has overlapping functions with the Ministry of Youth and Sports specially relating to youth as opposed to children with respect to the empowerment of young men and women, drug abuse and education
- Analysis of the MTEF revealed that the Ministry is budgeting for functions relating to criminal justice, bail, and the construction of remand homes that are non-core for them but are, in fact, core functions of the Ministry of Justice.
- The Ministry of Health in maternal and child health issues
- The Ministry of Education Science and Technology in educational issues,

- The National Commission for War Affected Children for Children affected by the war.

#### 6.18 **ORGANISATIONAL STRUCTURE**

6.19 As mentioned in **paragraph 6.01** the Ministry has over the years been transformed into a large entity with many varied functions added to its original remit. The additional functions had affected its structure and scope of coverage. However it is observed that the desire to merge the key components of the Ministry (the former Ministry of Gender and Children's Affairs and the former Ministry of Social Welfare) into a piece has not been successful as the functions and structures of the two Ministries remain the same and located in different places but operate under one Minister. Thus, the integration as expected has not taken place and it appears from the outside that there are still two separate Ministries in existence.

6.20 The Ministry's structure is headed by a Minister who is the political head with two Permanent Secretaries (PS) as his Principal Assistants as detailed by the Establishments list. The Permanent Secretaries are the administrative heads and responsible for Policy direction. The PSs are supported by two divisional heads who are professionals in their areas of specialty. These are the Chief Social Development Officer (CSDO) and the Director for Gender Division. The Chief Social Development Officer is responsible for Welfare and Children-related issues and the Gender Division is headed by a Director.

6.21 Within the Ministry, There are six distinct Divisions as follows:-

- Probation
- Family casework
- Child Welfare /Child Protection
- Disability
- Planning
- Gender

6.22 Their functions are described below:

##### 6.22.1 **Probation Division**

This division is responsible for:-

- Investigation of Children in conflict with the law
- Attend Court sittings and Mitigate on behalf of Children
- Fostering and Adoption
- Family Tracing
- Abandoned children
- Destitute
- Secure place of children

**6.22.2 Family Casework Division**

- Custody of Children whose parents have problems
- Mediation between families
- Counseling
- Maintenance support for children and wives
- Gratuity payments to children of deceased public service employees
- Trustee for minors
- Home visits

**6.22.3 Child Welfare/ Child Protection Division**

- Tracing for lost Children
- Reunification of children with their parents
- Provision of Transit Homes for lost Children
- Child Protection

**6.22.4 Disability Division**

- Job Placement for the disabled
- Monitoring activities of NGO'S dealing with disability
- Provide professional advice to the Ministry on disability issues
- Organize Community based organizations for the disabled
- Develop Policy on the disabled

**6.22.5 Planning Division**

- Lead preparation of the Budget for the Ministry
- Formulate Project proposals
- Coordinate Training
- Coordinate activities with other Social Sector MDA's
- Monitoring and Evaluation
- Management of Documentation Centre
- Coordinate activities of Audio Visual unit in the Ministry.

**6.22.6 Gender Division**

- Gender Mainstreaming
- Gender Issues and Trends
- Violence Against Women
- Discriminatory Attitudes
- Differences in Legal Status and Entitlements
- Gender Division of Labour within the Economy
- Inequalities in the Domestic Unpaid Sector
- Inequalities within Households
- Inequalities in Political power
- Sensitization on Gender Issues
- Use opportunistic events to mobilize and pass on Gender information.
- Advocacy

6.22.7 In addition to the functions listed above (Section 6.22) the Ministry is responsible for six (6) other institutions namely:

- **A Remand Home in Freetown**

This is a transit point for juveniles having problems with the law who are awaiting judgment from the juvenile courts.

- **A Remand Home in Bo**

This serves as a transit point for juveniles having problems with the law who are awaiting judgment from the juvenile courts

- **A Home for the Destitute (King George VI Home)**

This is a home for the aged who are sick and cannot take care of themselves. MSWGCA are only paying staff salaries. The management and support to the Home is left to the goodwill of NGO'S, individuals and other supporting groups.

- **An Approved School**

This is a correctional facility for children who have passed through the juvenile courts and have been handed over to MSWGCA for rehabilitation and integration into the society. MSWCA provides management support, staff salaries and maintenance of the facilities. However this facility is in a very deplorable state and run down condition and has in the past been encroached upon by illegal builders and squatters.

- **A National Training Centre in Bo.**

This Centre was set up in the 1970's to train Social Workers who were then deployed into the Chiefdoms. The structures such as class rooms, lecture halls and residential facilities are still there, but no training is planned and the facilities have not been used for years.

- **A Defunct Farm Craft Centre for the blind in Kenema.**

This is now defunct but the Ministry has received a request from an NGO to use the facilities to train the blind.

The existing organization structure of the Ministry is shown in **Appendices 5A, 5B, 5C and 5D.**

## 6.23 **Working Arrangements**

6.24 The Ministry of Social Welfare, Gender and Children's Affairs has interesting working arrangements. This stems from the fact that the integration that is expected from the two entities (the former Ministry of Gender and Children's Affairs and the former Ministry of Social Welfare) that were merged or put together has not taken place in reality. What exists now can best be described as a

***Ministry of Social Welfare, Gender and Children's Affairs***

- subterfuge as there are in practice still two separate bodies working independently.
- 6.25 The main Ministry is located at New England where the Minister, the Permanent Secretary and the Chief Social Development Officer are all located. Within the New England location the Ministry is further divided into four separate buildings. The physical outlook of the four buildings at New England does not present a good picture for a Social Welfare Ministry. The Buildings are old and infested with vermin. The roof of some of the buildings leak badly and when it rains work virtually comes to a halt. The lighting system is very poor and the situation is made worse when there is no light to work with. The darkness that engulfs the premises makes working there very difficult. Again, the physical location of the buildings makes it difficult to control staff and work as a team.
- 6.26 The Gender Division of the Ministry on the other hand is located in the building of the former Ministry of Gender and Children's Affairs at Youyi Building which is in a different geographical area .The Gender Division is under a Deputy Minister whose offices are in the Youyi Building. The geographical separation of the two entities is posing a problem for coordination and integration by the Ministry. Indeed, most staff especially those of the Gender Division are of the opinion that they are different from the other staff of the Ministry located at New England.
- 6.27 The separate locations of the Ministry and the Gender Division have not enabled the Ministry to effectively coordinate its activities. Communication between the two entities is complicated because there are no effective means of integration available. These two separate entities appear to work independently and not as one Ministry.
- 6.28 Generally the standards of office accommodation of the Ministry at the Headquarters level and in the regions and districts are very poor and some of the structures are in a state of disrepair.
- 6.29 Again, the two entities operate two parallel systems although they are in the same Ministry. For instance there are two Accountants and two Deputy Secretaries, independently working for the two entities but reporting to the Permanent Secretary of the Ministry. The entities also have two separate budget allocations. The administration of the Ministry is also split between the PS, Social Welfare and a second PS, who heads the Gender Division. This is a clear situation of duplication of functions and waste of scarce resources.
- 6.30 The Ministry has a very weak Management level with an overstaffed junior level who is more absent than present at work. Generally, morale is very low and lines of communication for both Divisions are not kept.



- 6.31 Policy formulation in the Ministry is also very low. On occasions when policies are enunciated they have been mainly donor- driven.
- 6.32 Also it needs to be mentioned that the professional divisions are weak in developing programmes for funding and this has affected the operations of the entire Ministry to a very large extent.
- 6.33 Work processes have been diluted to the benefit of line managers
- 6.34 There are no Procurement Committees in place as required by Part 111 Sections 18 and 19 of the Procurement Act 2004. Most of the processes for procurement are being handled by the two Accountants and their staff in their different locations. Also the procurement process is not transparent as spelt out by the Procurement Act.
- 6.35 There are no Budget Committees in place for the two entities. This situation violates the Government Budget and Accountability Act (GBAA) of 2005 Section 20 (2) which require each Ministry to establish a Budget Committee that should have the responsibility for budget planning.
- 6.36 Although the Ministry claims to have prepared its Budget using the MTEF process, the exercise was regarded as a budgetary requirement rather than a planning tool. Furthermore, we are informed by the District Offices that they are not involved in the MTEF process.
- 6.37 There are no Internal Audit Units for the two entities. This omission violates the GBAA 2005 Section 6 (5)<sup>3</sup>
- 6.38 **Decentralisation**
- 6.39 The Government policy on Decentralization after two years has not been fully implemented by the Ministry. This Ministry was one of those that took most of the activities of the defunct councils, but are now either reluctant to hand over to the Councils or they cannot articulate what actions to take. Presently, there is nothing to show that the decentralization and devolution policy of Government is being implemented. The Districts receive their annual budgetary allocations but no programmes are carried out with the reason cited that the funds are too small for any meaningful programme to be undertaken. The funds are mainly spent on recurrent expenditure.

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<sup>3</sup> The Government Budgeting and Accountability Act, 2005

6.40 Outside of Freetown, there are twelve (12) District Offices which represent the Ministry. As part of the on-going decentralization process the MSWGCA is to devolve or privatize the following activities:

- Raise awareness/recognition of the gender gap and take positive steps to narrow gender disparities, child abuse, violence against women, and marginalization in the society
- Probation
- Disability issues
- Child welfare
- Gender issues
- Family Case work
- Address the problem of drug abuse among the youth population in collaboration with other relevant government and non-governmental institutions
- Collaborate with the MHS to address the issue of maternal mortality and to prepare and maintain statistical data on children, gender, and other reproductive health activities.

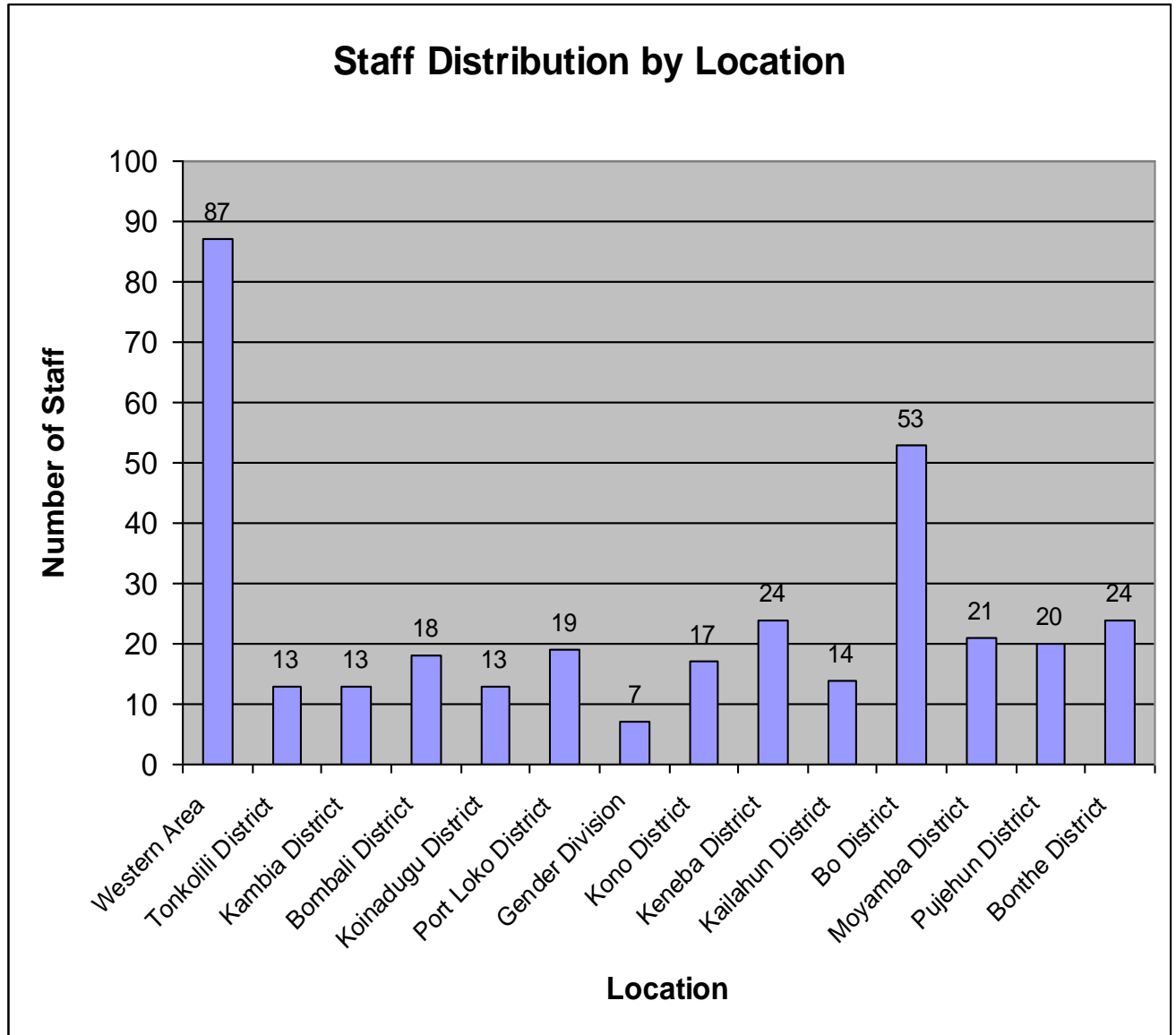
6.41 Monitoring of its twelve (12) District offices is not carried out. This may be due to several factors including lack of resources, weak capacity of staff, and lack of policy initiatives and monitoring and evaluation.

6.42 **Records Management**

6.43 Records Management on the whole is very poor at the national, regional and district levels. There is no documentation centre at the Ministry where files are kept to make retrieval easy. In order to improve on the record keeping system of the Ministry, the Staff Superintendent who is in charge of records, received training in filing from the ESO, but has not in any way put the new skills acquired to any meaningful use. This is because the situation before the training and the situation after the training have not changed. The status quo remains. Again supervision of the registry in particular and record keeping in general in the Ministry is weak. The record keeping culture of the Ministry needs to be reorganized professionally.

**6.44 Human Resource Management**

- 6.45 An assessment of the status of the Human Resource Management function by the MFR Team in the Ministry shows that it is very weak or appears not to exist and in no manner reflects any form of best practice. As a result of this situation, a lot of human resource management activities have not been carried out. For instance, there is overstaffing in the Ministry as the payroll data on staff does not reconcile with the staff list provided by the Ministry; staff who should be on retirement are still at post and therefore their retirements are long over due (**Figure 2**); there is no succession plan in place; other job holders have taken on duties that are not their remit; some staff members have been on acting appointments for a very long time but they are not performing the duties required of their positions.
- 6.46 Again it appears that the working relationship among staff is not the best. The organisation climate is poor. Staff commented to the team that “staff relationships existing at the Ministry is very peculiar” and ‘there are a lot of problems’ and they would not be surprised if the “Ministry is closed down”. This suggested there is a large degree of dissatisfaction amongst staff . Their unhappiness related to poor conditions of service and most did not see any future with the Ministry. Indeed, the human resource management function and general management ethos needs urgent attention.
- 6.47 The current staff strength is 383 nation –wide. This number is derived from the payroll data. However the staff list submitted by the Ministry to the MFR Team indicates that the staff strength is 390. We were unable to ascertain accurate numbers of staff. From the data available it was revealed that some past employees remain named on the payroll who are known to have retired or are deceased. We therefore note that there is a discrepancy between the payroll data and the staff list and this need to be addressed. The staff distribution by districts and location is graphically presented in **Figure1** below.



**Figure 1 - Staff Distribution by Location<sup>4</sup>**

**6.48 Reconciling Staff Lists with Payroll**

6.49 There are two forms of pay roll systems in the Ministry. These are payment by vouchers and payment through the bank. Majority of the staff members are paid through the use of vouchers. The MFR Team requested for exhibits of the pay vouchers for scrutiny to enable us ascertain the details but we were showed only the vouchers for the Kambia District and that of the head-quarters which were available at the time. On examining them the MFR Team did not have a clear picture of what the payroll contains as it did not reconcile with information

<sup>4</sup> Source of Data: Staff list

*Ministry of Social Welfare, Gender and Children's Affairs*

contained in the staff list. **Table 1** shows some variances, which need to be clarified by the Ministry.

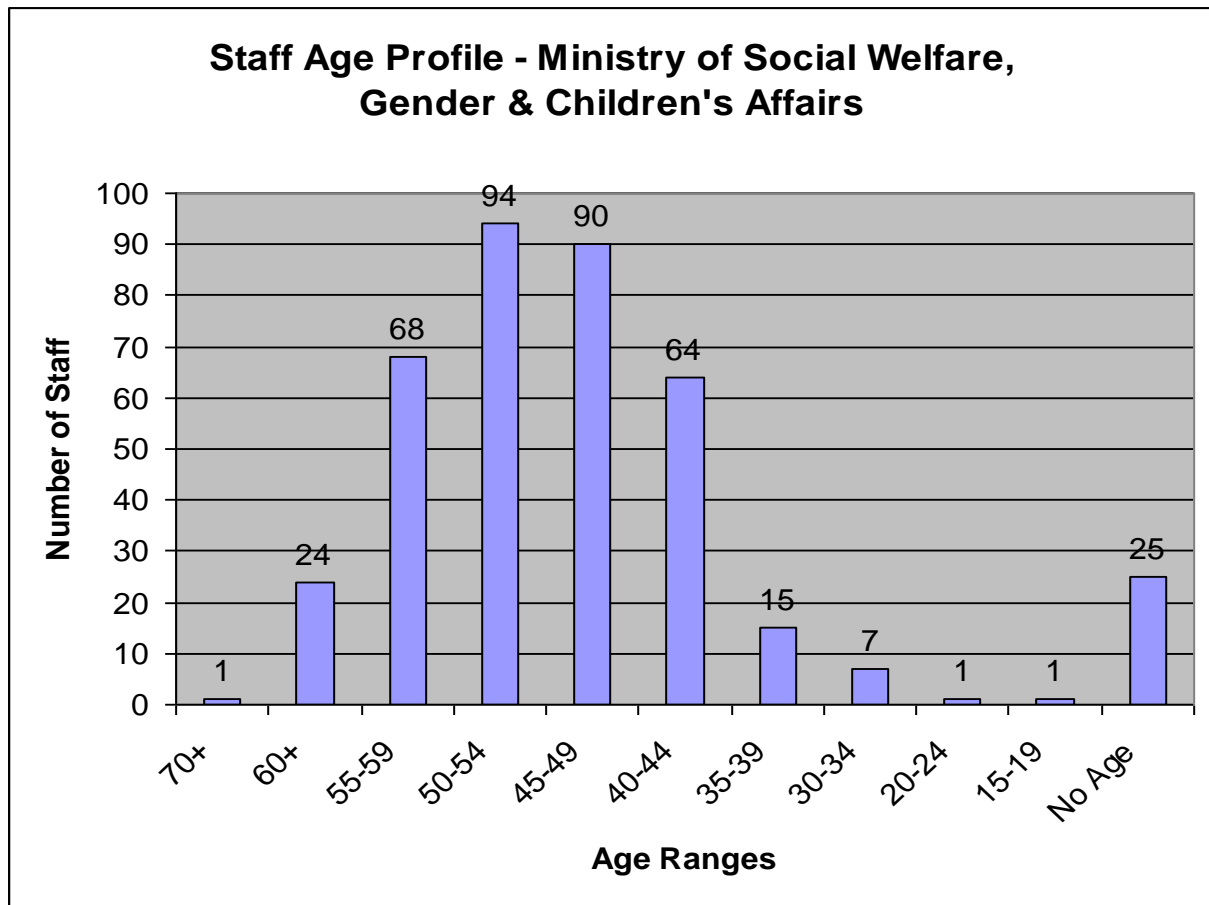
**6.50 Table 1<sup>5</sup> - Variance Analysis between Payroll and Staff list**

	ADMINISTRATION Programme I		PROFESSIONAL Programme II		TOTAL	No. of staff on Staff list	Variance
	Voucher	Bank	Voucher	Bank			
Kenema	02	00	23	01	26	24	+02
Kailahun	00	00	13	00	13	14	-01
Kono	01	00	17	00	18	17	+01
Bo	01	00	52	01	54	53	+01
Headquarters Professional Administration	49	01	76	06	132	134	-02
Bombali	00	00	20	01	21	18	+03
Port Loko	00	00	18	01	19	19	00
Kambia	00	00	13	00	13	13	00
Koinadugu	00	00	13	00	13	13	00
Tonkolili	00	00	13	00	13	13	00
Moyamba	01	00	21	00	22	21	00
Pujehun	00	00	19	00	19	20	-01
Bonthe	00	00	20	20	20	24	-04

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<sup>5</sup> Source: Payroll from the Ministry

6.51 **Staff Age Profile**



**Figure 2- Staff Age Profile -MSWGCA<sup>6</sup>**

6.52 An analysis of the ages taken from the Staff list provided by the Ministry provides information which should be a major concern for the Ministry. The ages range from undeclared age to over seventy . **Figure 2** provides a graphic picture of the details and trends in ages. As can be gleaned from **Figure 2**:

- One (1) staff member is over seventy (70) years
- Twenty-four (24) staff members are sixty (60) and above years old. These staff members are beyond retirement and yet are still in post.
- The age range 55-59 years has very revealing information. Of the 68 staff members who fall within this range:
  - Twelve (12) are 59 years old and should be preparing to go on retirement in 2007
  - Fifteen (15) are 58 years old now and should be preparing to retire in 2008
  - Fourteen (14) are 57 years old now and must be preparing for retirement in 2009

<sup>6</sup> Source: Staff List

- Twenty-one (21) are 56 years now and should be ready for retirement in 2010
- Six (6) are 55 years now and should be maturing for retirement in 2011.

6.53 These statistics alone reveal that 25% of the staff are due for retirement within the next 3 years and 45% within 5 years. This stock of employees needs to be replaced and plans should be put in place now to re-stock the Ministry with the right human resource so as to avoid calamity. Indeed there is no need and the situation does not necessitate the keeping of these potential retirees at post if the right structures are put in place now.

- Again as many as ninety - four (94) staff members are aged between 50 and 54 years old
- Another Ninety (90) staff members fall within the ages of forty-five and forty-nine (45-49) years old
- Sixty-four (64) other staff members are aged between forty and forty-four (40-44) years old.
- There are twenty-four (24) Staff members who are aged between nineteen and thirty-nine (19-39) years old
- The youngest staff member who is located at Port Loko District is 19 years.
- As many as twenty-five (25) staff members have not declared their ages and no reasons have been assigned. This situation makes planning of the human resource of an organization a difficult one.

6.54 Clearly as **Figure 2** shows that the Ministry has a serious problem if the present stock of staff is not replaced with younger staff . Approximately 65% (252) of the staff members are aged between forty-five (45) and fifty-nine (59) years which provides an opportunity for some succession planning. However, the academic qualifications and expertise amongst many staff is an inhibitor. This situation demands that a succession plan is put in place to forestall problems in future.

#### 6.55 **Aging Top Hierarchy**

6.56 Again the top hierarchy of the Ministry is fast aging. The MFR Team learned that some of the professional staff members are candidates for retirement. **Figure 2** above confirms this observation. Many of these officers have been at their present positions for a very long time, with no vertical and horizontal movement, for as long as twenty – eight (28) to thirty (30) years. Unless an immediate action is taken on this situation, sooner or later the top professional wing of the Ministry will be lost or would collapse.

**6.57 Succession Plan**

6.58 The Ministry has no succession plan in place and has no immediate plan to put one in place. This is a serious omission in the function of human resource management which needs to be rectified.

**6.59 Scheme of Service**

6.60 The MFR Team learned that the Ministry has an outmoded Scheme of Service at the time of the visit. The MFR Team further learned that the Scheme of Service in use some time ago was sent to an HR Standing Committee for review and the committee is yet to submit its report for consideration.

**6.61 Designation**

6.62 The Ministry is divided into two Divisions with six (6) departments. Since these departments are spread all over the country it is difficult to ascertain their staffing levels i.e. the number of staff each department contains. However, the departments which appear most effective and upon which the Ministry evolve are:

- Case work,
- Probation and
- Child Welfare.

6.63 The remaining functions appear to lack focus, direction and drive.

6.64 At the Provincial level the functions are integrated and are performed either by a Principal Social Development Officer or a Social Development Officer.

6.65 However, the designation of the senior staff of the Ministry, especially those of the Gender Affairs Division is not clear. The designations are confusing and create difficulties. It would be most appropriate to streamline the designation of positions in the Ministry to stem this confusion.

**6.66 Staff Performance Appraisal**

6.67 The MFR Team was informed that staff performance appraisal has not been carried out for the past five years. During previous times when appraisals had been carried out they had focused only on output of staff, including attendance to work. The appraisal process at the Ministry does not facilitate training needs identification and assessment for staff. Another variant, the "Annual Confidential Report" system is in place for the clerical and technical staff who use Form M.P.U/1 for their assessment. The merit of the appraisal system for staff of the Ministry was not easily discernable to the MFR Team as the attitude to it was lukewarm in nature.



**6.68 Promotion**

6.69 Promotion of staff has been in limbo and for the past three (3) years no staff member has been promoted. Furthermore in cases where staff members have acquired relevant qualifications no consideration has been given to whether they could be promoted.

**6.70 Training**

6.71 The Ministry has no formal planned training programme. Presently the bulk of the Ministry's training allocation is used for the training of Senior Officers who are pursuing Masters Degree Programmes and some members of staff have been sent for higher degrees, at IPAM, FBC and NUC. Some of the training budget or vote is however used to support junior level staff undertaking computer training in-house.

6.72 There are no capacity building programmes for staff although at the time of the MFR Team's visit there was an on-going on-the-job training at the Ministry.

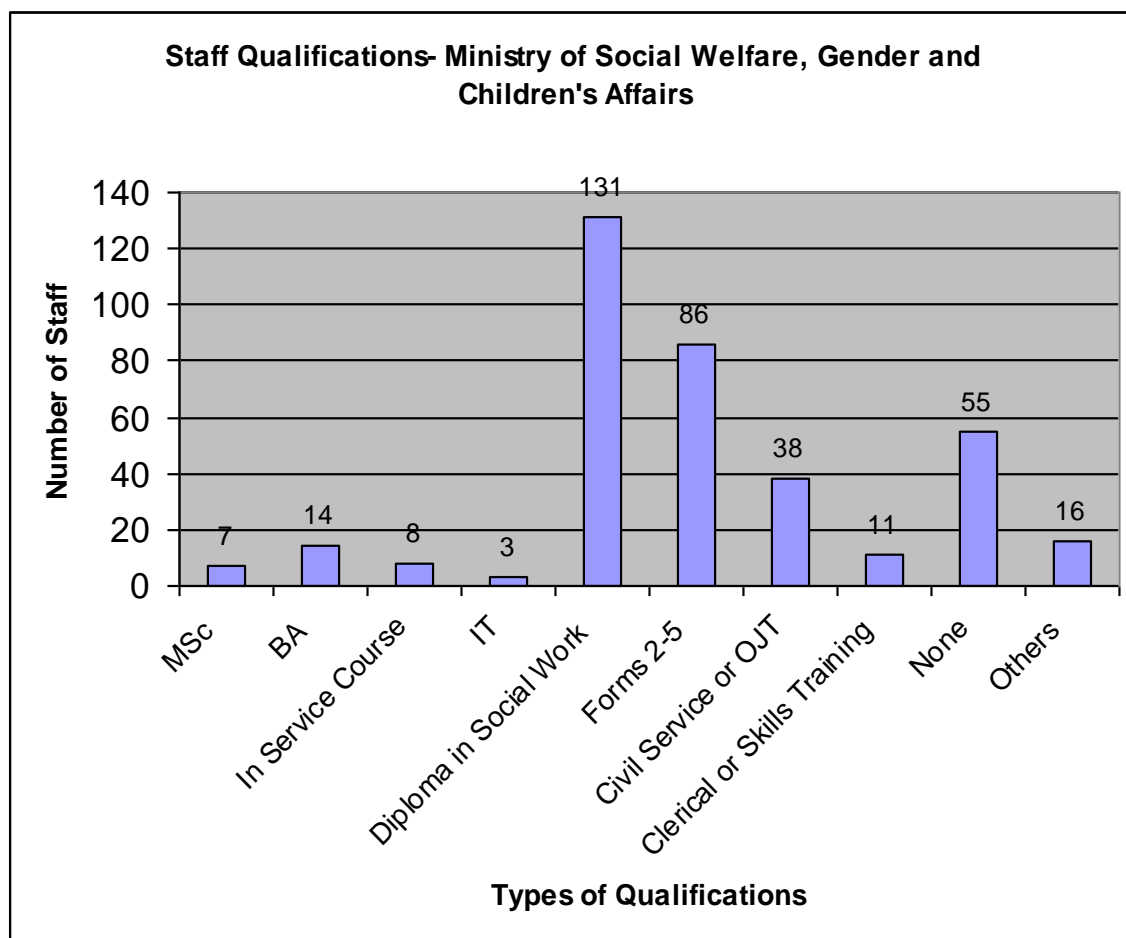
6.73 The MFR Team was informed that the Ministry has no career development plans for staff.

6.74 It was observed that a majority of staff had limited or no basic entry qualifications to be a civil servant. This throws doubt on the competence for retraining. Some staff members are referred to as 'social workers', but have no relevant qualifications and do not fulfill the requirements for appointment as stated in the Scheme of Service.

6.75 It is noted that the National Training Centre located in Bo has not been used for the training of social workers for many years even though it was built for that purpose.

**6.76 Staff Qualifications**

6.77 Three hundred and sixty nine (369) staff members declared their qualifications. This number is at variance with the staff list submitted to the MFR Team. The data provided by the Ministry of Social Welfare, Gender and Children's Affairs is shown at **Figure 3** and provides the categories of qualification:



**Figure 3 - Staff Qualifications<sup>7</sup>**

6.78 The qualification of staff of the Ministry is not the best given the functional demands placed on it by the Mandate. As can be observed from **Figure 3**:

- Only seven (7) staff members out of a work force of 369 possess second degrees. This is less than 2% of the work force.
- Fourteen (14) staff members possess first degrees. This is 3.79% of the total workforce available at the Ministry.
- One hundred and thirty – one (131) hold Diploma in Social Work. ( 35% of the work force). The qualification of this group of employees is not very relevant today to the current needs of the Ministry. This is because the contents of the syllabus focus on rural development which the Ministry is no longer responsible or required to perform. However, the Social Welfare Division which directly supervises that Centre and organizes the training absorbs the graduates from this centre. This crop of staff are more likely to be suitable for redeployment to the Local Councils under the Ministry of Local Government.

<sup>7</sup> Source: Staff List

- One hundred and forty-six (146) others staff members have some form of secondary school education, in-service course, IT training, civil service training, on-the-job training or clerical skills or training. This number constitutes 39.5% of the workforce.
- Seventy-one (71) other staff members constituting 19% of the workforce have no qualifications.

6.79 The evidence available from earlier sections of this report is that qualifications required for effective and efficient job performance is lacking in the Ministry. The situation reflected in **paragraphs 6.44 – 6.78** suggests that the Ministry is severely handicapped in determining the fundamental aspects of HR planning and the basic capacity to rebuild itself from within.

#### 6.80 **EQUIPMENT/LOGISTICS**

6.81 The Ministry has a number of vehicles and office equipment throughout the country but these are not enough to enable staff to carry out their duties. A number of the existing office equipment and vehicles have broken down and cannot be repaired due to the very small size of the budgetary allocation annually given to the Ministry. Some of these vehicles and office equipment are also beyond repairs and can be disposed of. The present stock of Equipment/ Logistics of the Ministry at all levels i.e. Headquarters and the Regions are provided in **Tables 2a, 2b and 2c** below.

6.82 **Table 2a – Vehicles**

QTY	ITEM	LOCATION	PRESENT STATUS OR CONDITION
1	Toyota Hiace Mini Bus Regd No. AAR 950	Headquarters	Road worthy
1	Toyota Land Cruiser Regd No ACP 311	Headquarters	Road worthy
1	Toyota Jeep Regd No ABM 352	Headquarters	Road worthy
1	Suzuki Jeep Regd No AAG 151	Headquarters	<b>Not Road worthy</b>
1	Toyota Land Cruiser Regd No. AAG 152	Headquarters	<b>Not Road worthy</b>
1	Toyota Regd AAW 008	Headquarters	<b>Not Road worthy</b>
1	Toyota regd No. ARG 156	Headquarters	<b>Not Road worthy</b>
1	Terrano Regd No. ABN 955	Headquarters	<b>Not Road worthy</b>
1	Toyota Hilux Regd No. AAR 949	Headquarters	<b>Not Road worthy</b>
1	Terrano Jeep Regd No. ABL No. 014	Gender Division	Road worthy
1	Land Rover Discoverer Regd No. ABN 789	Gender Division	Road worthy
1	Mercedes Benz Bus Regd No. ABU 155	Gender Division	Road worthy
1	Toyota Land Cruiser Regd. No....	Gender Division	Road worthy
1	Toyota Hilux Cruiser Regd No. ACA 230	Northern Region	Road worthy
1	Toyota Hilux Regd ABZ 663	Southern Region	Road worthy
1	Toyota Hilux Regd No. ABZ 664	Eastern Region	Road worthy

6.83 **Table 2b- Motor Cycles**

QTY	ITEM	LOCATION	PRESENT STATUS OR CONDITION
1	Honda 125XL Regd No. ACB 661	Headquarters	Road worthy
1	Honda 125XL Regd No. ACB 663	Headquarters	Road worthy
1	Honda 125XL Regd No ABU 098	Headquarters	Road worthy
1	Honda 125XL Regd No AAY 730	Headquarters	Road worthy
<b>SOUHTERN REGION</b>			
1	Honda 125XL Regd No ABU 090	Bo	Road worthy
1	Honda 125XL Regd No ACB 663	Bo	Road worthy
1	Honda 125XL Regd No. ACB 662	Bo	Road worthy
1	Honda 125 XL Regd No. ABU 093	Bonthe	Road worthy
1	Honda 125XL Regd No. ABU 099	Moyamba	Road worthy
1	Honda 125 XL Regd No. ABU096	Pujehun	Road worthy
<b>NORTHERN REGION</b>			
1	Honda 125XL Regd No ACB 665	Bombali	Road worthy
1	Honda 125XL Regd No ABU 094	Port-Loko	Road worthy
1	Honda 125XL Regd No ABU 095	Koinadugu	Road worthy
1	Honda 125XL Regd No ABU 098	Tonkolili	Road worthy
1	Honda 125XL Regd No ABU 092	Kambia	Road worthy
<b>EASTERN REGION</b>			
1	Honda 125XL Regd No ABU 091	Kailahun	Road worthy
1	Honda 125XL Regd No ABU 097	Kono	Road worthy
1	Honda 125XL Regd No. ACB 660	Kenema	Road worthy

6.84 **Table 2c-Computers and Office Equipment**

QTY	ITEM	LOCATION	PRESENT STATUS OR CONDITION
6	Computers with Printers	Headquarters	Working conditions
1	Generator	Headquarters	Working condition
2	Typewriters	Headquarters	Working condition
2	Photocopiers	Headquarters	Working condition
3	Computers with Printers	Headquarters	<b>Broken down</b>
1	Generator	Headquarters	<b>Broken down</b>
4	Typewriters	Headquarters	<b>Broken down</b>
<b>GENDER DIVISION</b>			
7	Computers with Printers	Gender Division	Working condition
2	Photocopiers	Gender Division	Working condition
<b>REGIONAL OFFICES</b>			
4	Computers with Printers	Regional offices	Working condition
8	Generators	Regional Offices	Working condition

6.85 It is observable from **Table 2** that the equipment position of the Ministry is grossly inadequate to enable work to be performed to the appreciable standards and expectations. At New England where the Ministry is located, there is only one generator available. This generator is not able to provide the needed power to run the office and the result is that the computers and other office equipment lie idle most of the time. The non-availability of power frustrates the execution of work. It can be concluded from the inventory in **Table 2** that generally office equipment and furniture situation in the Ministry is inadequate.

#### 6.86 **Communication with Stakeholders or the Public**

6.87 The Ministry relies on its social sector network to communicate to its partners and stakeholders. This is done through regular workshops and meetings. It also uses the media both electronic and print for social mobilization and advocacy.

6.88 The Ministry has established good relationship with the Police in its outreach on Family Case Work. A social worker has been assigned to work at each police station for family case work which involves violence against women. Women who report such violence are provided counseling services even if the case is referred to the magistrate courts.

6.89 The MFR Team was told that the Ministry does not perform some of its core functions. For example the Ministry does not appear to have developed policies and have a strategy to develop the number of remand and reform facilities country-wide especially to deal with juvenile offenders and other child welfare issues.

6.90 The MFR team was also told by women's groups that the Ministry at District level has very little to offer them. The relationship with these groups is not

- cordial. This is because there are no mechanisms or facilities in place at the three regional offices or nearby for structured and regular consultations between women's groups and the Ministry; hence there is no motivation for these women's groups to attend meetings.
- 6.91 Again there is limited demonstrable attention to women's issues especially in providing tangible services to women's groups.
- 6.92 The Gender Desk officers are not at post in all the offices and members of most women's groups are not aware of the gender policy.
- 6.93 In all the meetings attended by the MFR Team, representatives expressed the following concerns which are summarised below:
- The continued absence of the gender focal points from the regional offices
  - The low level of awareness of the gender policy among members of women's groups
  - The limited knowledge of the Ministry's activities among women's groups
  - The inability of the Ministry to perform certain key functions which seem to have been take over by other institutions such as the FSU and NCDHR
  - The evident disconnect between the elite women's groups and grassroots women.
  - There is no regular schedule of meetings between youth groups and the Ministry and information flow is generally limited.

**7.0 ANALYSIS AND RECOMMENDATIONS**

- 7.01 The MSWGCA has undergone many changes in the past years and many people and institutions that the MFR Team spoke to during this review period support a transformation or a major reformation of the Ministry in order to enable it perform the functions as mandated. It is against this background that we analyze the functions and structure of the Ministry and comment on its working arrangements, staffing levels and other administrative issues that are relevant to this assignment.
- 7.02 This report therefore takes into account the decentralization and devolution policy of the Government and how this policy affects the Ministry. In addition to this, the Report also focuses on the quest for total integration of the former Ministry of Gender into the now established MSWGCA as envisaged by the Government of Sierra Leone.
- 7.03 It is however, our expectations that the recommendations in this report will bring about major changes in the way that MSWGCA functions so that its impact would be felt, appreciated and supported by all its stakeholders and partners alike.

**7.04 STATUTORY FRAMEWORK**

- 7.05 With the exception of the 1991 Sierra Leonean Constitution, MSWGCA rely mainly on Cap 44 of the Laws of Sierra Leone which deals with “Children and Young Persons”. Some of the provisions in CAP 44 are out of date. Present day developments and practices within the West African sub-region in particular and the world in general require that the obsolete provisions in CAP 44 are reviewed to bring them in line with internationally acceptable standards. In line with this thinking the MFR Team noted that the Ministry already has a draft bill on “Child Well-being” and “Disability” in the offing. The Draft Bill on “Child Well-Being and Disability” attempts to review some of the obsolete provisions of CAP 44 and bring them in line with modern and international standards. However, the MFR Team believes that the review of obsolete laws and regulations by the Ministry should not be carried out in isolation. It should be done in its totality or should be all embracing. Hence all the laws and regulations that are inhibitions to the progress of the Ministry should therefore be reviewed accordingly.
- 7.06 **We recommend most urgently** that all the obsolete laws, regulations and conventions be reviewed, updated and made relevant to the needs of the Ministry and its Divisions.

7.07 **Mandate**

7.08 The Ministry's mandate quoted from the Gazette overlaps with a number of Ministries, Agencies, Commissions and the Local Councils. These overlaps need to be streamlined to avoid unnecessary duplication of effort, waste of time and scarce resource and confusion over the right location of the function. However, the mandate relating to women remains valid, as women issues have not yet reached the level of awareness where it is integrated into the mainstream of each MDA. In the Social Welfare area, most activities are being devolved to the local councils.

7.09 From the foregoing therefore, **we recommend** that the overlaps between the Ministry and the other Ministries, Agencies, Commissions and the Local Councils be clearly defined.

7.10 **Vision**

7.11 The Ministry has not articulated any vision yet.

7.12 **We therefore recommend** that the Ministry develops and crafts a vision and a plan that would be relevant to its needs now and in the next five to ten years. The MFR Team is available to assist the Ministry during implementation

7.13 **Mission Statement**

7.14 The Ministry has crafted two Mission statements. The first version has been published in the Gazette and the other can be found in the MTEF document. There are also slightly different mission statements in the MTEF document for the separate divisions of the MSWGCA, which have not been reproduced here.

7.15 The two mission statements focus on the functions of the Ministry viz: social welfare, gender and children's affairs. The issues of social welfare, children and youth are closely linked. As these functions have been placed under one Ministry it would enable the comprehensive development of policies that would drive these matters forward, fully integrate women, children, youth and the disabled into society and lead to the achievement of continued stability and growth.

7.16 **We support** the present position and these can be integrated into the vision and the plan.



7.17 **Functions**

7.18 **Ministry structures at Central level**

7.19 The current split (real or imaginary) in the organization structure between the main Ministry at New England and the Gender division at Youyi Building should be bridged.

7.20 This proposition has a number of advantages over the present situation. First there is shared responsibility for the success or failure of MSWGCA policies between the divisions.

7.21 Secondly, there is shared corporate culture which can be sustained because the two (2) entities operate under one umbrella.

7.22 Thirdly, decision-making over planning and other supporting activities that are crucial to the success of the Ministry will be done in an integrated manner under one structure rather than what currently appears to be two structures. This reduces greatly unwarranted delays, horse trading, and cuts down costs in service delivery to end-users.

7.23 Fourthly, transparency, accountability and information flow are improved.

7.24 **We recommend** the integration of the Gender Division and the main Ministry into one entity and at one location.

7.25 The functions of the Ministry are drawn from the Gazette. As noted in the Horizontal Review Report and also stated in some sections of this report, most if not all of these functions overlap with at least one other Government Agency. Furthermore, the Ministry has an over-complex and dysfunctional structure. However, we analysed and reviewed these functions against the allocation of ministerial responsibilities as expressed in the Government Gazette. Over and above these functions, we also focused on the new or future functions of the Ministry and how these functions could be performed and /or shared between headquarters and the provinces in the Ministry's efforts at implementing the decentralization or devolution policy of Government.

7.26 We also took into consideration Government's SES policy of one professional and administrative head in a Ministry. This policy applies also to MSWGCA.

7.27 Furthermore, in suggesting the proposed organization structure we were guided by the recommended Architecture of Government Review Blueprint which condenses the present system into a realistic number of relevant Directorates. We also recommend reduction of the number of district offices and replace them with three Regional Offices because of shortage of staff and resource constraints presently facing the Ministry. Given the present situation, the present professional

staff could handle some of these recommended Directorates while those without the requisite expertise would be filled from outside recruitment sources.

- 7.28 We also found out that 'Disability' though important was handled by one professional staff whose duties could be transferred into one of the directorates.
- 7.29 **We recommend** that 'Disability' issues should be transferred to the Family Casework Division
- 7.30 The rationale for these changes is that the proposed structure of the Ministry should encapsulate the new roles and responsibilities. These roles among others will include a significant increase in its monitoring activities. Also interaction with the thirteen (13) District Councils and six (6) Town Councils will demand the time and support of the Ministry. We also note that the change will result in staff rationalization at the Ministry.
- 7.31 Three (3) main Directorates emerged from our analysis and recommendations. These are Social Welfare Directorate, Policy Development and Strategic Planning Directorate and Human Resource/Administration and Finance Directorate. These conform to the Architecture of Government Review Blueprint for Ministries as recommended in the Horizontal Review Report.
- 7.32 **We recommend** that the Ministry reduce the number of Divisions and move to a Directorate integrated structure to cover:
- Policy Development and Strategic Planning Directorate
  - Social Welfare Directorate
  - Human Resource/ Administration and Finance Directorate

This will provide for line managers that will be directly responsible to the Head of the Ministry.

- 7.33 **We recommend** that the SES policy should be applied to the Ministry and the dual hierarchy abolished.
- 7.34 The Ministry at Headquarters will have various divisions under these Directorates namely:
- **Policy Development and Strategic Planning Directorate**
    - Policy Planning Division
    - Gender Policy Division
    - Monitoring and Evaluation Division
    - Research and Statistics Division
    - Legal and Regulatory Framework Division
  - **Social Welfare Directorate**
    - Probation Division
    - Family Casework Division (including Disability)

## *Ministry of Social Welfare, Gender and Children's Affairs*

- Child Welfare/Children Protection Division
  - Regional Office Coordination
  - **Human Resource/Administration and Finance Directorate**
    - Human Resource Management Division
    - Administration Division
    - Finance Division
    - Records Management Division
- 7.35 These divisions will have the responsibility to articulate the Ministry's policy. They will also have oversight responsibility in the social sector and be able to coordinate NGO's and CBO's in implementing their programmes.
- 7.36 The Ministry's function will require the development of information systems both for the Ministry and Local Councils. Data collection systems will also be developed to enhance the Ministry's capability for Gender analysis. This change of focus will demand the highest quality of human resources capable of identifying and designing social policies.
- 7.37 **We recommend** that adequate financial, logistic support and qualified staff should be provided to the Ministry to enable it discharge the functions
- 7.38 **We recommend** the adoption of the Horizontal Review Report proposed Architecture of Government blueprint for a Ministry. This is shown in **Appendix 6**.
- 7.39 **Functions at the Provincial/ Regional Level.**
- 7.40 The implementation of the decentralization policy of the Government has a direct implication for the management of the twelve (13) District Offices of the MSWGCA. We investigated the flow of budgetary allocation to these district offices and observed that what gets to them barely keep the offices running. We also noted the absence of qualified staff to run the offices. We concluded from our findings that it will be difficult running and manning the district offices and that the best option presently will be to concentrate all efforts and scarce resources on the activities at the regional levels. Furthermore the staff at the district levels will be deployed into the regional offices and that will strengthen the staff levels.
- 7.41 **We recommend** that the Ministry close all its district offices and open three Regional/Provincial offices to oversee the activities country-wide.
- 7.42 With the reduction of the regional offices from twelve to three, the regional staff will have more qualified workers and more functions to perform. For instance, the functions of HQ to be performed at the regional offices will be integrated. Professionals will have a mix of duties in their schedule of duties. Furthermore with the abolition of the District Level Offices, functions will be decentralized to Local Councils. Again the condensation of activities at the regional level will

- result in increased responsibilities for the regional offices as a result of the implementation of the new structure.
- 7.43 In view of these transformations and increased responsibility of the new structure, shortage of staff and resource constraints, **we recommend** that the head at the regional level should be upgraded to that of a Director.
- 7.44 Our analyses of the MTEF document further revealed that the Ministry is budgeting for functions relating to criminal justice, bail, and the construction of remand homes that are non-core functions for them but, in fact, core functions of the Ministry of Justice. These activities cannot in any way ensure the achievement of the mandate or provide any guide in the development, design of an organization structure that is performance based. These activities cannot also form the basis for determining the requisite staffing level and the determination of the skills and other competencies that are crucial for the attainment of outputs or deliverables.
- 7.45 Some of the key functions that are missing are policy formulation, monitoring and evaluation and research activities. It needs to be mentioned that every public sector organization needs clear and coherent policies to guide decision-making and to facilitate effective planning for the short, medium and long terms. Efficient service delivery also rests on effective planning, and this in turn is dependent on sound, clear policy making. Presently in the MSWGCA, as at the time of this review, there is little or no effective policy-making support for the senior tier and political leadership in the Ministry.
- 7.46 At present decisions on key areas are made on adhoc basis. For example with respect to current issues, there is no document on devolution or privatization although some functions of the Ministry are earmarked for devolution or privatization. There are also no written policies on personnel and human resource development, procurement, prioritising and harmonizing the budgets, records and information management. Without clear coherent policy direction, the implementation of the MSCGCA functions will remain problematic and confused, with response to wider government policy changes being reactive and adhoc.
- 7.47 This failure of planning weakens the management of MSCGWCA, and can be ascribed to the fact that the Policy Development and Strategic Planning Directorate inclusive of Gender Policy does not exist. This is a key Directorate that should be an indispensable component of the Ministry. This Directorate should be responsible for all aspects of planning, monitoring and evaluation of Ministry policies and programmes. In addition, there is a requirement to place planning, monitoring and evaluation in the policy context described above.
- 7.48 **We recommend** that a Policy Development and Strategic Planning Directorate inclusive of Gender Policy be established to lead the Ministry forward. This Directorate will have the responsibility for analyzing and advising on policy,

- planning in line with agreed policies, and collating required information for effective and efficient policy making and planning and budgetary management.
- 7.48 The PRSP identified a number of key areas requiring sound policy-making and effective planning by MSWGCA including priority interventions in peace, strengthening democracy and participation of the people, good governance, gender mainstreaming, food security, access of vulnerable groups to food. There is at the moment no organized capacity within the Ministry to analyze the issues entailed in these areas, suggest alternative interventions or strategies to the political head of the Ministry or carry out in-depth project planning and management for agreed objectives. The existing adhoc approach to doing things can no longer be sustained. Capacity is severely lacking within the Ministry in particular and the Civil Service of Sierra Leone in general and it will be difficult to find suitable candidates internally to perform this role.
- 7.49 **We recommend** that external assistance be sought to provide a Director for this Directorate. This technical assistance should be for at least two years. The external Director will have to design a training programme for the Directorate's Staff of the Ministry in order to develop the capacity of middle level management.
- 7.50 We noted that there is no Internal Audit Unit within the Ministry. This situation undermines proper financial management and goes contrary to the GBAA 2005 Section 6 (5)
- 7.51 We have noted that there is an DFID-Funded project through PKF<sup>8</sup>International Ltd in building capacity within the OAG through training and joint audits with PKF. This project we have learned includes components to strengthen MDA internal audits.
- 7.52 **We recommend** that MSWGCA discuss with the OAG in order to build capacity for the staff of the yet-to-be established Internal Audit Unit to the minimum acceptable level of performance.
- 7.53 **We recommend** that the MSWGCA seek assistance of the OAG to establish an Internal Audit Unit in compliance with the requirements of the Government Budgeting and Accountability Act (GBAA) of 2005
- 7.54 **We recommend** that the two budget and finance lines be **abolished or merged** into one and that one of the Accountants and the numerous clerical staff numbering over twenty (20) be redeployed or transferred to the ESO for posting elsewhere.
- 7.55 The Ministry has no Budget and Procurement Committees in place to carry out the functions professionally. Also the budget and procurement processes are not transparent as spelt out in the Procurement Act. This situation violates the

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<sup>8</sup> PKF =Parnell Kerr Forster Accountancy

- Government Budget and Accountability Act (GBAA) of 2005 Section 20 (2) and the Procurement Act which require that each Ministry should establish such committees and vest them with the responsibility for budget planning and procurement respectively.
- 7.56 Identified also as a key factor causing this situation is the lack of prioritizing expenditure within the Ministry's budget submission. This situation is further exacerbated or made worse when the Ministry presents two different budgets in its name; one for the Gender division and the other for the Ministry itself. While other Ministries ensure that they present a common front at budget hearing the MSWGCA does not. Furthermore other Ministries ensure that key functions are funded by prioritizing their budgets, meaning that policy goals are better achieved and when money runs out in the latter part of the year less vital and expendable functions are affected. The Ministry's lack of prioritization deprives key functions by funding less important ones.
- 7.57 **We recommend** that a Budget Committee should be established in line with the requirements of the Government Budgeting and Accountability Act (GBAA) of 2005.
- 7.58 **We recommend** also that the Budget Committee prioritises the MSWGCA budget, in accordance with the Ministry's policies and budgetary estimates developed by the Policy Development and Strategic Planning Directorate.
- 7.59 **We recommend** that these important management structures are given the top-level support and endorsement necessary to enable them function effectively and contribute to the running of the Ministry.
- 7.60 We observe that there are some functions which the Ministry cannot fully perform due to financial and human resources constraints. These are:
- Welfare Services for the Aged, and Disabled
  - Gender Mainstreaming
  - Coordination of NGO's and Donors addressing the needs of Children and women.
  - The Approved School;
  - The Remand Homes and King George VI Home for the Aged.
  - The National Training Centre in Bo
  - A Defunct Farm Craft Centre for the Blind in Kenema
- 7.61 **We recommend** that the MSWGCA should source for funding for these functions and institutions both internally and externally by preparing technical and financial proposals and marketing them to potential sponsors. The technical and financial proposals should be written by the Policy Development and Strategic Planning Directorate.

- 7.62 **We further recommend** that the Ministry put in place measures to develop capacity for outsourcing these functions.
- 7.63 **Staffing**
- 7.64 Our assessment of the status of the human resource function shows that it does not function as required due to lack of expertise. A lot of the activities required of the function are not performed professionally.
- 7.65 **We recommend** that the Ministry should seek assistance from the ESO/ HRMO to restructure and re-organise the human resource management function.
- 7.66 We noted that there is overstaffing in the Ministry as the current payroll data does not reconcile with the existing staff list. Efforts to get this anomaly rectified have not yielded the desired outcome. We are told that manpower budgeting has never been practiced in the Ministry therefore staffing is not linked to planned activity. With the new role at the regional offices, it is our expectation that the human resource requirements will be determined in relationship with the duties to be performed.
- 7.67 We refer in the report and other recommendations that a significant number of staff for example Social Development Workers are more appropriate to deployment in other MDAs or in Local Government. In addition we identified 25 staff over retirement age, 12 aged 59 and 29 aged 57-58 years. **We recommend** that these staff should be redeployed or retrenched, prepared for retirement as appropriate..
- 7.68 **We recommend** as a matter of urgency that the Ministry should seek assistance from the ESO/HRMO to determine the appropriate staffing levels and also clean both the present/existing payroll and the staff list to reflect the accurate staff strength and numbers.
- 7.69 We noted that the use of vouchers to pay staff salaries as against the use of the banking systems facilitated over bloating of the pay roll. Our investigation showed that a very low percentage of staff prefer payment of their salary through the banks. This practice is time consuming and costly and leaves the system open to abuse.
- 7.70 **We recommend** that the Ministry liaise with the Accountant –General to change the use of vouchers for payment of staff salaries and to mechanize the process using banking facilities.
- 7.71 **We further recommend** that the Ministry put in place a policy for payment of salaries through the banks and ensure that the policy is complied with. This will enable the Ministry clean its payroll of potential ‘ghost’ or absentee employees.

- 7.72 We noted that a large number of staff who are over sixty years and who should be on retirement are still at post. This situation is a pointer to the fact that the personnel/human resource management function is malfunctioning and needs immediate reorganization. We believe that if the function was being performed professionally, the Ministry would have been notified years before this time that these staff members would be reaching their retirement age and plans would have been put in place to retire them when the time was due.
- 7.73 We are of the view that in many cases the age of staff quoted to the MFR team are highly questionable and should be verified. There are also instances of personnel who are medically unfit and not suitable for their duties. There could also be employees who are no longer working for the Ministry but they continue to draw salary at the end of the month.
- 7.74 **We recommend** that the MSWGCA carry out mandatory medical examinations for all staff who appear to be medically unfit perform their duties. Any staff member deemed medically unfit for duty should be laid off on grounds of ill-health, with their appropriate benefits.
- 7.75 **We further recommend** that MSWGCA should seek assistance of the ESO/HRMO to conduct staff head count to determine the accurate number of staff and reconcile the data with the payroll information.
- 7.76 **We recommend** that the MSWGCA should invest in its human resource management.
- 7.77 There are also a large number of staff members who will be proceeding on retirement between 2007 and 2011 (**paragraph 6.52 and Figure 2**). We observe that many of these officers have not applied for retirement for reasons that are not easily discernable by the MFR Team. There is the need for the Ministry to plan and take immediate action to find appropriate replacements for these officers
- 7.78 **We therefore recommend** the retirement of all personnel who are 60 years or above that age. This will enable the Ministry to bring in fresh blood and ideas into its fold and also clean its personnel data base.
- 7.79 We observe that some jobholders have taken on duties that are not their remit and others have been on acting appointments for very long time but are not performing the duties required of the positions they have taken on.
- 7.80 **We recommend** that the Ministry seeks the assistance of the ESO/HRMO to prepare succession plan for the future to avoid the situation where the Ministry will be put in distress as is happening presently.



- 7.81 We noted that the personnel office is too weak to look into the various problems associated with human resource management and development.
- 7.82 **We recommend** that the Human Resource Management and Development Unit should replace the Personnel Office. The ESO/HRMO should as the “HRMO Project” progresses assist in strengthening and upgrading the personnel office to meet the needs of the Ministry.
- 7.83 **We recommend** that the HRMD should keep custody of all duplicates of Personnel Records as part of the central information unit
- 7.84 **We recommend** that the HRMD Unit will adhere to central policy guidelines on access and management of personnel records
- 7.85 **Staff Qualifications**
- 7.86 We noted that the professional cadre of the Ministry is weak and lack the capacity of presenting professional and policy advice to government.
- 7.87 We noted also that the caliber of staff is not the best given the functions of the Ministry and the demands placed on it to deliver the services. Only seven (7) and fourteen (14) staff members out of a workforce of 369 possess second and first degrees respectively. The rest of the staff do not possess relevant qualifications. The situation is compounded by the fact that the Ministry has no Scheme of Service which would have outlined the various qualifications required for appointments into the ministry as well as outlines the various training programmes required by the staff on both short and long term basis. Indeed staff training is not a culture of the ministry.
- 7.88 **We recommend** that the Ministry should seek assistance from the ESO/HRMO to introduce staff re-training in relevant specialized disciplines for those staff members who have the ability.
- 7.89 **We recommend** the Ministry transfer staff to other Ministries where they could be useful or return them to the HRMO Pool.
- 7.90 We **further recommend** that the Ministry should seek the ESO/HRMO assistance in preparing a Scheme of Service that would meet its needs.
- 7.91 **We recommend** that the Ministry seeks the assistance of the ESO/HRMO to develop updated job schedules to cover all categories of staff members beginning from the top through to the junior positions
- 7.92 **We further recommend** that the Ministry should seek the ESO/HRMO assistance in developing a training programme that will serve the immediate and

longer-term needs of the Ministry based on training needs identification, assessment and analysis for the various categories of staff.

7.93 We noted that the Ministry has a pool of employees whose skills and training are relevant to the Ministry of Local Government. These staff members are still with the MSWGCA because the Social Welfare Division produces them from its training school.

7.94 Given the new role that the Ministry is required to play, **we recommend** that these employees should officially be deployed or transferred to the Ministry of Local Government where their skills will be relevant.

7.95 **Records and Information Management**

7.96 This component of administration cuts across all divisions, departments and units and is central to the efficient and effective functioning of the MSWGCA.

7.97 We noted that Records Management in the Ministry on the whole is very poor. There is no documentation centre at the Ministry where files are kept for easily retrieval. An exploratory visit has been made by the GRS Records Management (RM) Team as part of the sister project to the MFR. The RM project envisages the transformation of the current registry system used throughout the civil service into a more efficient and modern Records Office structure.

7.98 The RM team's initial findings are that there are no records management policy and procedures that link records management and administration.

7.99 The RM team also found that supervision of the Registry in particular is weak and record keeping culture generally needs to be reorganized professionally.

7.100 At present, there is hardly any existing IT capacity in the MSWGCA. Computers are limited to few offices and where they are available, lack of power prevents their effective use.

7.101 **We recommend** that the Registry and Records keeping systems be revamped with the assistance of the RM team.

7.102 The RM project includes the training and development of a cadre of records Officers to be placed in all MDAs. We are also informed that the RM project will make recommendations on processes, procedures, and recommend resources needed to establish clean and efficient records management systems based on best practices.

7.103 In view of this development, **we recommend** that the Policy Development and Strategic Planning Directorate liaise with the RM team and other key players in

determining policies on records and information management. This should not be limited only to the initial steps of revamping the present records management system of the Ministry based on non-automated system but should systematically move towards the establishment of IT- based system or automated system.

### **Equipment and Material Resources**

- 7.104 The Ministry is faced with resource constraints in terms of equipment. However most of the equipments available are falling into disrepair because the budget allocation for their maintenance and running costs is so paltry.
- 7.105 **We recommend** that the Policy Development and Strategic Planning Directorate take a lead with the Budget Committee in prioritizing equipment expenditure in consultation with the other Directorates of the Ministry and the regions and district offices.
- 7.106 **We recommend further** that provision for running and repair costs of equipments and vehicles should be placed on priority in the budget line and funds made available for them.
- 7.107 We have also noted that as part of the current MFR process there are funds available from the GRS managed Essential Equipment Fund.
- 7.108 **We therefore recommend** that MSWGCA discuss with GRS for guidelines in accessing the Essential Equipment Fund facility.
- 7.109 **Communication with stakeholders or the public**
- 7.110 The assessment of some of the key stakeholders on this issue is generally mixed. While the Ministry is acknowledged as having a good standing with the Police, the MFR team was told by the women's groups in the districts that they feel disenfranchised by the Ministry. There were other indications that the relationship with women and youth groups is not cordial.
- 7.111 It was again reported that the Gender Desk Officers are not at post in all the offices and there is also low level of awareness of the gender policy among members of women groups
- 7.112 The MFR team further told that there have been no scheduled meetings between the youth groups and the Ministry and information flow was generally limited.
- 7.113 **We recommend** that as part of the solution the Ministry should identify some priority areas and a strategy for relationship management of these groups to address some of their concerns. Better communication from the Ministry on

decisions taken and policies formulated and are being implemented could avoid the Ministry being accused for actions outside its purview or domain.

- 7.114 **We further recommend** the establishment of a Public Relations and Information Unit to deal with issues emanating from the public and other stakeholders. The function of this Unit should include processing and dissemination of policies and other relevant information on the activities of the Ministry.

## 8.0 **Property Rights**

- 8.01 We wish to put on record that the property of the Ministry at Wellington where the Approved school is located has been encroached upon by squatters and illegal building. The institution did not present a good sight, bearing in mind its importance for the rehabilitation of juvenile offenders. Notwithstanding our recommendation for outsourcing (para 7.62), the Ministry should seek help from the Ministry of Lands and other authorities as appropriate to restore the premises and land to its rightful use by removing squatters and illegal buildings from its land and to preserve whatever is left of the property.

- 8.02 **We recommend** that the Ministry seek help from the Ministry of Lands to restore its property rights at Wellington allocated to the Approved School. It should be noted that at the date of issue of this report the JSDP ( DFID- funded ) has handed over a newly refurbished premises for the Approved school at its compound in Kissy.

## 9.0 **INSTITUTIONAL ARRANGEMENTS FOR MANAGING CHANGE AND CHANGE PROCESSES.**

- 9.01 At present there is no apparent Change Management Team and strategy in place at the MSWGCA. Given that the Ministry is poised for fundamental changes in its operations **we recommend** that the PS leads a team of reform-minded staff from a range of grades from MSWGCA who would oversee all MSWGCA changes and performance improvements, including the work on decentralisation. The team should, if possible, receive training in Change Management Techniques and processes. In addition the Governance Reform Secretariat is available to assist MSWGCA with ongoing advice on implementation issues.
- 9.02 The next step is for the Ministry to widely circulate this Report and facilitate, through the proposed Change Management Team, a collective response to the Report's recommendations. The Ministry of Social Welfare, Gender and Children's Affairs is asked to then prepare a strategy or position paper for submission to the Governance Reform Secretariat. The Steering Committee on Good Governance will then be convened to consider the Ministry's response, and

agree with MSWGCA on amendment(s) and final approval of recommendations to go forward to Cabinet for ratification for implementation.

- 9.03 **We recommend** that the Ministry circulate this Report and facilitate, through the proposed Change Management Team, a collective response to the Report's recommendations

**APPENDIX 1 – QUESTIONNAIRE**

**GRS/PAI Nov 2006**

**MANAGEMENT AND FUNCTIONAL REVIEWS OF  
GOVERNMENT OF SIERRA LEONE MINISTRIES  
QUESTIONNAIRE**

The purpose of this questionnaire is to determine the nature of the overall strategy and structure of the ministry / department/ division/ agency/ unit to enable the MFR team to identify key issues and determine the approach to further research and interview. Please complete questions as thoroughly as possible. A member of the team will be available to answer questions and assist as necessary. Call 022-221566 or 221931

(Name of contact .....)

MINISTRY:

.....

NAME OF POST HOLDER:

.....

DEPT/ DIV/ AGENCY/ UNIT:

.....

JOB TITLE:

.....

LOCATION:

.....

DATE: ..... TEL (MOB/ LAND): .....

Please answer the following questions as comprehensively as possible. If there is insufficient space to answer fully any question, please record your name and relevant additional comments on page 4 or on a separate sheet of paper and attach it with you name and number.

**SECTION A: LEGAL FRAMEWORK, MANDATE, MISSION AND VISION**

1. Please provide a copy of the legal instrument or any document(s) relevant to the formation of your ministry/department/agency
2. Please state the following clearly (in writing) in relation to the ministry

Mandate:

Mission:

Vision:

3. If you are an agency, department, division or unit, provide your specific mandate/purpose as it relates to the achievement of the Ministry's overall mandate (Add additional sheets if necessary)

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**SECTION B: FUNCTIONS**

4. Please list the main functions of the ministry/ department/ division/ agency/ unit for which you are responsible. These are the key activities that are undertaken which deliver the mandate. (Add additional sheets if necessary)

a. 

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b. 

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c. 

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d. 

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e. 

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f. 

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g. 

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5. To improve efficiency and effectiveness, which of the functions recorded at 4 above could be?

Expanded 

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Outsourced 

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Decentralised 

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Privatised 

---

Commercialised 

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Stopped 

---

6. a. How is work organised, distributed, coordinated and monitored?

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6.b. Describe your work processes and procedures

7 Please state any operational problem(s) encountered in carrying out these functions.

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8 How could procedures, processes and systems be improved to deal with these problems and improve efficiency and effectiveness in the performance of duties and service delivery?

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9. Which are the other ministries/ departments/ divisions/ agencies/ units with which you collaborate in the performance of functions? What, if any difficulties do you experience (including overlaps or duplications of effort).

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10. State any functions which are planned for decentralisation?

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11. What donor funded programmes or projects are you responsible for? (Add additional sheets if necessary)

Donor	Programme/Project	Role	Budget

**SECTION C: ORGANISATION/ OPERATIONAL STRUCTURE**

12. Please provide us with an organisational structure (diagram that presents lines of authority and reporting) for your ministry / agency / department / division / unit.
13. Do you/or the ministry/division operate from more than one office? Yes \_\_\_\_\_ No \_\_\_\_\_  
Where are they located?

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14. Will any of the offices be affected by decentralisation? How?

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**SECTION D: STAFFING**

- 15.a. Please provide information on which staffs are to be affected by decentralisation

- 15.b. Please state any factors/interventions which would lead to staff reduction or redeployment

**SECTION E: COMMUNICATION**

16. What are the modes / methods of communication between your ministry/ department/ division/ agency/ unit and the following:

a. Staff:

\_\_\_\_\_

b. Departments:

\_\_\_\_\_

c. Provincial offices:

\_\_\_\_\_

d. Public:

\_\_\_\_\_

e. Other MDAs:

\_\_\_\_\_

17. How does the public communicate their interest and/or concerns to your ministry / department / agency / division / unit?

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

18. How can communications be improved to increase customer service and satisfaction and be more effective:

a. Internally \_\_\_\_\_

b. With other MDAs \_\_\_\_\_

c. With the public \_\_\_\_\_

**SECTION F: EQUIPMENT**

19. Please provide the list and status of equipment considered essential for the effective delivery of your mandate? (Add additional sheets if necessary).

**Ministry of Social Welfare, Gender and Children's Affairs**

[illegible]

Please provide a justification for the additional requirements. (how will service delivery be affected or improved?)

### ADDITIONAL STAFFING INFORMATION

**Table 1. Please complete for staff under your command \*(by grade)**

NO. OF STAFF in Min/ Dept/ Div Agency/ Unit	STATUS			NO. OF VACANCIES
	PERMANENT	TEMPORARY	CASUAL	

**If there is any additional information which you would like to draw to the Review Team’s attention please make a note here or discuss it with the Review Team directly during the research and interview phase.**

**Thank you very much for your cooperation**

**Management and Functional Reviews Governance Reform Secretariat /Public Administration International 2005- 2008**

**JOB ANALYSIS QUESTIONNAIRE**

Please complete this questionnaire to give a clear description of your role and duties as agreed by your supervisor and reflected in your daily activities. This will assist the review team in their interviews. If you need advice on completion please contact .....

**1. ORGANISATIONAL DETAILS**

**Department/Division/Section:**

**Job Title:**

**Direct Supervisor:**

**2. YOUR POSITION IN THE ORGANISATION**

Draw a simple chart indicating clearly where your position fits in the organization.

**3. JOB PURPOSE**

Describe briefly (one or two sentences) the overall purpose of your job.

**To .....**

**To .....**

**To .....**

**4. MAIN DUTIES**

***Ministry of Social Welfare, Gender and Children's Affairs***

List your main duties in order of importance, and estimate the percentage of time spent on each of these duties (The percentages should total 100% e.g. 1 whole day is 20%)

<b>DUTY</b> <b>in order of importance</b>	<b>PERCENTAGE OF</b> <b>TIME</b>
1.	
2.	
3.	
4.	
5.	
6.	
7.	
8.	

**5. DECISION MAKING**

Show the nature of your contribution to Decision-Making at a higher level. Give examples.

**I contribute to -----**

**I advise the .....**

**I make decisions on .....**

**6. STATE THE TYPE OF KNOWLEDGE,SKILLS AND EXPERIENCE REQUIRED TO DO THIS JOB**

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**Basic Qualification Required.....**

**Experience needed .....**

Please complete the table as fully as you can to indicate what skills are needed so training requirements can be assessed. Add any that are not listed which are relevant

<b>Skill/Attribute</b>	<b>Not Required  N</b>	<b>Required Level of Competence to do the job effectively</b>			<b>Your own level of competence</b>
		<b>Basic B</b>	<b>Inter- mediate I</b>	<b>Advanced A</b>	<b>What level are you</b>
<b>Statistical</b>					
<b>Analytical</b>					
<b>Computers and IT Skills</b>					
<b>Use of IT software</b>					
<b>Word/Excel/PowerPoint/Email</b>					
<b>Drafting Skills (English)</b>					
<b>Communications (written)</b>					
<b>“ (spoken)</b>					
<b>Interviewing</b>					
<b>Negotiating/Mediating</b>					
<b>Presentations</b>					
<b>Managing Staff</b>					
<b>Motivating Others</b>					
<b>Self motivation</b>					
<b>Leadership</b>					
<b>Organise own work</b>					
<b>Plan and organise the work of others</b>					
<b>Planning projects/ programmes</b>					
<b>Team working</b>					
<b>Resource management</b>					
<b>Objective Judgment</b>					
<b>Strategic thinking</b>					
<b>Response to change</b>					
<b>Innovation and Creativity</b>					
<b>Training Skills</b>					
<b>Policy Analysis and Formulation</b>					
<b>Financial Management for Non Finance Staff</b>					
<b>Insert any others you think appropriate</b>					

**7. CONTACTS and REPRESENTATION**

Who are the main people you have contact with in your job give their level and the type of contact. (E.g. internal, external public, exchange of information, negotiation, representation of your department etc.) and the frequency (e.g. daily, weekly, monthly, annually). Give examples.

<b>PERSONS OR TYPES OF ORGANISATION CONTACTED</b>	<b>REASON (type of contact)</b>	<b>FREQUENCY (daily, weekly, monthly, annually)</b>

**8. RESOURCES**

What resources are you responsible for?

<b>Type</b>	<b>Number / Quantity/ Amount</b>	<b>Grade or Position</b>	<b>Comments</b>
<b>Staff Direct</b>			
<b>Staff Indirect</b>			
<b>Budget</b>			
<b>Other (Specify) E.g. Transport Computers, Equipment</b>			

**JOB HOLDERS NAME:**

**SIGNED:**

Thank you for your assistance. If there is anything further you wish to draw to the Review Teams attention, add a comment on the back page. Please return the form to .....

**9. ADDITIONAL INFORMATION**



**APPENDIX 2 – LIST OF PEOPLE CONSULTED**

Mr. Albert Momoh	-	MSWGCA, Makeni
Mr. Edward .S. Sesay	-	Women Centre for Good Governance and Human Rights (WOCEGHR), Makeni
Ms. Isatu B.Conteh	-	-do-
Ms Mary Conteh	-	-do-
.Aminata Tarawallie	-	Community Youth Devt Assoc (CDYA), Makeni
Ms. Adama Kargbo	-	- do-
Ms. Mariatu A. Kargbo	-	Centre for Rural Development (CEFORD), Makeni
Mrs.Martha Karim Sesay	-	Councilor, Bombali District
Ms. Adama Kabia	-	Agbormuma Women Development Assoc. Makeni
Mrs. Yeabu Sesay	-	All Peoples' Congress Chair lady, Makeni
Mrs. Helen Sesay	-	Head, Mabogamah Women's Association, Makeni
Ms.Fatmata Sankoh	-	Woramamoneh Magbenteh Women Association, Makeni
Ms.Philomina J. Kanu	-	Sierra Leone Teachers Union, Makeni
Ms.Hannah G.Siray	-	Bombali district Loko Women Cooperative Union
Ms. Fatmata Jalloh	-	Sierra Leone People Party, Makeni
Ms. Fany.M Kamara	-	Kalokaloh Women's Development Association, Makeni
Ms. Fatmata Kamara	-	-do-
Ms. Mariama Kamara	-	MSWGCA, Makeni
Ms. Ramatu S. Kamara	-	GEMS, Makeni
Ms.Susan H. Sesay	-	Loko Women Cooperative Union
Ms. Josephine Kpaka	-	MSWGCA, Bo
Ms. Cecelia.L. James	-	Women in Peace Building Network, Bo
Ms. Mamie Jambai	-	Sewa Road Muslim Women's Association, Bo
Ms. Jattu Matthew	-	Gbormuma Association, Moriba Town Bo
Ms. Rosetta M. Sovula	-	Women in Peace Building Network, Bo
Ms. Agnes Songah	-	Gbormuma Association, Moriba Town Bo
Ms.Fatmata Songa	-	-do-
Ms.Sao Sam	-	-do-
Ms. Margaret Karimu	-	Manan Manuma Group, Bo
Ms.Lucia Martin	-	Mulema Women's Group, Bo
Ms. Patricia B. Kailondo	-	Welfare Network, Bo
Ms. Hannah Bio	-	Welfare Network, Bo
Ms. Catherine K. Kamara	-	Amnesty International, Bo

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Ms. Patricia Lansana	-	Welfare Network, Bo
Ms. Isatu Bah	-	Gbormuma Association, Moriba Town, Bo
Ms. Cathrine Bawoh	-	Upper Sewa Road Muslim Women's Organization, Bo
Ms Gladys Brima	-	-do-
Ms. Ramatu Sillah	-	-do-
Ms.Emily M. Wandoh	-	Kayoma Women's Development Association, Bo
Ms.Theresa M.Bangali	-	-do-
Ms. Theresa. Bangura	-	Women's Forum, Bo
Ms. Margaret Williams	-	Women's Manumuma Group
Mr. K.O. Bah	-	Permanent Secretary, MSWGGA
Alhaji B.K Idriss	-	Deputy Secretary, MSWGGA
Mrs. Teresa Vamboi	-	Chief Social Development Officer, MSWGGA
Mr. A.P. Tucker	-	Executive Officer, MSWGGA
Ms. Mariatu Bangura	-	Social Development Officer, MSWGGA
Mrs. Joyce B. Kamara	-	Social Development Officer, MSWGGA
Ms. Hannah Macauley	-	MSWGCA
Mr. Sylvester A. Bangura	-	Assistant Secretary, MSWGGA
Mr. Peter T. Smart	-	DCSDOI, MSWGGA
Ibrahim S. Jawara	-	S.D.I, MSWGGA
Mr. Arthur E. Bocakri	-	Accountant, MSWGGA
Mr. Allieu B. Nyalley	-	Officer in Charge of Remand Home
Ms. Fatu Kargbo	-	Ag Gender
Ms Mabinty Mansaray	-	SWDO, (Kono)
Ms Georgina Benedict	-	Ag Staff Superintendent
James Bampia Bundu	-	SWDO (Kailahun)
Mohammad Bah	-	Watchman
Dauda Bangura	-	IT/ Data Clerk – Child Welfare Secretariat
Ken Sesay	-	PSDO – Child Welfare Secretariat

APPENDIX 3 – STAFF LIST

MINISTRY OF SOCIAL WELFARE 1 PROFESSIONAL STAFF

Professional Staff Inventory (Existing) Western Area

Professional Staff Inventory (Existing) Western Area											
	Name	Position	Grade & Step	Age	Job Description		Years in Position	Years in Service	Highest Education Attained	Professional Qualification	Decentralise
					Available						
					Yes	No					
1.	Teresa Vamboi	C.S.D.O	11	57			6 yrs	28 yrs	University	M.A. in Social Work	
2.	Peter Smart	D.C.S.D.O	9	53			13 yrs	24 yrs	University	B.A. (USL) Diploma in Edu.	
3.	Isatu Kamara	D.C.S.D.O	9	58			11 yrs	29 yrs	Form V	Diploma in Inst. Rev. Dev.	
4.	Patricia Mansaray	P.S.D.O.	8	53			3 yrs	23 yrs	University	M.A. in Social Work	
5.	Mohamed U. Conteh	P.S.D.O.	8	50			3 yrs	17 yrs	University	B.A. Gen. (USL)	
6.	Mohamed Sesay	P.S.D.O.	8	48			3 yrs	20 yrs	University	B.A. Gen. (USL)	
7.	Mariatu Bangura	S.D.O.	7	41			10 yrs	10 yrs	University	B.A. Gen. (USL)	
8.	Joyce Kamara	S.D.O.	7	43			10 yrs	10 yrs	University	B.A. Gen. (USL)	
9.	A P Ansumana	Left									
10.	Francis Lahai	S.D.O	7	51			7 yrs	7 yrs	University	B.A. (USL) Dip Ed.	
11.	Frank Kallon	Left		39							
12.	A. S. Forbie	Deceased		53							
13.	E S Sesay	S.D.A. I	4	61			5 yrs	35 yrs	NTC Diploma in Youth		
14.	I. S. Jawara	S.D.A.I	4	54			5 yrs	33 yrs	NTC Diploma in Social Work		
15.	Suad Tarawally	S.D.A I	4	43			5 yrs	20 yrs	Diploma in Social Work		
16.	Gatrude Sesay	S.D. W	3	52			19 yrs	31 yrs	N.T.C		
17.	Moses J. Kabia	S.D.W	3	50			19 yrs	28 yrs	N.T.C		
18.	Christiana Cole	S.D.W.	3	46			23 yrs	27 yrs	N.T.C		
19.	Akinola Wright	S.D.W	3	49			22 yrs	28 yrs	N.T.C		
20.	Rosaline Nabieu	Left		47							
21.	Juliet Amara	Deceased		52							

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22.	Samuel B. Williams	S.D.W	3	51			22 yrs	30 yrs	N.T.C		
23.	Memunatu Rhodes	S.D.W.	3	54			22 yrs	28 yrs	N.T.C		
24.	Samuel Kanneh	T.C.A	1	49			22 yrs	25 yrs	Form 5		
25.	Edward Cowan	S.D.W Daily Wage	25	48			24 yrs	24 yrs	N.T.C		
26.	Juliana Cheblie	S.D.W Daily Wage	25	43			27 yrs	27 yrs	N.T.C		
27.	Elizabeth Langley	S.D.W. Daily Wage	25	42			20 yrs	20 yrs	In Service Training		
28.	Unisa Kamara	S.D.W. D/W	25	47			20 yrs	20 yrs	N.T.C		
29.	Ada B. Sheriff	S. D.W. D/W	25	42			23 yrs	23 yrs	N.T.C		
30.	Rebecca Moses	S.D.W. D/W	25	53			17 yrs	17 yrs	Form 5		
31.	Mary Baio	S.D.W.	25	50			29 yrs	29 yrs	Form 5		
32.	Yusufu Kamara	S.D.W. D/W	25	50			20 yrs	20 yrs	N.T.C Comp. Cert.		
33.	Isata Tarawally	S.W.D		42			22 yrs	22 yrs	N.T.C		
34.	Mendi Sesay	Porter	1	66			28 yrs	28 yrs			
35.	Kenneth Kamanda	S.D.W. Teacher	25	37			20 yrs	20 yrs	N.T.C		
36.	Regina May	Ward Attendant	25	68			24 yrs	24 yrs	Trainee Cook		
37.	Foday Koroma	Cleaner	25	58			26 yrs	26 yrs			
38.	Abu Ssay	Craft Instructor	25	44			24 yrs	24 yrs			
39.	Tejan Jalloh	Retired		62							
40.	David Kpana	Security	25	60			21 yrs	21 yrs			
41.	Kadiatu Kargbo			43							
42.	Alfred Davies	Left on Retirement		79							
43.	Abdulai Kamara	Labourer	25	60			24 yrs	24 yrs			
44.	Musa Sankoh	Security		63			24 yrs	24 yrs			
45.	Samuel J. Trye	S.D.W	25	45			24 yrs	24 yrs	N.T.C		
46.	Dauda Bangura	S.D.W	25	30			20 yrs	20 yrs	Form 5	Cert. In Social Work	
47.	Abu B. Kamara	S. D. W	25	38			19 yrs	19 yrs	Form 5		
48.	Idrisa Ndoinge	Driver	25	43			26 yrs	26 yrs	Driver		
49.	Marie O. Sesay	S.D.W.		2549			33yrs	33yrs	Form V	N.T.C cert.	
50.	Denis Collier	S.W.D	1	51			20 yrs	20 yrs	Form 1	NTC Cert	
51.	Issack Showers	S.D.W (Temporary)	1	44			20 yrs	20 yrs	NTC Training	B.A. Theology	
52.	Foday Kamara	Mason	1	59			15 yrs	15 yrs			
53.	Angella Lavally	S.D.W.	1	46			15 yrs	25 yrs	Form 5	Cert, in Social Work	

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54	Aladi D. Kargbo	Cook	1	45			21 yrs	21 yrs			
55	Lovett Cole	S. D. W. (Temp)	1	48			15 yrs	28 yrs	Form 5	Social work cert.	
56	Sandy Jumu	S.D.W.	1	42			17 yrs	17 yrs	Form 5	Cert. In social Work.	
57	Tenneh Kalloh	S.D.W. (Temp)	1	51			20 yrs	20 yrs	In Service Training		
58	S. G. Sawaneh	S.D.W. (Temp)	1	44			21 yrs	21 yrs	In Service Training		
59	Umaru Sesay	Mason	1	45			24 yrs	24 yrs			
60	Mendi Kargbo	Porter		66			26 yrs	41 yrs			
61	Marian Ellis	Ward Attendant	1	58			33 yrs	33 yrs			
62	Abu Freeman	Deceased		64							
63	Mohamed Bayoh	Ward Attendant	1	63			45 yrs	45 yrs			
64	Abu Samura			64							
65	Samba Conteh	Watchman		63			15 yrs	20 yrs			
66	Osman Koroma	Sen. Driver		64			18 yrs	40 yrs			
67	Saidu Samura	Retired		55							
68	James Smart	S W D (Temp)	1	58			34 yrs	34 yrs			
69	Osman Bangura	3 <sup>rd</sup> Grade Clerk	2	38			4 yrs	19 yrs			
70	Allie Nyalley	Instructor	1	43			4 yrs	44 yrs			
71	Brima Dumbuya	Porter	1	60			4 yrs	24 yrs			
72	Bassie Kamara	Porter	1	56			39 yrs	39 yrs			
73	Mohamed Bah	Watchman	1	62			22 yrs	23 yrs			
74	Sorie K. Kamara	House Keeper	1	54							
75	Z. Q. Cummings	House Mother	1	61			20 yrs	20 yrs			
76	Samuel Sylvalie	Plumber	1	49			21 yrs	21 yrs	Trade Test		
77	Foday Sawaneh	Cleaner	25	54			30 yrs	30 yrs			
78	Sorie Sesay	Cleaner	25	58			28 yrs	28 yrs			
79	Alie Kamara	Carpenter	1	52			15 yrs	15 yrs			
80	Samuel Kamara	Duty Officer	1	46			21 yrs	21 yrs			
81	Olufemi Williams	Duty Officer Fin.Clerk	1	51			6 yrs	32 yrs			
82	Alimamy Kamara	Duty Officer	1	50			6 yrs	32 yrs			
83	Kumba Kamara	Cook	1	41			5 yrs	20 yrs			
84	Margaret Cole	Matron	1	56			5 yrs	32 yrs			
85	Bai Kamara	Security	25	60			25 yrs	25 yrs			
86	Kadiatu Samura	3 <sup>rd</sup> Grade Clerk	2	47			½ yr	25 yrs			
87	Augustine Moseray	3 <sup>rd</sup> Grade Clerk	2	42					Civil Service		

**PROFESSIONAL STAFF  
STAFF LIST – TONKOLILI DISTRICT 2005**

<b>No .</b>	<b>Name</b>	<b>Position</b>	<b>Grade &amp; Step</b>	<b>Age</b>	<b>Job Description</b>	<b>Years in Position</b>	<b>Years in Service</b>	<b>Highest Education Attained</b>	<b>Professional Qualification</b>	<b>Decentralise</b>
1	Henny M. Massaquoi	S D W	3	57	Social Work	27 yrs	27 yrs	Form 5		
2	Ozanatu Moriba	S W D	3	43	Clerical	21 yrs	21 yrs	Form 5		
3	Mary Conteh	S W D	25	43	Social Work	24 yrs	24 yrs	Form 5	N T C Cert.	
4	Mabinty Kamara	S W D	25	41	Social Work	24 yrs	24 yrs	Form 5		
5	Brima Kamara	S W D	25	46	Social Work	21 yrs	21 yrs	In Service Training		
6	Esther Kanu	S W D	25	42	Social Work					
7	Mariatu Kanu	S W D	25	42	Social Work	21 yrs	21 yrs	In Service Training		
8	Francis Alieu Sesay	S W D	25	43	Social Work	22 yrs	22 yrs	Form 5	N T C Cert.	
9	Alusine Samura	S W D	25	48	Social Work	21 yrs	21 yrs	Form 5	N T C Cert.	
10	Mohamed L. Jalloh	S W D	25	39	Social Work					
11	Sorie Conteh	Watchman	24	54	Watch	21 yrs	21 yrs			
12	Alfred Kamara	Cleaner	25	41	Cleaning	22 yrs	22 yrs			
13	Brima Bangura	Messenger	25	59	Lobour	21 yrs	21 yrs			

**STAFF LIST  
KAMBIA DISTRICT**

No.	Name	Position	Grade & Step	Age	Job Description	Years in Position	Years in Service	Highest Education Attained	Professional Qualification	Decentralise
1	BAKIE a. Kamara	S D A 1	4	59	Social Work	5	33	Form V	Dept in R/D	
2	Haffie B. Sankoh	S D W (Perm)	4		Bonthe					
3	Saymah Kanu	S D W (Temp)	3	57	Bonthe	22	22	Form IV	N T C Cert.	
4	Fatu Bamgura	S D W (Temp)	3	51	Bonthe	22	22	Form IV	N T C Cert.	
5	Ansumana Kamara	S D W D/W	25	50	Bonthe	33	33	Form IV	N T C Cert.	
6	Zainab Kamara	S D W D/W	25	50	Bonthe	32	32	Form I		
7	Salamatou Conteh	S D W D/W	25	57	Bonthe	31	31	Form V		
8	Foday Tarawallie	S D W D/W	25	50	Bonthe	18	18	Form V		
9	Sama Samura	Cleaner	1	48	Cleaning	18	18			
19	Idrissa Bangura	Messenger	1	57	Labour	19	19			
11	Momodu Turay	Driver	25	58	Driver	31	31	Licensed	Driver	
12	Bangalie Silla	Watchman	25	61	Secure	20	20			
13	J. B. Kamara	2 <sup>nd</sup> Grade Clerk	2		clerical	9	33	Civil Service Exam		

**STAFF LIST**  
**BOMBALI DISTRICT**

No.	Name	Position	Grade & Step	Age	Job Description	Years in Position	Years in Service	Highest Education Attained	Professional Qualification	Decentralise
1	Mary S. Koroma	S D W	25	33	Social Work					
2	Abdulai Kamara	S D W		48	Social Work	22	29			
3	Mariatu Kamara	S D A 1		50	Social Work	5	31			
4	Veronica F. Kabia	S D W	25	56	Social Work	27	33			
5	Millicent S. Bendu	S D W	25	52	Social Work	30	30			
6	Dominic J. Gbanja	S D W		56	Social Work	31	31			
7	Marie Bundu	S D W		56	Social Work	26	26			
8	Mary Tarawally	S D A		47	Social Work	29	29			
9	Alice Bangura	S D A		48	Social Work		28			
10	Fatu Kamara	S D W		59		26	26			
11	Eric Finoh			39	Social Work					
12	Simeon B. Menjor	S D W		36		19	19			
13	Mariama Kamara	S D W D/W		36						
14	Brima Sesay			46						
15	Amadu Lakoh	Carpenter		53		6				
16	Abdulai Conteh	Messenger	1	59		28				
17	Mohamed Koroma	Mason	1	48		28				
18	Aminata D. Kamara	S D W	25	48		28				
19	Patrica Mansaray	P S D O	8	53	Social Work	29		University		



**FORM 2**  
**Non – Professional Staff Inventory (Existing)– Makeni**

No.	Name	Position	Grade & Step	Age	Job Description Available		Years in Position	Years in Service	Highest Education Attained	Professional Qualification	Decentralise
					Yes	No.					
1.	Mohamed Koroma		Permanent	48	X		18 yrs	18 yrs			
2.	Abdulai Conteh		Daily Wage	60	X		27 yrs	27 yrs			
3.	Alusine Kamara	Messenger	Permanent	58	X		31 yrs	31 yrs			

**FORM 1**  
**Professional Staff Inventory (Existing)**

No.	Name	Position	Grade & Step	Age	Job Description Available		Years in Position	Years in Service	Highest Education Attained	Professional Qualification	Decentralise
					Yes	No.					
1.	Abdulia Kamara	Social Dev. Worker	Permanent	47	Y		28 yrs	28 yrs	Secondary Sch. Edu. 4 G C E O' Level	Rural Dev. Cert. Cert in Psychosocial Cert in Child Abuse	
2	Marie Bundu	Social Dev. Worker	Daily Wage	51	Y		31 yrs	31 yrs	Secondary Edu. Form 3	Rural Dev. Cert.	
3	Mary Tarawallie	Social Dev. Worker	Daily Wage	48	Y		27 yrs	27 yrs	Primary Edu.	Participation in Rural Dev. Course	
4	Aminata Kamara	Social Dev. Worker	Daily Wage	48	Y		28 yrs	28 yrs	Primary Edu.	Participation in Rural Dev. Course	
5	Mariama Kamara	Social Dev. Worker	Daily Wage	38	Y		18 yrs	18 yrs	Secondary Sch. Edu. (Form 5)	Cert. In Home Economics	
6	Fatu Kamara	Social Dev. Worker	Daily Wage	52	Y		26 yrs	26 yrs	Primary Sch. Edu. (Standare IV)		
7	Mary S. Koroma	Social Dev. Worker	Permanent	54	Y		34 yrs	34 yrs	Secondary Sch Edu	Cert. In Nutrition & Child Care	
8	Albert J. Momoh	Social Dev. Worker	Daily Wage	47	Y		18 yrs	18 yrs	Sec. Sch. Edu. G C E 'O' Level	Cert. In Rural Dev. Psychological Care	
9	Simeon B. Menjor	Social Dev. Worker	Daily Wage	34	Y		19 yrs	19 yrs	Secondary Sch Edu.	Cert. In Child Abuse Cert. In Rural Dev.	

**Ministry of Social Welfare, Gender and Children's Affairs**

10	Veronica F. Kabia	Social Dev. Worker	Temporary	50	Y		24 yrs	34 yrs	Primary Edu. Standard 4	Cert. In Nutrition Bo.	
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**STAFF LIST**  
**KOINADUGU DISTRICT**

No.	Name	Position	Grade & Step	Age	Job Description	Years in Position	Years in Service	Highest Education Attained	Professional Qualification	Decentralise
1	Teresa Koroma	S W D	25	52	Social Work	33	33	Form 5	Diploma in R/D	
2	Alhaji F. Sheriff	S D A 1	4	45	Social Work	5	25	Form 5	N T C Cert	
3	David P. Kamara	S D W	25	48	Social Work	30	30	Form 2		
4	Tenneh Marrah	S D W	25	40	Social Work	23	23	Form 2	N T C Cert	
5	Sullay Bangura	S D W	25	45	Social Work	19	19	Form 4	N T C Cert	
6	StevenT Kamara	S D W	25	49	Social Work	22	22	Form 3		
7	Salifu Mansaray	S D W	25	54	Social Work	20	20	Form 5		
8	Henry A. Sesay	S D W	25	45	Social Work	19	19	Form 3	N T C Cert	
9	Janet Mansaray	S D W	25	42	Social Work	19	19	Form 5	N T C Cert	
10	Mama K. Mansaray	S D W	25	33	Social Work	19	19	Form 5		
11	Samuel M. Koroma	Duty Officer	1	47	Social Work	21	21	Form 2		
12	Sorie Koroma	Messenger	25	49	Labourer	15	15			
13	Amadu Dumbuya	Cleaner	25	46	Cleaning	16	16			

**STAFF LIST**  
**PORT LOKO DISTRICT**

No.	Name	Position	Grade & Step	Age	Job Description	Years in Position	Years in Service	Highest Education Attained	Professional Qualification	Decentralise
1	Momoh W. Bangura	S D O	7	51	Social Work	17	20	University	B A (USL)	
2	Christiana Bio	S D W (Perm)	3	59	Social Work	30	33	Form I	N T C Cert.	
3	Zainab A. Sesay	S D W D/W		49						
4	Sheku Fofanah	S D W D/W	25	49	Social Work	27	27	Form V	N T C Cert.	
5	Fatmata Sillah	S D W D/W	25	49	Social Work	27	28	Form II		
6	Borbor Aruna	S D W D/W	25	43	Social Work	20	20	Form IV		
7	Aminata Bangura	S D W D/W	25	42	V	20	20	Form III		
8	Amie Kelleh	S D W D/W	25	46	Social Work	18	18	Form V		
9	Mariatu Kabba	S D W D/W	25	50	Social Work	17	17	Form II		
10	Amadu Bangura	S D W	25	43	Social Work	15	15	Form IV	N T C Cert.	
11	Mohamed S. Kamara	S D W	25	37	Social Work	15	15	Form V		
12	Saidu Bangura	Watchman	1	68	Secure	27	27			
13	Amadu Jalloh	Driver	25	66	Driver	33	33	Licensed	Driver	
14	Sarrah Koroma	Labourer	1	49	Labourer	33	33			
15	Sitta Kargbo	Messenger	1	52	Labourer	29	29			
16	Alie Turay	Watchman	1	19	Security	19	19			
17	Kadiatu Koroma	2 <sup>nd</sup> Grade Clerk	2	56	Clerical	23	33	Form V	Civil Service	
18	Sorie Kamara	Labourer	1	58	Labour	32	32			
19	Samuel L. Koroma	S D W	25	58	Social Work	31	31	Form V	N T C Cert.	
20	Ruston Dumbuya	Driver	25		Driving					

**PROFESSIONAL STAFF INVENTORY  
GENDER DIVISION**

No.	Name	Position	Grade & Step	Age	Job Description	Years in Position	Years in Service	Highest Education Attained	Professional Qualification	Decentralise
1	Mrs. Fatdu Yaya Kargbo			51						
2	Mr. Dehunge Shiaka			43						
3	Mr. Charles Vandj			34						
4	Miss Goodie Sowonee			35						
5	Mr. Ibrahim Kamara			30						
6	Mrs. Susan Sesay			44						
7	Miss Jeneba Koroma									

**STAFF LIST  
KONO DISTRICT**

No.	Name	Position	Grade & Step	Age	Job Description	Years in Position	Years in Service	Highest Education Attained	Professional Qualification	Decentralise
1	Mabinty Mansaray	S D A 1	4	47	Social Work	3	28	Form 5		
2	Theresa Momoh	S D W	25	46	Social Work	30	30	Form 4		
3	Jacob Musa	S D W	25	48	Social Work	27	27	Form 5		
4	Mohamed Kamara	S D W	25	52	Social Work	26	26	Form 4		
5	Mbalu Elizabeth Conteh	S D W	25	52	Social Work	21	21	Form 4		
6	Aminata Turay	S D W	25	38	Social Work	21	21	Form 4		
7	Sahr Labbie	S D W D/W	25	51	Social Work	20	21	Form 5		
8	Momoh Kanu (Disability)	S D W	25	42	Social Work	20	20	Form 3		
9	Marian James	S D W	25	40	Social Work	20	20	Form 3		
10	Paul R. S. Ngegba	S D W	25	40	Social Work		20	Form 5		
11	Gladys The	S D W	25	48	Social Work	22	22	Form 4		
12	Theresa Mattia	S D W	25	40	Social Work	20	20	Form 4		
13	Samuel L. George	S D W	25	30	Social Work	17	17	Form 5		

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14	Nyana Mansaray		25	48	Social Work	26	26	Form 5		
15	Sahr Dauda	Carpenter	25	42	Social Work	19	19	In Service Training		
16	Aiah Lamin	S D W D/W	25	51	Social Work	19	19	Form 5		
17	Aiah Gbondo	S D W D/W	25	50	Social Work	20	20	Form 5		

**STAFF LIST –**  
**KENEMA DISTRICT**

No.	Name	Position	Grade & Step	Age	Job Description	Years in Position	Years in Service	Highest Education Attained	Professional Qualification	Decentralise
1	Patrick Bangura	P S D O	2	41	Social Work	16		University		
2	Peter Kaipumoh	S D W (Perm)	22	52	Social Work	30		Form 5		
3	Martin K. Foday	S D W (perm)	20	52	Social Work	30		Form 5		
4	John Patrick Lavalie	S D W (Perm)	22	52	Social Work	28		Form 5		
5	Magdaline S. Dakuwa	S D W (D/W)	28	50	Social Work	28		Form 4		
6	Musu Koroma	S D W (D/W)	22	48	Social Work	22		Form 3		
7	Rose Sathe	S D W (D/W)	22	50	Social Work	22		Form 4		
8	Francis M. Amara	S D W (D/W)	22	54	Social Work	22		Form 4		
9	Mathew A. Sesay	S D W (D/W)	19	42	Social Work	19				
10	Issa Rogers	S D W (D/W)	22	46	Social Work	22				
11	Momoh Richard Sawi	S D W (D/W)	16	42		16				
12	Moimina Alice	S D W (Temp)	18	42	Social Work	18				
13	Patricia Jabbie	S D W (Temp)	33	56	Social Work	33				
14	Lahai Kay Magona	S D W (Temp)	33	54	Social Work	33				
15	Beatrice Simth	S D W (temp)	25	43	Social Work	25				
16	Alloysious Pessima	Craft Inst.	25	51	Teaching Clerical	25				
17	Mammie Sama	T C A	17	46	Teaching Clerical	17				
18	Miatta Langah	3 <sup>rd</sup> Grade Clerk	16	47	Teaching Clerical	27				
19	Princess Wilson	Cook	4	49	Cooking	22				
20	Lansana Manyeh	Farm Inst.	30	61	Teaching	20				

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21	Augustine Abibu	Store Keeping (Temp)	21	58	Stores	21				
22	Lasana Bockarie	Farm Inst.	25	51	Teaching	15				
23	Allie Foday	Labourer	25	57	Labourer	30				
24	Amelia Gbandawa	1 <sup>st</sup> Grade Clerk	3	51	1 <sup>st</sup> Grade Clerk	7				

**STAFF LIST – KAILAHUN DISTRICT**

NO.	NAME	POSITION	GRADE	AGE	DOB
1	James B. Bundu				
2	Kadi Esther Kamara			36	
3	Maltida M. Fomba			53	
4	Mahmoud Mansaray			46	
5	Massah Ganawah			42	
6	Musa Bockarie			43	
7	Nancy Konneh			46	
8	Kumba M. Sheriff			49	
9	Lawrence J. Buani			50	
10	Musa Koroma			45	
11	Mohamed Sesay			33	
12	Jusu K. Saika			42	
13	Mamie Momoh			45	
14	Steven A. Konneh			54	

**STAFF LIST  
BO DISTRICT**

NO.	NAME	POSITION	GRADE	AGE	DOB
1	Sheku Max-Kallon		48		
2	Alex P. Conteh		56		
3	Daniel Tamba Sesay		48		
4	Elizabeth Massaquoi		54		
5	Thomas M. Jamba		53		
6	Catherine Koroma		74		
7	Patrick Amara		59		
8	Adama Turay		52		
9	Josephine Kpaka		56		
10	Hanold Rogers		54		
11	L. S. M. Ngobeh		48		
12	Agnes Koroma		50		
13	Mamawa Mbemba		40		
14	Ibrahim S. Bangura		40		
15	Marian Nabieu		45		
16	Johnny King		56		
17	Alpha Swaray		59		
18	Solomon Mbayo		51		
19	Amadu Turay		47		
20	Magaret Jengo		53		
21	Christiana Saidu		52		
22	Francis K. Amara		49		
23	Elizabeth Minah		45		
24	Jonathan smith		51		
25	Rebecca Sama		42		
26	Henny Miller		46		
27	James Musa		22		
28	Mary Moriba		50		
29	Hannah Bio		59		



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30	Patrick Katepke		54		
31	Sorie B. Koroma		40		
32	John A B Bangura		43		
33	Helen Kpange		44		
34	Sahr A. Tejan		50		
35	Patricia Konlondo		52		
36	Magaret Black		48		
37	Vivian Campbell		52		
38	Sankoh Fofanah		57		
39	Daniel T. Sesay		47		
40	Vandy Momoh		48		
41	Bockarie Sheriff		57		
42	Joseph Tucker		56		
43	Fatu Kamara		42		
44	Vandy Kargbo		59		
45	Alpha Bah		56		
46	Joseph Woody		42		
47	Kadie Kainesie		59		
48	Jusu Sowa		57		
49	Lahai Sowa		58		
50	Sandy Amadu		58		
51	Alie Conteh		59		
52	Edward Kamanda		49		
53	Sylvia Walker		38		

**STAFF LIST –  
MOYAMBA DISTRICT**

NO.	NAME	POSITION	GRADE	AGE	DOB
1	Mohamed A. Sesay			51	
2	Mohamed A. Tarawallie			47	
3	Mathew F. Blango			55	
4	Sahr Fillo			55	
5	Eudora Jane Jalloh			56	
6	Henry Lavally			59	
7	Elizabeth Kopoi			57	
8	Alice Koroma			50	
9	Hannah Nyuma			44	
10	Gloria King			40	
11	Isata Dukuray			43	
12	Mariama Khumada			44	
13	Assumpta Galia			49	
14	Francess J. Jonjo			40	
15	Lucy Ansumana			38	
16	Rugiatu kamara			42	
17	Samuel Spencer			58	
18	Mustapha Kamara			45	
19	Henry M. Quee			56	
20	Manay Kaynie				
21	Martha Massally				

**STAFF LIST - PUJEHUN DISTRICT**

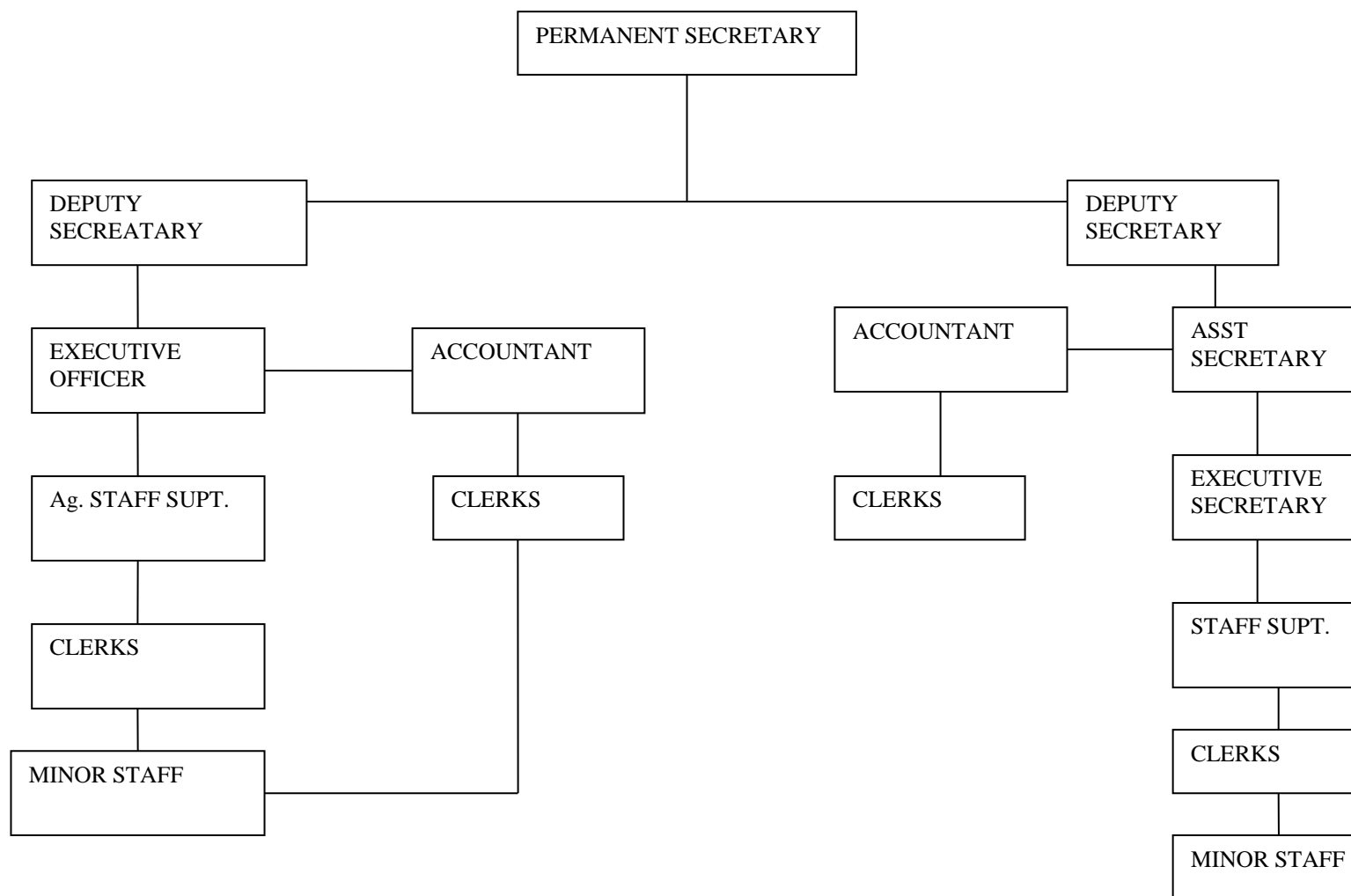
NO.	NAME	POSITION	GRADE	AGE	DOB
1	Ann J. Fofanah			57	
2	Martin S. Borbor			55	
3	Janet Koroma			48	
4	Momoh Conteh			58	
5	David S. Kawa			57	
6	Momoh B S Lukulay			45	
7	Michael L. Sundifu			52	
8	Alex Allieu			43	
9	Agmes Rogers			47	
10	Thomas Koroma			43	
11	Kelfala Turay			45	
12	Mamie Koroma			41	
13	Anthony John			45	
14	Mohamed Kawa			41	
15	Agnes Minah			48	
16	Francis Alleiu			42	
17	Joseph Swaray			42	
18	Abu Fofanah			43	
19	George Smart			44	
20	Bockarie F. Jajua				

**STAFF LIST – BONTHE DISTRICT**

NO.	NAME	POSITION	GRADE	AGE	DOB
1	Sam Samai Lahai			51	
2	Anthony V. Koroma			52	
3	Baindu Saffa			50	
4	Catherine Stevens			49	
5	Christiana Mansa massaquoi			58	
6	Sahr Francis Tucker			55	
7	Ann Marie Rogers			61	
8	Francess Cole			40	
9	Patrick Ganda			44	
10	Alfred M. Hai			45	
11	Patrick D Amara			42	
12	Susan A. Taylor			35	
13	Mary Yorpoi			45	
14	Mohamed Sesay			51	
15	Isata Kpaka			47	
16	Julius Abu			54	
17	Joseph Decker			49	
18	Amara Kande			57	
19	Mathew Kpanabom			51	
20	Allieu Bangalie			43	
21	Daniel A. Kateh			41	
22	Heitor Munda Jusu			No Age	

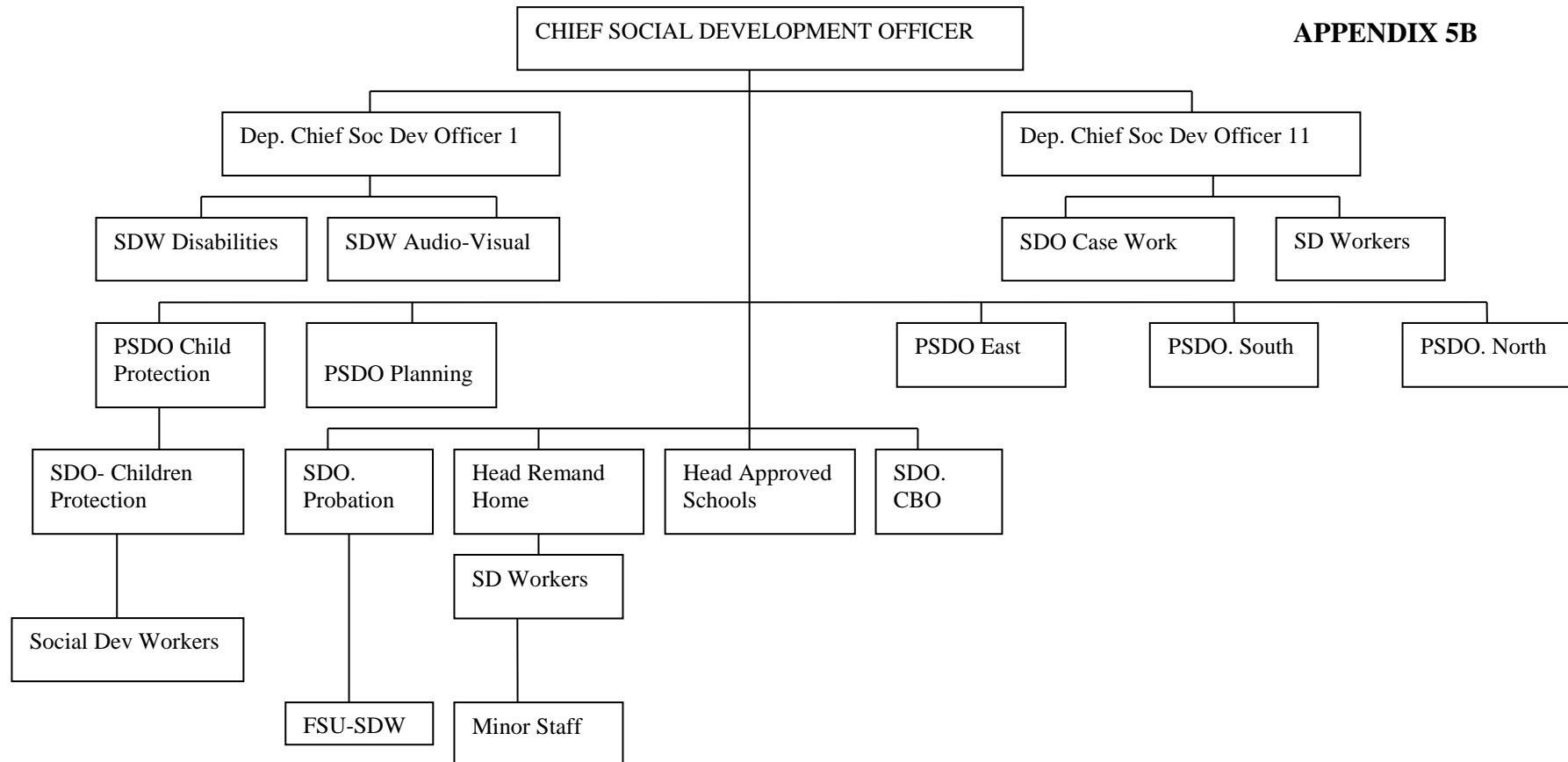
**APPENDIX 4 – DOCUMENTS AND PUBLICATIONS EXAMINED**

- 1991 Sierra Leone Constitution
- Convention on the Elimination of all forms of Discrimination against Women.[CEDAW ] (Ratified but yet to be part of the Laws of Sierra Leone)
- Convention on the Rights of Children [CRC ](Ratified but yet to be part of the Laws of Sierra Leone)
- Diagnostic Study of the Architecture of Government of Sierra Leone: A Horizontal Review Across Ministries, March 2006
- Government Budget and Accountability Act (GBAA) of 2005
- Horizontal Review Reports
- MTEF Reports
- National Policy on Gender Mainstreaming
- Payroll from the Ministry
- Policy and Draft Bill on Disability (2004)(Draft)
- Poverty Reduction and Strategy Paper
- The Procurement Act 2004
- The Audit Service Act 1998
- Staff List
- The Adoption Act 1989
- The Anti- Human Trafficking ACT 2005
- The Draft Bill on “Child Well-Being and Disability”
- The Local Government Act 2004
- CAP 44 of 31<sup>st</sup> December, 1945
- Gazette No 73 dated 10<sup>th</sup> December 2002: Publication on Ministerial Responsibilities
- Policy on Child Well-being (May2006)(Draft)



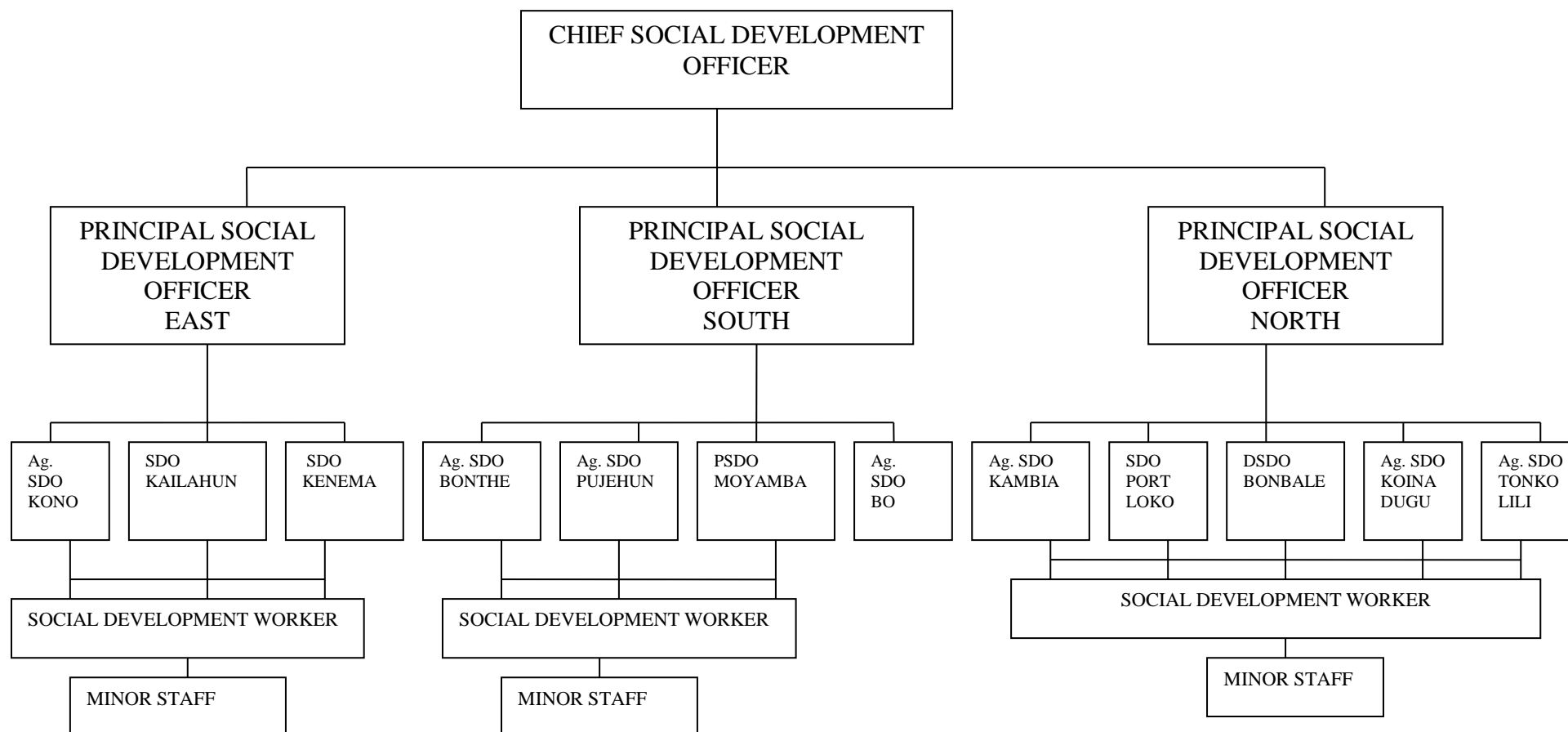
**CURRENT ORGANISATION CHART- PROFESSIONAL – SOCIAL WELFARE DIVISION**

**APPENDIX 5B**



**CURRENT ORGANISATIONAL STRUCTURE OF REGIONAL AND DISTRICT OFFICES OF THE SOCIAL WELFARE DIVISION**

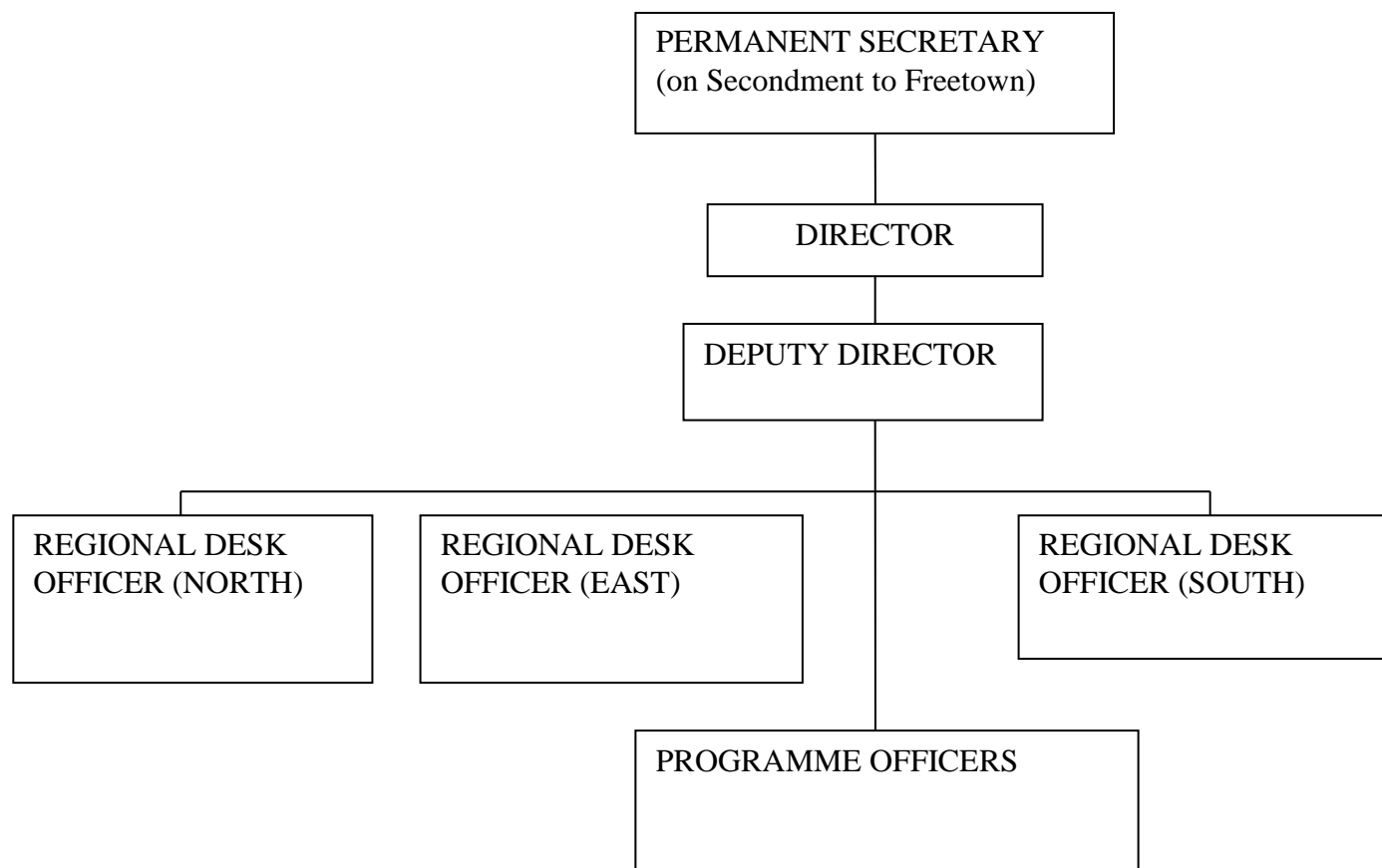
**APPENDIX 5C**





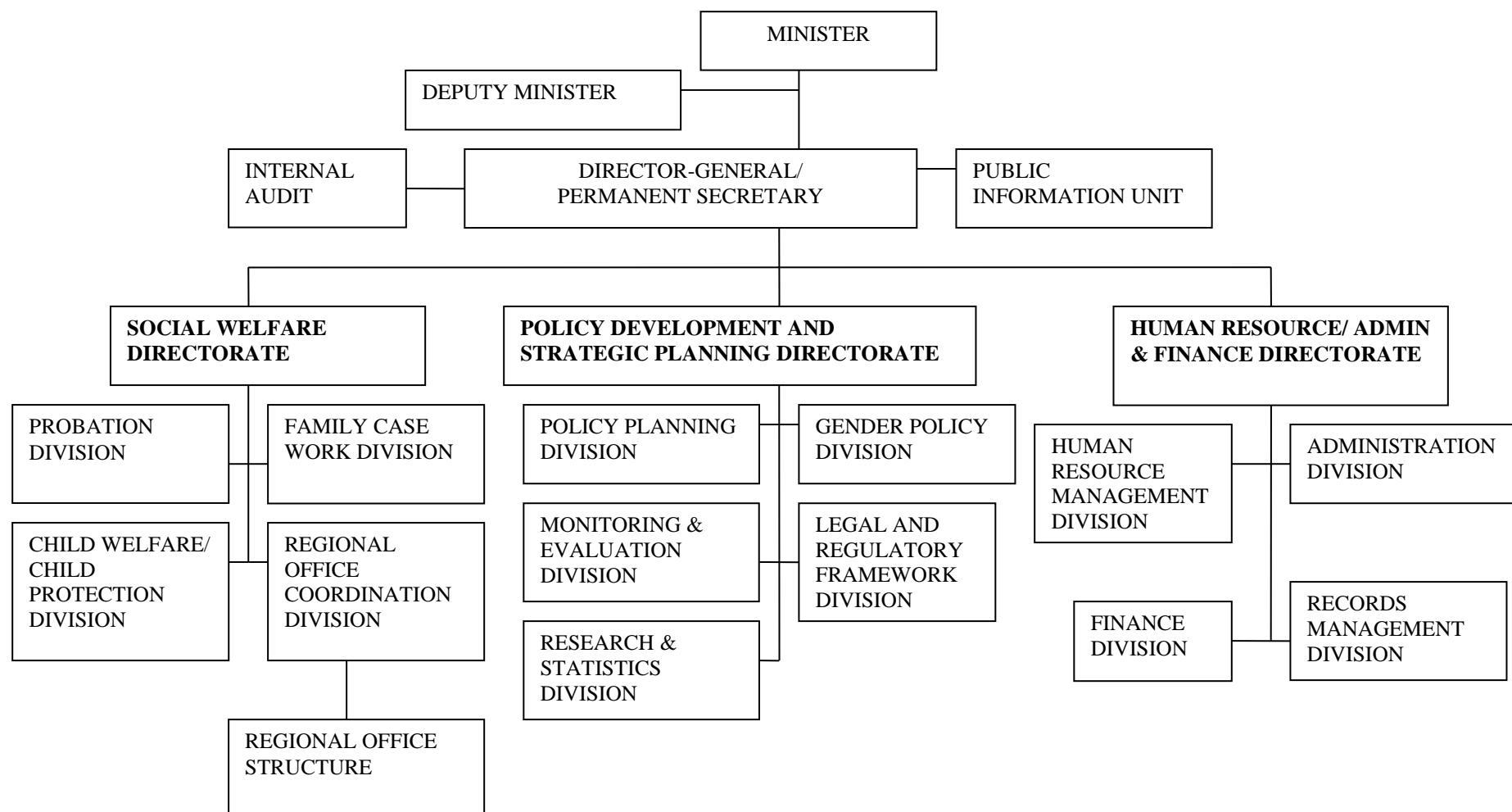
**CURRENT ORGANISATION CHART- GENDER AND CHILDREN'S AFFAIRS DIVISION**

**APPENDIX 5D**



**PROPOSED ORGANISATION CHART FOR THE MINISTRY OF SOCIAL WELFARE, GENDER & CHILDREN AFFAIRS**

**APPENDIX 6**





**APPENDIX 7**  
**JOB DESCRIPTION**

**JOB TITLE:** PERMANENT SECRETARY/ DIRECTOR GENERAL

**JOB GRADE:** PERMANENT SECRETARY/ DIRECTOR GENERAL

**REPORTS TO:** MINISTER

**IMMEDIATE SUBORDINATES:**

DIRECTOR HRM/ADMIN/FINANCE

DIRECTOR POLICY DEV. & STRATEGIC PLANNING

DIRECTOR SOCIAL WELFARE

HEAD PUBLIC INFORMATION UNIT

**FUNCTIONAL RELATIONSHIP:**

PERMANENT SECRETARIES/ DIRECTOR-GENERALS

**PURPOSE OF JOB:**

Administrative head of the Ministry and Chief Adviser to the Minister on policies and other matters related to the Sector and to exercise oversight responsibility for the development of his sector.

**MAIN DUTIES AND REPSONSIBILITIES**

- Attends cross sectoral meetings at MOF to discuss and agree on the sectors objectives, priorities and outputs prior to the preparation of the annual budget.
- Administrative head responsible for day to day management of the Ministry.
- Offers tailored and expert advise to The Minister on all matters relating to his sector.
- Provides leadership and guidance for developing/initiating policies for the consideration of the Minister and approval by Cabinet.
- Develops strategic plans based on the Ministry's mission statement and government's priorities in collaboration with MOF and MOP.

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- Develops and reviews monitoring mechanisms in collaboration with MOP for the implementation of the sector's policies and objectives.
- Coordinates the functions and work programmes of the functional directorates and provides rules, guidelines and procedures to facilitate the achievement of targets set by the Ministry.
- Establishes systems for effective inter-ministerial and sectoral collaboration and cooperation to avoid duplication and achieve harmonization of programmes.
- Liaises with civil society in the implementation of sector plans by Departments and Agencies under the Ministry.
- Prepares, in consultation with Heads of Departments and Agencies, annual budget for the Sector based on guidelines provided by Ministry of Finance and the sector's prioritized plans and programmes.
- Authorises the disbursement of budgetary allocation in accordance with prevailing financial regulations.
- Ensures the effective organisation and development and implementation of training consistent with sectoral policies and programmes.
- Liaises with the Human Resource Management Office (HRMO) for managerial and leadership training for the Directors and analogous grades in the Ministry and within the sector.
- Prepares and submits annual performance report on the Ministry within stipulated time frame.
- Ensures the development and enforcement of an effective system of discipline.
- Submits annual staff performance appraisal report for the year under review to HRMO by a date specified by that Office.
- Acts as Secretary to the Ministerial Advisory Board.
- Ensures that Government's strategy for poverty reduction is being pursued by the MDAs in the sectors.

- Ensures the full implementation of reform initiatives as they affect the Ministry and the realization of the perceived impact.

**QUALIFICATION AND SPECIAL SKILLS REQUIRED FOR THE JOB**

- At least a Masters Degree, preferably MBA or MPA from a recognized University or an equivalent qualification.
- 15 years working experience; 5 years at Senior Management level.

**SPECIAL SKILLS REQUIRED:**

- Leadership
- Ability to manage people.
- Interpersonal and communication skills.
- Integrity
- Intellect, creativity and judgement.
- Computer literate (IT)
- Negotiation skills
- Analytical skills.

**JOB DESCRIPTION**

**TITLE:** DIRECTOR HRM/ADMIN & FINANCE

**EXISTING GRADE:** DEPUTY PERMANENT SECRETARY

**REPORTS TO:** PERMANENT SECRETARY/DIRECTOR-GENERAL

**IMMEDIATE SUBORDINATES:**

DEPUTY DIRECTOR – HRM  
DEPUTY DIRECTOR –ADMIN  
DEPUTY DIRECTOR - FINANCE  
DEPUTY DIRECTOR – RECORDS MGT

**FUNCTIONAL RELATIONSHIP:**

DIRECTOR – PDSP  
DIRECTOR - SOCIAL WELFARE

**PURPOSE OF JOB**

To provide administrative support for all the Directorates/Divisions.

To ensure availability of resources and judicious use of them.

To ensure a congenial working environment.

**MAIN DUTIES AND RESPONSIBILITIES**

- Ensures that the Ministry's Organisational structure is properly designed and functions, duties and responsibilities clearly defined and that this is communicated to the rank and file.
- Periodically ensure that the Organisational structures including job classification and descriptions in the sector are reviewed.
- Advises Permanent Secretary/Director General Chief Director on the review of the organisation and structure as and when changes occur in the mission statement, objectives and functions of the organisation as a result of the reforms.
- Ensures that the Directorates/Divisions and other Units are adequately resourced and that these are judiciously utilized.

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- Coordinates policy formulation processes of the directorate
- Ensures that systems and approved guidelines for procurement and use of logistics are followed or adhered to.
- Advises the Permanent Secretary/Director General on the retooling and modernization of equipment.
- Joins the Permanent Secretary/Director General and the Honourable Minister during cross-sectoral meetings to determine and agree on the objectives, priorities and outputs prior to the preparation of the annual budget for the sector.
- In collaboration with Director of PDSP and other heads of Division, prepare the initial draft budget for Permanent Secretary/Director General's consideration and subsequent discussions with Honourable Minister.
- Monitors disbursements and payment as directed and approved by the Permanent Secretary/Director General.
- Ensures that expenditure conforms to Financial Administration laws and other regulations issued from time to time.
- Attends to Audit Reports/Queries promptly and ensures control measures and systems are put in place to forestall future occurrences.
- Ensures the preparation and submission of quarterly expenditure returns to Ministry Of Finance on time.
- Ensures that procurement of supplies is done according to prescribed rules and regulations and approved systems and procedures and that officers are sanctioned for non-compliance.
- Ensures high discipline is maintained and that prompt disciplinary action is taken against offenders.
- Appraises the performance of staff under him.



**QUALIFICATION**

- At least Masters Degree, preferably MPA or MBA from a recognised University or equivalent professional qualification.
- 12 years working experience.

**SPECIAL SKILLS**

- Ability to manage people
- Good interpersonal and communication skills
- Integrity
- Intellect, creativity and judgement
- Computer literate

**JOB DESCRIPTION**

**TITLE:** DEPUTY DIRECTOR HUMAN RESOURCE MANAGEMENT

**EXISTING GRADE:** SENIOR ASSISTANT SECRETARY

**REPORTS TO:** DIRECTOR HRM/ADMIN & FINANCE

**IMMEDIATE SUBORDINATES:**  
ASSISTANT SECRETARIES

**FUNCTIONAL RELATIONSHIP:**

DEPUTY DIRECTOR – ADMINISTRATION  
DEPUTY DIRECTOR – FINANCE  
DEPUTY DIRECTOR – RECORDS MGT  
DEPUTY DIRECTOR- POLICY PLANNING  
DEPUTY DIRECTOR- GENDER POLICY  
DEPUTY DIRECTOR- MONITORING & EVALUATION  
DEPUTY DIRECTOR– RESEARCH & STATISTICS  
DEPUTY DIRECTOR –LEGAL & REGULATORY FRAMEWOK  
DEPUTY DIRECTOR- PROBATION  
DEPUTY DIRECTOR- FAMILY CASEWORK  
DEPUTY DIRECTOR- CHILD WELFARE/CHILD PROTECTION  
DEPUTY DIRECTOR – REGIONAL OFFICE COORDINATION

**PRIMARY FUNCTION (PURPOSE OF JOB)**

To ensure the acquisition, retention, development and effective management and deployment of human resource within the sector.

**MAIN DUTEIS/RESPONSIBILITIES**

- Provides input for formulating HRM policies and practices for the sector.
- Establishes and maintains procedures for planning and controlling human resource development for the sector.
- Provides guidance in determining training needs and the requisite skills mix of all categories of human resource in the sector.
- Develops appropriate training and implementation programmes for all categories of staff

- Coordinates and collates training and human resource development budget and institutes programmes to back up its implementation.
- Compiles and updates records on the training history of the human resource/ staff in the sector.
- Periodically reviews rules, regulations and procedures relating to training in the sector.
- Advises on the preparation and application of training criteria, methodologies and techniques appropriate to the sector.
- Establishes appropriate and effective linkages with the other sectors of the economy and governance.
- Ensures the establishment of standards of recruitment, selection and placement of staff in the MDAs.
- Monitors staff progress and ensures their efficiency and commitment to work.
- Institutes measures to provide inter-linkages between sectoral plans and those of implementing agencies relating to training and human resource development for their optimum utilization.
- Periodically review Organisational structures including job classification and descriptions in the sector
- Assists in the determination of appropriate sectoral staffing/human resource levels consistent with the overall operational requirements of the sector.
- Facilitates the periodic management and Organisational reviews, job inspections and job descriptions, schemes of service and career progress plans for the sector are maintained.
- Provides input into the formulation and institution of welfare, accommodation and safety policies and ensure compliance of labour laws and regulations in the sector.
- Manages all welfare matters and promotes congenial working environment.

- Initiates action on recruitment of officers in the Ministry

### **QUALIFICATION**

- At least Masters Degree in HRM from a recognized University or equivalent professional qualification.
- 10 years working experience.

### **SPECIAL SKILLS**

- leadership
- ability to manage change
- interpersonal and communication skills
- integrity
- computer literate
- judgement and creativity

**JOB DESCRIPTION**

**TITLE: DIRECTOR POLICY DEV AND STRATEGIC PLANNING**

**EXISTING GRADE: DEPUTY PERMANENT SECRETARY**

**REPORTS TO: PERMANENT SECRETARY/DIRECTOR-GENERAL**

**IMMEDIATE SUBORDINATES:**

DEPUTY DIRECTOR POLICY PLANNING  
DEPUTY DIRECTOR GENDER POLICY  
DEPUTY DIRECTOR MONITORING & EVALUATION  
DEPUTY DIRECTOR LEGAL AND REG. FRAMEWORK  
DEPUTY DIRECTOR RESEARCH & STATISTICS

**FUNCTIONAL RELATIONSHIP:**

DIRECTOR, SOCIAL WELFARE  
DIRECTOR, HRM/ADMIN/FINANCE

**PRIMARY FUNCTION (PURPOSE OF JOB)**

To facilitate the preparation of sustainable strategic and corporate planning for the sector.

To ensure proper costing and budgeting of programmes and projects.

To design and implement monitoring and evaluation systems for the assessment of sectoral policies, plans, programmes.

**MAIN DUTIES/RESPONSIBILITIES**

- Ensures the preparation and collation of plans emanating from policies and objectives of the sector and facilitates the development and determination of strategies and priorities.
- Develops policies for the establishment and operation of planning and budgeting units in all implementing agencies in the sector.
- Facilitates the integration of the plans and programmes of all implementing agencies in the sector into a well defined national plan.
- Ensures the development of short, medium and long-term plans and projects for the sector for international funding.

- Facilitates the monitoring and evaluation of all policies and foreign aid for all agencies in the sector in relation to national needs.
- Monitors and evaluates the implementation of all programmes and projects in the sector for the achievement of sectoral goals.
- Collates plans emanating from the policies and objectives of the sector and assists in the development of strategies for the determination of priorities.
- Develops strategies and corrective measures for implementation in the sector.

### **QUALIFICATION**

- At least Masters Degree, preferably MPA or MBA from a recognized University or an equivalent professional qualification.
- Excellent knowledge in Policy Analysis and Project Management is essential.
- 12 years working experience.

### **SPECIAL SKILLS**

- leadership
- ability to manage change
- interpersonal and communication skills
- integrity
- computer literate
- judgement and creativity

**JOB DESCRIPTION**

**TITLE: DEPUTY DIRECTOR RESEARCH AND STATISTICS**

**EXISTING GRADE: SENIOR ASSISTANT SECRETARY**

**REPORTS TO: DEPUTY PERMANENT SECRETARY/ DIRECTOR PDSP**

**IMMEDIATE SUBORDINATES:**  
ASSISTANT SECRETARIES

**FUNCTIONAL RELATIONSHIP:**

DEPUTY DIRECTOR POLICY PLANNING  
DEPUTY DIRECTOR GENDER POLICY  
DEPUTY DIRECTOR RESEARCH AND STATISTICS  
DEPUTY DIRECTOR LEGAL AND REG FRAMEWORK  
DEPUTY DIRECTOR MONITORING & EVALUATION  
DEPUTY DIRECTOR PROBATION  
DEPUTY DIRECTOR FAMILY CASE WORK  
DEPUTY DIRECTOR CHLD WELFARE PROTECTION  
DEPUTY DIRECTOR REGIONAL OFFICE COORDINATION  
DEPUTY DIRECTOR HUMAN RESOURCE MANAGEMENT  
DEPUTY DIRECTOR ADMINISTRATION  
DEPUTY DIRECTOR FINANCE  
DEPUTY DIRECTOR RECORDS MANAGEMENT

**PRIMARY FUNCTION (PURPOSE OF JOB)**

To create and maintain data bank of information on the sector for decision making.

To provide a system of feedback to stakeholders and clients of the sector.

**MAIN DUTIES/RESPONSIBILITIES**

- Initiates research programmes for the Ministry
- Undertakes policy research to facilitate the development of policy options/simulations, plans and programmes for the achievement of national goals/sector targets.
- Conducts research and provides information and data to aid decision-making relevant to the achievement of sectoral objectives and goals.

- Assist in the Maintenance of records of conventions and treaties of the sector, as well as library and sources of archival information on sectoral policies, plans and achievements.
- Plans and determines statistical surveys and designs questionnaires to elicit information required.
- Provides input for the preparation of periodic bulletins and publicity material on implementation of sectoral activities for stakeholders.

#### **QUALIFICATION**

- At least Masters Degree, preferably computer science or equivalent professional qualification.
- 10 years relevant working experience.

#### **SKILLS REQUIRED**

- Leadership
- Ability to management change
- Interpersonal and communication skills
- Creativity