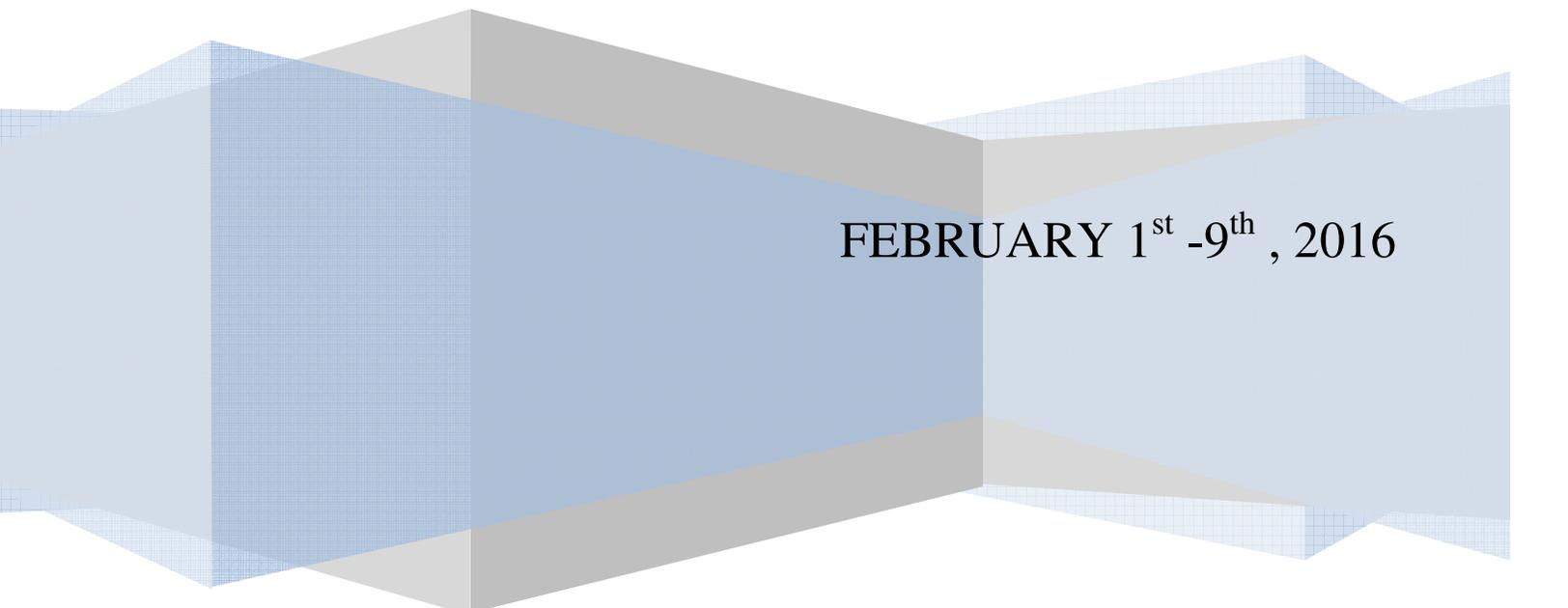


REPORT

**LEADERSHIP AND MANAGEMENT
DEVELOPMENT TRAINING PROGRAMME,
KENYA SCHOOL OF GOVERNMENT**

**THE SIERRA LEONE PAY &
PERFORMANCE PROJECT**



FEBRUARY 1st -9th , 2016

1. INTRODUCTION

As part of the strategy to contribute to the Human Capital Development in the Public Service of Sierra Leone within the context of the Agenda for Prosperity, the Public Sector Reform Unit (PSRU), organized and coordinated a Leadership and Management Development training programme for key Implementing Agencies of the World Bank funded Pay and Performance Project, at the Kenya School of Government, from the 1st to 9th February, 2016. Ten representatives from the key Implementing Agencies of the Pay and Performance Project; PSC, PSRU, HRMO and MoFED, participated in the training programme (see Annex1).

2. OBJECTIVES

Generally, the training was geared towards **enhancing LEADERSHIP AND MANAGEMENT skills in the public sector of Sierra Leone**. Specific objectives included but not limited to;

- To deepen participants' knowledge in Leadership and Management skills,
- To enhance Performance and Public Service Delivery in Sierra Leone
- To strengthen the capacity of the Implementing Agencies in the implementation of the PPP.
- To share experiences, broaden the knowledge of participants and benchmark best practices in the area of Public Sector Reform.
- To enable staff from different agencies to share a “bonding” experience, build and strengthen formal and informal networks amongst middle management

3. EXPECTED TRAINING OUTCOMES

At the end of the training, participants were expected to:

- Have a clear understanding of how effective Leadership and Management skills help in achieving institutional reforms and change management.
- Apply the skills and knowledge acquired in the implementation of programmes in their respective MDAs.

4. TRAINING METHODOLOGY

The training session was based on interactive, learner-centered methodology, Power Point presentations, group work, scenario-based case studies and plenary discussions. Extensive use was made of practical examples and role plays on various topics (see attached course outline for ease of reference).

At the end of the training, participants were required to develop individual Action Plans based on the key learning points and planned activities to be implemented upon return to their respective MDAs.

The training was evaluated to ascertain whether the content and delivery of the programme met the expectations of participants.

5. LESSONS LEARNT

The training identified and explored the leadership skills required to contribute to the achievement of organisational goals and aspirations. It aimed at equipping senior Civil/Public Servants of Sierra Leone with leadership skills to enhance service delivery as the way forward. In fulfilling this objective, the following important lessons were learnt:

- i.** Discussions and the exchange of thoughts and ideas are an important part of the learning process. This was highly encouraged in the training session. It was a traditional instructor-led course with significant number of activities, which support the information presented and provide participants with an opportunity to apply what they have learned.
- ii.** The content of the training was relevant and solid, and every effort was made to convey it in an interesting manner. Throughout the training, care was taken to include activities and events in the programme that contributed to participants' learning and retention.
- iii.** That leaders should be aware that people are the most valuable asset in organizations and that effective Human Resource management is key to the success of an organization. Without people, you cannot lead. Leaders should therefore take time to get to know their people, what drives them, what scares them, and what their dreams are. This helps leaders to connect with their people and when it's time for change, they are more likely to be supporters.

iv. We also learnt that a leader is far more than a label. Leadership is about taking actions to create sustained, positive transformation within an organisation. Great leaders align their own values and visions with those of their organisation and help operationalise them for the future.

v. One other key lesson learnt is that vision drives an organisation. You have to have vision in order to lead an organisation. As a leader, you can inspire and motivate your team to a tremendous effect by communicating a vision in a clear and straight-forward way. People will follow a vision if it is communicated with zeal and passion. People have to trust the leader, but the vision drives the work.

vi. Another point is that effective governance brings into focus individual and collective responsibility. That is to say, whereas the overall leader is held individually accountable, everybody else is held collectively accountable. It is therefore important to put in place internal control mechanisms which will enhance the “COD” Principle- Cleanliness, Orderliness and Discipline to deal with improper behaviour in the work place.

vii. With regards to Public Financial Management, as public servants, we are stewards of resources and must therefore ensure prudent utilization of such resources in a sustainable manner for the benefit of present and future generations.

viii. Whilst the introduction of Performance Management in the public service of Sierra Leone is a laudable reform initiative that will promote accountability and service delivery, it should be linked to a credible and fair reward management system.

ix. In Kenya Public Service, capacity building is considered critical for effective and efficient service delivery. It is mandatory for every civil servant in the Kenya Public Service to undergo at least a five-day training every year at the Kenya School of Government.

x. We also learnt that the Kenya School of Government is a leading capacity building institution not only for the Public Service of Kenya, but also for the East African region. Even the West African region including Sierra Leone has started patronising with them.

6. CONCLUSION AND RECOMMENDATIONS

The Leadership and Management Development training was conducted successfully. The training Coordinator, Dr. Humphrey Mokaya, who is the Head of Centre for Leadership and Policy, in his closing remark, commended the Sierra Leone delegation for the high level of commitment and comportment expressed throughout the training.

Participants developed an Action Plan on key learning points and planned activities to be implemented at their various work places. The following recommendations were proffered for the attention of the Leadership of the Public/Civil Service of Sierra Leone.

i. The content and delivery of the training programme met the expectations of participants generally. However, it is recommended that the duration of the programme be extended to two weeks to make provision for study visits to counterpart institutions in the Public Service of Kenya to share experiences and benchmark best practices.

ii. In order to enhance capacity building programme and succession planning in the Public service of Sierra Leone, there is urgent need to institute a robust coaching and mentoring system at all levels.

iii. In view of lesson 10 above, it is imperative that the Leadership of the Public Service of Sierra Leone (The Secretary to President/ Principal Adviser to the President on public service matters, the Secretary to Cabinet and Head of the Civil Service, the Chairman PSC, the Director-General HRMO, the Financial Secretary and the Director PSRU) should seek the support of the Chief Executive to expedite the establishment of the Public Service Academy within a legal framework. This could be a good legacy project for both His Excellency the President, Dr. Ernest Bai Koroma and the current leadership of the Public Service.

iv. With regards to the introduction of Performance Management System in the Public Service of Sierra Leone, it is recommended that measures be put in place to link performance management with a credible and fair reward and sanction system to enhance the credibility of the process.

v. In view of the fact that human capital development is key to enhance effective and efficient service delivery in the public service, it is recommended that the training vote of the respective MDAs be centralised as stipulated in the recently approved Training Policy of the Civil Service of Sierra Leone.

7. ACKNOWLEDGEMENT

We would like to extend our profound gratitude and appreciation to the government of Sierra Leone in particular Director Public Sector Reform Unit (PSRU) and the Head, Leadership and Policy Centre, Kenya School of Government for facilitating and coordinating a successful training programme for the key Implementing Agencies of the World Bank funded Pay and Performance Project.

We also wish to register our sincere thanks and appreciation to the Chairman, Public Service Commission, the Director-General, Human Resource Management Office, the Director, Public Sector Reform Unit, the Financial Secretary and the Accountant General for nominating and relieving us of our duties to participate in the training programme.

Signed:

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