



**REPORT ON
MISSION TO SIERRA LEONE
13 - 17 MARCH 1995**

By:

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ECA/MRAG/95/31/MR

UNITED NATIONS ECONOMIC COMMISSION FOR AFRICA
Multidisciplinary Regional Advisory Group

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REPORT ON MISSION TO SIERRA LEONE

I. BACKGROUND AND INTRODUCTION

The Public Administration, Human Resources and Social Development Division (PHSD) extends advisory and training services to member states as part of its annual programme. In line with this tradition, PHSD collaborated with the Institute of Public Administration and Management (IPAM) of Sierra Leone in 1991 in conducting a training course on employment generation. Following a request by the Institute for a similar collaboration in the conduct of a training programme on strategic planning, Dr. Asmelash Beyene, Regional Advisor in the division was sent to Free Town to assist with the training programme. The training took place at IPAM, Free Town from 13 to 17 March, 1995.

II. OBJECTIVES OF THE WORKSHOP

The objectives of the workshop included:

- 1) To guide participants to recognize and appreciate the need and significance of good planning
- 2) To acquaint participants with the basic theoretical positions and procedures in the process of strategic planning and
- 3) To acquaint participants with some of the main obstacles to successful attainment of desired results in the Sierra Leonean planning experience and how to guard against failure.

III. TRAINING TARGET GROUPS

The participants of the training course were drawn from the civil service, public enterprises, the army, the police and NGOs. Twenty four participants attended the workshop, of whom seven were women. The course covered strategic planning: concepts, characteristics and purposes, strategic plan- the key to strategic management, defining mission statement and setting objectives, situation analysis, strategic plan for public organization, implementing the strategic plan and improving the effectiveness of public service institutions for strategic planning. The training methodology involved paper presentations, plenary discussion, group discussion and practical exercises. I made the presentations on strategic planning-key to strategic management and improving the effectiveness of public service institutions for strategic planning and chaired a number of sessions. At the end of the workshop, the participants issued a report and made several recommendations.

IV. OPENING

Opening statements were made by the Pro-chancellor of the University of Sierra Leone, the Director-General of the Institute and the representative of ECA. The formal opening speech was delivered by Mr. Basse Bangura, the Under-Secretary of Development and Economic Planning. He underscored the

importance of the theme of the workshop and informed the participants that "A look back at our history will reveal that for a long time now planning vision of our public organizations and institutions have consistently failed to be realised in full. It is thus our fervent hope that you the participants will at this workshop acquaint yourselves with the basic theoretical positions and procedures in the process of strategic planning—a process which has contributed greatly to the success of progressive private business organisations. We are optimistic that this workshop time as it is will acquaint participants with some of the main obstacles to successful attainment of desired results in the Sierra Leone planning experience and how to guard against failure."

VI. Highlights of the Proceedings of the Workshop

The participants agreed that strategic direction is a pre requisite for organizational success and the strategy is proactive, anticipating, initiating and not just reacting to solutions.

The participants observed that the current structures in various public and private institutions in Sierra Leone are not conducive to strategic planning and therefore their management have been in great difficulty. They proceeded to suggest a number of recommendations that ought to be undertaken in order to effectively deal with the problems currently being faced by public institutions in Sierra Leone. Details of the conclusions reached and recommendations made are attached in the appendix.

VII. Overall assessment

In spite of the haste with which the workshop was organized and the insufficiency of communication between the collaborating agencies, the workshop went on very well. Strategic Planning being an exercise that often takes place at the highest level of the organization, the participation of those at the highest level of leadership would have had greater impact. The participants, while appreciating the usefulness of the training workshop, nevertheless argued that the course should have been directed at the highest level at first. They strongly recommended that a similar training workshop should be organized for the policy makers as once they are convinced on the usefulness of strategic planning, the lower level employees who had attended the workshop could be useful allies in the implementation drive.

The evaluation conducted at the end of the workshop revealed satisfaction with the quality of presentation and the overall organization of the workshop. The only criticism was that the sessions did not start on time.

The Director-General of the Institute has indicated interest in a repeat of the same workshop for higher level officials as well as additional workshop on privatization and expressed hope that ECA would collaborate with the Institute in conducting the planned workshops.

WORKSHOP ON

STRATEGIC PLANNING

13 - 17 MARCH 1995

**VENUE: INSTITUTE OF PUBLIC ADMINISTRATION AND MANAGEMENT
TOWER HILL**

**ORGANISERS: INSTITUTE OF PUBLIC ADMINISTRATION AND MANAGEMENT
(IPAM)
UNIVERSITY OF SIERRA LEONE**

**UNITED NATIONS ECONOMIC COMMISSION FOR AFRICA
(UNECA)**

WORKSHOP PROGRAMME

<u>DATE/TIME</u>	<u>ACTIVITY</u>	<u>FACILITATOR</u>
<u>Monday 13.3.95</u>		
0845-0915	Registration of Participants	ADMINISTRATION
0930	Official Opening Ceremony	
	REFRESHMENTS	ADMINISTRATION
	Group Photographs	
1200-1330	Paper Presentation: Strategic Planning: Concept, Characteristics and Purposes	C H Greene
	LUNCH	
1430-1530	Paper Presentation: Strategic Plan: The Key to Strategic Management	A Beyene
1530-1600	BREAK	
1600-1700	Plenary and Discussion	Joy P Amosun

Tuesday 14.3.95

0900-1030	Paper Presentation: Defining Mission Statement and Setting Objectives	L B Rogers-Wright
1100-1130	BREAK	
1130-1300	Paper Presentation: Situation Analysis	Joy P Amosun
1300-1400	LUNCH	

DATE/TIME	ACTIVITY	FACILITATOR
1400-1530	Paper Presentation: Strategic Plan for Public Organisations	E P Elliott
1530-1600	BREAK	
1600-1700	Plenary and Discussion	C.H Greene

Wednesday, 15.3.95

0900-1030	Paper Presentation: Implementing the Strategic Plan	A T Roberts
1030-1100	BREAK	
1100-1300	Group Discussion on: a) Strategic Plan Formulation and the Public Service Reform b) Effectiveness of Institutional Factors for Strategic Plan Formulation in Strengthening Them	ALL
1300-1400	LUNCH	
1400-1500	Presentation and Discussion of Group A Report	A Beyene
1500-1530	BREAK	
1530-1700	Presentation and Discussion of Group B Report	I I May-Parker

<u>DATE/TIME</u>	<u>ACTIVITY</u>	<u>FACILITATOR</u>
<u>Thursday 16.3.95</u>		
0900-1030	Improving the Effectiveness of Public Service Institutions for Strategic Planning	A Beyene
1030-1100	BREAK	
1100-1300	Group Discussion on: a) Strategic Planning Enhancement in Sierra Leone b) Strategic Management in the Public Service	ALL
1300-1400	LUNCH	
1400-1500	Presentation and Discussion of Group A Report BREAK	L B Rogers-Wright
1530-1700	Presentation and Discussion of Group B Report	E P Elliott
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<u>Friday 17.3.95</u>		
0900-1030	Evaluation of Workshop	TEAM
1030-1100	BREAK	
1100-1230	Discussion and Adoption of the Workshop Report	ALL
1230-1330	Concluding Remarks and Formal Closure	ADMINISTRATION

SPEECH BY UNDER-SECRETARY OF STATE, DEPARTMENT OF DEVELOPMENT
AND ECONOMIC PLANNING, MR BASSIE BANGURA AT THE FORMAL OPENING
CEREMONY OF THE IPAM/UNECA STRATEGIC PLANNING WORKSHOP AT IPAM
13 MARCH 1995

Mr Chairman, Pro Vice-Chancellor of the University of Sierra Leone, Mr Director, IPAM, The UNECA Representative, Distinguished Guests, participants at this Strategic Planning Workshop, Ladies and Gentlemen.

It gives me great pleasure to accept this invitation to formally open this one week Workshop on "Strategic Planning" organised by the Institute of Public Administration and Management in collaboration with the United Nations Economic Commission for Africa.

No single subject has so dominated the attention of Managers, Consultants and Management theorists as the subject of Strategic Management. For top managers of Private Companies they often consider setting strategy as their most valuable contribution.

The top Brass in the army know too well the importance of strategic planning.

But we in Government are still to grasp the full impact of strategic Management. Therefore as a Government bent on bringing this country as promised to full democratisation this Workshop could not have come at a more opportuned time.

Indeed we have always reposed our confidence in IPAM for its ability to prove very proactive.

There is so much in the pipe line which require a conscientious approach to planning and I desesay call for effective management.

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A look back at our history will reveal that for a long time now planning vision of our public organisations and institutions have consistently failed to be realised in full.

It is thus our fervent hope that you the participants will at this workshop acquaint yourselves with the basic theoretical positions and procedures in the process of strategic planning - a process which has contributed greatly to the success of progressive private business organisations.

We are optimistic that this workshop timely as it is will acquaint participants with some of the main obstacles to successful attainment of desired results in the Sierra Leone planning experience and how to guard against failure.

I look forward to receiving a report on the conclusion of the workshop to read your recommendations particularly in the areas as stated in your programme:

- strategic planning enhancement in Sierra Leone

- strategic management in the Public Sector

On that note I wish for you a successful deliberation at this workshop with very fruitful outcome.

Mr Chairman, Distinguished guests, Participants, Ladies and Gentlemen, I now formally declare this workshop open and I Thank you!

WORKSHOP ON STRATEGIC PLANNING

DURATION: ONE WEEK: 13 - 17 MARCH 1995

INTRODUCTION: Planning is the disciplined and rational determination to identify and lay out a future today and systematically set in motion available resources to ensure that the future as conceived is realised.

Planning and controlling are considered inseparable in management. This is so because Planning is seen as a mechanism of controlling the future. Thus a good planning is one that carries us successfully to see tomorrow what we visualise today.

For a long time now Planning visions of Public organisation, Education Institutions, Parastatals have consistently failed to be realised in full.

What has consistently subscribed to the success of progressive private business organisation - Strategic planning has been conspicuously absent in Government and Public organisations.

In the recent past Sectoral Departments have been launching National Action Plans. Senior executives and those in the Management Cadre need to understand and appreciate the mechanism of achieving those objectives as identified in various Action Plans.

OBJECTIVES: To guide participants to recognize and appreciate the need and significance of good planning.

To acquaint participants with the basic theoretical positions and procedures in the process of Strategic Planning.

To acquaint participants with some of the main obstacles to successful attainment of desired results in the Sierra Leonean planning experience and how to guard against failure.

CONTENT:

- Strategic planning: Concept, characteristics and purposes
- Strategic Plan - the key to Strategic Management
- Defining Mission Statement and setting objectives
- Situation Analysis
- Strategic Plan for Public organisation
- Implementing the Strategic Plan
- Improving the effectiveness of Public Service Institutions for Strategic Planning.

METHODOLOGY: Paper presentation, Plenary discussion, Group discussion and Practical Exercises.

IPAM/UNECA

STRATEGIC PLANNING WORKSHOP

13 - 17 MARCH 1995

DRAFT OUTCOME

BACKGROUND

For the past two decades Sierra Leone has experienced a continuous decline/breakdown in its economy and the structures that facilitate development.

The current war situation in the country has compounded the problems of this turbulent environment for which strategic planning is extremely important for the future rehabilitation of war torn areas and restructuring of institutions.

We make particular reference to the Civil Service, the Forces, the Public and Private sectors and the new 6-3-3-4 Basic Education System all of which influence life sustaining capabilities in our environment.

On this premise individual institutions and departments/units have been thinking of reforms in order to respond to effectively to events in the changing environment and have solidly supported this workshop by our presence.

Although the Strategic Planning Culture is far from being institutionalised throughout the Public Service, there have been encouraging beginnings by some agencies that have introduced Plan of Action for their activities. Such opportunities should be seized upon, encouraged and promoted.

In this connection, IPAM in collaboration with UNECA, Commonwealth and other internal and external agencies should continue to promote the culture of Strategic Planning and Management in the Public Service.

STRATEGIC PLANNING AND MANAGEMENT WORKSHOP

This workshop has been thoroughly dealt with by the organisers and well experienced resource persons have provided the participants enough information and materials which enabled them to freely contribute to discussions and group work. In this way, participants were encouraged to work in relaxed atmosphere which made their contributions and initiatives original.

Participants agreed that Strategic direction is a pre requisite for organisational success and that strategy is proactive anticipating, initiating and not just reacting to situations.

We also recognise that Strategic Planning must understand the Mission and objectives of its organisations and set up a framework of Plan and prepare for Action.

CURRENT STRUCTURES NOT CONDUCTIVE TO STRATEGIC MANAGEMENT

We observe that current structures in various institutions (Public & Private) are not conducive to Strategic Planning and therefore their management have been in great difficulty.

To manage Strategy in the present context is to understand that institutions are a form of organisation and groups of people who perform various functions and activities designed to achieve goals and objectives.

It is apparent that since policy guidelines are very important and people are performing allocated tasks, then Human Resources should be developed as lots of areas need to be addressed such as attitudes of Line Managers, awareness of their environment and policy coordination.

Human Resources reform by

- (a) Constant training at various levels
- (b) Organising short term training for all Line Managers
- (c) Improving Remuneration/Incentive Schemes
- (d) Improving on Recruitment Procedure/Process
- (e) Implementing Job Related and Job Performance related Schemes
- (f) Implementation of Career Development Plan.

Financial Resources reform

- (a) Accountability and Transparency at all levels
- (b) Improve on the capabilities and efficiency of Income Generating Institution within the Public Sector
- (c) Computerise Institutions to facilitate the free flow of Data and Information.
- (d) Update, communicate and enforce the implementation of the Financial Order (F.O.)

Operational Resources reform

- (a) Decentralisation of certain key functions and areas within the Public Service
- (b) Clear cut definitions, Descriptions and Role of components within the Government.
- (c) Review legal requirement ie Cap 249 - Act of Parliament.

Institutional Resources reform.

- (a) Restructuring of the Civil Service Hierarchy, chain/line of command for the smooth running of the machinery.

To enhance Strategic Management Effectiveness, we believe that

1. All statutes establishing Institutions should be reviewed to avoid undue political influence and to establish direction and performance.
2. Institutions should be restructured at both Policy and Management levels for effective and efficient performance.
3. Management Information Systems should be established for effective flow of information and communication.

RECOMMENDATIONS

The following are the recommendations of the group as a plan of action:

1. Establishment of a National Policy for Career Development through specially designed training institutions for the entire public service. Public Enterprises could use this facility for local training and would assist in the logistics of funding.
2. development of National Training Policy that define the directions and funding arrangements, and provides for sustainable funding mechanisms.
3. Financial reforms - accounting and financial training starting from secondary school level unto the various level of training offered by the National Policy for career development . Spacial reference should be made to the prevailing financial orders.
4. Improve on existing income generating institutions and search for potential income generating areas within the various arms of the government.
5. Re- instate the official induction period with all the attributes to the new recruits to the public service as this practice has been abandoned.
6. Decentralization of the civil service , clear definition of roles as this aspect affects policy implementation within the civil service.
7. There is need for developing a national culture for coordinating strategic planning efforts among the institutions and between departments and units.
8. In view of their needed support for strategic management , senior policy-making groups should be sensitized to the concept and use of strategy.
9. Sustainability will depend on funding . It is recommended that institutions provide budgetary allocations for strategic planning.

INSTITUTE OF PUBLIC ADMINISTRATION AND MANAGEMENT
(University of Sierra Leone)

IPAM/UNECA WORKSHOP ON STRATEGIC PLANNING

13 - 17 MARCH 1995

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PARTICIPANTS' DIRECTORY

<u>NAME</u>	<u>DESIGNATION</u>	<u>ORGANISATION & ADDRESS</u>
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A B Yillah	Deputy Secretary	- do -
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