



PUBLIC SECTOR REFORM UNIT
OFFICE OF THE PRESIDENT

MARCH 2008 - FEBRUARY 2009

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ABBREVIATION

CMT	--	Change Management Team
CSCC	--	Civil Service Compensation Committee
DFID	--	Department for International Development
GCRSP	--	Governance and Civil Service Reform Programme
GOSL	--	Government of Sierra Leone
GRS	--	Governance Reform Secretariat
HRMO	--	Human Resource Management Office
MDAs	--	Ministries, Department and Agencies
MEYS	--	Ministry of Education, Youth and Sports
MIC	--	Ministry of Information and Communications
MOFED	--	Ministry of Finance and Economic Development
MIALGRD	--	Ministry of Internal Affairs, Local Government and Rural Development
PSC	--	Public Service Commission
PSRU	--	Public Sector Reform Unit
RBM	--	Results Based Management
SCGG	--	Steering Committee on Good Governance
SPU	--	Strategy and Policy Unit

1.0 INTRODUCTION

The Public Sector Reform Programme which commenced in March 2008 was designed to rebuild the Government of Sierra Leone's capacity to provide services and enhance the welfare of its citizens by strategically implementing a number of key public service reform programmes through the Public Sector Reform Unit (PSRU). Phase II of the GSRRP came to an end in February 2008, and Government in conjunction with its development partners developed a new programme with emphasis on coordination and deeper implementation. The new government led by H.E. the President Dr Ernest Bai Koroma is committed to revamping the Public Service for improved service delivery. To that end, in January 2008, His Excellency demonstrated strong political will by creating the Public Sector Reform Unit (PSRU) as an integral part of the Office of the President to provide leadership, coordination and strategic guidance in the implementation and monitoring of the government's Public Sector Reform programme.

Accordingly, the United Kingdom Department for International Development (DFID) agreed to fund transitional support to the PSRU and its related activities, including records management and payroll verification exercise for a period of 12 months (i.e. March 2008 to February 2009). DFID's transitional support enabled the PSRU firstly to implement key reform activities outlined in the Public Sector Reform Work Plan approved by Cabinet; and secondly to lead the design of a new multi-donor programme on public service reform.

In keeping with Cabinet's directive the Steering Committee on Good Governance (SCGG), through its secretariat, the PSRU was to monitor the implementation of the programme and provide progress reports to Cabinet on a quarterly basis. This report covers the period March 2008 to February 2009.

2.0 WORK PROGRAMME

At its 7th meeting held on Wednesday 5th March 2008, Cabinet approved the PSRU's Work Plan and agreed that the Unit should coordinate all the reforms underway and work with Government Ministries/Departments/Agencies to accelerate implementation. The said Work Plan reflects ongoing work in Public Sector Reform together with the priority programmes agreed at the Presidential Retreat held at Bumbuna in January 2008. The logical framework for the one-year transitional support phase derived from the Work Plan is attached as Annex 1.

With the end of the transitional phase drawing near, the Government and its development partners embarked on developing a new Public Sector Reform Programme. In the last quarter of the Transitional period the PSRU developed a new work plan for continued realisation of the objectives and activities of the overall Public Sector Reform strategy between March 2009 and December 2009. Implementation will overlap with the new PSR Programme and some activities will have to be shifted to new reform environments as appropriate.

2.1 Management and Functional Review

A total of 14 Management and Functional Reviews have been conducted and, of these, seven reports have been considered by Cabinet for the Ministries of Education (before the merger with Youth and Sports), Health & Sanitation; Defence; Trade; Local Government; Agriculture; and Fisheries & Marine Resources. The Report for the Ministry of Social Welfare, Gender and Children's Affairs has been considered by the Steering Committee on Good Governance, and submitted to Cabinet for approval, as has that of the Ministry of Foreign Affairs and International Cooperation. The PSRU is currently working with the Ministry of Justice and Attorney General's Office; Ministry of Internal Affairs, Local Government, and Rural Development, to fast track approval by Cabinet, and to commence with implementation.

In an effort to address the slow pace of implementation of the recommendations contained in the various MFR reports for the Ministries, the PSRU has utilised a strategy of priority implementation through which specific key recommendations from the MFRs take centre stage in each Ministry. These are highlighted below:

- Ministry of Education, Youths and Sports: Creation of Teacher's Service Commission
- Ministry of Social Welfare, Gender and Children's Affairs: Operationalization of Child Rights Act and integration of NACWAC into Ministry
- Ministry of Trade and Industry: Assessment of Department of Cooperatives with the ultimate objective of improving performance, increasing revenue, and developing the National Cooperative Movement, assisting with the development of a strategic plan for the National Cooperative Movement
- Ministry of Agriculture: assessment of District Agricultural Plans to ensure service delivery at local level
- Ministry of Health and Sanitation: de-linking of Births and Deaths Office to increase revenue and make it self-sustaining; operationalization of recommendation on mandate of Sierra Leone Medical and Dental Council.

It was recommended in the GRS October 2007 Report that the reform measures covered by MFRs should be incorporated into the results matrix of the Results Based Management (RBM) framework coordinated by the Office of the Vice-President. In the present circumstances, the issuing of performance contracts to Ministers now provides a window of opportunity for the Presidency through the Strategy and Policy Unit (SPU) to monitor the progress of implementation of agreed targets and make it part and parcel of their assessment and reporting. As part of its renewed focus on results-based management, the HRMO will extend these performance contracts to MDAs all of whom will be evaluated under a rigorous performance appraisal system, which directly links their performance to targets set within the organization's work plan.

One of the key results from the Management and Functional Reviews has been the use of strategic planning sessions. In a bid to effectively restructure and improve its service delivery mechanisms as recommended in their MFR, the Ministry of Trade and Industry, for example, developed a project document seeking funding from the EU to provide support for a facilitator to lead the Ministry in a strategic planning session during which they will evaluate their vision, mission, mandate, structure, budget, capacity, and needs. Similarly, the Ministry of Employment and Social Security, which had not undergone a Management and Functional Review, included the PSRU in their strategic planning process with the aim of aligning their work plan to the reform objectives, and to seek support for implementation. The end result of a participatory and creative three day workshop attended by all senior staff including the Minister, erstwhile Deputy Minister, and Permanent Secretary, with support from PSRU and the International Labour Organization (ILO), was a time-bound five year strategic plan which re-directed the Ministry's focus to employment promotion. Clearly, the objective of creating an efficient public institution has permeated throughout the civil service, and Ministries in partnership with the PSRU are making an effort to meet this goal.

2.2 Institutional Appraisals

One of the results of the Management and Functional Reviews was the decision to merge certain Ministries in order to reduce duplicity, wastage, and increase efficiency. As part of the scope of work during the extension of the Governance Reform Secretariat, institutional appraisals were conducted in the newly combined Ministries of Education, Youth and Sports (MEYS); Finance and Economic Development (MOFED); Internal Affairs, Local Government and Rural Development (MIALGRD); and Information and Communications (MIC). Follow-up activities relating to these appraisals are being pursued by the PSRU, and several meetings have been held with each of these institutions. The MIC has submitted its reaction to the report and is presently working on implementation work plans. The MEYS is currently working with PSRU on the Institutional Appraisal of the ministry.

Recommendations in the previous MFR report relating to the former Ministry of Education, Science and Technology are still pertinent, and will be incorporated in the implementation plans of the ministry in its present form. With relation to MOFED a committee chaired by the Secretary to the Cabinet was created to examine the modalities and constraints of the merger, and the final report from that body is to be submitted to the Steering Committee on Good Governance in their next meeting. The MIALGRD has not submitted their reactions to the report and this is being addressed under the PSRU's priority implementation strategy. The objective is for all outstanding appraisal reports to be considered by the Steering Committee on Good Governance during their next two meetings and thereafter submitted to Cabinet for approval. In the meantime strategic issues relating to each are being pursued such as the development of the National Youth Commission and Teachers Service Commission in the Ministry of Education, Youths and Sports. The PSRU has prepared terms of reference for each of these entities and submitted to the Ministry for review.

2.3 Operationalization of Human Resource Management Office (HRMO)

The HRMO was formally launched on 7th August 2008 by H. E. The President. The ceremony was attended by members of Cabinet and government officials, and public servants.

As part of its renewed commitment to creating capable and responsive public service personnel, the HRMO, in collaboration with PSRU, has developed policies on recruitment, training and development, performance management, manpower planning and budgeting. The HRMO is also engaged in reviewing the schemes of service for each Ministry to ensure functional and administrative efficiency. A policy document on composite Civil Service Law is being prepared in consultation with stakeholders and the Law Officer's Department. One of the primary objectives is to have adequately trained professional Human Resource Officers, Records Management Officers, and Information Communication and Technology Officers,

placed within each Ministry. Towards this end, the PSRU has prepared terms of references for these positions, and is effectively collaborating with the HRMO and MDAs. Because the HRMO is expected to oversee the civil service reform, key staffs have been working closely with the PSRU as they interact with the Ministries. In effect, skills transfer from PSRU to capacitate the HRMO for its new and expanded role is on-going. One of the long-term goals of the HRMO is to develop the Civil Service Training College, and work towards this is ongoing. In the meantime, collaboration with tertiary institutions such as IPAM will prove helpful in capacity-building initiatives. MDAs have already been taking advantage of the benefits of collaborating with academic institutions; the Ministry of Mineral Resources and HRMO were instrumental in facilitating the creation of a degree programme in Mining Engineering at Fourah Bay College. The PSRU is currently helping the Ministry and the University in seeking support from private companies in the industry for students in the programme. The HRMO continues to develop the capacity of its staff as it takes its place alongside PSRU in administering and monitoring the reform process; recently, the Director –General of the HRMO and a Management Analyst from the PSRU attended a workshop in Arusha, Tanzania on Human Resource Development, the results of which will be put to good use in our work.

2.4 New Regulations and Rules and Civil Service Code

In the latter part of March 2008, a special committee was constituted by the then Establishment Secretary to review the draft of the new Regulations and Rules and Civil Service Code. The Committee started its work in April 2008 and the final draft report has been completed and will soon be presented to Cabinet for approval. A review committee was set up in the HRMO and civil servants were given the opportunity to review the document which was sent to each MDA. The PSRU had earlier recommended that the HRMO in collaboration with the Ministry of Finance and Economic Development should work out the financial cost involved in implementing the new Regulations and Rules to determine availability of funds and

affordability of implementation. The HRMO and Cabinet Secretariat are jointly pursuing this matter.

2.5 Records Management Improvement Programme:

There are two components to this programme. The first primarily focuses on creating accurate and accessible data on all public servants, and the second to enhance the efficiency of storage and retrieval of information and the management of records in MDAs.

a. Civil Service Personnel and Payroll Verification



15,501
Interviews

The Personnel and Payroll Verification exercise which commenced in August 2008 and concluded in November 2008 was the key strategy in achieving the first component. The 2008 Civil Service Payroll Verification Project followed on from a successful pilot scheme and was charged with interviewing every Civil Servant using the evidence-based methodology developed during the pilot. The project was charged with conducting the interviews and the delivery of initial impact results, prior to a follow-up project charged with consolidating the improvements and conducting the processing and detailed analysis of the data.

Schedule: The verification project ran exactly to the planned schedule, 'ending' on the 7th of November and then performing a planned 2 weeks of targeted additional interviews to complete by the 21st November having provided maximum coverage and opportunity for all Civil Servants to attend interview.



3.5 months

Staff and locations: Twenty five operational staff in four teams conducted the interviews. Two teams operated in Western Area locations for the entire duration, while the two up-country teams visited fifteen locations throughout the country. Every up-county location was visited two or three times, for about a week at a time. One additional team operated in the records office, receiving the interview data and

providing support to the interview teams. Staff were assigned on a week by week basis to teams; with all staff expected to be able to conduct any operational role.



Communications: The schedule of interviews were publicised in over 150 radio announcements using national and local radio up-country and in the Western-area, supported by newspaper announcements and editorial placements. Over 1200 posters were posted, advising on all details of the process; from pre-announcement of visits to appeals procedures once visits were closed.

Political Support: Most significant was the level of support the verification exercise received from the government, including the direct support of His Excellency the President, who agreed to be interviewed in a televised event broadcast on SLBS, and posted on the State House website propagating the message that all civil servants including the most senior present themselves for interviewing.



His Excellency Ernest Bai Koroma being interviewed.

Impact:

861 Staff
Suspended

751 Staff
"Self-cleaned"

1108 staff to be
retired

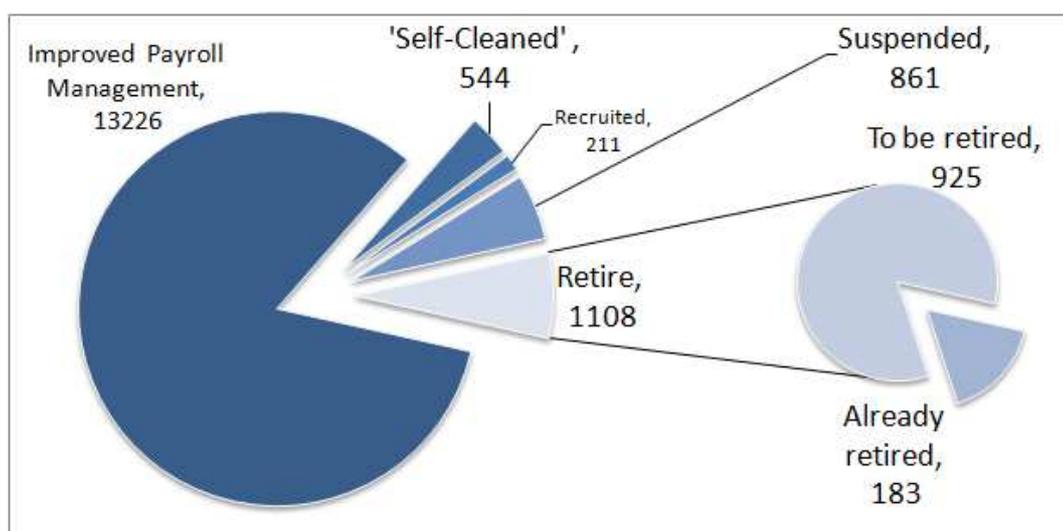
All staff on the October payroll who failed to attend interview have been suspended pending appeal. 751 staff that were on the June payroll did not show up on the October payroll, representing substantial self-cleaning activity. 1108 staff gave dates of birth indicating they were overdue for retirement. The final payroll is

expected to be 14% smaller than the figure at start of the project. Figure 1 illustrates the impact of the exercise on the civil service payroll.

More importantly the remaining staff has significantly improved payroll records allowing for their efficient management.



The key impact of the payroll verification exercise is that such activity can now be conducted as best practice and representing good management of the payroll.

Figure 1: Impact of the Verification Exercise on the Civil Service**BENEFITS OF THE PROGRAMME:**

The benefits of the exercise go beyond gathering accurate data on civil servants for the purpose of removing 'excess' labour and ghost workers:

- Each staff on the payroll now has the essential management information captured and verified to allow for effective management of pay, promotion and retirement
- The skills level of members of the Records Management Improvement Team has increased significantly, and is useful for periodic exercises.
- An effective and well-tested methodology is available to support payroll verification for the remainder of the Civil Service payroll and for other payrolls, notably teachers and police.

One of the key success factors in the project has been the regular consultation with and cooperation of key stakeholders, including the Accountant General, Director-General, HRMO and heads of MDAs, who gave the project their strong support and contributed greatly to its effective delivery.

b. Effective Records Management

This component focuses on the introduction of a modern records management system by trained staff. Ultimately, the HRMO will deploy trained staff; competent in the use of Records Management Capacity Assessment System (RMCAS), to each MDA to ensure continued an efficient management of data and records. A draft Scheme of Service has been developed for the proposed new cadre of records management staff. The objective of the records management programme as it moves across the MDAs is to decongest registries, develop and close retention schedules, and remove files to interim records centre and archives until a central archives centre is constructed. The team is currently engaged at the State House.

2.6 Rightsizing the Civil Service

Presently, technical and professional staff in the Civil Service in Grades 5 through 10 constitutes 20% of the total number compared to an international average of 60%. Generally speaking, out of an estimated 16,473 civil service employees, approximately 14,500 are in the lower grades and largely unskilled.

The results of the verification exercise already indicate the potential for reduction in payroll costs and reducing the bloated size of the civil service through:

- Identifying officers who have attained the statutory retirement age but are still within the service
- Weeding out ghost workers
- Identifying officers who are on unauthorised absence but still on the payroll
- Identifying staff working for other institutions and still collecting salaries
- Identifying possible duplications on the payroll and the pensioners list
- Identifying-sick and invalid officers
- Retrenchment and early retirement schemes

The reform initiative targets an increase in the percentage of professional and technical staff towards 60% by 2010. The various steps in the process are:-

- Enforcement of the statutory retirement age

- Eliminate posts from the establishment that have been vacant for a considerable period of time.
- Freeze recruitment in the lower cadres except for critical skills
- Retrenchment and early retirement schemes
- Recruitment of professional and technical staff

The SCGG has mandated the PSRU to work on a paper reflecting options for severance packages. This will be pursued jointly with the HRMO under the new Public Sector Reform Programme. Meanwhile, action is progressively being taken by the HRMO to retire all civil servants who have attained the statutory retirement age of sixty years. About 2,083 civil servants aged 60 years and above have been retired during the period under review.

Next steps will include retrenchment on the basis of functional duplicity and non-performance. Ultimately, the civil service of Sierra Leone is to be characterized by well-trained, progressive, and productive experts capable of operationalizing the PRSP II and the county's developmental goals.

2.7 Comprehensive Pay and Grading Reform

As reported in the March to May 2008 Report the PSRU's work in this area has progressed to an analysis that provides a comprehensive and integrated picture of the entire public service remuneration system, relativities and cost implications. The pay structure that was developed and approved by Cabinet includes public servants, elected and appointed officials and the judiciary. It aims at tackling the problem of low public service salaries which has led to brain drain and lowering of morale and performance. It also moves towards narrowing the gap between civil service salary levels and those in parastatals and the private sector. Over and above the recommended structure, FY 2009 takes cognisance of the current global food crisis and its impact on the real earnings of civil servants. The proposal was discussed at the SCGG. Further discussion was stalled because of IMF ceilings on salaries as reported by the Financial Secretary (Director of Budget) at the SCGG meeting on Thursday 23rd October 2008. However, the matter will be resuscitated under the new Public Sector Reform Programme.

The Integrated Public Financial Management Reform Programme has been an integral part of the development of a responsible and efficient financial management system, especially within the Ministry of Finance and Economic Development. Recent developments include a draft report on exit strategies for donor support to local technical assistants who permeate the Ministry, which is being used as a pilot case. The goal is to systematically integrate the salary structure of PIUs/ contract officers into the government wage bill.

2.8 Development of a Public Sector Reform Strategy

One of the shortcomings of the previous reform programme was a lack of a comprehensive strategy providing direction and guidance. As a result, Public Sector Reform was a haphazard process characterized by duplicity, wastage, and a lack of monitoring. In recognition of this, in August 2008, the PSRU undertook the task of developing a strategy for effective structural and functional reform of the public sector. The document which was completed in November 2008 provides a history of Public Sector Reform efforts in the country, and highlights eight important areas of priority. It also includes a monitoring framework, a communication strategy, and points to areas of coordination amongst the MDAs. The draft document which has been presented to the SCGG for review was used as a point of reference for the proposed upcoming phase of public sector reform. Capacity-building is a major focus in this strategy.

2.9 Development of a Multi-Donor Funded Public Sector Reform Programme

In a bid to ensure that any Public Sector Reform programme is comprehensive and coordinated, the Government, with support from its development partners, notably DFID, EU, World Bank, and UNDP, has developed a comprehensive 4-year Public Sector Reform programme, which puts emphasis on service delivery. A total of three documents were prepared by a team of local and international consultants including 'Public Sector Reform Programme, vols. I and II' and 'Public Sector Reform Project: Coordinating and Managing Public Sector Reforms'. These documents are all inclusive and address the capacity and role of key regulatory agencies such as the Public Sector Reform Unit, Public Service Commission, and HRMO, the implementing Ministries, and the other sectors such as the Justice Sector, Parliamentary Service, and Security Agencies.

The new programme:

- Enables the Government to own and coordinate Public Sector Reform in a holistic manner

- Provides a focal point at which all development partners will respond with respect to their programme for Public Sector Reform
- Provides for effective collaboration and partnership with the Donor Community in coordinating, funding and managing Public Sector Reform
- Provides guidelines for the preparation of reform programmes in the public sector
- Develops structures, systems and processes in the Civil/Public Service which respond to the Government's vision and aspiration for the people of Sierra Leone

2.10 Capacity-building in Public Sector Reform Unit

In recognition of the need to add essential staff to its numbers, the PSRU prepared Terms of References for the positions of Information, Education and Communication Specialist and a Monitoring and Evaluation Specialist in early June. Both of these positions have been filled. Additionally, a Management Analyst position which was vacated has been filled. In anticipation of its increased responsibilities over the entire public sector, the PSRU has created Terms of References for new positions.

2.11 Communication Strategy for Public Sector Reform

The Public Sector Reform Unit (PSRU) has facilitated a number of reforms as part of the overall Public Sector Reform Programme which, to some extent, has changed the face of the civil service, but little or no sensitization has been done to inform the public about the reform process. Therefore, there was a need to embark on a programme to raise awareness of the various reform initiatives for all stakeholders in the reform process to have succinct understanding of the aims and focus of the reform process, as well as its implications. Public awareness is important as it not only eliminates misconceptions about the reform process, but also strengthens acceptability and community involvement. The communication strategy will therefore enhance the accountability mechanisms already in place, enable the

public to make informed decisions, and ensure continuous and sustained donor support. The aim of the communication strategy is to map out ways to adequately inform stakeholders, especially the public and donors, about Public Sector Reform initiatives, measures, impacts, successes and challenges, and the role of the PSRU. The strategy has the following components:

- Publication of a quarterly newsletter highlighting events in MDAs related to Public Sector Reform
- Development of a Public Sector Reform website which includes publications, documents and news updates
- Periodic news briefings on Public Sector Reform activities

3.0 STEERING COMMITTEE ON GOOD GOVERNANCE

The reconstituted SCGG under the chairmanship of the Secretary to the Cabinet and Head of the Civil Service, supported by the PSRU secretariat continued to provide overall guidance for the Public Sector Reform programme. Within the period covered in this report the committee has met to map out a strategic direction for Public Sector Reform, while a sub-committee on decentralization is making progress on devolution and its implications for the central and local governments. The composition of the SCGG remains inclusive and all members including civil service representatives have been notably vigilant in carrying out their duties. The committee has held audiences with various Ministries including the Ministry of Fisheries and Marine Resources, Ministry of Finance and Economic Development, Ministry of Foreign Affairs and International Cooperation, and Ministry of Social Welfare, Gender and Children's Affairs. It has considered reports on cross-cutting issues such as pay and grading, civil service codes and regulations, capacity-building and training, and Public Sector Reform work plans.

3.1 EQUIPMENT SUPPORT

A consignment of essential equipment was provided by DFID to PSRU, Cabinet Secretariat, and the HRMO. The equipment included computers and accessories, printers and photocopiers. Additionally, both PSRU, and the Cabinet Secretariat were each provided with one four-wheel drive vehicle and a motorbike. The HRMO was provided with one vehicle and two motorbikes. See list of equipment provided attached.

4.0 CONCLUSION

The progress made so far signals a new commitment to comprehensive public service reform backed by a robust political will. It is essential that the momentum is not lost particularly in the areas of rightsizing the civil service, and harmonising the nominal roll and the payroll, and generally capacitating the public service. The HRMO and the PSC will provide effective guidance on human resource management issues, including personnel management and capacity-building.

The Government, through the PSRU, is determined to initiate new mechanisms to improve on the gains made on Public Sector Reform this past year. To address the slow implementation of MFR reports and institutional appraisals, the PSRU is currently engaged in meetings with MDAs along with the top management of the HRMO and the Office of Diaspora Affairs, to discuss concerns and expectations and to ensure compliance. These meetings have yielded tangible results especially with regards to monitoring progress. More importantly, it has provided the Heads of the Ministries and their professional staff an opportunity to discuss their constraints and put forward their ideas for improving their work.

Prior to the operationalization of the PSR Programme, PSRU is committed to ensuring that all outstanding Ministry reform implementation plans are presented to Cabinet, to be implemented under the new Multi-Donor Funded Public Sector Reform Programme once that is approved by Cabinet. With the availability of funding, the Unit aims to ensure that all Ministries undergo a comprehensive

strategic planning session with an emphasis on aligning their vision, mission, and activities with the development goals identified in the PRSP II.

The Ministry of Finance and Economic Development has given concurrence for counterpart support, and the new Programme has now been submitted to the Minister of Presidential Affairs for the consideration of Cabinet. Prior to this, on 24 February 2009, the Director, PSRU formally presented the Report to H.E. President Ernest Bai Koroma who commended the efforts made in preparing the document and renewed assurances of his total commitment to reforming Public Sector in Sierra Leone.

Annex 1. LOGICAL FRAMEWORK FOR TRANSITIONAL SUPPORT TO PSRU

Name: Public Sector Reform Unit, Office of the President

Country: Sierra Leone

Duration: One year (March 2008 to February 2009)

Date Frame Prepared: March 2008

Narrative Summary	OVI	MOV	Assumptions
<p>SUPER GOAL: Continuing promotion of good governance, establishment and entrenchment of democracy, peace and security in Sierra Leone (PRSP: Pillar 1)</p>	<p>1.1 Improved pro-poor service delivery, strengthened democracy and public participation in the policy making process, existence of adequate security and an enabling environment for poverty reduction</p> <p>1.2 Citizens benefit from GoSL services and other activities that enhance their welfare such as improved energy, water and sanitation facilities</p>	<p>1.1 Second generation poverty reduction strategy paper highlighting activities that will be undertaken to promote good governance, peace and security in Sierra Leone in existence by June 2008</p>	<p>1.1 GoSL maintains sustainable peace, security and stability in Sierra Leone</p>
<p>GOAL (Programme purpose): To enable GOSL (through PSRU) to lead, monitor and coordinate Public Sector Reform activities consolidated under one umbrella/strategy with particular concern to strengthen capability of the civil service to deliver basic services more responsively to the needs of the poorest. .</p>	<p>1.1 PSRU providing leadership in policy, planning, implementation and monitoring of Public Sector Reform initiatives in a coordinated and cohesive manner.</p> <p>1.2 Institutional arrangements completed for management and coordination of Public Sector Reform within formal government structures and budget</p> <p>1.3 Civil Service delivers high quality services to its clients measured by increase in number of poor people who are able to access basic services</p>	<p>1.1 Essential staff in post and effectively carrying out activities in work plan</p> <p>1.2 Provision in GoSL FY 2009 budget of minimum allocation of Le 240m for PSRU's operational expenses</p> <p>1.3 Assessment by Cabinet, RBM system in OoP and DFID review</p>	<p>1.1 GoSL maintains strong political will and commitment</p> <p>1.2 Government revenues grow to reduce dependence on donor budgetary support</p> <p>1.3 Peace and stability continue</p>

<p>PURPOSE (transitional purpose): Enable the PSRU to: (1) implement key reform activities set out in the Cabinet approved Public Sector Reform work plan; and (2) lead design of a new multi-donor programme on civil service reform.</p>	<p>2.1 PSRU adequately funded, staffed, and functioning efficiently to implement reform programmes</p> <p>2.2 New civil service reform programme designed (subject to satisfactory completion of August indicators)</p>	<p>2.1 Evidence of PSRU functioning, staff in post and essential requirements provided</p> <p>2.2 Progress reports and evidence on the ground of project implementation and demonstration of actions being taken on report recommendations</p> <p>2.3 Manifestation of strong political will and continued commitment to reform at the highest level</p>	<p>2.1 Suitable staff can be recruited to fill PSRU positions</p> <p>2.2 GoSL and donor partners provide sustained support for public sector reform</p> <p>2.3 PSRU Director continues to report directly to HE the President</p>
<p>Outputs:</p> <p>1. Existing process of civil service reform maintained, including operationalization of HRMO, further implementation of Management and Functional reviews, introduction of new civil service code and law, and commence right-sizing of civil service towards 40% professional and technical by end of March 2009, and 60% by 2010</p>	<p>1.1 Diagnostic studies produce reform structures, functions, procedures and staffing recommendations that allow ministries to operate efficiently and effectively</p> <p>1.2 New structures, functional divisions and staff depositions improve ministry operating effectiveness and outputs</p> <p>1.3 Fully staffed and trained HRMO launched by June 2008.</p> <p>1.4 New Regulations and Rules and Civil Service Code adopted and enforced by June 2008; Civil Service Law and Regulatory Change put to Parliament by December 2008</p> <p>1.5 1139 civil servants already past</p>	<p>1.1 Reports agreed with MDAs and Steering Committee on Good Governance and approved by Cabinet</p> <p>1.2 Evidence of implementation plans of at least six MDAs approved by Cabinet having been implemented</p> <p>1.3 Evidence of the HRMO having been officially opened and functioning Publication of new Regulations and Rules and Civil Service Code and evidence of enforcement having commenced</p>	<p>1.1 GoSL as far as possible implements ministry reforms on the basis of efficiency/effectiveness criteria and not on political share-outs</p> <p>1.2 GoSL budgeting allows at least minimal operational expenses to make reforms work</p> <p>1.3 DG, HRMO continues to demonstrate strong commitment to reform process</p>

	<p>statutory retirement age are identified and retired. 1500 civil servants identified for retrenchment and a package of measures to mitigate social costs prepared by August 2008. Sources of funding identified to supplement \$1.1m already factored into GoSL FY2008 budget</p> <p>1.6 Commence implementation of Training and Development Policy and Strategy for Management of training and development in Sierra Leone Civil Service by June 2008.</p>	<p>1.5 Evidence provided by HRMO of retirement letters issued, number of workers retrenched or sent on early retirement; removal by Acct-Genl's Dept. of names of those retired or retrenched from the payroll and existence of retraining and other programmes aimed at mitigating social costs</p> <p>1.6 Training records and participant performance assessments</p>	<p>1.5 HRMO has accurate data to support exercise</p> <p>1.6 Funds can be provided by GoSL to sustain training after DFID support ends</p>
<p>2. Public Sector Reform strategy approved along with institutional arrangements for effective coordination of PSR</p>	<p>2.1 PSRS approved by July 2008</p>	<p>2.1 Existence of the strategy document and action plan</p>	<p>2.1 Replaces the 1997 National Strategy for Good Governance and Public Sector Reform</p>
<p>3. New multi-donor funded civil service reform programme designed - in collaboration with key actors in GoSL and donor partners.</p>	<p>3.1 Terms of reference for the GoSL-led evaluation/formulation mission agreed by GoSL and DPs (including for individual consultant inputs) prepared by August 2008.</p> <p>3.2 Draft project documentation produced by December 2008.</p>	<p>3.1 Existence of agreed Project Memorandum and Framework by December 2008.</p>	<p>3.1 Donor partners show willingness to join in implementing a successor programme to the DFID-funded Governance and Civil Service Reform Programme</p>

<p>4. Completion of files and physical verification for 80% of total civil service payroll by February 2009</p>	<p>4.1 Large percentage of anomalies identified have been authenticated</p>	<p>4.1 Existence of complete and up-to-date record of all civil servants with clean personnel and payroll information devoid of ghost workers and employees receiving pay at levels for which they are not entitled</p>	<p>4.1 PSRU receives transitional support from DFID to complete the exercise</p>
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Annex 2: PSRU Work Plan - PERIOD: March 2009-Dec 2009

NO.	ACTIVITY	SUB-ACTIVITY	RESPONSIBLE PARTY	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
1.	Diagnostic study of Parliamentary administrative services														
	Preparation and distribution of staff surveys		PSRU/ HRMO		■										
	Diagnostic assessment of support services		PSRU/ HRMO			■	■								
2.	Management and Functional Reviews														
	Ministry of Lands, Housing and Country Planning		HRMO/PSRU			■									
	Ministry of Tourism and Culture		HRMO/PSRU				■								
3.	Implementation of MFR recommendations: Old MFRs														
	Ministry of Finance and Economic Development	i. Finalise details of MOFED merger	HRMO/ PSRU			■									
		ii. Complete details of integration & relocation						■							
	Ministry of Justice	SCGG and Cabinet approve implementation plan and recommendations	PSRU/ MoJ/SCGG			■									
		Begin implementation of recommendations						■							

NO.	ACTIVITY	SUB-ACTIVITY	RESPONSIBLE PARTY	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
	Ministry of Defence	i. Commence M & E review ii. Identify target issues and commence implementation iii. Complete M& E report Complete implementation	PSRU/ MoD/												
	Ministry of Agriculture, Forestry and Food Security	i. Meetings with senior personnel to assess implementation mechanisms, and systems/processes ii. Completion of skills assessment and scheme of service;	PSRU/ MAFFS												
	Ministry of Fisheries and Marine Resources	i. SCGG and Cabinet to approve implementation plan ii. Completion of skills assessment and scheme of service;	PSRU/ MFMR												
	Ministry of Health and Sanitation	i. Meetings with senior personnel to assess implementation mechanisms, and systems/ processes	PSRU/MoH												
	Ministry of Int. Affairs, Local Govt., and Rural Dev	i. SCGG and Cabinet approve implementation plan and recommendations ii. Begin implementation of recommendations-change management team, workshop	PSRU/ MIALGRD												

NO.	ACTIVITY	SUB-ACTIVITY	RESPONSIBLE PARTY	Jan	Feb	Mar	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec
	Ministry of Trade and Industry	i. Meetings with senior personnel to assess implementation mechanisms, and systems/ processes ii. Commencement of implementation; assessment of district plans	PSRU/ MTI												
	Ministry of Mineral Resources	i. Meetings with senior personnel to assess implementation mechanisms, and systems/processes ii. Commencement of implementation	PSRU/ MMR												
	Ministry of Foreign Affairs	i. SCGG and Cabinet approval of report and implementation plan ii. Commencement of implementation	PSRU/ MFAIC												
	Ministry of Social Welfare, Gender and Children's Affairs	i. Meetings with senior personnel to assess implementation mechanisms, and systems/processes ii. Commencement of implementation; finalization of NACWAC issue	PSRU/ MSWGCA												
	Ministry of Education, Youths and Sports	Meetings with senior personnel to assess implementation mechanisms, and systems/processes in place	PSRU/ MEYS												

No.	ACTIVITY	SUB-ACTIVITY	RESPONSIBLE PARTY	Jan	Feb	Mar	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec
	Ministry of Info and Comm.	SCGG and Cabinet approval of report and implementation plan; Change management team; workshop for sensitisation; scheme of service	PSRU/ MIC				■								
4.	PSRU Public Sector Reform Strategy														
	PSRU PSR Strategy	Approval by SCGG Approval by Cabinet	PSRU				■ ■								
5.	Public Sector Reform Coordination and Management														
	Steering Committee on Good Governance	i. Development of Committee List ii. Cabinet approval iii. Induction Meeting iv. Review/ approval of PSR programme and reports	PSRU / SCGG				■	■							
	Public Sector Reform Unit	Focus / socialization meetings to install new organisational structure Adverts / interviews conducted to place staff Procurement plan; procurement and installation of equipment Workshop for staff in development of work plans	PSRU/ Private vendors					■							

No.	ACTIVITY	SUB-ACTIVITY	RESPONSIBLE PARTY	Jan	Feb	Mar	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec
	Public Service Commission	Placement of adverts: conducting of interviews, placement of recruited staff Preparation of procurement plans; procurement of items Recruitment of consultants to develop HR and ICT policies for the public service Implementation of work plans	PSC/ PSRU Consultants												
6.	Civil Service Reform														
	Vision of civil service created and serving as beacon to all MDAs	Design of visioning / mission methodologies Facilitation workshops for Ministries Development of manuals	PSRU/ HRMO/PSC Reform Unit/ HRMO HRMO/MDAs												
	MFRs continued under mandate of HRMO	Development of CMT guidelines Focus meetings with MDA CMTs Facilitative sessions for ministries by local consultants Setting up fund disbursement structures / disbursement of funds	HRMO/PSRU HRMO HRMO/MDAs												

No.	ACTIVITY	SUB-ACTIVITY	RESPONSIBLE PARTY	Jan	Feb	Mar	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec
	Civil service staff rationalized (Right Sized)	Placement of adverts/ recruitment of TA Expert Analysis of staff rationalization information from MDAs Developing rationalization plans Developing retrenchment plans	HRMO HRMO/MDAs PSRU				[Orange bar spanning Apr to Dec]								
	Pay and Incentives aligned- Pay policy	Hiring of consultant Conducting of pay policy review study Pay policy review validation workshop	PSRU/PSC/HRMO				[Orange bar spanning Apr to Dec]								
	Pay and Incentive Policy Aligned- PIU system rationalized	Review of the PIU Exit Strategy Study Development of implementation plan Processing of payment	MOFEDHRMO/ PSRU				[Orange bar spanning Apr to Nov]								
8.	Systems and tools installed in MDAs														
	Records Management improvement system	Recruitment of TA Development of framework for Ministries	PSRU/HRMO												

No.	ACTIVITY	SUB-ACTIVITY	RESPONSIBLE PARTY	Jan	Feb	Mar	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec
	Public Financial Management systems improved	Improved Budget Formulation Improved Budget Execution Up-dated IFMIS Constraints on Roll out of IFMIS to MDAs removed (Phasing / activities are being worked out under the proposed IPFMP)	MOFED, PSRU, ACCT. GENERAL				[Orange bar]								
	MDA Internal Audits Strengthened	Policy guidelines developed Sensitization workshops conducted All MDA Internal Audit Committee Members trained (Phasing / activities are being worked out under the proposed IPFMP)	AUDITOR GENERAL, PSEY, MOFED, MDAs				[Orange bar]								
	Asset Management Practices Improved	Hiring of consultant Asset Management Policy developed MDAs sensitization workshop completed (Phasing / activities are being worked out under IPFMP)					[Orange bar]								

No.	ACTIVITY	SUB-ACTIVITY	RESPONSIBLE PARTY	Jan	Feb	Mar	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec
	ICT Systems expanded and improved	ICT policy developed	PSRU/HRMO/ SERVICE PROVIDERS												
9.	Enhanced Client/Public Satisfaction														
	Public-Private Partnership Cooperation Strengthened	Conducting of study Conducting of 3 awareness workshops	PSRU/HRMO HRMO												
10.	Civil Service Reform Coordination and Management														
	Reform Structures Established and functioning	Reform Steering Committee composed Reform Unit within HRMO created Work Plans for Steering Committee / Reform Unit developed Work plans implemented Retreats for steering committee Staffing of reform unit Conducting of workshops to develop work plans Procurement of equipment etc Implementation of work plans	HRMO PSRU												

No.	ACTIVITY	SUB-ACTIVITY	RESPONSIBLE PARTY	Jan	Feb	Mar	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec
11.	Training/Infrastructural plans implemented														
	Urgent short-term training programmes implemented	250 Junior staff trained in basic computer, office management, civil service ethics, knowledge and skills short course 100 Senior staff trained in policy analysis, leadership, governance, ethics, Microsoft Office Courses Design of training programmes Facilitation of training programmes Assessment of training programmes	Training Directorate HRMO Local Consultants												
	Training plans for Public Financial Management cadres conducted	Design / implementation of on job training programs Provision of short term courses Provision of long term courses for certification Training in Accounting, Auditing, budgeting, economics, procurement etc ¹	IPAM Private Service providers Regional Institutions												

¹ A Comprehensive In-Service & Skills Development for the IPFMRP, Ministry of Finance and Economic Development, Funded by the European Commission, 2008

No.	ACTIVITY	SUB-ACTIVITY	RESPONSIBLE PARTY	Jan	Feb	Mar	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec
	Anti Corruption Programme Supported	Code of conduct for civil servants printed and distributed to every civil servant Civil servants sensitized on code of conduct	HRMO ACC												

Annex 3: LIST OF EQUIPMENT PROVIDED BY DFID**PUBLIC SECTOR REFORM UNIT**

No.	Description	Quantity
1.	Desktop Computer Flat screen (DELL) 1908WFP & Accessories	2
2.	UPS Match 500-1500VA	6
3.	Laptop Computer (DELL)	4
4.	Laptop Bags (Targus)	4
5.	Network Printer (HP color Laserjet 3000/3600/3800)	2
6.	Commercial Photocopiers (MP3350B Aficio)	1
7.	HONDA XL125SL Motor Bike and spare parts	1
8.	MAKE: Toyota Land Cruiser Prado ENGINE NO. 5L-6106740 CHASSIS NO. JTEBK295-000040536 COLOUR: White	1

HUMAN RESOURCE MANAGEMENT OFFICE

No.	Description	Quantity
1.	Desktop Computer Flatscreen (DELL) 1908WFP & Accessories	5
2.	UPS Match 500-1500VA	6
3.	Commercial Scanners (HP Scanjet N8460)	2
4.	Commercial Photocopiers (Aficio MP3350B)	1
5.	Network Printer (Not Available)	-
6.	Shredders large (Fellowes 38320-73)	2
7.	Guillotines large (Rexel CL 410)	2
8.	Risograph Printing Machine (DX3240)	1
9.	Computer Tables (DAMS M4PB)	5
10.	Steel Cupboards with shelves (SKU 305284)	6
11.	Steel cabinets (for filing) SKU 305248)	8
12.	HONDA XL125SL Motor Bike and spare parts	2
13.	MAKE: Toyota Land Cruiser Prado ENGINE NO. 5L-6106454 CHASSIS NO. JTEBK295-800040400 COLOUR: White	1

CABINET SECRETARIAT

No.	Description	Quantity
1.	Desktop Computer Flatscreen (DELL) 1908WFP & Accessories	10
2.	UPS Match 500-1500VA	10
3.	Commercial Scanners (HP Scanjet N8460)	2
4.	Commercial Photocopiers (Canon IR 2018)	1
5.	Commercial Photocopiers (Aficio MP 3350B)	1
6.	Network Printer (Not Available)	-
7.	Shredders large (Fellowes 38320-73)	1
8.	Shredders medium (Fellowes 3245101)	1
9.	Guillotines large (Rexel CL 410) large	1
10.	Guillotines large (Avery PG 460)medium	1
11.	Computer Tables (DAMS M4PB)	10
12.	Power Point Projector (EPSON)	1
13.	HONDA XL125SL Motor Bike and spare parts	1
14.	MAKE: Toyota Land Cruiser Prado ENGINE NO. 5L-6106740 CHASSIS NO. JTEBK295-000040536 COLOUR: White	1