



PUBLIC SECTOR REFORM UNIT, OFFICE OF THE PRESIDENT

# PROGRESS REPORT ON PUBLIC SECTOR REFORM

8 WESLEY FREETOWN, SIERRA LEONE. TEL: 221931

**THIRD QUARTER  
JULY-SEPTEMBER 2010**

## INTRODUCTION

This Report is for the period July-September 2010, and it follows on from the First and Second Quarter activities as articulated in the PSRU Annual Work Plan (AWP) within the Public Sector Reform Framework. In many cases, some of the activities were built upon, while new initiatives were also pursued during Quarter 3.

As in previous engagements, PSRU continued to collaborate with the leadership of the Civil Service, and in pursuant of our mandate, we further strengthened our relationships with internal partners, mainly the HRMO, Cabinet Secretariat, Public Service Commission and the Office of the President (notably the Offices of the Chief of Staff and Secretary to the President). Our weekly management meetings with both the Head of Service (Secretary to the Cabinet) and the DG HRMO were in some cases increased to 2 or 3, depending on emerging issues. Where appropriate, we also effectively collaborated with external partners especially the UNDP, DFID and the Commonwealth Secretariat.

Following a Management and Functional Review of the Office of the President by the African Centre for Economic Transformation (ACET), the Office of the Chief of Staff has been created. We have effectively collaborated in several areas with the Office of the Chief of Staff - principally in the area of resuscitating training activities for the Civil Service, and providing backstopping as required. With respect to our collaboration with the Office of the Chief of Staff, two key activities, among others, stand out very clearly:

- The refurbishment of the existing Civil Service Training College, for which estimates have been provided by the Min of Works, and it is our hope work will commence shortly,
- Construction of the Civil Service Academy at Kent – land has been provided at Kent. Sight Plans have been developed by the Ministry of Lands, Country Planning and the Environment. Upon an appeal by the Chief of Staff, the Sierra Leone Institute of Architects has agreed to do the design of the campus as part of its contribution to the construction of the Academy.

His Excellency President Koroma launched the project at the site at Kent on 17<sup>th</sup> September, which date was also declared the **Day of the Public Service**.

In addition to our monthly monitoring visits and the provision of technical backstopping to all Ministries during the period under review, PSRU embarked on four major issues:

- i. Completion of a comprehensive Pay Reform exercise for the public service,
- ii. Improving communication and coordination in Ministries for effectively managing change and the implementation of reform initiatives,
- iii. Improving the staffing levels in Ministries by ensuring merit-based recruitment of professional/technical staff through the Public Service Commission
- iv. Rationalization of the Teaching Service through the Teachers Records Management Project, the initial phase of which is the creation of Files with relevant information for all teachers on GoSL Payroll

### **Pay Structure & Pay Policy**

At its meeting on 15<sup>th</sup> July 2010, the SCPSR set up a Sub-Committee under the supervision of the PSRU to review the Saadia, CoEN and any other relevant Reports on Pay Reform in Sierra Leone and to submit a comprehensive strategy of (a) designing a competitive Pay Structure for the Public Service, and (b) drafting a Pay Policy. The Committee was chaired by the Secretary to the Cabinet and Head of the Civil Service, and comprised the Office of the President, HRMO, MoFED and PSRU.

In August, the first draft Pay Reform Report was submitted to the MoFED.

After several discussions, additional work was to be done on the report, including possible funding sources. This was done and re-submitted to MoFED in October.

The draft Pay Reform document has two main components:

- i. Pay and Compensation Policy
- ii. Pay Structure

### **Pay and Compensation Policy**

Pay and Compensation Policy is to ensure cohesiveness, promote fairness, transparency and efficiency in pay determination and administration. It is comprehensive to be applied in a structured and consistent manner in the Public Sector, with the following key objectives:

- (i) to provide a public service compensation system that will attract and retain the best skills and competencies;
- (ii) to enable Government to manage pay and compensation in an efficient, structured and sustainable manner within the national budget;
- (iii) to link rewards to performance and productivity;
- (iv) to include all public service institutions (other than subvented agencies) on a unified grading and pay structure;
- (v) to ensure that remuneration is commensurate with the duties and responsibilities associated with the job;
- (vi) to address pay disparities and ensure transparency and fairness in public service pay determination and administration system.

It is important to observe that presently, the legal framework for the determination of pay and conditions of service for officials holding public office including the political class is fragmented and anchored in several legislations. This state of affairs has resulted in:

- (i) ad hoc wage and salary determination;
- (ii) conflict of interest in the determination of pay and conditions of service as some of the beneficiaries are empowered to determine their own pay and conditions;
- (iii) lack of transparency and consistency in pay determination;
- (iv) personalization and lack of fairness in pay determination;
- (v) diffusion of pay structure in the public service;
- (vi) undue pressure on Government for pay increase.

In order to address this situation, the Pay and Compensation Policy recommends that Government establishes a special body with the necessary legal authority to focus exclusively on pay and compensation issues in a holistic manner, and shall among others:

- ensure fair, transparent and consistent implementation of Government's policy on public service pay;

- advise Government on matters relating to salaries, wages, allowances and benefits in the public sector;
- undertake negotiations with Trade Group Negotiating Councils on wages and conditions of service of employees of which Government is the direct or indirect employer;
- develop salary structures for the public service; and
- develop a mechanism that will attract and retain critical skills within the public service.

### **Pay Structure**

Public Sector pay in Sierra Leone is not only grossly uncompetitive, but also, it is fragmented and distorted, to the extent that officers with uniform skills/experience and performing the same task in the same ministry may be remunerated differently, depending on the source of funding – GoSL, development Partners. Interestingly, even among Development Partners, remuneration may vary.

The overall objective of the public sector pay reform is to have an established pay policy as well as facilitate the creation of satisfying and rewarding work environment, which in turn would make it possible for public service employees to work in a productive and efficient manner. The other objectives include:

- i. providing public service compensation that is competitive to attract and retain the requisite skills;
- ii. motivating and influencing public service employees' work habits, productivity and performance in such a way that is consistent with and supports the achievement of the public sector reform objectives;
- iii. enabling Government to manage compensation in a sustainable, structured and consistent manner within its national budget.

The draft Pay Structure is holistic; avoids distortions and fragmentations in the Public Service. It provides for Teachers, Civil Servants, Military, Police, Political Class, Contract Officers, Core staff of Local Government, including Paramount Chiefs, etc. It recommends a 1-17 Grade structure that accommodates all Public Servants, including Contract Workers,

which has been of major concern to GoSL and Partners. The estimated cost to Government for all categories of Public Servants, namely: Teachers, Civil Servants, Military, Police, Political Class, Contract Officers, Core staff of Local Government, including Paramount Chiefs, etc., is **Le1,041,270,525,171**

The Sub-Committee, after due considerations, also suggested strategies for financing the gap between the current and proposed wage bills, which are being reviewed by MoFED.

### **Strengthening Administrative-Political Relations**

One of the challenges to high productivity in Ministries has been the declining relationship between Ministers and their Permanent Secretaries. There is a lack of cooperation and coordination and, even more serious, is the perception by both parties that the other is not committed to ensuring success. Ministries have therefore not been able to work together in implementing the good management practices recommended in the Management and Functional Reviews such as creating and operationalizing active Change Management Teams and policy development units across MDAs.

In an attempt to address this challenge, which to a large extent has arisen from lack of role clarity and duplicity, the PSRU with support from the Commonwealth Secretariat organized a three-day (13<sup>th</sup>-15<sup>th</sup> September 2010) forum for Ministers and Permanent Secretaries. This comprehensive engagement was based on the premise that effectively managing the political-administrative relations in Government is a sound foundation for economic growth, sustainable development and peaceful co-existence. The forum which was opened by H.E. the President, was attended by all Ministers and their Permanent Secretaries, Deputy Secretaries, as well as other senior officials from key public sector institutions including the National Public Procurement Authority, National Revenue Authority, Human Resources Management Office, Public Service Commission, Cabinet Secretariat, etc. The external facilitators for the programme included high level professionals, namely:

- **Justice Joseph Warioba** – Former Chief Justice/Attorney General and Prime Minister of Tanzania
- **Mr. Stephen Oronsaye** – Head of the Civil Service of the Federation, Nigeria

- **Mr. Joe Issachar** – Former Head of the Civil Service, Ghana
- **Mr. John Wilkins** – Director, Governance and Institutional Development Division (GIDD), Commonwealth Secretariat
- **Mrs. Oluwatoyin Job** – Adviser West Africa Region, GIDD, Commonwealth Secretariat
- **Dr. Roger Koranteng** – Adviser, Governance, (GIDD), Commonwealth Secretariat
- **Dr. Kaifala Marah** – Chief of Staff, Office of the President

The overall purpose of the workshop was to orient Ministers and Permanent Secretaries to the priorities and operations of Government, so that they can understand the critical importance of their leadership role and effective political-administrative interface for the achievement of national development outcomes.

The specific objectives were:

- i. To understand and agree on the priority national outcomes that the Government of Sierra Leone is currently focusing on, including the PRSP II/ Agenda for Change, the New Public Sector Reform Programme,
- ii. Strengthen commitment and team work among the Ministers and Permanent Secretaries towards the achievement of these outcomes.
- iii. To discuss and agree on the roles of Ministers and Permanent Secretaries and how they can effectively work together on the one hand and how they can effectively work with other branches of the state (the Judiciary and Legislature) and other stakeholders,
- iv. To discuss leadership and negotiation skills and values that will be required to transform the country
- v. To build a mutually supportive relationship for effective service delivery

Highlights of the forum included presentations on

- The role of Cabinet, Ministers, Permanent Secretaries and administrative heads in the management of government affairs
- Clarity of roles and responsibilities and management
- Sierra Leone's national vision and national development and anticipated outcomes

- The role of strategic thinking in national transformation
- The leadership role in achieving national development priorities and outcomes
- Building consensus and ownership through inclusive
- Procurement rules and procedures

These are captured in the ‘Ministerial and Administrative Declaration’ signed by representatives of Ministers and senior Civil Servants, and witnessed by the Hon. Vice-President, Chief of Staff, Director, PSRU, and Director, GIDD, Commonwealth Secretariat. A copy of the Ministerial-Administrative Declaration, which has been circulated to all Ministers/Deputy Ministers and Permanent Secretaries, is attached Annex 1 to this report.

To ensure that the success of the forum is maintained, the PSRU intends to organize similar sessions for Local Government functionaries, as well as to serve as a regular session for discussing pertinent management and strategic issues on a quarterly basis.

### **Staff Rationalization/ Recruitment**

Progress on ensuring the optimal mix of size and skills in the MDAs has continued with recruitment of technical staff for Ministries, and issuance of retirement letters by the HRMO. To date, around 300 technical positions across MDAs have been filled through the PSC. In the meantime, over 2000 letters for retirement have been issued by the HRMO. While work is progressing on identification of obsolete positions to be removed permanently, a number of names have also been identified for retrenchment. While rightsizing of the Public Service is necessary, it must be implemented with caution to ensure minimal long-term costs to human development and stability in the country.

### **Teacher’s Verification Project**

Management of Teachers’ records has posed considerable challenges in the past. Of the 74,268 public sector workforce, there are over 35,377 Teachers

The creation and management of a personnel file for every teacher will mark a first step towards establishing a reliable human resource data management system that will support a clean payroll and a credible database for human resource development relating to teachers and our schools. Currently, the team is creating files for every teacher at the Ministry of Education, Youths and Sports. In the next phase, the files will be matched with the individual



teachers through a physical verification, to be followed by a consolidation phase including electronic scanning, to ensure that the paper-based evidence can be effectively management and stored over time and linked to the pay-roll.

The first phase of this project, i.e., File creation, was to commence in September 2009, and later shifted to June 2010. The late start was due to funding constraints. However, realizing the benefits on the wage bill, and also in order to a sound basis for the proposed Teaching Service Commission to operate, Government agreed in July/August 2010 to meet the initial cost need to kick-start the project. On **10 August 2010**, GoSL provided PSRU with the sum of **Le464.8m** as payment for Component One of the First Phase, i.e., creation of Files for Teachers. **Work commenced in mid August by the IRMT/RMIP, and** an interim Presentation was made on 2 September 2010. Component Two payment of the first phase to the tune of **Le435.2m** has also been released to PSRU. Total GoSL funding for this phase is **Le900m**. Next Phase, for which funding is required immediately to avoid a hiatus and possible relapse into non-action, will involve physical verification, and will comprise:

- Visits to all schools and school locations
- Actual head count
- Photo-verification
- Finger Printing, etc.

### **Visitation to MDAs**

Between August and September, the PSRU embarked on the third quarter round of monitoring visits for 2010 to Ministries. These meetings were meant to complement regular monitoring of the progress of implementation of the recommendations from the MFRs. The meetings were held between PSRU staff and the senior management team of the various Ministries. In addition to discussions on the progress of implementation, constraints, and the way forward, these visits also considered the human resource strength of Ministries. Comprehensive staff lists and vacancy profiles were collected from each Ministry, and this data was analysed to gain insight into the specific needs of each Ministry. This data will be used in conjunction with data from the Manpower and Budget Planning exercise undertaken by the HRMO to inform the recruitment. Attached as Annex 2 is a summary report matrix of monitoring activities undertaken during the Third Quarter.

### **Civil Service Training**

Training and activities relating to training of and for Civil Servants were accelerated in the 3<sup>rd</sup> Quarter. In September alone, 40 middle/senior Administrative officers attended a specially designed course in Strategic Leadership and Change Management Programme at the Institute of Public Administration and Management (IPAM). Funding to the tune of Le53m was provided by UNDP, under the existing PSR Framework.

HRMO also continued to provide weekend training to Civil Servants. Both these activities are intended to kick-start training, and will lead to a coordinated and well-structured training programme for the Public Service. Work is on-going on the old CSTC for coordinated training to start in December. Meanwhile, a piece of land has been leased at Kent for the construction of a Public Service Academy.

### **Recruitment of Staff for PSRU**

In August, recruitment of three additional staff - two Programme Assistants and an ICT Specialist - for PSRU through the PSC was concluded. The ICT Specialist and one Programme Assistant are already in post.

### **Conclusion**

On the whole, considerable gains have been made in PSR initiatives, particularly in the areas of systems and processes. However Human Resource and essential equipment challenges continue to persist across Ministries. While efforts are underway at the PSC to recruit the best available skills, these efforts are undermined by uncompetitive wages, lack of purposeful training and other working conditions. It is our hope that with the new efforts directed at Pay Reform, some of these challenges will be addressed.

As far as possible, PSRU continued to collaborate with our Development Partners, notably DFID and UNDP. This notwithstanding, DFID has through a letter to the Secretary to the President indicated curtailment of support to the Public Sector Reform Unit. The matter is being addressed by the Secretary to the President.

## Annex 1

**Forum of Ministers and Permanent Secretaries**  
**STRENGTHENING THE POLITICAL - ADMINISTRATIVE RELATIONS IN THE GOVERNMENT**  
**OF SIERRA LEONE**  
**Miatta Conference Centre**  
**13 – 15 September 2010**

### **Communiqué**

A Forum of Ministers and Permanent Secretaries was jointly organised by the Public Sector Reform Unit and the Governance and Institutional Development Division (GIDD) of the Commonwealth Secretariat and was held at the Miatta Conference Centre in Freetown, Sierra Leone from 13 – 15<sup>th</sup> September 2010. The theme for the forum was ***“strengthening the political – administrative relations in the Government of Sierra Leone”***.

H.E. the President Dr Ernest Bai Koroma opened the forum and challenged the parties to lay the foundations of a mutually supportive engagement in line with his “Agenda for Change” and urged then political and administrative classes to complement each other and assured them of his support in ensuring cooperation, mutual respect and protection from victimisation.

Over the three-day period, the forum participants working in five plenary and break-out sessions recognised that the working or functional relationships between Ministers and Permanent Secretaries was characterised by a number of challenges which affected the formulation and implementation of government policies, programmes and activities and recommended as follows:

1. The forum stressed that training and development programmes should be systematically institutionalised for the Public service. Further, the forum recommended that induction training should be organised for both parties on appointment and before assumption of office. There should also be joint sessions, workshops and retreats for Ministers and Permanent Secretaries.

2. Permanent Secretaries should offer best policy advice ensure effective implementation and provide prompt, responsive, accountable and efficient service to the people.
3. The respective roles of the two parties should be clearly defined and documented.
4. It is also important to restore to the service the cherished values of neutrality, objectivity, impartiality, professionalism, transparency and accountability to underpin the work of the service.
5. There is the need to organise regular for a and dialogue to promote interaction between the two parties in order to improve joint understanding of the problems associated with each position. As team building in the ministry is imperative, both parties should hold regular and focused meetings. There is the need for the Secretary to the Cabinet and Head of the Civil Service to hold regular meetings with Permanent Secretaries to assess their contributions to and ownership of the “Agenda for Change”.
6. The forum agreed that there should be total transparency and accountability in the handling of the budget and other resources of the Ministry. The Minister should be in full knowledge of all resources that come to the Ministry and how they are used through expenditure proposals.
7. The forum urged both parties to be mutually supportive, mutually respectful and maintain a productive and cordial relationship in managing Ministries, departments and agencies.

8. Accordingly, both The Political and Administrative leadership agreed that they will cultivate a trustworthy and sustainable relationship in their common desire to deliver services and work towards the same agenda and objectives.
9. The members expressed sincere gratitude to the Government of Sierra Leone and the Governance and Institutional Development Division of the Commonwealth Secretariat for organising and supporting the 3-day forum and to the resource persons for their effective participation.
10. The forum agreed that there should be a performance based management system to provide rewards where these are deemed necessary.

**Done in Freetown, Sierra Leone this day, September 15<sup>th</sup>, 2010**

**Signatories**

F. Serry-Kamal - Attorney General & Minister of Justice

Zainab Bangura – Minister of Foreign Affairs & International Cooperation

Alhaji I. B. Kargbo – Minister of Information & Communications

S.G. Pessima – Secretary to the Cabinet & Head of the Civil Service

E. S. A. Surrur – Director General, Human Resource Management Office

Sullay Daramy - Director General, Ministry of Foreign Affairs & International Cooperation

**Witnesses**

Hon. Alhaji Sam Sumana - Vice President

Julius F. Sandy- Director, Public Sector Reform Unit

Kaifala Marah- Chief of Staff, Office of the President

John Wilkins- Director, Governance & Institutional Development Division, Commonwealth Secretariat

Annex 2

**IMPLEMENTATION PROGRESS MATRIX**

July – September 2010

NO	MINISTRY	KEY ISSUES	ACTIVITY/PROGRESS	PRIORITY ISSUES/ NEXT STEPS
1.	Mineral Resources and Political Affairs	National Mining Agency	Draft Act sent to Law Officers Department for further action. Costs for operationalizing NMA = \$18M, of which the World Bank has pledged \$1M. Discussions being held with GTZ for support. Several related Bills, including the Diamond Trading Act and Diamond Cutting and Polishing Act, are also with the Law Officers Dept.	Creation of NMA- Ministry is seeking TA to review and update legislation; has been advised to review regional examples Explore possibility of retention of percentage of fees collected by Ministry to support its activities, possibly higher than the 25 percent being suggested.
		Rationalization of Mines Monitoring Officers	Performance has been limited because of lack of qualified monitors and underperformance. There is a need to absorb this position into the Civil Service to ensure efficiency and regulation.	Ministry to submit a comprehensive staff list of all MMOs including, location, qualifications, date of appointment, salary, to PSRU/HRMO for rationalization. Ministry to develop TOR for this position and submit to HRMO
		Absorption of Engineering Officers sent on training to Ghana into Civil Service	Pursuing absorption of 8 engineers trained in Ghana with HRMO. Primary challenge is the level of remuneration as they are now paid from donor funds	<b>Appointment of engineers to be expedited</b>
		Capacity building	Ministry has informed HRMO of the need to recruit 10 geologists. World Bank has agreed to fund 2 of these, but funding is not sustainable as programme support is only for 3 years. Ministry has approached USL about conducting training for professionals in the Ministry.	<b>Need to recruit 10 more geologists</b>

NO	MINISTRY	KEY ISSUES	PROGRESS	PRIORITY ISSUES/ NEXT STEPS
2.	Health and Sanitation	<p>Health Sector Capacity</p> <p>Enhancing collaboration with Civil Registration Unit SL Medical and Dental Council</p> <p>Strengthening of Hospital Boards to improve management and administration</p> <p>Change Management Team</p>	<p>Recruitment of medical personnel is ongoing. HR management needs to be improved upon to ensure optimal staffing levels in each region. Ministry has indicated a need for additional qualified staff in HR Division.</p> <p>Ministry does hold periodic meetings of senior managers, but these need to be organized in line with the principles of a CMT</p>	<p>Deployment of medical personnel is a challenge. Need to address the high percentage of health workers not resident in their duty stations. The problem was attributed to the practice of paying salaries to their bank accounts as opposed to having them collect it at their duty stations.</p> <p>Ministry should require that all agencies submit copies of Quarterly/ Annual Reports</p> <p>Hospital Boards need to be trained in roles and responsibility; appointment to the Boards has to be strategic.</p> <p>CMT Meetings to continue, although this has taken a wider dimension with several committees, and a Steering Group Committee on the FHC Initiative</p>
3.	Trade and Industry	Progress of implementation of Strategic Plan	Strategic Plan reflecting the recommendations from the MFR report developed and approved by Cabinet in 2009, A programme estimate for implementing the activities including setting up of functional units has been prepared and submitted to the EU for assistance. The Ministry	Professional Head of Ministry interviewed by PSC. PSC Order released for the recruitment to be effected.

		<p>Department of Cooperatives</p> <p>Organizational Structure including Policy and Planning Unit</p> <p>Capacity</p>	<p>is currently awaiting a response from the EU. The Strategic Plan includes a proposal to transform this into an Agency with a Board of Directors. Further progress depends on implementation of the Strategic Plan.</p> <p>A new structure has been approved and it takes into cognisance the need for strategic and functional units. The Ministry has a Policy and Research Unit and this essentially functions as the PPU.</p> <p>Ministry has submitted a request for new staff, including the TORS to the HRMO for recruitment.</p>	<p>Recruitment of qualified middle and level staff needs to be done urgently as the Ministry has gaps in every unit</p> <p><b>Number of staff identified for severance</b></p>
4.	Agriculture, Food Security and Forestry	<p>Strategic Plan</p> <p>Devolution and District Agricultural Plan</p>	<p>Implementation of the recommendations from the MFR has been ongoing, and the Ministry developed a strategic plan in 2009 outlining its vision for contribution to national development</p> <p>Devolution is progressing in collaboration with DECSEC and the MIALGRD</p>	<p>Update and submission of Strategic Plan to PSRU</p> <p>Devolution Plan and capacity development at local level, especially regarding the development of District Agricultural Plans to be fast-tracked. A training session was held at PSRU some years ago, after which the Ministry was advised to include a follow-up in its budget.</p> <p><b>Number of staff identified for severance</b></p>



NO	MINISTRY	KEY ISSUES	ACTIVITY/PROGRESS	PRIORITY ISSUES/ NEXT STEPS
5.	Defence	<p>Absorption of Civilian staff recruited by RSLAF but not on HRMO payroll</p> <p>HR development for Military personnel</p>	<p>Civilian personnel being assessed and rationalized. The Minister has emphasized that the large number of civilian personnel in the Ministry who do not possess pin codes or appointment letters from the HRMO, and are therefore not part of the Civil Service, remains the one major challenge facing them. The Ministry has a consultant from the IMATT working on institutional reform and human resource management, and a verification exercise of all civilian personnel had been undertaken but there is need for an in-depth verification similar to that conducted for the Civil Service by the RMIP team.</p> <p>The Chief of Defence Staff brought to our attention the problem faced by retired military personnel in acquiring employment in the civilian workforce, maintaining that unlike other countries such as Ghana and Nigeria in the sub-region wherein military personnel receive training and obtain high level academic degrees that make them marketable, those in Sierra Leone for the most part can only obtain jobs in the security sector. One of the reasons for this problem is that only a percentage of military personnel have Grades indicating their comparable equivalent level in the Civil Service.</p>	<p>Ministry has submitted a list of all the civilian personnel to the PSRU, and this needs to be reviewed by PSRU/HRMO. Possibility of conducting a verification to be explored.</p> <p><b>Rationalization of Civilian Staff</b></p> <p>Ministry seeking assistance on process of assigning grades to military personnel to enhance management and capacity building.</p> <p>The Ministry has also requested assistance for the provision of ID cards for all personnel, and NASSIT has already began working on this</p> <p><b>Provision of ID Cards</b></p>

		<p>Update on Defence Reform initiatives</p> <p>Change Management Team and Policy and Planning Unit</p>	<p>The MoD has implemented a majority of the recommendations from the MFR. In recent years, the Ministry has developed a detailed outline of its mission, functions, accomplishments and goals, in its 'Defence White Paper'.</p> <p>The Ministry has a top management team comprising both military and civilian personnel that meets regularly. There is a Defence Policy and Operations Committee that can be transformed to function as a PPU</p>	
6.	Social Welfare, Gender and Children's Affairs	<p>Update on integration</p> <p>Strategic plan</p>	<p>Gender Affairs has been integrated into the Ministry and a unified structure is currently in place. The Manpower and Budget submitted to the HRMO reflects an integrated Ministry. However, physical integration has not occurred because of the difficulties with accommodation at New England. The Ministry has decided that the New England offices are an ideal location to serve its clients and the PS reported that they have contacted the Ministry of Works for assistance in refurbishing these buildings. The Justice Sector has also pledged financial support towards this effort.</p> <p>The Ministry is seeking support from development partners especially UNICEF and organizations working in the social sector to provide technical assistance in developing a strategic plan. The new staff, including the Chief Social Welfare Officer, will be involved in this</p>	

		<p>Policy Development</p> <p>Support to welfare institutions</p>	<p>process. Ministry has been instrumental in the development of a series of new legislations including the Disability Act, Adoption Bill, Anti-Trafficking Bill. The major challenge in developing policies and programmes has been the limited funding.</p> <p><b>Need for essential equipment established</b></p> <p>In relation to the physical condition of social welfare institutions the issue of encroachment was being investigated by the ACC and Justice Dept. A commercial enterprise has expressed an interest in purchasing the King George's Old People's Home, but PS has advised against this for several reasons including the fact that the building is a government asset and to protect the welfare of the residents of the Home.</p>	
7.	Education, Youth and Sports	<p>Integration Update</p> <p>Youth Commission Teacher's Service Commission</p> <p>Teacher's Verification</p>	<p>Challenges remain with the process primarily because of the absence of technical staff. The process of recruitment for senior staff, including the CEO, is ongoing.</p> <p>Youth Commission has been created</p> <p>TSC yet to be created</p> <p>Teacher's File Creation in process, to be followed by Verification exercise</p>	<p>Recruitment of senior and middle staff Development / review of Strategic Plan</p> <p><b>MEYS to liaise with HRMO to expedite severance of categories of staff relating to each Department (MEYS and/or HRMO)</b></p>

NO	MINISTRY	KEY ISSUES	ACTIVITY/PROGRESS	PRIORITY ISSUES/ NEXT STEPS
8.	Foreign Affairs and International Cooperation	Implementation plan (target dates need updating)	<p>Progress on this has been slow, but the plan has been completed and the MFR report will be re-submitted to Cabinet. In the meantime, the Ministry has been very proactive in developing mechanisms for structural reform. They developed an ICT proposal, recruitment procedures for the Diplomatic Service, and job descriptions for key positions in the Ministry.</p>	<p>Ministry to develop and submit to PSRU and other stakeholders Concept Paper on Development of Diplomatic Corps/ Foreign Service Officers</p>
		Diplomatic Corps	<p>The Ministry seeks to have a closed recruitment system whereby it is able to hire and develop staff in diplomacy, negotiation and related skills. The importance of developing a Diplomatic Corp is a worth considering though problems with sustaining a large Diplomatic Corps must be considered. The Ministry staff have also expressed concern that upward mobility is limited since Ambassadorial positions are politically appointments, and staff in the Ministry cannot aspire to progress to that level. The Deputy DG has put forward a proposal whereby 40 percent of these positions will be filled by career diplomats from the Diplomatic Corps maintaining that it will serve as a motivation for staff, while improving the standard of Ambassadors representing the country.</p>	
		Change Management Team PPU	<p>The Ministry has created a permanent and inclusive Change Management Team led by the Deputy Director-General to lead the restructuring process. The team meets on a weekly basis and</p>	

			<p>reports to the Minister. They have developed a TOR for the Director of the new PPU. The Ministry plans to transform its current Division for Strategy Coordination, Economic, Legal and Media Affairs into the Division for Policy, Research and Legal Affairs.</p>	
9.	Attorney General's Office and Ministry of Justice	Position paper to MFR Capacity	<p>Position paper on MFR has still not been completed. Problem seems to be that there isn't a formidable Human Resource Management Team to focus on administrative matters, as the SG primarily works on technical issues because of the shortage of legal staff in the office.</p>	<p>Deployment of Human Resource Manager to facilitate effective administration in the Ministry</p> <p>Solicitor-General to submit Staffing Needs to PSRU/ HRMO</p>
10.	Information and Communication	<p>ICT Policy</p> <p>ICT officers</p> <p>Organizational Structure</p>	<p>The establishment of a functioning E-Govt. Unit is essential to progress on ICT Policy. Several officers including the current Director of Communications have been identified to man the unit.</p> <p>Recruitment for ICT Officers will commence and TORs have been drafted at the PSC</p> <p>Ministry has expanded to accommodate several new units, and these need to be manned by qualified staff. Clear TORs for each of these units need to be developed. <b>Need for essential equipment established</b></p>	<p>Recruitment for E-Government Unit to facilitate implementation of the National ICT Policy and Plan</p> <p>Ministry to submit updates on Attitudinal and Behavioural Change Secretariat, and Office of the Govt. Spokesman to PSRU</p>

NO	MINISTRY	KEY ISSUES	ACTIVITY/PROGRESS	PRIORITY ISSUES/ NEXT STEPS
11.	Marine Resources	Cabinet conclusion on MFR	<p>Even in the absence of a Cabinet-approved MFR, the Ministry has followed the example of other Ministries, and has been taking steps at restructuring. Accordingly, TORs have been drafted for Directors of the various divisions indicated in the proposed organogram from the MFR. The Director of Fisheries has also informed the PSRU that the Ministry conducted an internal structural review to buttress the MFR.</p>	<p>Recruitment of critical staff including Monitoring Officers, Fisheries Officers. HRMO to address large number of staff in ‘acting’ capacity</p>
		Capacity	<p>Many people still in acting capacity; this hampers decision-making and creates instability Inadequate staff in the middle level. Monitoring officers and observers are all volunteers being paid by the fishing companies and this affects their allegiance to the Ministry.</p>	
		Policy Development	<p>Several new strategies and policies on conservation, marine, access to EU market, effective extension services have been developed and are awaiting finalization and Cabinet approval.</p>	

NO	MINISTRY	KEY ISSUES	PROGRESS	PRIORITY ISSUES/ NEXT STEPS
12.	Employment and Social Security	<p>Implementation Plan for MFR</p> <p>Capacity</p> <p>Strategic Development</p>	<p>MFR Implementation Plan has been completed and will be submitted to Cabinet by the end of October.</p> <p>Ministry continues working on ‘Quick-win’ recommendations such as review of laws with Law Reform Commission and development of structure, including job descriptions and scheme of service</p> <p>Recruitment of senior and middle staff as indicated in MFR is to be prioritized as this is one of the most incapacitated Ministries.</p> <p>The Ministry has been pushing for restructuring and has been proactive in approaching partners for support. It has been able to develop a 5-year Strategic Plan, and wants to implement this.</p> <p><b>Need for essential equipment established</b></p>	<p>Recruitment of technical staff</p>
13.	Lands, Country Planning and the Environment	<p>MFR Implementation Plan</p> <p>Policy Development</p> <p>Capacity</p>	<p>Ministry is in process of developing an Implementation Plan for its MFR</p> <p>In the meantime, efforts at capacity-building have continued through training in GIS/GPS technology, etc.</p> <p>Ministry plays a crucial role in Lands policy development</p> <p>Lack of technical staff remains a huge challenge, and the Ministry has found it difficult to even identify counterparts for the Diaspora experts assigned it.</p>	<p>MFR and Implementation Plan to be submitted to Steering Committee at next meeting</p> <p>‘Attached Staff’ to be addressed by HRMO/PSRU</p> <p>Recruitment of technical professionals to facilitate policy development and implementation especially in Country Planning</p>

NO	MINISTRY	KEY ISSUES	ACTIVITY/PROGRESS	PRIORITY ISSUES/ NEXT STEPS
14.	Internal Affairs, Local Government and Rural Development	Integration  Progress on Decentralization  Policy Development  Local Government supervision	The decision to merge the two entities should be reviewed. In the meantime, an integrated structure has been submitted to the PSRU.  Decentralization Policy has been completed  Review of the Local Government Act 2004 is virtually complete  Development of Rural Development Policy is in ongoing  Ministry has indicated that the relationship with Provincial Secretaries needs to be strengthened. <b>Need for essential equipment established, particularly in the Internal Affairs Division</b>	PS to convene meeting to re-consider draft organogram reflecting fully integrated Ministry which will also inform capacity development  Decentralization Policy to be forwarded to PSRU by 15 October  Review of Local Government Act to be ready for submission to Cabinet by December 15 <sup>th</sup> 2010  PS to request monthly Situation/Progress Reports from all Provincial Secretaries District Officers to be re-established on or before December 20 <sup>th</sup> 2010
15.	Tourism and Cultural Affairs	Finalization of MFR  Staffing Issues	MFR report has been submitted to the Ministry and the PSRU is awaiting a response before the next process of developing an implementation plan, all of which are to be submitted to the Steering Committee  Ministry needs technical professionals for policy and strategy development <b>Need for essential equipment established</b>	Awaiting comments on MFR from Ministry; report to be submitted to Steering Committee at next meeting  Recruitment of qualified Tourism Advisor , possibly through Diaspora Programme, is urgently needed



<b>NO</b>	<b>MINISTRY</b>	<b>KEY ISSUES DISCUSSED</b>	<b>PROGRESS / PRIORITY ISSUES</b>	<b>PRIORITY ISSUES/ NEXT STEPS</b>
16.	Energy and Water Resources	Implementation Plan	Ministry and PSRU are in the process of developing an Implementation Plan for the MFR which has already been considered by the Steering Committee	PSRU to meet with Minister on MFR in next two weeks  Submission of MFR to Cabinet by end of October
17.	Works, Housing and Infrastructure	Finalization of MFR  Staffing Issues	Ministry has forwarded comments on MFR to PSRU, and development of the Implementation Plan will commence by the end of October  Ministry has a large number of staff that should be rationalized; the MFR provides recommendations on the staff of Mechanical Engineering and the Carpentry Workshops. <b>Need for essential equipment established</b>	MFR to be submitted to Steering Committee at next meeting  Staff rationalization : list of non-essential staff to be submitted to HRMO/PSRU
18.	Transport and Aviation	MFR  Staffing Issues	MFR for Ministry which includes a review of five agencies under its supervision including the Civil Aviation Authority, Meteorological Dept, Maritime Dept, SLRTA, and SLRTC, has been completed and will be submitted to Steering Committee at next meeting.  The Ministry is unique in that it does not have technical professionals, merely administrative professionals, even though it has to supervise about 8 technical institutions in the sector. The MFR recommends development of this element and recruitment of transport policy analysts etc to enable it to perform its supervisory function	Development of MFR Implementation Plan for submission to Steering Committee at next meeting  Implementation of MFR recommendations is dependent on recruitment of middle level technical staff  We understand SLPA is marked for privatization. This must be expedited

<b>NO</b>	<b>MINISTRY</b>	<b>KEY ISSUES DISCUSSED</b>	<b>PROGRESS / PRIORITY ISSUES</b>	<b>PRIORITY ISSUES/ NEXT STEPS</b>
19.	Finance and Economic Development	Integration  Capacity development	Latest update from Ministry indicates productive integration.  Recruitment and training of analysts and other technical experts	Meeting to be scheduled on capacity development

<sup>1</sup>Redundant positions and staff, including over-aged staff, have been identified in each Ministry (as appropriate) and the list forwarded to HRMO for action

Several challenges such as limited capacity and lack of essential tools and equipment, are common to all Ministries, and need to be addressed across the board.

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**Public Sector Reform Unit**

**15 October 2010**