

The background features a decorative graphic consisting of three overlapping blue circles of varying sizes, arranged in a diagonal line from the top right towards the bottom right. Two thin, light blue lines intersect at the top left corner, forming a large 'V' shape that frames the circles.

MANAGEMENT AND FUNCTIONAL REVIEW OF THE NATIONAL COMMISSION FOR DEMOCRACY

**PUBLIC SECTOR REFORM UNIT
2011**

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ABBREVIATIONS

ABC	-	Attitudinal and Behavioural Change
ACC	-	Anti-Corruption Commission
APC	-	All People's Congress
CGG	-	Campaign for Good Governance
HRCSL		Human Rights Commission Sierra Leone
MoFED-		Ministry of Finance and Economic Development
MFR	-	Management and Functional Review
NCD	-	National Commission for Democracy
NEC	-	National Electoral Commission
NEW	-	National Elections Watch
NPRC	-	National Provisional Ruling Council
OGI	-	Open Government Initiative
PPRC	-	Political Parties Registration Commission
PSRU	-	Public Sector Reform Unit
SLPP	-	Sierra Leone People's Party
UNDP	-	United Nations Development Programme
UNIPSIL		United Nations Integrated Peace building Office in Sierra Leone
WIMSAL		Women in Media Sierra Leone

SUMMARY OF RECOMMENDATIONS

- i. That the Act be reviewed and updated to extend the mandate of the NCD to include ‘Coordination of relevant community-based organizations with a stated mission of strengthening civic and democratic values’.**

- ii. That the 3-Year Strategic Plan is reviewed and updated to effectively address both regular and unique situations.**

- iii. That Government and partners support the NCD as it undertakes this comprehensive restructuring with the following goals:**
 - Comprehensive transformation of the Commission into a proactive, citizen-oriented, and responsive institution**
 - Development of well-trained, adequately remunerated, and result-oriented technical and professional staff of the Commission**
 - Capacity building to ensure national unity and cohesion**
 - Acquire adequate material and financial resources to ensure continuous and effective operational NCD**

- iv. The establishment of a permanent Steering Committee on Democracy and Good Governance, comprising of NCD, NEC, PPRC, HRCSL, to which NGOs such as Campaign for Good Governance, ENCISS, and Civil Society Movement-SL, etc., can be co-opted.**

- v. That the NCD and ABC should be merged, and the Commission capacitated to achieve its objectives. (COMMISSION WANTS TO DELETE)**
- vi. That the NCD and OGI should pool resources and jointly develop a comprehensive programme for civic education which would target a variety of sectors in society including primary schools, secondary schools, teriratiry institutions, traders, women, men, the political class, Civil servants, trade unions, etc.
- vii. The adoption of a modified structure with two professional Divisions, namely, Programmes, Research, and Monitoring; and Administration and Human Resources, to work with the Chairman, Commissioners, and Executive Secretary.
- viii. That Government should provide adequate funding for the Commission in order for it to effectively carry out its mandate and responsibilities.
- ix. That the Commission ensures that its Budget Committee meets regularly to develop budget and monitor expenditure.

- x. **That the Commission develops a resource mobilization plan and seek to strengthen relationships and partnerships with local and international partners to support the Commission's work.**

- xi. **That the Commission's Procurement Committee should continue to work in accordance with the rules and regulations of the National Public Procurement Authority.**

- xii. **That the Commission recruits professional programme staff as reflected in the proposed organogram in Appendix 2.**

- xiii. **That functions and roles of all personnel in the Commission, including the Chairman and Commissioners should be clearly defined and updated to enable the Commission to perform its duties and responsibilities in a more efficient and effective manner.**

- xiv. **That the Commission develops a comprehensive Training Plan to reflect the current and future needs of a relevant and effectual Commission, and this should be reflected in its Annual budget.**

- xv. **That the Commission should be included in training programmes organized for the public service.**

- xvi. That the Commission should secure adequate office accommodation for all its regional offices.**

- xvii. That the Commission should be provided with the necessary logistics including vehicles and office equipment to enable it to do its work. These should be clearly stated in the Budget, justified in the Procurement Plan, and reflected in the Government's allocation and disbursements to the Commission.**

EXECUTIVE SUMMARY

Restructuring of the National Commission for Democracy is long overdue, considering it was created over seventeen years ago, during a period of military rule in 1994. At the time of its establishment, very little was done to ensure that the Commission had an effective structure and systems. Although both the initial Decree No 15 of 1994 and superseding Act of Parliament No 3 of 1996 specified the structure and functions, it was the duty of the pioneers to have established robust systems and processes to facilitate the work of the Commission. The primary mandate of the Commission, namely, to facilitate the strengthening of democracy in Sierra Leone, is a very important issue for a post-conflict state such as Sierra Leone. The Commission seeks to re-position itself in order to be able to succeed in achieving this mandate.

The review of the National Commission for Democracy focused primarily on management structures and systems, as well as an assessment of the human resource capacity. The Review team assessed the type of positions and personnel, the activities undertaken, as well as the relationship between the Commission and other governance institutions.

The National Commission for Democracy has been maintained by subsequent administrations since its establishment in 1994. Furthermore, it has arguably undertaken important activities to ensure civic responsibility and strengthen democratic values, making it a key partner in ensuring good governance. According to its Annual Report 2009, amongst other things,

the Commission has undertaken public education campaigns in primary and secondary schools nationwide; resolved conflicts during Student representative elections at the two major universities; participated with the Political Parties Registration Commission in the Code of Conduct Monitoring Committees, and developing public education campaigns on election processes; and used TV, radio, and print media to sensitize the public on civic and democratic values.

Despite its accomplishments in public education and partnerships with other institutions, the Commission is still faced with enormous challenges, which limits its capacity to accomplish more. The current structure is inadequate and does not reflect the optimal personnel complement; the Commission lacks technical programme staff to develop, implement and monitor activities; a number of staff are on secondment from the Civil Service; financial support from Government is far short of what the Commission needs for implementation of its activities, and the lack of sustainable funding source for the Commission's work is posing serious threat to its sustainability; salary levels for staff are lower than those of similar Commissions; and offices lack essential tools and equipment. All of these constraints have reduced the output of the Commission.

Given the importance and relevance of the mandate of the Commission, we believe that were it to have better management systems, specialised staff to develop programs, and adequate financial resources for implementation, it would have a meaningful impact on governance in Sierra Leone.

Accordingly, we have made several recommendations to address these shortcomings and improve the effective and efficient performance of the Commission.

The primary recommendation is that GoSL and donor partners must support a comprehensive restructuring and transformation of the Commission. Specific actions to be undertaken include, developing a logical and professional organizational structure with technical positions that focus on strategic programme development and monitoring, developing innovative ideas for public education, developing a resource mobilization plan and seeking the assistance of partners, and development of staff, particularly in the area of training. Additionally, we have also stressed the need for the Government to continue to support the work of the Commission and provide it with adequate funding not only for programme implementation, but also for purchasing much needed office equipment and tools.

RESPONSIBILITY

Although this report was at the request of the Chairman and Commissioners of the National Commission for Democracy, the Public Sector Reform Unit takes full responsibility for the views and recommendations proffered therein.

ACKNOWLEDGEMENTS

We are grateful for the keen interest of Dr. Abu Bakarr Kargbo, Chairman, the Commissioners and Executive Secretary of the NCD in this review process.

TERMS OF REFERENCE

The Public Sector Reform Unit (PSRU) conducted a Management and Functional Review (MFR) of the National Commission for Democracy (NCD), with the following Terms of Reference:

To examine and make recommendations on the following aspects of the National Commission for Democracy:

- Functions
- Structure
- Management Systems
- Working arrangements
- Budgetary and financial procedures
- Human Resource Management
- Communication with stakeholders

APPROACH TO THE STUDY

During the initial meetings with the Chairman and the Commissioners, it was agreed that the main method of collecting data would be through comprehensive structured interviews with top management, and desk review of relevant documents. Since the Commission is a relatively small institution with thirty-six (36) staff, questionnaires were not considered appropriate for this review.

As the key operations are conducted from Headquarters in Freetown, the team was able to glean information about the NCD, including the state of affairs at the regional offices, at Headquarters. Additional information about the regional operations was retrieved from the Annual Reports, which contain contributions from each region.

During the interviews and meetings with senior officers of the Commission, attempts were made to seek agreement and gain consensus on the recommendations, so as to emphasize the Commission's ownership and leadership of the process. This will ensure better implementation of the recommendations, and minimize internal resistance to change.

BACKGROUND

The National Commission for Democracy (NCD) is one of the governance institutions established by the military government of the National Provisional Ruling Council (NPRC) in 1994. It was established by the Ruling Council Decree No.15 of 1994, with the overarching objective of facilitating the re-introduction of democracy in Sierra Leone.

Specifically, the NPRC established the NCD to operate as an independent and impartial body that would provide strategic guidance and leadership in the democratic transformation and reformation so urgently needed after years of military rule and civil war. In this regard, the NCD was to enable the growth of democratic values and the tenets of good governance.

With the transfer to civilian rule in 1996, it was considered expedient to maintain and sustain the NCD. Government regarded NCD as a valuable partner in strengthening democratic values and practices. Through Act of Parliament No. 3 of 1996, The National Provisional Ruling Council Decrees (Repeal and Modification) Act, the mandate of the Commission was accepted and expanded to take on board the human rights aspect of democracy. The name of the Commission was changed to National Commission for Democracy and Human Rights (NCDHR) to reflect the new mandate. This name change was reversed in 2007, when government established an independent Human Rights Commission for Sierra Leone (HRCSL).

Statutory framework

The National Commission for Democracy draws its legal mandate from the National Provisional Ruling Council Decree No. 15 of 1994 and superseding Act of Parliament No. 3 of 1996. These instruments and the mandate of the NCD address the need to develop public awareness of the Constitution, and the rights and responsibilities it bestows on citizens. Nevertheless, there is a general perception that the NCD is no longer relevant in the governance context in Sierra Leone. In fact, some people remain unaware of the purpose of the Commission. This has been largely due to the limited capacity, and consequently, presence of the NCD. Clearly, there is a need for the NCD to be reenergized in order to serve its intended purpose and live up to its mandate.

Vision of the Commission

“An independent, dynamic and decentralized Commission dedicated to providing civic education, capacity building and support to all citizens of Sierra Leone in order to promote transparent, accountable and responsive democratic processes and institutions, strengthen civil society and develop an engaged, informed and responsible citizenry”

Mission

“The creation of an enlightened, peaceful, democratic and just society in which citizens are empowered to enjoy their civic and human rights and discharge their responsibilities with an attitude conducive to national unity and development.”

Mandate

The mandate of the National Commission for Democracy is to:

- ✓ Create and sustain within society public awareness of the principles and objectives of the constitution of Sierra Leone 1991 as the fundamental law of the people of Sierra Leone;
- ✓ Educate and encourage the public to defend the Constitution at all times against all forms of abuse and violation;
- ✓ Formulate for the consideration of Government, when necessary, programmes at the national, regional and district levels aimed at realising the objectives of the Constitution;
- ✓ Formulate, implement and oversee programmes intended to inculcate in the citizenry of Sierra Leone an awareness of their civic responsibilities, and an appreciation of their rights and obligations as a free people;
- ✓ Develop and disseminate programmes geared towards:
 - I. The cultivation of a sense of nationalism, patriotism and loyalty to the state in every citizen; and
 - II. Prompting the citizenry to render assistance to appropriate and lawful agencies in the maintenance of law and order in the country

- ✓ Submit an annual report of its activities to the President, copy of which shall be laid or caused to be laid before Parliament by the President; and
- ✓ Do all such other things as are necessary for the efficient performance of its functions specified in the section.

While this mandate provides a wide area of activities for the NCD, it does not clarify its role vis-à-vis the plethora of Community-Based Organizations (CBOs) operating in the area of democracy and good governance. While these CBOs have a legal mandate to operate in Sierra Leone, a significant number of them are unregulated and have added little value to the debate on, and/or enhancement of democratic rights and good governance. In fact, their presence hinders the work of the NCD, since they all compete for the same donor funding. Furthermore, the sheer number of these organizations has led to duplication of activities. We believe that if the efforts of these CBOs were coordinated by, and collaboration and partnerships were strengthened with NCD, their impact would be meaningful. To this end, **we recommend that the Act be reviewed and updated to extend the mandate of the NCD to include ‘Coordination of relevant community-based organizations with a stated mission of strengthening civic and democratic values’.**

SPECIFIC FUNCTIONS OF THE NCD

The functions of the Commission are derived from its mandate, and reflected in its Vision and Mission statements. To achieve its objectives, the Commission has been primarily engaged in public sensitization and education through the use of Press Releases; Television and Radio discussions; and interactive meetings with stakeholders including governance institutions, educational institutions, Human Rights Organizations, Civil Society, etc. Specific activities undertaken in the past year include;

- i. Participation in the Political Parties Code of Conduct Monitoring Committees;
- ii. Monitoring the adherence to the Joint Communiqué by the SLPP and APC;
- iii. Public education campaigns in partnership with Campaign for Good Governance (CGG) on issues relating to Women's rights and gender-based violence;
- iv. Public education campaigns in partnership with National Elections Watch (NEW);
- v. Participation in development of National Electoral Commission (NEC) curriculum for certificate course in Electoral Administration and Civic Education;
- vi. Conflict resolution interventions at Njala University and University of Sierra Leone to address the violence which accompanied the election of student representatives;

- vii. Sensitization sessions at Secondary schools nationwide to promote non-violence which led to establishment of Peace Clubs;
- viii. Television and Radio discussions nationwide on good governance, non-violence and other current issues.

While these activities are commendable, they do not sufficiently address the current challenges we face with pre and post election violence, lack of knowledge about the electoral process, and lack of compliance with national laws. In fact, one of the key areas we believe NCD should concentrate on, especially as the 2012 National elections draw closer, is public education about the reasons for voting; allowances should be made in the Annual Work Plan to target activities towards addressing particular critical situations such as elections. The Commission has developed a Work Plan for 2011-2013. **We recommend that the 3-Year Strategic Plan is reviewed and updated to effectively address both regular and unique situations.**

According to the Commission, its ability to undertake a full-scale implementation of the activities reflective of its mandate is greatly hampered by inadequate funding and capacity challenges. We were informed by the current Chairman who was appointed in December 2010, that upon assumption of office, the funds provided by the Ministry of Finance and Economic Development (MoFED) were far short of what was budgeted, and it was only on the direct intervention by the President, Dr. Ernest Bai-Koroma, that additional money for activities and operational

costs was disbursed by the MoFED. These funds, which were essentially start-up costs, fall far short of what the Commission requires to be a vibrant and impactful institution.

In order for the NCD to become a champion for noble and responsible citizenship, and assist the Government in developing the right attitudes in its citizenry, the NCD needs to immediately address these challenges highlighted above. **We therefore recommend that Government and partners support the NCD as it undertakes this comprehensive restructuring with the following goals:**

- **Comprehensive transformation of the Commission into a proactive, citizen-oriented, and responsive institution**
- **Development of well-trained, adequately remunerated, and result-oriented technical and professional staff of the Commission**
- **Capacity building to ensure national unity and cohesion**
- **Acquire adequate material and financial resources to ensure continuous and effective operational NCD**

COMPARISON OF MANDATE OF NCD AND OTHER GOVERNANCE INSTITUTIONS

A lot of attention has been placed on the relevance of the NCD in Sierra Leone given that we have so many other institutions that deal with governance, democracy and civic participation, and human rights.

Proponents of this view especially point to the limited presence of the NCD. This review therefore extends to an assessment of the relevance of NCD and its relationship with partners and stakeholders.

The most obvious relationships are those with its sister institutions, the National Electoral Commission (NEC), Human Rights Commission of Sierra Leone (HRCSL), and the Political Party Registration Commission (PPRC). These three commissions along with NCD are commonly regarded as the four democratic commissions. The mandates of all these institutions directly involve, among other things, upholding democratic rights and responsibilities of Sierra Leoneans. The areas of convergence amongst the NCD, NEC, and PPRC are even stronger, as the work of each directly affects that of the others. Figure 1 below is an illustration of this relationship.

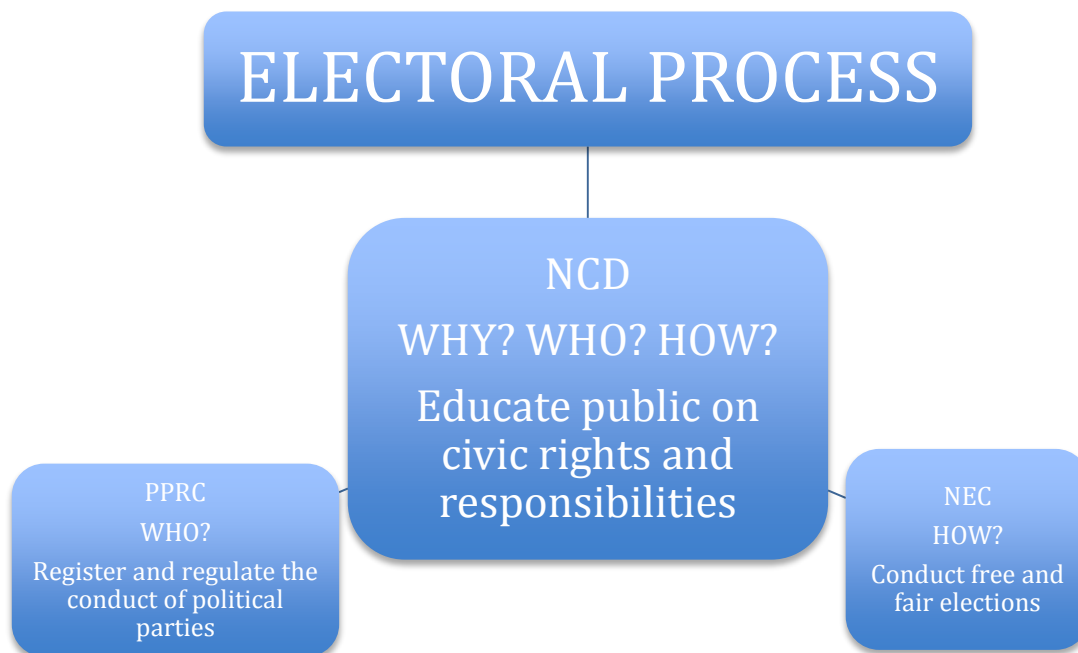


Figure 1: Convergence of NCD, PPRC, NEC in election process

In the sequence of events in the electoral process, the NCD is essentially the root institution, providing the foundation for holding free and fair elections. The NCD as part of its mandate should educate the public on their Constitutional rights and responsibilities, which includes the right to vote. This mandate extends to sensitizing people on what to expect as citizens, including the responsibilities a government has to its people. If this mandate is effectively carried out, the NEC and PPRC will be in a better position to register, monitor the political parties, and conduct free and fair elections.

In our discussions with both NEC and PPRC it came out clearly that both institutions depend on NCD to interface with the public, including political parties and the voters. In fact, the Commissioners at NEC emphasized the need to have an institution like NCD holding discussions with the public on their right to vote, and their responsibility to do so in accordance with the law, and not resort to unfair means and violence. Similarly the HRCSL expressed concerns about the need to intensify efforts at public education on the Constitutional rights afforded to persons with disability. They regard NCD as a key player in this process.

Over the years, NEC, PPRC, and HRCSL seem to have intensified their public education activities. While we agree that this particular activity falls within the mandate of these institutions, we believe that their mandates place limits on them to undertake public education effectively. In the case of NEC for example, it cannot educate the public as to why they should vote, as

they face the danger of articulating a particular Party mandate. PPRC also must walk this very thin line in undertaking public education.

The challenge facing NCD vis-à-vis its sister institutions is not whether they perceive it to be relevant, but rather how it can perform and support them better. The partnerships amongst them have not had an impact on the performance of NCD. Clearly there is a need for strategic and intensive partnerships based on the areas of specialization, yet which take advantage of the economies of scale from pooling human and financial resources. Towards this, we make the following recommendation:

Establishment of a permanent Steering Committee on Democracy and Good Governance, comprising of NCD, NEC, PPRC, HRCSL, representatives of political parties, political to which NGOs such as Campaign for Good Governance, ENCISS, and Civil Society Movement-SL, etc., can be co-opted. This Committee would be a learning and review forum to develop, and track progress of initiatives relating to the democratic processes and civic education in Sierra Leone. It would also provide a forum for engaging donors on crosscutting national issues, reducing duplication and wastage, and maximising resource allocation and utilisation.

Based on the preceding Recommendation, we suggest the TOR of the Steering Committee on Democracy and Good Governance to include:

1. Developing joint action plans in improving civic values and democratic rights

2. Mobilizing resources for programmes in the sector
3. Discussing/ reviewing strategies for formulation of programmes by the various institutions
4. Engaging with community-based organizations and NGOs working in the sector to ensure effective collaboration, coordination, and coherence
5. Monitoring and evaluating progress of implementation of the various activities and provide advice to Government accordingly
6. Sharing success/ problems in achieving the goals of the institutions in the sector
7. Serving as a forum for dialogue with development partners

A second dimension of convergence the NCD has is with institutions such as the Attitudinal and Behavioural Change Secretariat (ABC) and the Open Government Initiative (OGI). The former institution has a mandate that is an offshoot of that of NCD. Accordingly, **we recommend that both should be merged, and the Commission capacitated to achieve its objectives.**

We further recommend that the NCD and OGI should pool resources and jointly develop a comprehensive programme for civic education which would target a variety of sectors in society including primary schools, secondary schools, traders, women, men, the political class, Civil servants, etc.

ORGANIZATIONAL STRUCTURE

The Commission is comprised of a Chairman appointed by His Excellency the President for a specified period of time, four regional Commissioners and an Executive Secretary. Each of the Commissioners is responsible for the day-to-day administration of the Commission in one of the four administrative regions of the country. The Chairman and the four Commissioners are directly responsible for the success or failure of the Commission in achieving its mandate. They provide strategic leadership in undertaking the activities of the Commission such as education and sensitization on democratic values, principles and practices.

The Chairman and Commissioners are assisted by technical and support staff in each of the regional offices, including Public Education officers, administrative/ office assistants, Secretaries, drivers and messengers. The Review Team noted that while the Commission has made considerable progress with respect to its Terms of Reference, it lacks programme staff with specialised competencies that will enable it to function effectively and robustly carry out its function of sensitization and education of the citizenry of Sierra Leone.

To this end, **we recommend the adoption of a modified structure (Appendix 2) with two professional Divisions, namely, Programmes, Research, and Monitoring; and Administration and Human Resource Management, along with the Chairman, Commissioners, and Executive**

Secretary. Competencies for the positions in these Divisions are attached as Appendix 3.

WORKING ARRANGEMENTS

Budgeting and Financial Procedures

In terms of financial and budgetary management, the Commission operates on government allocation as a sub-vented agency. According to the Commission's 2009 report, financial support from international donors has been limited. The Commission reports that it submitted a capacity-building proposal to the Technical Committee of the Peace Building Fund, but has not received a response.

The Review team noted that government allocation and disbursement to the Commission to carry out its programmes is inadequate. As the Commission's 2009 Report indicates, no official budget allocation was made the entire financial period of 2007-2009. In 2009, expenditure for the Commission was budgeted at Le321.2m, and the authorised allocation in the national budget was Le239.9m, of which Le225.3m was disbursed over the four quarters as a result of the intervention of the President. If the Commission is to achieve effective civic education for good governance and responsible citizenship, and ultimately reduce the violence and intolerance that threatens to derail free and fair elections, it should be given adequate funding.

We recommend therefore that Government should provide adequate funding for the Commission in order for it to effectively carry out its mandate and responsibilities.

We also recommend that the Commission sets up a Budget Committee that meets regularly to develop budget and monitor expenditure.

In the 2009 Annual Report there are numerous cases of partnerships with local and international partners such as UNIPSIL, ENCISS, United Nations Development Programme (UNDP), Human Rights Commission (HRCSL), National Electoral Commission (NEC), Anti-Corruption Commission (ACC), National Elections Watch (NEW), Political Parties Registration Commission (PPRC), African Peer Review Mechanism Governing Council, and University of Sierra Leone, which indicate that the NCD functions as a relevant partner in promoting good governance and citizen rights in Sierra Leone. These relationships could be strengthened to include support to the NCD.

We recommend that the Commission develops a resource mobilization plan and seek to strengthen relationships and partnerships with local and international partners to support the Commission's work.

Procurement

The Review team noted that the Commission does not have a Procurement Committee as required by the National Public Procurement Act 2004. This situation does not augur well for the effective and efficient management of the Commission.

We recommend that the Commission should set up a Procurement Committee and should work in accordance with the rules and regulations of the National Public Procurement Authority.

Internal Audit

The Commission is part of the Office of the President, and as such is audited by a team assigned to the institutions that fall within this category. This notwithstanding, the Commission is still required by law to ensure effective financial management, which includes proper records management.

HUMAN RESOURCE MANAGEMENT

As already mentioned in this report, the Commission lacks optimal staff size and composition to effectively function. Considering the volume of work, the officers at the top level, (one Chairman, four Commissioners, and an Executive Secretary), are unable to perform all the administrative and operational functions of the Commission. They are assisted by twenty-five (25) technical, administrative, and support personnel. The breakdown of positions in the Commission provided below in Table 1 clearly shows that a good number of staff are junior administrative officers and support staff, and have very little to do with programme development, implementation and monitoring. The Commission will find it very difficult to develop a presence and to effectively carry out its mandate if it does not have staff that can develop activities, strategies and proposals, carry out research and monitoring, and engage stakeholders in constructive dialogue. A team of capable and hardworking middle level officers is needed assist the Chairman and Commissioners.

We therefore recommend that the Commission recruit professional programme staff as reflected in the proposed organogram in Appendix 2.

TABLE 1: BREAKDOWN OF PERSONNEL BY POSITION

POSITION	NO OF PERSONNEL
Administrative Officer	1
Public Education Officer/ Asst	5
Publicity and Information Asst	1

Graded Clerk	2
Secretary	4
Office Asst	4
Security	4
Driver	4

The Review Team noted that the roles and functions of staff of the Commission are not clearly defined. The Commissioners perform the roles of public education officers, administrative officers, procurement officers, Internal auditors, and other functions along with the other staff. Another concern is that unless the roles of the Chairman, Commissioners, and Executive Secretary, are clearly defined, there will be duplication and wastage. On the other hand there might also be underutilisation of their unique skillset.

We recommend that functions and roles of all personnel in the Commission, including the Chairman and Commissioners, should be clearly defined to enable the Commission to perform its duties and responsibilities in a more efficient and effective manner.

Staff Development

Training is an important aspect of staff development for which due consideration should be given to ensure continued high staff productivity and to support an effective performance management system. The Review team was informed that since the inception of the National Commission for Democracy, no substantive training has been provided for staff. There is no training policy developed for the enhancement of the work of the Commission. In fact, the Chairman and some of the current Commissioners are newly appointed from varying professional backgrounds. The need for officials of the Commission to acquire the necessary skills and expertise to address complex political and social implications of democracy and good governance cannot be underestimated.

We recommend that the Commission develops a comprehensive Training Plan to reflect the current and future needs of a relevant and effectual Commission, and this should be reflected in its Annual budget.

We further recommend that the Commission should be included in training programmes organized for the public service.

Accommodation and Material Resources

The Commission does not have permanent office accommodation in all its operational areas with the exception of the headquarter office in Freetown. The inadequate and sub-standard state of conditions of the regional offices of the NCD pose a serious problem. In the Southern region for instance, series of efforts at rehabilitating the building have not yielded positive results. The office space occupied by the Commission at the old Agricultural

Building at Mattru Road in Bo is in a deplorable state. The regional offices in the Eastern and Northern regions of the country are in even worse conditions. It is important that the Commission seek more conducive work premises for the regional operations. While the Commission will not be able to construct or purchase permanent premises, it must secure decent alternative office accommodation. **We recommend therefore that the Commission should secure adequate office accommodation for all its regional offices.**

Tools and Equipment

According to the Commission's Annual Report of 2009, all its offices including headquarters, lack modern office equipment and tools. This has posed a major challenge for the effective operations of the Commission. During the Review at the Headquarters in Youyi Building, there was a noticeable absence of operational computers, printers, scanners, copiers, as well as furniture. The team was informed by the Chairman of the Commission that conditions are deplorable in the provincial offices. The Commission has also indicated that it lacks transportation including vehicles and motor-bikes, and a public address (PA) system, which are required for travelling nationwide and performing their public education and monitoring functions.

We recommend that the Commission should be provided with the necessary logistics including vehicles and office equipment to enable it to do its work. These should be clearly stated in the Budget, justified in the

Procurement Plan, and reflected in the Government's allocation and disbursements to the Commission.

APPENDIX 1: LIST OF PEOPLE CONTACTED

NATIONAL COMMISSION FOR DEMOCRACY

Dr. Abu Bakarr Kargbo	Chairman
Mrs. Georgette L.O De Marke	Commissioner (Western Province)
Alhaji Sheku Kamara	Commissioner (Eastern Province)
Mr. Johnathan K. Menjoh	Commissioner (Southern Province)
Mr. Bai J. Conteh	Commissioner (Northern Province)
Mr. Abu B.S Yillah	Executive Secretary

HUMAN RIGHTS COMMISSION FOR SIERRA LEONE

Mr. Raymond Katta	Deputy Executive Secretary
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NATIONAL ELECTORAL COMMISSION

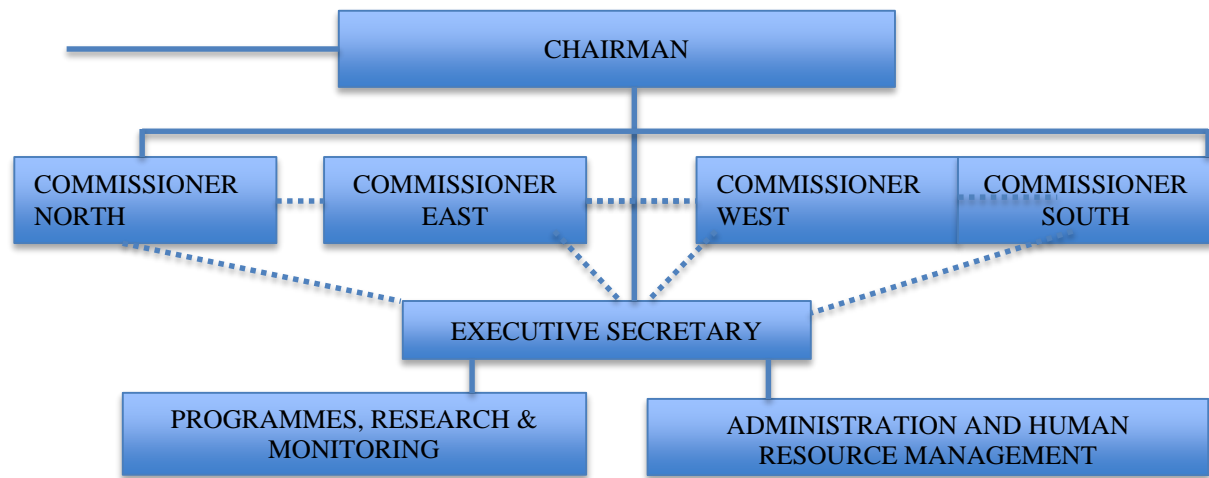
Dr. Christiana Thorpe	Chief Electoral Commissioner
Miatta French	Commissioner
Mrs. Kebbie	Commissioner

POLITICAL PARTIES REGISTRATION COMMISSION

Mr. Robert Paine	Mediation and Programme Manager
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APPENDIX 2: PROPOSED ORGANIZATIONAL STRUCTURE FOR NATIONAL COMMISSION FOR DEMOCRACY

STEERING
COMMITTEE ON
DEMOCRACY AND
GOOD
GOVERNANCE



Programmes Manager
Public Education Officer
NGO Liaison Officer
Monitoring and Research Officer
Gender Affairs Officer
Youth Affairs Officer
Programme Assistant

Administrative/Human Resource Assistant
Finance Manager
Procurement Officer
Drivers
Messengers/Cleaners

APPENDIX 3: TERMS OF REFERENCE FOR PROPOSED NCD STAFF

A. PROGRAMMES, RESEARCH AND MONITORING DIVISION

1. Programmes Manager (Headquarters)

Working in support of and within the mission, goals, objectives, policies and procedures of the NCD, the goal of the Programmes Manager is to ensure that there is consistent, accurate and relevant activities and strategies for achieving the stated mandate of the NCD, including Constitutional rights and responsibilities to ensure national unity and positive attitudinal and behavioral change.

Specific tasks include:

- Provide strategic technical advice to the Chairman and Commissioners to ensure continued improvement of the work of NCD
- Supervise, manage, and provide technical guidance to Programmes staff in the development, implementation, and monitoring of NCD activities and programmes to produce high quality deliverables and ensure highest participation and gender sensitivity
- Foster, in consultation with the Chairman, Commissioners and Executive Secretary, sustained dialogue on improving governance with senior levels of government institutions development partners and the NGO community
- Identify possible funding sources and strategic partners for NCD and develop high-quality funding proposals for programming support
- Provide strategic support to the Steering Committee on Democracy and Good Governance

- Organize forums, workshops, seminars, and meetings to promote dialogue among stakeholders
- Manage the implementation of the Programmes activities and participate in the budget development process to ensure that there is coherence between Work Plans and budget

Qualifications/ Competencies:

- . Master's Degree in Governance, Development Studies, Public Administration, Political Science, Law, Public Policy, Sociology, or related area
- . At least 7 years of relevant work experience working in the public sector, of which 4 should have been in a senior programme management position
- . Familiarity or experience working with donor/development partners/multilateral agencies is required
- . Experience working in community development is an added advantage
- . Effective policy, advocacy and analytic skills, combined with practical knowledge, experience and in-depth understanding of the governance landscape in Sierra Leone.
- . Demonstrated managerial skills and operational effectiveness
- . Display gender, religion, and age sensitivity and adaptability
- . Demonstrated integrity and fairness
- . Working knowledge of Microsoft Word for Windows, PowerPoint, Excel, Mail, etc.
- . Effectively interact with and be sensitive to the needs of co-workers, citizens, and public agency and private business representatives.
- . Perform independently and as part of a team, and meet deadlines.
- . Speak articulately and confidently to diverse and varying sizes of audiences
- . Write clearly and concisely

- Plan, implement, and evaluate programs.
- Handle and operate multimedia equipment.
- Provide a high level of customer service at all times

2. Public Education Officer (to be deployed at Regional offices)

Working in support of and within the mission, goals, objectives, policies and procedures of the NCD, the goal of the Public Education Officer is to ensure that there is consistent, accurate and relevant information about Constitutional rights and responsibilities to ensure national unity and positive attitudinal and behavioral change. This information will be developed and utilized by building and maintaining proactive relationships, both internally and with community partners, to work towards achieving the goals of the NCD.

Specific tasks include:

- Lead in development of public information programmes and activities that will promote democratic rights and civic values
- Coordinate and conduct activities and programs that will educate the public and Community Partners, about Constitutional rights and responsibilities
- Maintain and update files, extracts, articles, and other relevant information pertaining to the NCD
- Provide relevant information in conducting research on issues relating to the work of the Commission
- Prepare monthly activity reports on regional programs
- Assist in preparation of the Annual NCD Progress Report

Qualifications/ Competencies:

- Master's degree in Communications, Education, Public Relations, International Relations, Government, or Marketing from an accredited college or university/ OR Bachelor's Degree combined with additional professional training (certificates in relevant areas) and 5 years of relevant working experience
- A minimum of three (3) years of progressively responsible experience performing public relations activities is required.
- Knowledge of Public Education methods and procedures; varied learner developmental levels
- Knowledge of community public service groups and non-governmental organizations is preferred.
- Demonstrated knowledge of the governance environment in Sierra Leone
- Community and media relations knowledge is an asset.
- Working knowledge of Microsoft Word for Windows, PowerPoint, Excel, Mail, etc.
- Effectively interact with and be sensitive to the needs of co-workers, citizens, and public agency and private business representatives.
- Perform independently and as part of a team, and meet deadlines.
- Speak articulately and confidently to diverse and varying sizes of audiences.
- Write clearly and concisely.
- Plan, implement, and evaluate programs.
- Handle and operate multimedia equipment.
- Provide a high level of customer service at all times

3. NGO Liaison Officer (to be deployed to Regional Offices)

Working in support of and within the mission, goals, objectives, policies and procedures of the NCD, the goal of the NGO Liaison Officer is to ensure that there is strategic and impactful collaboration and coordination with NGOs working in the sector in order to ensure coherence in sectoral programmes and maximize economies of scale, while identifying and enhancing areas of specialization.

Specific tasks include:

- Develop relationships, and provide ongoing liaison, with NGO partners to ensure information flows are established and maintained
- Facilitate discussion among stakeholders, allowing them to raise concerns and suggestions on how to improve coordination, representation, decision-making, resource allocation, and participation
- Provide a conduit for the NCD and other governance institutions to communicate and coordinate with NGOs in the sector.
- Provide orientation information for newly established agencies/NGOs in the sector to ensure collaboration and prevent duplication and wastage
- Encourage NGOs to share data and information
- Facilitate discussion among non-governmental stakeholders in the sector, allowing them to raise concerns and suggestions on how to improve coordination, representation, decision-making, resource allocation, and participation

- Provide a conduit for the NCD and other democratic governance institutions, including the PPRC, NEC, and HRCSL, and other stakeholders to communicate and coordinate with NGOs working in the sector.
- Identify the requirements of major non-governmental actors/ development partners for information products and services
- Identify and maintain a database of the requirements for support of NGO donors for NCD and its sister institutions
- Promote and support the NCD mandate at coordination meetings, sectoral working groups, and other inter-agency meetings
- Compile a registry of all NGOs/ agencies working in the sector
- Prepare monthly activity reports
- Assist in the preparation of the Annual NCD Progress Report
- Any other duties as may be requested by the Chairman.

Qualifications/ Competencies:

. Master's Degree in Public Administration, Development Studies, Public Affairs, Sociology, or related discipline / OR Bachelor's Degree combined with additional

professional training (certificates in relevant areas) and 5 years of relevant working experience

- Minimum of three (3) years of progressively responsible experience working with NGOs and CBOs
- Experience working in project management
- Knowledge of governance and public affairs in Sierra Leone is required
- Knowledge of conflict resolution, community negotiations is an asset
- Working knowledge of Microsoft Word for Windows, PowerPoint, Excel, Mail, etc.
- Effectively interact with and be sensitive to the needs of co-workers, citizens, and public agency and private business representatives.
- Perform independently and as part of a team, and meet deadlines.
- Speak articulately and confidently to diverse and varying sizes of audiences.
- Write clearly and concisely.
- Plan, implement, and evaluate programs.
- Handle and operate multimedia equipment.
- Provide a high level of customer service at all times

4. Monitoring and Research Officer (to be deployed to regional offices)

Working in support of and within the mission, goals, objectives, policies and procedures of the NCD, the goal of the Monitoring and Research Officer is to ensure that there is accurate, consistent, reliable, and relevant information about the work of the NCD.

Specific tasks include:

- Lead the development of a monitoring framework for the activities in the Annual Work Plans of NCD

- Assist in the development of sectoral Work Plans and Monitoring Plans vis-à-vis the Steering Committee
- Implement various M&E strategies, such public perception surveys, to assess the level of understanding and appreciation of Constitutional rights and responsibilities, civic values, and advice on areas of priority intervention
- Collate sectoral analysis to provide a cross country cohesive picture of the status of key indicators
- Supervise the Programme Asst, M&E
- Prepare quarterly M&E reports
- Assist in the preparation of the Annual NCD Progress Report

Qualifications/ Competencies:

- Master's Degree in Sociology, Public Administration, Government, Statistics, Economics, or related subject/ OR Bachelor's Degree combined with additional professional training (certificates in relevant areas) and 5 years of relevant working experience
- Minimum of three (3) years of progressively responsible experience in Research methods, statistical analysis, or monitoring and evaluation
- Knowledge of governance and public affairs in Sierra Leone is required
- Knowledge working with community groups is an asset
- Working knowledge of Statistical analysis packages such as SPSS, Microsoft Word for Windows, PowerPoint, Excel, Mail, is required.
- Effectively interact with and be sensitive to the needs of co-workers, citizens, and public agency and private business representatives.
- Perform independently and as part of a team, and meet deadlines.
- Speak articulately and confidently to diverse and varying sizes of audiences.

- Write clearly and concisely.
- Plan, implement, and evaluate programs.
- Provide a high level of customer service at all times

5. Gender Affairs Officer (to be deployed to regional offices)

Working in support of and within the mission, goals, objectives, policies and procedures of the NCD, the goal of the Gender Affairs Officer is to ensure that all programmes and activities of the NCD effectively engage and promote the democratic rights and responsibilities of women and ensure their active participation in national dialogue.

Specific tasks include:

- Ensure that the viewpoint of women is incorporated in the development and implementation of NCD activities and other sectoral programmes
- Assist in the development of thematic outreach messages and programmes targeted towards enhancing women's participation in national governance dialogue
- Assist with advocacy activities to mainstream gender issues and promote women's empowerment and participation in national politics and governance, including the operationalization of the national Gender Policy and other related legislations
- Develop partnerships with groups seeking to promote women's rights and identify areas of strategic collaboration
- Prepare monthly activity reports
- Assist in the preparation of the Annual NCD Progress Report

Qualifications/ Competencies:

- Master's Degree in Sociology, Gender Studies, Public Administration, Conflict Resolution, Development Studies or related area/ OR Bachelor's Degree combined with additional professional training (certificates in relevant areas) and 5 years of relevant working experience
- Minimum of three (3) years of progressively responsible experience working in women's affairs
- Knowledge of the roles, impact of, and challenges facing women in governance and public affairs in Sierra Leone is required
- Knowledge working with community groups is an asset
- Working knowledge of Microsoft Word for Windows, PowerPoint, Excel, Mail, is required.
- Effectively interact with and be sensitive to the needs of co-workers, citizens, and public agency and private business representatives.
- Perform independently and as part of a team, and meet deadlines.
- Speak articulately and confidently to diverse and varying sizes of audiences.
- Write clearly and concisely.
- Plan, implement, and evaluate programs.
- Provide a high level of customer service at all times

6. Youths Affairs Officer (to be deployed to regional offices)

Working in support of and within the mission, goals, objectives, policies and procedures of the NCD, the goal of the Youths Affairs Officer is to ensure that all programmes and activities of the NCD effectively engage and promote the democratic rights and responsibilities of young people and ensure their positive and active participation in national dialogue.

Specific tasks include:

- Ensure that the viewpoint of youths is incorporated in the development and implementation of NCD activities and other sectoral programmes
- Assist in the development of thematic outreach messages and programmes targeted towards enhancing participation of young people in national governance dialogue
- Develop strategies for the revitalization of Civic Education and conflict resolution programmes in schools and community targeted towards youths, including the effective functioning of the Peace Clubs
- Assist with advocacy activities to mainstream issue affecting young people and promote their empowerment and participation in national politics and governance, including the operationalization of the youth empowerment policies and legislations
- Develop partnerships with groups seeking to promote rights of young people and identify areas of strategic collaboration
- Prepare monthly activity reports
- Assist in the preparation of the Annual NCD Progress Report

Qualifications/ Competencies

- . Masters Degree in Sociology, Public Administration, and Conflict Resolution, Development Studies or related area /OR Bachelor's Degree combined with additional professional training (certificates in relevant areas) and 5 years of relevant working experience
- . Minimum of three (3) years of progressively responsible experience working in youth development-related affairs
- . Knowledge of the role, impact of, and challenges facing young people in

governance and public affairs in Sierra Leone is required

- Knowledge working with community groups is an asset
- Working knowledge of Microsoft Word for Windows, PowerPoint, Excel, Mail, is required.
- Effectively interact with and be sensitive to the needs of co-workers, citizens, and public agency and private business representatives.
- Perform independently and as part of a team, and meet deadlines.
- Speak articulately and confidently to diverse and varying sizes of audiences.
- Write clearly and concisely.
- Plan, implement, and evaluate programs.
- Provide a high level of customer service at all times

7. Programme Assistants (to be deployed to regional offices)

Working in support of and within the mission, goals, objectives, policies and procedures of the NCD, the role of the Programme Assistant is to provide support to the Programme Officers and Programmes Manager to ensure the effective development, implementation and monitoring of high-quality and impactful activities and strategies for achieving the stated mandate of the NCD, including Constitutional rights and responsibilities to ensure national unity and positive attitudinal and behavioral change.

While each Programme Assistant will perform specific duties depending on his/her area of work (Monitoring and Research, Public Education, NGO Coordination, Youth Affairs, Gender Affairs), they all are required to possess a generic set of qualifications and competencies that will enable them to perform across the various areas of work and contribute to the achievement of the goals of NCD.

General tasks include:

- Provide support to Programmes team and senior administration to ensure that all NCD components are implemented
- Assist the Programme's staff in implementing and monitoring the sector activities of NC
- Participate in NCD staff meetings and attend other meetings and seminars.
- Assist in the preparation of the Monthly Reports and Annual Work Plan.
- Assist in drafting of documents, presentations, and reports as needed
- Any other tasks as deemed necessary by the Chairman for the successful implementation of the NCD mandate

General Qualifications/Competencies:

. At least a Bachelor's degree in Social Sciences, Public Administration/ OR a Diploma in a relevant area of study combined with at least 3 years of substantive experience in area of work and demonstrated knowledge.

. At least 2 years experience working in any of these areas, as relevant to the area of need- project management/ analysis/ implementation/ monitoring, public affairs, community development, research/ statistical analysis.

. Demonstrated knowledge of governance and public affairs environment in Sierra Leone

. Experience and ease using Microsoft Office and Internet

Additional Competencies:

. Strong analytical thinking and creativity.

. Ability to work both within a fast-paced team and independently within deadline

. Excellent writing and oral skills in English

. Willingness to learn and adapt to new technologies

- . Ability to multi-task

B. ADMINISTRATION AND HUMAN RESOURCE MANAGEMENT

(Ideally, this should be headed by the Executive Secretary who will essentially function as the Administrative/Human Resource Manager)

1. **Administrative/ Human Resource Manager (Headquarters)**

Working in support of and within the mission, goals, objectives, policies and procedures of the NCD, the goal of the Administrative/ Human Resource Manager is to ensure efficient administrative services to support the operations of the NCD departments and to ensure that the Commission has optimal staffing and logistics necessary for its work

Specific tasks include:

- . Ensure that all NCD administrative activities are in compliance with statutory requirements of the GoSL
- . Manage the full range of administrative tasks necessary for the smooth running of the Commission
- . Manage all matters pertaining to logistics and transportation
- . Develop, implement and maintain HR strategies and policies including managing the recruitment process
- . Develop and maintain the NCD Staff Manual
- . Develop and maintain a Staff Performance Management system including staff appraisals.
- . Supervise the Staff within the Administrative and Human Resource Management Division

Qualifications/Competencies:

- Master's Degree in Administration, Human Resource Management, Finance or related area
- At least 5 years of experience in a senior management position in Administration/ Human Resources
- Experience working with development/ multilateral agencies is an asset
- Expertise in Microsoft Word for Windows, PowerPoint, Excel, Mail, is required
- Effectively interact with and be sensitive to the needs of co-workers, citizens, and public agency and private business representatives.
- Perform independently and as part of a team, and meet deadlines
- Excellent oral and written communication skills
- Provide a high level of customer service at all times

2. Finance Manager (Headquarters)

Working in support of and within the mission, goals, objectives, policies and procedures of the NCD, the goal of the Finance Manager is to ensure adequate financial management systems by implementing and maintaining effective internal control policies and procedures, including budgetary monitoring and controls, cash flow management in accordance with GoSL financial policies and procedures.

Specific tasks include:

- Assist the Commission in the development and implementation of strategic plans by preparing realistic cash flow forecasts/ budgets and ensure that the Commission's funds are used for the intended purposes
- Manage on a daily basis the financial, budgetary, and accounting data entry and book-keeping of all transactions including their effect on the cash flow
- Responsible for the accuracy of payroll by managing salary payments, supervising timely and accurate submission of salary slips and cheques

- Manage all NASSIT and tax liabilities, including PAYE and advise how best to minimize the Commission's tax liability
- Prepare the monthly accounts in respect of GoSL and donor funds and to submit the relevant reports to the Chairman.
- Ensure the production and accuracy of the quarterly financial management report comparing budgetary allocation against expenditures and to submit the document to the Chairman.
- Prepare the quarterly report of GoSL counterpart funds for onward submission to the Accountant-General Department through the Chairman
- Prepare Monthly Bank Reconciliation Statements follow up on reconciling items and update records of cheque books and other relevant accounting documents
- Prepare the financial statements for audits and oversee the annual audit exercise
- Ensure compliance with financial instructions.

Qualifications/ Competencies:

- Master's degree in Finance, Accounting, Business Administration
- Recognized professional qualifications such as ACCA, CPA, CIMA or equivalent is an added advantage
- At least 5 years experience in a senior financial management position
- Experience with GoSL and/or multilateral agencies' financial management systems is a requirement
- Expertise in Microsoft Word for Windows, PowerPoint, Excel, Mail, and Accounting systems is required
- Effectively interact with and be sensitive to the needs of co-workers, citizens, and public agency and private business representatives.
- Perform independently and as part of a team, and meet deadlines
- Excellent oral and written communication skills

- Plan, implement, and evaluate programs
- Provide a high level of customer service at all times

3. Administrative/ Human Resource Assistant (Headquarters)

Working in support of and within the mission, goals, objectives, policies and procedures of the NCD, the role of the Administrative/ Human Resource Assistant is to provide the necessary administrative services to support the operations of the NCD so that it can function efficiently.

Specific tasks include:

- Maintain computerized staff records and ensure confidentiality
- Assist the Executive Secretary in ensuring the use of standardized correspondence for all official internal and outgoing communications and maintain and update central register to record all official communications
- Maintain the filing and records systems operated by the NCD
- Draft letters and memos as directed for the consideration and signature of senior management in the NCD
- Assist in organizing and providing administrative support during meetings, workshops, seminars and conferences organized by the NCD
- Maintain and update the computerized Asset Register of the NCD
- Undertake any other tasks assigned by the Chairman

Qualifications/ Competencies:

- Diploma/ Certificate in Administration, Human Resources, or other relevant qualifications
- At least 2 years experience in Administration and related fields

- Excellent computer skills as excellent oral and written communication skills in English
- Proven expertise in Typewriting
- High level of professionalism and dedication to customer satisfaction