

SIERRA LEONE PAY AND PERFORMANCE PROJECT

First Quarterly Progress Report (January-March) 2015

1. INTRODUCTION

This First Quarter Progress Report of the Pay and Performance Project (P&PP) covers the period January to March 2015. The World Bank Seventh Implementation Support Mission for the P&PP was in Freetown towards the end of the First Quarter (March 16th – 20th, 2015) to assess progress made so far. The details of their findings are summarised in an Aide-Memoire (March 2015) which was widely circulated to all stakeholders. This Report detailed activities pursued by PSRU and the Implementing Agencies (IAs) consistent with the Annual Work Plan and as articulated in the Aide-Memoire of March 2015.

The First Quarter started with an increase in the P&PP Leadership and Technical Committee meetings. IAs, with support from RRI Coaches, continued working to meet targets. Implementation of the Project activities are not moving as originally planned, due primarily to the impact of the Ebola Virus Disease (EVD) which resulted in limited size and number of meetings, unavailability of the Technical experts from KPMG (Consultants for the Job Evaluation) and a drastic reduction in Counterpart Funding.

However, the country continues to record a down-ward trend in reported cases since the outbreak of the EVD in May/June 2014. Unlike the Fourth Quarter 2014 that recorded the worst statistics in terms of confirmed new cases and deaths, the country continues to make significant gains in the fight against the scourge. This unfortunate situation once again kept all activities with Implementing Agencies to a minimum. A “no cost” extension of the Project was requested and, following PSRU updating various Bank Indicators, the Bank TTL confirmed that approval was likely.

2. PROJECT MANAGEMENT AND CO-ORDINATION

As Project Co-ordinator, PSRU continued to work with and regularly update Implementing Agencies. The First Quarter started on the right track with renewed commitments on Leadership and Technical Committees, which meetings were held twice each in the period under review.

3. PROGRESS ON DISBURSEMENT LINKED INDICATORS (DLIs)

Year 3

- ***DLI 3.1 (At least 90% of the priority Vacancies have been filled in accordance with the Annual Recruitment Plans and approved Recruitment Procedures)***

Public Service Commission (PSC)

The DLI for the PSC for year 3 which started in April 2014 is to at least fill 90% of 350 (i.e. 315) critical vacancies. ***It should be noted that of all IAs, this DLI was potentially the most severely impacted by the health emergency restrictions which limited movement and size of gatherings.*** However the commitment, leadership and initiative demonstrated by PSC and HRMO meant that, as at the end of Q1, 249 vacancies out of a target of 315 were filled i.e. 79% of the 2014 annual target. In addition to the 91 serving officers that were upgraded to fill critical vacancies (through the *Upward Mobility Policy*), under the reporting period, HRMO received another set of 86 applications of which 51 met the upgrading criteria PSRU had sought a no objection from the Bank (for the Upward Mobility of serving staff), which was approved. The Bank has accepted the promotion of these serving officers as part of the DLI target.

By mid-February, 2015, HRMO had compiled a list of the 51 prospective candidates and forwarded to PSC to move on with interviews. The table below shows a summary of the designations and number of officers recommended.

No	RECOMMENDED DESIGNATIONS	NO.OF OFFICERS
1	Administrative officer	5
2	ICT Officer	15
3	Information	1
4	Assistant Accountant	1
5	Social Services Officer	9
6	Human Resources Officer	2
7	Fisheries Officer	3
8	Assistant Conservator of Forest	2
9	Monitoring and Evaluation Officer (Agric)	3
10	Agricultural Extension Officer	5
11	Records Officer	1
12	Senior Stock Verifier	1
13	Town Planning Officer	3
	TOTAL RECOMMENDED OFFICERS	51
	OFFICERS THAT DID NOT MET REQUIRED CRITERIA	35
	TOTAL APPLICATIONS RECEIVED	86

- ***DLI 3.2 (All supervisors in Pilot Ministries at Central, Regional, and District level trained on Performance Appraisal)***

Human Resource Management Office (HRMO)

In the period under review, HRMO conducted training sessions at Regional level on Individual Performance Appraisal Systems (IPAS) in which 50 participants were targeted. 25 participants each from Southern and Eastern regions benefited from the training. Training sessions in the Northern region were put on hold contingent upon the EVD

situation. In addition, the PMD at HRMO sent out letters to MDAs requesting all staff of grades 7 to 10 to set their targets by end March 2015.

- ***DLI 3.3 (All pilot ministries have completed one annual cycle of the Performance Appraisal Process for Civil Servants in Grade 11 and above)***

Cabinet Secretariat / Head of the Civil Service (CabSec/HOCS)

In the period under review, the Cabinet Secretariat facilitated the signing of 24 contracts out of a total of 136. CabSec/HOCS has conducted briefing sessions with Permanent Secretaries, Professional and other Heads of MDAs on development of targets and indicators for their PTTs to be signed with the Head of the Civil Service. With the target having been moved forward by 1 year as a result of the extension, CabSec committed to completing the Performance Evaluation of 2014 Performance Contracts, as a “practice run” to ensure that targets in PTTs for 2015 are appropriate. However no evaluation has taken place and this DLI is at risk.

For Performance Management and contracting to succeed, greater collaboration and skills-transfer is required between the performance management /contracting teams in the Office of the Chief of Staff, CabSec and HRMO.

PROCUREMENT

Video documentary on PSR - Four EOIs for a video documentary on Public Sector Reforms were received and evaluated by representatives from HRMO, PSC and PSRU. The selection process for the Consultant is ongoing. There was also a refund of USD\$10,763.82 from UNOPS in connection to the three (3) wagons purchased in 2013.

Training /Capacity building

- Leadership, Management and Models of Public Service Delivery - arrangements were finalised and nine (9) officials from HRMO, PSC, MoFED/AGD and PSRU were sent to Accra, Ghana to participate in a training programme on Leadership, Management and Models of Public Service Delivery April-May 2015. The training was conducted by the ***International Centre for Parliamentary Studies (ICPS), UK***. This training programme replaced the course at Kenya School of Government, given the restrictions in access to Kenya from countries most affected with the EVD. A report will be circulated. *WB Project Financial Management* - once restrictions are lifted, 2 staff from AGD and PSRU are scheduled to attend the World Bank course at the KSG, Nairobi.

MONITORING AND EVALUATION

The Bank continues to provide advisory support on co-ordination, monitoring and timely reporting, including the need for greater collaboration between the IAs and regular Leadership Team meetings. During the reporting period, meetings were held with focal persons in the IAs and the RRI Coaches to track progress of implementation and address

challenges. The M&E Officers from IAs jointly finalised the Annual Work Plan for the project for 2015.

FINANCIAL MANAGEMENT

Following protracted delays in processing the Withdrawal Application, the Application was completed in the period under review and confirmation received from the Bank of Sierra Leone of a transfer of 1,073,681.00.

The tables below show the Summary of Withdrawal Applications to date. Total disbursement is US\$9,189,792 and an outstanding amount of US\$7,785,048.

ITEMS	Amount Disbursement (USD)	Payment Amount Deducted (USD)	Total Loan Request	Outstanding Amount (USD)
TA	1,714,951.00			
DLI's	7,474,841.00	25,159.48		
TOTAL	9,189,792.00	25,159.48	17,000,000.00	7,785,048.52

Summary Of Withdrawal Applications on DLIs

Application No	Borrower Reference	Payment Amount Requested (USD)	Payment Amount Deducted (USD)	Amount Received (USD)	Submission Date	Value Date
9	PSRU/WA15	1,073,681.00	0.00	1,073,681.00	4-Feb-15	6-Feb-15
5	PSRU/WA7	227,770.00	0.00	227,770.00	10-Oct-13	15-Oct-13
6	PSRU/WA6	2,500,000.00	0.00	2,500,000.00	10-Oct-13	15-Oct-13
4	PSRU/WA5	1,000,000.00	0.00	1,000,000.00	10-Oct-13	15-Oct-13
3	PSRU/WA 3	1,000,000.00	0.00	1,000,000.00	14-Mar-13	18-Mar-13
2	PSRU/WA1	413,500.00	0.00	413,500.00	14-Mar-13	15-Mar-13
1	PSRU/WA2	3,000,000.00	25,159.48	2,974,840.52	1-Mar-13	12-Mar-13
TOTAL		9,214,951.00	25,159.48	9,189,791.52		

With respect to Component 2, i.e. TA, as at reporting period, records show the project has a total disbursement of US \$1,714,951.

Application No	Request/Application	Amount (USD)	Application Date-GoSL	Disbursement Date-Bank
9	PSRU/WA15	1,073,681.00	4-Feb-15	6-Feb-15
2	PSRU/WA1	413,500.00	14-Mar-13	15-Mar-13
4	PSRU/WA5	227,770.00	10-Oct-13	15-Oct-13
TOTAL		1,714,951.00		

Interim Financial Reports (IFRs) – The report for the period under review has been finalised. The TA Component includes second tranche payment to KPMG for Job Evaluation, payment for Leadership and Management training in Accra, Ghana, Consultancy fees, payments for RRI coach, short term Procurement Consultant and Quarterly payment to SLBC for radio and television discussions.

Job Evaluation - During the period under review, payment was made to KPMG in respect of the second instalment/fee upon approval of the Inception Report. Although there were delays in the processing of the fees, payment was finally made by end March and in currency specified in the Consultant firm's contract.

GoSL Counterpart Funding- An allocated amount of Le 199,000,000 (One Hundred and Ninety-Nine Million Leones) was approved and paid by GoSL as Counterpart Fund. Payment was made to PSRU and IAs were allocated amounts based on their activities. However, it is worth noting that amount approved by MoFED was far less than amount requested i.e. Le1, 011,000 (One Billion and Eleven Million Leones) from second tranche of 2014's allocated amount. In the last Leadership meeting, the Director of Budget explained that if the carryover from a previous allocation exceeds amount received, the amount would not be given. He stated that the 2014 allocation had already lapsed. In such a situation, allocations for Q1 of the current year would be made to PSRU and processed instead, as authorized by the Financial Secretary.

Delays in processing project payments

The period under review recorded delays in processing project payments due mainly to coding issues between the Accountant General's office and the Budget Bureau. These issues were addressed but severely impacted on the timely implementation of some of the activities of the project.

JOB EVALUATION

An International Video Conference was held between the Fair Wages and Salaries Commission Ghana (GFWSC), KMPG (Ghana & SL), Project TTL, PSC and PSRU (Minutes attached). GFWSC is contracted by GoSL to provide Quality Assurance on the Job Evaluation and Labour Market Survey. In tandem with the terms of the agreement signed between GoSL and the Commission, the GFWSC visited Sierra Leone from 17th – 22nd March 2015, to participate in the stakeholders review engagements with KPMG. The visit was timed to coincide with the World Bank Seventh Implementation Support Mission. The GFWSC resolved with KPMG and HRMO most of the issues discussed during the video conference. The Commission submitted a report at the end of their visit, which has been circulated to all stakeholders.

During the visit by the Commission, it was agreed with PSRU and HRMO that there was a need to provide basic training to personnel from the Civil Service and MDAs involved in the Job Evaluation exercise. It was recommended that officials be sufficiently trained in Job Evaluation order to actively participate in all discussions with KMPG on the assignment. As a result, HRMO and PSRU organised a four (4) day training programme on Job Evaluation that targeted fifty (50) participants who would serve as Champions for the Job Evaluation. The training report attached.

During the period under review, HRMO and KMPG continued to finalise the list of Established position. 1,106 post holders were identified. However, this does not cover all posts to be included in the Job Analysis exercise. HRMO has also reviewed and submitted a new document on the composition of the Technical Evaluation Panel (TEP) and Job Analysis Committee (JAC) to KMPG for review and approval by the Civil Service Steering Committee.

COMMUNICATIONS ACTION PLAN AND STRATEGY

The Communications RRI Team which comprises members from HRMO, PSC, KMPG, PSRU, and RRI Coaches continues implementation of the Communications Action Plan. During the period under review, the inter-agency mix has worked well. A new Communications Officer was employed by PSRU at the end of the Quarter. In line with the project's Communication Strategy and Annual Work Plan, the Team continued to hold its regular weekly team meetings. Also, the Communications team facilitated seven (7) television and radio discussion programmes on Public Sector Reform. The television programmes are aired on the SLBC on Mondays at 10pm, with a radio broadcast of the same programmes on Thursdays at 10:30pm. Participants have been drawn from HRMO, PSC, MoFED/AGD and PSRU.

The team also finalised FAQs for the Job Evaluation with HRMO and KMPG. Also, the evaluation process for choosing a Consultant for a video documentary on P&PP is ongoing.

RAPID RESULTS INITIATIVE

The Rapid Results Approach (RRA) is a practical operational approach for moving implementation within a timeframe of 100 days. The key instrument for achieving this is the Rapid Results Initiative (RRI). Coaching provides Mentoring and Constructive Feedback on a regular basis. In the period under review the RRI's were updated and contracts renewed for RRI Coaches until end of April.

During the period under review, the two RRI Coaches meet with the RRI teams on a weekly basis. Their reports are submitted to PSRU and the Director, PSRU meets with the

coaches weekly to discuss and clarify the report. The Report is then forwarded formally to the Strategic Leaders.

Performance Management Directorate in HRMO and the PM team in the Cabinet Secretariat have done trainings of supervisors,