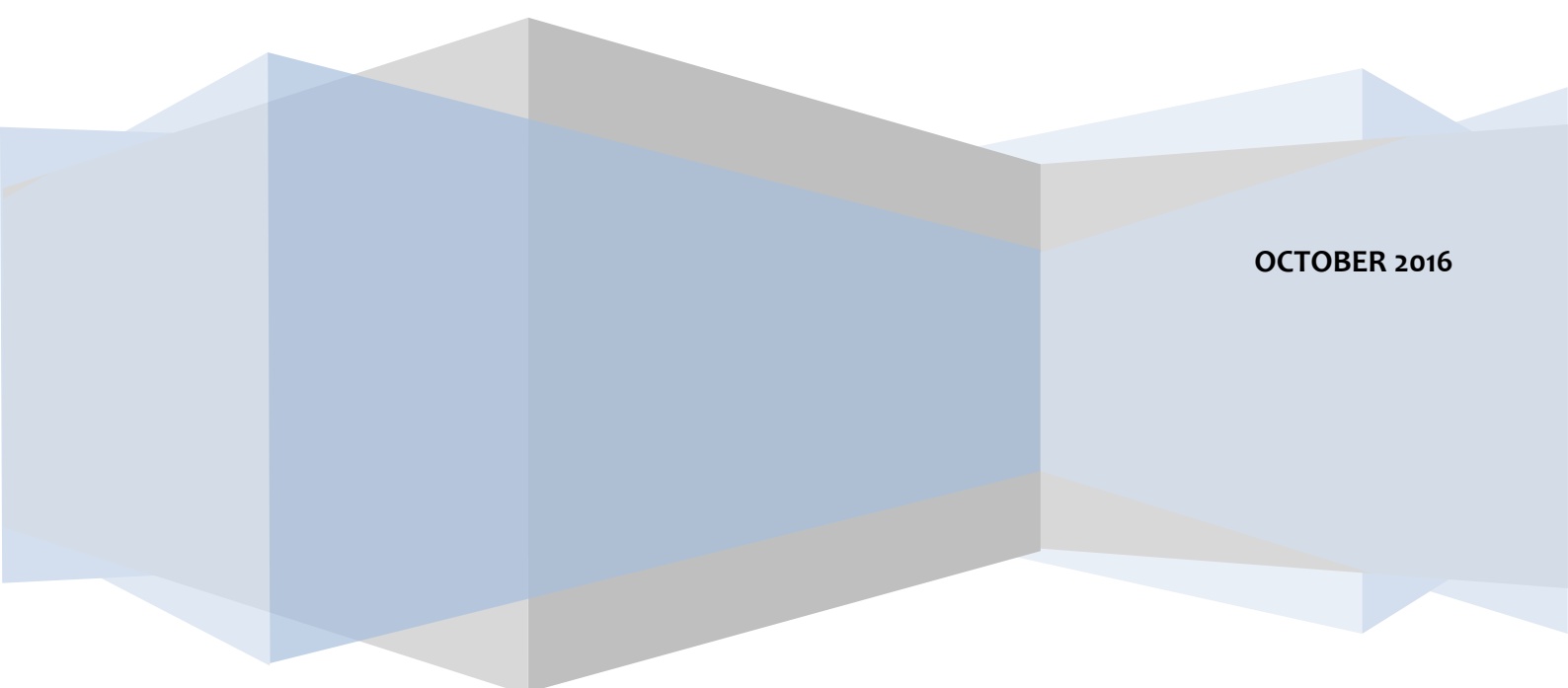


PUBLIC SECTOR REFORM UNIT (PSRU)
OFFICE OF THE PRESIDENT

**THIRD QUARTERLY PROGRESS REPORT ON
THE SIERRA LEONE PAY AND PERFORMANCE PROJECT**

(JULY-SEPTEMBER) 2016



OCTOBER 2016

A. INTRODUCTION

1. This Report covers the period July to September 2016. The 10th Implementation Support Mission of the Bank was held towards the end of the quarter (29th September – 7th October 2016). This Report provides Project updates, highlighting key steps/actions taken since the Bank's 9th Support Mission held in May 2016.
2. During the period under review, MoFED, through the AGD transferred into HRMO's account the approved logistics amount of Le 681,650,750 (Six Hundred and Eighty One Million, Six Hundred and Fifty Thousand, Seven Hundred and Fifty Thousand Leones) for the Job Evaluation and Labour Market Survey (JE&LMS) exercise. KPMG's amended Contract attached as Annex 1.
3. Since funds were made available for the engagement, the Reporting period also saw the Consultants for the JE&LMS, KPMG, sign a Contract Amendment with GoSL, extending KPMG's Contract to 31st August 2017. The P&PP has a closing date of 31st October 2017. Furthermore, as per the multi-agencies RRI work plan mapped out for 100 days, KPMG Ghana agreed to conduct a 'refresher' training for Job Analysts in Mid October 2016. (Annexes 2a & 2b show minutes of RRI meetings).
4. With the approval of the TTL, the Bank disbursed \$ 500,000 as an unclaimed amount for *DLI 2.6 (i.e. 90% of priority vacancies filled in accordance Annual Recruitment Plans and Recruitment Procedures)* accomplished and verified by the Bank in Q3 of 2015. The Project has thus far contributed \$ 8.5 million into the Consolidated Fund, an improvement from \$ 8 million in Q2 2016.
5. The focus in this Quarter has been on the accomplishment of two Disbursement Linked indicators (DLIs) i.e. **DLI 3.2 (All Pilot Ministries have completed one annual cycle of the Performance Appraisal process for Civil Servants in Grade 11 and above)** and **DLI 3.3 (All Supervisors in Pilot Ministries at Central, Regional and District level trained on Performance Appraisal skills)**. These DLIs were met by both HRMO and CabSec respectively.
6. The Civil Service Steering Committee (CSSC) also approved the LTA Mainstreaming Policy during the period under review. This DLI requires LTAs been integrated in accordance with an approved LTA Mainstreaming Policy and Action plan. **The verification protocol for this DLI requires written confirmation by the HRMO that all steps in the approved Mainstreaming Policy and Action Plan have been carried out.**
7. The 10th Implementation Support Mission focussed on verification of accomplished DLIs. The Bank successfully verified both DLIs 3.2 & 3.3, which prompted Withdrawal Applications for a further \$ 2 million (two Million Dollars).
8. Also important to note is that a further \$ 0.5 million (Five Hundred Thousand US Dollars) will be requested from the Bank as final payment after Project restructuring for **DLI 2.4 (At least 80% of the priority Vacancies have been filled in accordance with the Annual**

Recruitment Plan and Approved Recruitment Procedures). This DLI was fully accomplished in November 2014 i.e. the target of 315 priority vacancies filled.

9. A total disbursement of \$ 2.5 million is expected in early Q4. The project now has 4 DLIs outstanding, valued at \$ 4 million (Four Million US Dollars).

B. PROGRESS TOWARDS DISBURSEMENT LINKED INDICATORS (DLIs)

This section highlights progress towards accomplishing DLIs and their Intermediate Indicators.

Year 5 (2016)

DLI 1.2: (All Civil Service jobs have been evaluated in accordance with a Job Evaluation Scheme and assigned to a Grading Structure approved by the CSSC)

10. This DLI is in progress – GoSL and KPMG have signed a Contract extension/Amendment, ending on 31st August 2017. During the reporting period, KPMG, as part of a multi-agency RRI team worked on a 100 days RRI Work Plan for the JE&LMS. The 100 days target activities for completion by the end of 2016. As part of the Consultant's deliverables, KPMG submitted its Draft Compensation and Benefits Survey Report. PSRU has circulated this report and IAs are expected to give feedback on the Draft Report as soon as possible.

DLI 1.3 (100 % of Civil Servants in Grade six and above paid according to the approved Pay Structure)

11. This DLI is in progress - This DLI depends on the completion of the JE&LMS exercise. The *Verification Protocol* requires verification by PSRU of payroll from Accountant General's Department against HRMO's list of all Civil Servants after approval of new pay structure by Cabinet.

DLI 2.5 (LTAs have been integrated in accordance with an approved Mainstreaming Policy and Action Plan)

12. This DLI is in progress. The Civil Service Steering Committee (CSSC) in August 2016 unanimously approved the **National Policy on the Absorption of Local Technical Assistants (LTAs) into the Sierra Leone Civil Service**, with incorporation of the amendments recommended by the meeting. See **Annex 5**. During the Bank's Support Mission, it was noted that a detailed Action Plan is required to enlighten the timing of implementation. The *Verification Protocol* for this DLI requires written confirmation by the HRMO that all steps in the approved Mainstreaming Policy and Action Plan have been carried out.

DLI 3.4 75% of the Annual Performance Reports for Civil Servants in Grade 11 and above in Pilot Ministries are of appropriate quality

12. This DLI is in progress. For year 2016, 128 Performance Contracts were signed. So far, 91 Civil Servants have had their mid-year performance review conducted. During the period under review, the mid-year performance review was ongoing. This DLI requires third party verification of Performance Appraisal reports by HR Consultancy firm hired by the Auditor-General as against criteria developed by HRMO and approved by the CSSC and

Auditor-General (first HRMO and then third party). PSRU is drafting a TOR for hiring a third party Consultant based on HRMO's assessment criteria, to be forwarded to Audit Service. Furthermore, the CSSC in its August meeting unanimously approved the **Criteria for the Appropriateness of Annual Appraisal Reports for Civil Servants in Grade 11 and above**. This DLI will be assessed by the end of 2016

Year 4 (2015)

DLI 3.2 (All Pilot Ministries have completed one Annual Cycle of the Performance Appraisal Process for Civil Servants in Grade 11 and above)

13. This DLI was accomplished by the CabSec in the First Quarter of 2016 for the year 2015. A total of 121 officers signed Performance Contracts with the CabSec and had their appraisals evaluated (see summary table below). The DLI has been verified by the TTL in accordance with the Verification Protocol. In February 2016, CabSec prepared **a Report on the Annual Performance Review of Civil Servants in Grade 11 and above in 12 Pilot MDAs**. As part of the Verification Protocol, the Performance Management Directorate at HRMO verified CabSec's Report by Assessing the Appropriateness of the Annual Performance Report submitted by the Secretariat.
14. The Final verification stage required PSRU's verification based on HRMO's and MDAs Reports on the roll-out of the job and Annual Appraisal Cycle. All verification Reports were submitted to the Bank through the Project's TTL.
15. During the Bank's 10th Support Mission, the Project's TTL confirmed accomplishment of this DLI and gave a no objection for GoSL to make a Withdrawal Application for \$1 million (one million US Dollars) as disbursement for accomplishment.

Summary of Performance Contracts

No. Targeted	No. Outstanding	Contracts Signed	Mid-Year Perf. Review	Annual Performance Review
136	8	128	121	121

DLI 3.3 (All Supervisors in Pilot Ministries at Central, Regional, and District level trained on Performance Appraisal)

16. This DLI has been accomplished and verified by the Bank during the Mission. Training sessions on Individual Performance Appraisal System (IPAS) were conducted for a total of 330 Supervisors in Pilot Ministries at Central, Regional, and District levels, surpassing a target of 328 Supervisors. The last sets of 93 Supervisors were trained in September 2016 by the Performance Management Directorate, HRMO.. The Project, through the TA Component, funded this training.
17. Furthermore, the Director, Performance Management, HRMO upon accomplishment of the DLI produced a comprehensive Completion Report. The Bank's TTL has given a no objection for a Withdrawal Application of \$ 1 million.

C). PROCUREMENT

18. No new procurement activity reported in the 3rd Quarter. The Project still has MOUs with the Sierra Leone Broadcasting Corporation (SLBC) and with the African Young Voices (AYV). The Project also provided logistical support for the Supervisor Training in completion of the related DLI.

Training

- No training was undertaken during the period under review. Refresher training for the Job Analysts is scheduled for October.

D) FINANCIAL MANAGEMENT

19. As in the 2nd Quarter, total disbursement to the Project stands at US\$10,189,791.51 with an outstanding amount of US\$6,785,049. Component 2, TA has a disbursement of US\$1,714,951. The table below shows the summary of Withdrawal Applications.

Application No	Borrower Reference	Payment Amount Requested (USD)	Payment Amount Deducted (USD)	Amount Received (USD)	Submission Date	Value Date
11	PSRU/WA17	500,000	0.00	500,000	28-Jun-16	14-Jul-16
10	PSRU/WA16	500,000	0.00	500,000	25-Jan-16	01-Feb-16
9	PSRU/WA15	1,073,681 (TA)	0.00	1,073,681	4-Feb-15	6-Feb-15
5	PSRU/WA7	227,770 (TA)	0.00	227,770	10-Oct-13	15-Oct-13
6	PSRU/WA6	2,500,000	0.00	2,500,000	10-Oct-13	15-Oct-13
4	PSRU/WA5	1,000,000	0.00	1,000,000	10-Oct-13	15-Oct-13
3	PSRU/WA 3	1,000,000	0.00	1,000,000	14-Mar-13	18-Mar-13
2	PSRU/WA1	413,500 (TA)	0.00	413,500	14-Mar-13	15-Mar-13
1	PSRU/WA2	3,000,000	25,159.48	2,974,840.52	1-Mar-13	12-Mar-13
TOTAL		10,214,951	25,159.48	10,189,791.52		

ITEMS	Amount Disbursement (USD)	Payment Amount Deducted (USD)	Total Request	Loan	Outstanding Amount (USD)
TA	1,714,951.00		2,000,000		285,049
DLI's	8,474,840.51	25,159.48	15,000,000		6,500,000
TOTAL	10,189,791.51	25,159.48	17,000,000.00		6,785,049

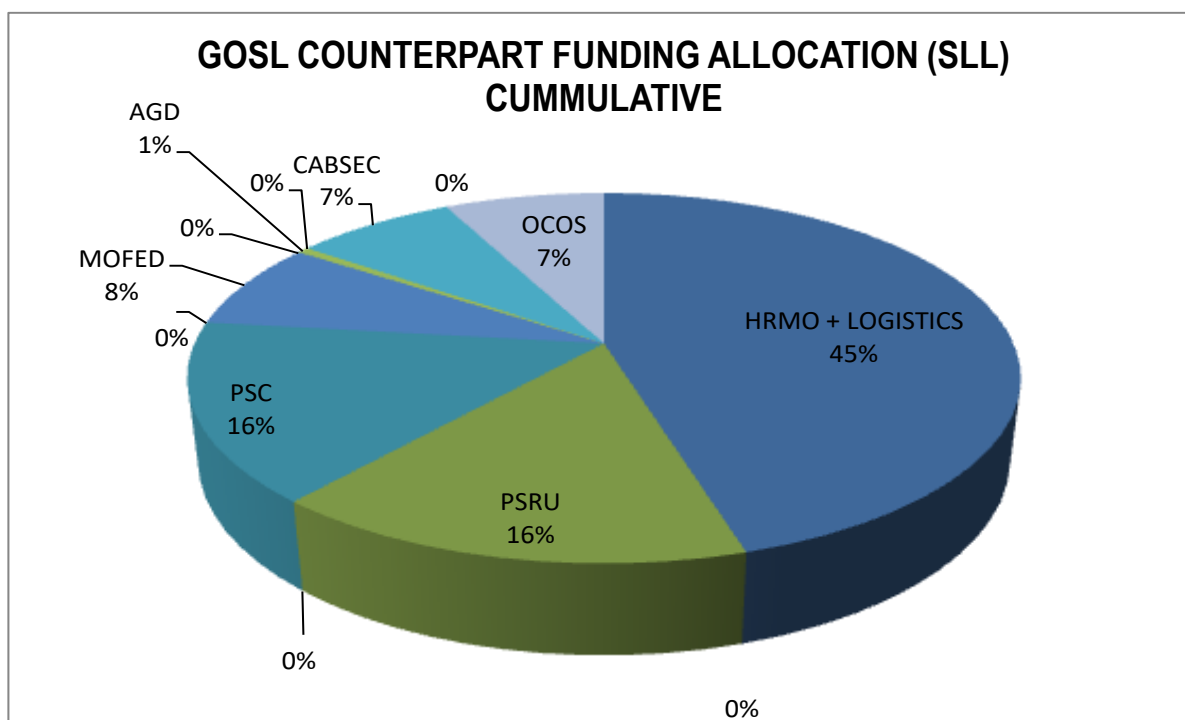
20. GoSL Counterpart Funding – In Q2, MoFED had approved the sum of **Le 681,650,750** (six hundred and eighty-one million, six hundred and fifty thousand, seven hundred

and fifty for logistics for HRMO in support of the JE&LMS exercise. During the period under review, the amount was transferred into HRMO's account.

In order to mitigate any shortfall in funding the JE&LMS, PSRU reviewed the Final Logistics Budget presented by HRMO to identify which areas could be supported by the project, in line with the Bank's Guidelines. As a result, a total of **Le 616, 280,000** of the Final Budget could be supported through the TA Component, which means that the entire JE&LMS is now fully funded.

21. As in the 2nd Quarter, GoSL has contributed **Le 3,030,650,750** (Three Billion, Thirty Million, Six Hundred and Fifty Thousand, Seven Hundred and Fifty Leones) as Counterpart Funding to the Project. The breakdown per IA of the total Counterpart Funding allocated is as follows:

Amount in LEONES (SLL)		
IMPLEMENTING AGENCIES (IA's)	CUMMULATIVE ALLOCATION	PERCENTAGE (%)
HRMO + LOGISTICS	1,375,903,250	45%
PSRU	480,774,500	16%
PSC	474,775,000	16%
MOFED	231,293,000	8%
AGD	16,417,500	1%
CABSEC	226,193,750	7%
OCOS	225,293,750	7%
TOTAL ALLOCATION	3,030,650,750	100%



22. As shown above, HRMO has received a total of **Le 1,375,903,250 (Le 694,252,500 plus Le 681,650,750)** (logistics for JE&LMS)) which is 45% of GOSL Counterpart Funding. PSRU and PSC have each received 16% of total allocation, Cabinet Secretariat 7% with the AGD directly receiving 1% of allocation.

E) COMMUNICATION ACTION PLAN AND STRATEGY

The weekly Communications Team meetings were held in the period under review, though consistent representation from IAs still remains a challenge.

The Communications team finalised the updated Strategy which is being reviewed by PSRU HoP and Director.

The video documentary was finalised in the period under review. PSRU is planning the launch.

F). MONITORING AND EVALUATION

The Bank continues to provide advisory support on co-ordination, monitoring and timely advice, including the need for greater collaboration between the IAs and more regular Leadership Team meetings. During the reporting period, meetings were held with focal persons in the IAs and the RRI Coach to track progress of implementation and address challenges. The M&E Officers from IAs provided regular updates showing progress towards Intermediate and Final Results in the overall Workplan for the Project. These updates were used in the preparation of Quarterly Progress Reports for the Leadership Team and the Bank. The Team continued to monitor and update the DLI matrix (2016) and Workplan for the remainder of the Project.

G). 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).

During the reporting period, the RRI Coach met with the multi-stakeholder RRI team for the JE&LMS and worked on 100 days work plan for end 2016. Furthermore, during the 10th Implementation Support Mission, an RRI session was held for all RRI team members across the Project.

LIST OF ANNEXES

Annex 1	Amended KPMG Contract
Annex 2a & 2b	Minutes of RRI Team on JE&LMS
Annex 3	Weekly RRI Report (as at end September 2016)

ANNEX 1 – Amended KPMG Contract
SIERRA LEONE PAY AND PERFORMANCE PROJECT
IDA Credit Number IDA 51220

Contract No. PSRU/QCBS/01/03/13

Between

Public Sector Reform Unit, Office of the President and KPMG Sierra Leone dated 9th June
2014

CONTRACT EXTENSION AND AMENDMENT

With reference to the above Contract Agreement (“Contract”), THIS CONTRACT EXTENSION AND AMENDMENT is between

The Public Sector Reform Unit (“the Client”) having its principal place of business at 8 Wesley Street, Freetown

and

KPMG Sierra Leone (“the Consultant”) having its principal office located at KPMG House, 37 Siaka Stevens Street, Freetown.

WHEREAS, the Consultant was engaged to provide and perform consulting services for the Government of Sierra Leone’s Job Evaluation and Labour Market Survey (JE&LMS) as described in Appendix A (hereinafter referred to as “Services”) for the period ending 8th June 2015;

WHEREAS, the performance of the Services has been delayed as a result of (i) the onset of the Ebola Virus Disease and related restrictions on movement, from which the WHO declared no new transmissions as of 7th November 2015 and (ii) the need for GoSL to provide additional funding for logistics for HRMO in support of the JE&LMS.

WHEREAS, the Client and Consultant have agreed to extend the contract expiration date to **30th August 2017**.

NOW THEREFORE THE PARTIES hereby agree as follows:

1. The validity of the Contract Agreement dated 9th June 2014 between the Consultant and Client (hereinafter referred to as “the Contract”) is extended until **30th August 2017**, at the same rate as per original agreement, for the provision of additional services (hereinafter referred to as “the Additional services”).
2. For the avoidance of doubt, the Additional Services will be provided during the period 9th June 2015 to **30th August 2017**.
3. The Additional Services hereby clarify ambiguity in the Contract Agreement as follows:

- (a) Scope Of Assignment - Paragraph 1 the scope of the assignment includes the Police, Military and Teachers.
- (b) GOSL support for Logistics - logistics to be provided to HRMO in support of the JE&LMS - GoSL will make all necessary logistics available for the JE&LMS, subject to which KPMG will provide an updated Work Plan with specific measurable deliverables. The last agreed Work Plan is attached at **Appendix A**, to be updated by HRMO and KPMG after Contract signature.
- (c) Capacity Building and Skills transfer to GoSL – As part of the capacity building and skills transfer to GOSL, the Consultant will provide Manuals for Job Analysts and Evaluators (Paragraph 5 - Deliverables). **Appendix B** clarifies training manuals to be provided by the Consultants.
- Change in Consultant's team – due to lapse of time, the parties agree that the HR Management expert Alex Njau will be replaced with Ashutosh Kumar whose CV is attached as **Appendix C**.
- (d) Payment Terms – Payment to the Consultant shall be made in US Dollars.
- (e) Communications – Consultant will, based on existing documentation, develop the Communications Strategy for the JE&LMS and will work with HRMO and PSRU to implement the Strategy.

FOR THE CLIENT

FOR THE CONSULTANT

Signed by _____

Signed by _____

Title: _____

Title: _____

ANNEX 2a - RRI Team for Job Evaluation**MEETING TITLE:** 6th RRI Meeting**VENUE:** HRMO Conference Room**DATE OF MEETING:** 22nd September, 2016**TIME:** 11 a.m.**MINUTES PREPARED BY:** Saidu Bockarie**CHAired BY:** Mr. Brima Daramy**AGENDA OF MEETING**

- Prayers
- Opening Statement
- Development of the RRI Work plan
- AOB
- Closing

ATTENDEES: See attached**PRAYERS**

The meeting started with individual silent prayers as requested by the Chair person, Mr. Brima Daramy.

OPENING STATEMENT

In his brief opening statement, the Chairperson (Mr. Brima Daramy) stated the purpose of the meeting which was to develop a hundred days work plan with respect to implementation of the Job Evaluation (JE) and Labour Market Survey (LMS). He informed members that work had started on developing the work plan and asserted that the work plan would be carved from the updated work plan of the Consulting firm (KPMG). He further notified members that the start date for the one hundred days plan would be Friday, 23rd September, 2016.

DEVELOPMENT OF THE RRI WORK PLAN

The RRI Coach informed members that he has started work with the Engagement Partner at KPMG, Mr Ayorinde, to help develop a hundred days work plan with respect to implementation of the Job Evaluation and Labour Market Survey. He then presented the draft work plan to the Committee and asked members for their inputs to help finalise the work plan. After brief discussion and suggestion about dates and prime responsible persons, the members agreed on the work plan as shown below:

RRI WORK PLANS FOR THE PERIOD

DLI : All Civil Service jobs have been evaluated in accordance with a Job Evaluation Scheme and assigned to a Pay and Grading Structure approved by the CSSC.

RRI Goal:

	Milestone	Action step	Prime Person	Resp.	Time frame SD to FD	Status
1	Remuneration Survey Completed.	1. Submit draft report on the Survey	KPMG/Ayorinde		29/9/16	
		2. Provide feedback on draft report.	PSRU/Shahid Korjie		11/10/16	

		3. Finalise draft report.	KPMG/Ayorinde Gilpin-Jackson		21/10/16	
2	Job Analysis Commenced	1.Preparatory work for refresher training for the JA session.	HRMO/Andrew Sorie	22/9/16	7/10/16	
		2.Conduct refresher training	KPMG/Ayorinde Gilpin-Jackson	11/10/16	11/10/16	
		3. Identify and select job holders as respondents for JA session.	HRMO/ Patrick Kawa	26/09/16	30/09/16	
		4. Development of JA schedule and notification of role holder respondents and dispatch of JA questionnaires to respondents.	HRMO/Patrick Kawa	26/09/16	07/10/16	
		5. Carryout job JA sessions with the Respective role holders of the bench mark jobs across the Civil Service. (1 ST Phase)	KPMG/Ayorinde Gilpin-Jackson	17/10/16	24/11/16	
	Employee satisfaction survey commenced.	Prepare ESS questionnaire and sampling plan and approved by RRI Team.	KPMG/ Ayorinde Gilpin-Jackson	24/10/16	4/11/16	
		Identify and confirm centres for the ESS and select employees as respondents for the survey.	HRMO/Rev. E. Pewa	07/11/16	11/11/16	
		Paper-based ESS.	KPMG/ Ayorinde Gilpin-Jackson	21/11/16	02/12/16	

		Preparation and submission of draft ESS report.	KPMG/ Ayorinde Gilpin-Jackson.	05/12/16	23/12/16	
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ANY OTHER BUSINESS (AOB)

Development of an ad-hoc Committee

The Project Coordinator informed members that she was working on developing an ad-hoc Committee that will map out respondents for the job analysis. She maintained that the working documents with respect to identifying these respondents were available and asserted that work would commence on the assignment shortly. After brief discussion of the issue, the members agreed on the composition of the Committee as follows:

HRMO= 5

PSC= 1

MoFED= 1

The Public Sector Reform Unit (PSRU) however declined from sending in a representative citing inadequate staffing situation as a factor.

Servicing of RRI Meetings

Furthermore, the Project Coordinator considered that due to the extended meeting duration, it was vital that snacks be provided to members during Committee meetings. She recapped that the consideration was made in pursuance of a recommendation made by the Committee members for snacks to be served at RRI meetings. However, Mr. Ayorinda expressed worries about the use of the fund on expenditure items that are not accounted for in the implementation budget. Thus he regarded prudence as vital in the management of the fund. After brief discussion, the members agreed that:

- snacks should be provided for upcoming RRI Committee meetings
- where it is not possible for snacks to be provided due to delays or some other factors, the monetary value of the snack should be provided at a later date
- the Committee should be updated on all budget estimates before forwarding same for access of funding

Refresher Training

As for the refresher training, the Project Coordinator reminded the Committee members of the scheduled training coming up on the 17th October, 2016 and asserted that the training requirements including food, transportation, venue and stationery were to be accessed from the Government of Sierra Leone (GoSL) fund. After brief discussion, the Committee requested for the items to be costed and budget forwarded to the DG for approval to access funds as estimated.

CLOSURE AND ACTION POINT

At the end, the following action points were noted:

Action	Responsible Person/Organisation	Due Date
<i>To cost items and forward budget to the DG for approval to access funds as estimated</i>	Project Coordinator	Against next meeting
<i>To convene next meeting</i>	Project Coordinator	TBC

TBC: To Be Announced**AJOURNMENT**

There being no other business, the meeting ended. The Project Coordinator would fix a date for the next meeting in due course.

Prepared By: Secretary (RRI Committee)

Endorsed By: Project Coordinator

Signature:.....

Signature:.....

Date:.....

Date:.....

Attendees		
No	Name	MDA
1	Georgiana Kamara	HRMO
2	Andrew Sorie	HRMO
3	Emmanuel Pewa (Rev)	HRMO
4	Usman C. Conteh	HRMO
5	Shahid Korjie	PSRU
6	Amadu Daramy	PSRU
7	Ayorinde Gilpin Jackson	KPMG
8	Patrick M. Kawa	HRMO
9	Chernor I. Mansaray	HRMO
10	Saidu Bockarie	HRMO

ANNEX 2b: Minutes of RRI Team for JE&LMS**MEETING TITLE:** 5th RRI Meeting**VENUE:** HRMO Conference Room**DATE OF MEETING:** 14th September, 2016**TIME:** 11 a.m.**MINUTES PREPARED BY:** Saidu Bockarie**CHAired BY:** Mrs. Georgiana Kamara,**AGENDA OF MEETING**

- Prayers
- Chairperson's Opening Remarks
- Planning for the refresher training for JAs
- Selection of interviewees for the Job Analysis
- AOB
 - ✓ Communication strategy
- Closing

ATTENDEES: See attached**PRAYERS**

1. The meeting started with individual silent prayers as requested by the Chair person, Mrs. Georgiana Kamara.

CHAIRPERSON'S OPENING REMARKS

The agenda for the meeting was approved without change. The Chairperson (Mrs. Georgiana Kamara) began by stating the purpose of the meeting which was to firm-up arrangements with respect to implementation of the Job Evaluation exercise. She then briefed the RRI Committee on the status of the Government of Sierra Leone (GoSL) fund for the Job Evaluation (JE) and Labour Market Survey (LMS). She stated that the fund has been transferred into the account of the Human Resource Management Office (HRMO) and thus accessible for implementation. However, she informed members present that activities had to be realigned to meet the funds as allotted in order to access same from MoFED. She noted that more than one billion Leones was needed for implementation of activities but only about 70% of the required amount has been provided by GoSL as submitted.

Going further, she asserted that it is vital that there be a committee that will approve all budget proposals relating to implementation of the JE and proposed that the RRI Committee be designated as such. The suggestion was unanimously accepted by the Committee.

In order to ensure participation of Committee members, she invited members to make comments/update. Mr Ayorinde (Engagement Manager at KPMG) commended the Coordinator of the project for her relentless effort and thus reported as follows:

- ✓ that the KPMG had signed a contract extension with the Public Sector Reform Unit
- ✓ that the timeline with respect to completion of all activities had been agreed (August 2017)
- ✓ that the key experts for the Job Evaluation are yet to arrive and asserted that it is vital for all necessary arrangements to be completed before their arrival

In the same vein, Mr Korjie (Head of Programmes at PSRU) dilated on the essence of achieving the agreed timeline set out in the contract, noting that the implementation of recommendation(s) from the JE exercise is a Development Link Indicator (DLI) and a criterion for the realisation of two million dollars from the World Bank.

PLANNING FOR THE REFRESHER TRAINING FOR JAs

With regards the planning for the refresher training, the Coordinator of the project (Mrs. Georgiana Kamara) reminded the Committee members of the two days training that was conducted for Job Analysts in April of last year. She noted that a total of One Hundred and Five (105) participants including Civil Servants, representatives from the Military, Police and SLTU were trained as Job Analysts but due to the time lapse, it was agreed that a two days refresher training be conducted to reacquaint them with the skills, methods and processes required to conduct job analysis exercise. On a similar note, she informed members that the number of Job Analyst had been reduced to fifty (50) including two representatives each from the Military, Police and SLTU and stated that the reason for the reduction was based on budgetary constraint. The Committee members concurred that there are limited funds available and thus agreed as follows:

2. that the refresher training be compressed to one day taking cognizance of the limited fund available for implementation (**KPMG to confirm change**)
3. that the tentative dates for the refresher training to be the 4th & 5th of October, 2016 (**if it's two days**) or the 4th of October, 2016 (**if it's one day**)
4. that the tentative start off date for the implementation of the job analysis exercise be the 10th October, 2016 (**KPMG to confirm date**)

She also stated that the logistical requirements for the refresher training including venue, food, transportation, stationery and toners are to be accessed from funds allotted to HRMO for the JE and LMS.

SELECTION OF INTERVIEWEES FOR THE JOB ANALYSIS

The Chairperson next directed the Committee's attention to the agenda item: selection of Job Analyst. She informed the Committee of a correspondence she had received from the KPMG with respect to the issue of assigning names to jobs with jobholders and a resolution on those jobs without jobholders. She noted that discussions on the issues have been ongoing between the HRMO and KPMG and that decisions had been reached tentatively. In this light, the Committee agreed on the following resolutions:

- ✓ that a cross section of Job Analysts particular those at HRMO to start work on mapping out names of jobholders. Also, KPMG should submit to the Coordinator of the project sampling structure for both the Individual Interview and Focus Group Discussion in order to guide the process of mapping out jobholders
- ✓ that job descriptions be developed for those jobs/positions without jobholders

RRI DISCUSSION

The Chairperson requested input from the RRI Coach on the implementation of activities using RRI procedures and principles. Mr Daramy (RRI Coach) noted the essence of RRI procedures and principles in implementation of activities and, as such, requested for the JE activities to be aligned to timelines. The Coach also noted the need for a hundred days work plan to guide its implementation. The Committee concurred with the Coach and requested that Mr. Ayorinde provide definitive dates for implementation of activities to the Coach to enable him draw up a hundred days implementation plan.

AOB

Concluding, the Project Coordinator informed Committee members of a text message she received from the Communication Officer at the Public Sector Reform Unit (PSRU) relating to TV presentation at the AYV on updates on the JE and LMS. She noted that updates from the HRMO side has been exhausted and recommended that the communication strategy for the JE and LMS should shift its focus to technicalities with the involvement of key experts. It was also considered

that sensitization (which involves the distribution of fliers) should be a supplement function of the Job Analysts.

ACTION POINT

At the end, the following points were noted for action to be taken on them:

Action	Responsible Person/Organisation	Due Date
To confirm date for the Refresher training and the start date for the implementation of the Job Analysis exercise	KPMG	22/09/16
To organise a cross section of Job Analysts that will start work on mapping out names of jobholders	Project Coordinator	Against next meeting
To submit to the Coordinator of the project sampling structure for both the Individual Interview and Focus Group Discussion	KPMG	Against next meeting
To develop job descriptions for jobs/positions without jobholders	KPMG	On course
To provide definitive dates for implementation of activities with respect to the Job Evaluation exercise	KPMG	Before the next meeting
To develop a 100 days implementation plan	RRI Coach	22/09/16
To convene next meeting	Project Coordinator	22/09/16

Prepared By: Secretary (RRI Committee)

Endorsed By: Project Coordinator

Signature:

Signature:.....

Date:.....

Date:.....

Attendees		
No	Name	MDA
1	Georgiana Kamara	HRMO
2	Rhoda Kargobai	HRMO
3	Andrew Sorie	HRMO
4	Emmanuel Pewa (Rev)	HRMO
5	Usman C. Conteh	HRMO
6	Shahid Korjie	PSRU
7	Remsa A. Beckley	PSRU
8	AmaduDaramy	PSRU
9	Ayorinde Gilpin Jackson	KPMG
10	Abu Bakarr Kamara	KPMG
11	J. C. Jones	MoFED
12	Patrick M. Kawa	HRMO
13	Daniel B. Brima	PSC
14	SaiduBockarie	HRMO

Annex 3 – RRI Update

The Rapid Results Approach (RRA) is a practical operational useful approach for moving implementation from a status quo to a new equilibrium within a timeframe of 100 days. The key instrument for achieving this is the Rapid Results Initiative (RRI).

UPDATED RRI WORK PLANS FOR THE PERIOD AUGUST TO OCTOBER 2016

Revised: 4th August, 2016

DLI 3.2: All supervisors in Pilot Ministries at Central, Regional, and District level trained on Performance Appraisal

	Action step	Prime Resp. Person	Due date	Status
1	Submit Performance Management Policy to the Civil Service Steering Committee (CSSC) for approval	Usman C Conteh	16 th May, 2016	Achieved. PM Policy was approved by CSSC on Thursday 11 th August, 2016.
2	Develop criteria for the assessment of Performance Appraisal Reports of Civil Servants in Grades 11 and above.	S.E.B Momoh	20 th , April, 2016	Achieved.
3	Submit Assessment Criteria on Appraisal Reports for CS in Grades 11 and above to CSSC for approval	Usman C Conteh	31 st May, 2016	Achieved. Assessment Criteria on Appraisal Reports on CSs in Grades 11 and above was approved by CSSC on Thursday 11 th August, 2016.
4	Assessment of the Appraisal Reports submitted by CabSec. and the assessment report to be forwarded to PSRU.	Usman C Conteh	15 th August, 2016	Achieved.
5	Training of outstanding 93 Supervisors in IPAS across the regions.	Mathew Beckhio	30 th September, 2016	In Progress. 91 Supervisors out of the 93 outstanding supervisors have also benefitted from the IPAS training during August/September, 2016. The trainees were from the Eastern, Southern and the Northern Regions (31 from the East, 31 from the South, and 29 from the North.) Awaiting final report.

6	Massive sensitization across the service on the PM Policy.	Swaray Junisa	31 st October, 2016	Outstanding.
7	Performance Monitoring across MDAs	Mohamed S Conteh	31 st October, 2016	In Progress:
8	Ensure MDAs have M&E Plans	Mabinty Sankoh.	31 st October, 2016	Outstanding.

PAYROLL INTEGRITY TEAM, HRMO

RRI TEAM GOAL: *To achieve credible, fair, transparent and predictable pay system for civil servants by October, 2016.*

	Action step	Prime Resp. Person	Due date	Status
1	Consultancy to generate a comprehensive database of active civil servants through a head count system and reconcile it with the payroll.	M.S. Jalloh	April, 2016	Achieved. Report available. 756 names have been deleted as a result of them being unverified.
2	Finalize payroll manual	Hannah Suale	30 th June, 2016	Achieved: The draft payroll manual has been finalized.
3	Training of MDAs payroll staff in payroll management.	M.S. Jalloh	31 st October, 2016	Outstanding: Funding constraints to accomplish activity
4	Monthly MDA's payroll reconciliation with staff lists for corrective action by HRMO	Hannah Suale	31 st Oct., 2016 (Monthly basis)	In Progress: Accomplished on a monthly basis.
5	Monthly tracking and reporting on staff changes inputted into the payroll and movement of the workforce	M.S. Jalloh	31 st Oct. 2016 (Monthly basis)	In Progress: Accomplished on a monthly basis.

THE PERFORMANCE MANAGEMENT UNIT, CABINET SECRETARIAT

DLI 3.4: (2016) 80% of Annual Performance Reports for Civil Servants in Grade 11 and above in Pilot Ministries are of appropriate quality.

	Action step	Prime Resp. Person	Due date	Status
1	Facilitate signing of Performance Contracts for outstanding MDAs.	L.B.O. Massaquoi	April, 2016	Achieved: 128/132 CSs signed performance contracts for Year 2016. (2 CSs did not sign, 1 sick and 1 died)
2.	Conduct Mid-Year Reviews on Performance contracts signed.	L.B.O. Massaquoi	Sept., 2016	In Progress. Review is in progress in all the 12 Pilot MDAs. MoWR and AGD have had all their staff appraised. The Team is currently revisiting the rest of the MDAs to complete their appraisals. So far 91/128 CSs have had their reviews conducted. (See below, breakdown on reviews/MDAS)

Note: Reviews/MDA conducted to date: MoFED-20/21, MTI -4/4, MWR-3/3, MoE-1/3, HRMO-7/7, MFAIC-6/7, AGD-5/5, MFMR-1/2, MOHS-32/61, MAFFS-5/6 and MEST 4/9. The Team is yet to get the process under control as many staff are still not availing themselves for appraisal within the planned schedule.

THE RECRUITMENT TEAM, PSC

DLI 2.5 (2016) LTAs have been integrated in accordance with an approved LTA Mainstreaming Policy and Action Plan.

	Milestones	Action step	Prime Resp. Person	Due date	Status
1	LTA Mainstreaming Policy Harmonized.	Collect and synchronize all draft LTA Policies	M. Jusu & Team	31 st May, 2016	Achieved: The draft LTA Mainstreaming policies have been harmonized by PSC with inputs from relevant stakeholders.
2	Stakeholders views implored on the	Hold consultations with PSRU & HRMO on the	M. Jusu & Team	7 th June, 2016	Achieved: The harmonized draft policy was circulated to some stakeholders. No comments so

	harmonised policy	harmonized policy			far have been received from MoFED and the MDAs.
3	Harmonized Policy submitted to the CSSC for approval.	Follow up on outcome	M. Jusu & Team	August, 2016.	Achieved: The LTA Mainstreaming policy was on the 11 th August,2016 approved by the CSSC with few issues to be clarified/amended.
4	LTA Mainstreaming Policy finalized.	Hold public discussions on the LTA mainstreaming Policy.	M. Jusu & Team	31 th October 2016	Outstanding. Public discussions on the LTA policy is yet to be organized/conducted.

COMMUNICATIONS TEAM – PSRU

RRI TEAM GOAL : *Sensitise civil servants and the general public on the P&PP and the Public Sector Reform (PSR) in order to increase their knowledge and solicit their participation in the reform process*

	Action steps	Prime Resp. Persons	Due Date	Status.
1	Hold Radio & TV discussion programmes on PRSs	Communication Officer(PSRU)	31 st Oct. 2016	On-going: 10 Radio& TV discussion programmes (with SLBC & AYV TV Stations) have been aired so far in 2016.
2	Hold Departmental & Sectoral meetings on PSR Process.	Communication Officer (PSRU).	31 st Oct. 2016	On-going
3	Planning and execution of public forums and university symposiums on progress in the Public Sector Reforms.	Communications Officer rep. (PSRU)	31 st Oct, 2016	On-going: University Symposiums on the PSRs have been undertaken in the Western Area and in the North Region (1 st & 2 nd Q 2016 respectively). A Symposium was also undertaken for the Parliamentarians during the 1 st Q of 2016. District sensitization on progress in the PSR has also been undertaken in the Regional HQ. Towns of Makeni, Bo and Kenema during the 2 nd Q of 2016. Plans are underway to do a Symposium in the Southern Region shortly.

JOB EVALUATION RRI TEAM, HRMO

DLI : All Civil Service jobs have been evaluated in accordance with a Job Evaluation Scheme and assigned to a Pay and Grading Structure approved by the CSSC.

RRI Goal:

	Milestone	Action step	Prime Resp. Person	Time frame		Status
				SD	to FD	
1	Remuneration Survey (RS) completed.	1. Submit draft report on the Survey	KPMG/Ayorinde Gilpin-Jackson		29/9/16	
		2. Provide feedback on draft RS report.	PSRU/Shahid Korjie		11/10/16	
		3. Finalise draft report.	KPMG/Ayorinde Gilpin-Jackson		21/10/16	
2	Job Analysis (JA) Commenced	1.Preparatory work for refresher training for the JA session.	HRMO/Andrew Sorie	22/9/16	7/10/16	In progress.
		2.Conduct refresher training	KPMG/Ayorinde Gilpin-Jackson	11/10/16	11/10/16	
		3. Identify and select job holders as respondents for JA session.	HRMO/ Patrick Kawa	26/09/16	30/09/16	

	4. Development of JA schedule and notification of role holder respondents and dispatch of JA questionnaires to respondents.	HRMO/Patrick Kawa	26/09/16	07/10/16	
	5. Carryout job JA sessions with the Respective role holders of the bench mark jobs across the Civil service. (1 ST Phase)	KPMG/Ayorinde Gilpin-Jackson	17/10/16	24/11/16	
Employee Satisfaction Survey (ESS) commenced.	1. Prepare ESS questionnaire and sampling plan and approved by RRI Team.	KPMG/ Ayorinde Gilpin-Jackson	24/10/16	4/11/16	
	2. Identify and confirm centres for the ESS and select employees as respondents for the survey.	HRMO/Rev. E. Pewa	07/11/16	11/11/16	
	3. Paper-based ESS.	KPMG/ Ayorinde Gilpin-Jackson	21/11/16	02/12/16	

		4. Preparation and submission of draft ESS report.	KPMG/ Ayorinde Gilpin-Jackson.	05/12/16	23/12/16	
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