



PUBLIC SECTOR REFORM UNIT, OFFICE OF THE PRESIDENT

ANNUAL PROGRESS REPORT ON PUBLIC SECTOR REFORM

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Introduction

In 2011, the Public Sector Reform Unit focused on the development and institutionalization of systems and processes for improved service delivery across MDAs. By developing and guiding the strategic implementation of a number of key interventions and incorporating new management and administrative structures, the PSRU created the enabling environment capable of supporting and facilitating sustained improvements in the public service delivery system.

The Public Sector Reform Programme was reviewed in 2011. In order to ensure consistency and connectivity in public sector reforms across the various reform environments, the reviewed programme focused on the original eight thematic components (with specific areas of emphases) of the Public Sector Reform Programme, namely:

- a) Strategic and Structural Alignment
- b) Staff, Pay and Incentives
- c) Improvements in Systems and Tools
- d) Improvements in Service Delivery
- e) Capacity Building
- f) Gender and Anti Corruption
- g) Attitudinal and Behavioural Change
- h) Public Service Reform Coordination and Management

Under Component (d) above, namely, “Improvements in Service Delivery”, a new area of focus was on “Performance Management and Contracting”.

On the whole, significant progress was recorded in 2011 with respect to coordination and the overall implementation of PSR initiatives. In partnership with key government offices, the PSRU strengthened collaborative networks with development partners, and successfully organized dynamic forums for strengthening political-administrative relations at all levels of government. The Unit also developed an innovative strategy for implementation of public sector reform initiatives.

Also, while a few challenges persisted, considerable achievements were accomplished both in processes and systems across the Public Service and at the level of the Ministries, Departments and Agencies. All of these achievements were as a result of a robust political will and direction, hard work, commitment, and diligent collaboration and cooperation from several institutions within the public sector. Particular mention must be made of the sustained cooperation received from the Office of the Chief of Staff, Secretary to the President, Secretary to the Cabinet and Head of the Civil Service, Ministry of Finance and Economic Development (MoFED), the Human Resource Management Office (HRMO), Public Service Commission (PSC), and other key MDAs.

As noted above, existing collaborations with our Development Partners, particularly UNDP, the Commonwealth Secretariat, European Commission, were enhanced. A new and productive relationship was established with the World Bank and African Development Bank in specific PSR initiatives.

This Report presents a summary of activities pursued in key PSR components as articulated in the PSRU 2011 Annual Work Plan, namely:

- i. Strategic and structural alignment of MDAs – including establishing new Management Structures, re-engineering systems and processes across MDAs
- ii. Public sector reform coordination and management – including enhanced partnerships with Development Partners
- iii. Improvement in systems, processes and tools for improved service delivery – including accelerated activities in Records Management in the Ministry of Education, Science and Technology and the rest of the Civil Service, as well as the finalisation of the Civil Service Code, Regulations and Rules
- iv. Staffing and recruitment – including a re-structured Public Service Commission, merit-based recruitment and selection process
- v. Improvements in service delivery, with a renewed focus on Performance Management and cascading Performance Contracting to senior level Managers in the Public Service

It is important to note that while several of the activities were fully implemented during the year under review, significant HR and financial challenges persisted.

Strategic and Structural Alignment of Ministries, Departments and Agencies

Management and Functional Reviews of MDAs

Public Sector reform is mainly about creating and capacitating institutions – systems, processes structures and the appropriate use of human, material and financial resources for effective service delivery. Along these lines, PSRU continued to work with MDAs on developing strong and effective institutions and good management systems, through diagnostic reviews and implementation of productive recommendations. Management and Functional Reviews (MFRs) were used as the entry points to assess the institutional, structural and human capacities of MDAs, and to discuss and recommend the way forward. By this means, the PSRU embarked on strengthening institutions and developing a critical mass of Human Resources capable of supporting and facilitating sustained improvements in the Public Service delivery systems. The objectives of this exercise were, among others, to ensure that MDAs had:

- i. The right management structures, e.g., establishing new structures such as Change Management Teams, Policy and Planning Units, Internal Audit Departments, Procurement Units and Committees, Budget Committees, Records and Human Resources Officers, etc.
- ii. The right staff skills
- iii. Correct systems and processes
- iv. That functions were aligned and roles clarified to avoid conflict and maximize productivity

In this regard, work continued with key Departments and Agencies, and MFRs were finalised for the Immigration Department and National Commission for Democracy (NCD).

Reviews, strategies and processes, like the wider Public Sector Reform initiatives, are not products in themselves. They must be undertaken periodically to ensure that new initiatives are accommodated, that initiatives that do not add value to MDAs are discarded, and that the reform agenda remains on track. Therefore, as we embarked on implementation of recommendations from MFRs on Ministries, we also had cause to re-review some Ministries, starting with the Ministry of Finance and Economic

Development, and the Ministry of Fisheries and Marine Resources, to ensure value-addition. These processes will continue as we move forward.

Recruitment and Selection

Re-structuring Public Service Commission

Human Resources capacity challenges across Ministries, Departments and Agencies have been documented in all our Quarterly Reports over the last three years. Despite our good endeavours, these challenges, in terms of quantity and quality, as well as means of recruitment and selection persist. Associated with these challenges have been our inability to attract, motivate and retain skilled manpower, and also creating institutions that would ensure transparent and competitive recruitment of staff.

In 2011, the Public Service Commission underwent series of transformation, leading to the development and validation of a Strategic Plan with enhanced Divisional capacity to ensure effective and efficient service delivery. In essence, the PSC has evolved from a traditional institution with responsibility for appointments, promotions, control and discipline in the public service to a more dynamic, strategic and forward-looking modernised Establishment. Within this new context the role of the PSC extends to the development and application of frameworks, as well as the monitoring and evaluation of the implementation of key policies in the public sector reform programme including recruitment and selection, training, public sector pay, and performance appraisal. The PSC now comprises two mutually-supportive Divisions namely (i) Selection and Staff Development and (ii) Policy Development, Planning and Monitoring, with several sub-divisions to accelerate service delivery.

Associated with a restructured PSC is the need for competitive and merit-based recruitment and selection to fill essential vacancies at middle and senior levels across the Civil Service. Accordingly, some progress was made in filling critical gaps in the Public Service. In addition to the demand-driven recruitment to fill existing vacancies in MDAs, there was also recruitment for new management structures across the service. New professional cadres for ICT and Procurement were created, and there was recruitment to fill positions in the Policy and Planning Units, the strategic planning hub for each MDA. These positions include Policy Analysts, M&E Officers, Research Officers, and

Strategic Coordinators/ Programme Managers. In all, a total of six hundred and seventy six (676) critical vacancies were filled (See Table 1 Below for distribution per MDA)

Table 1 – Recruitment Pattern across MDAs

Ministry/Department/Agency	No. Recruited
Ministry of Health and Sanitation	217
Ministry of Internal Affairs	1
Ministry of Lands, Country Planning, and the Environment	4
Ministry of Works, Housing and Infrastructure	1
Ministry of Finance and Economic Development	65
Accountant General’s Department	17
Ministry of Employment, Youth and Sports	3
Ministry of Trade and Industry	6
National Registration Secretariat	16
Ministry of Information and Communications	16
Public Sector Reform Unit	3
Ministry of Mines/ Political Affairs	6
National Public Procurement Authority	38
Ministry of Education, Science and Technology	12
Ministry of Energy and Water Resources	8
Ministry of Social Welfare, Gender and Children’s Affairs	8
Policy and Planning Units	25
Human Resource Management Office	125
Ministry of Transport and Aviation	3
Ministry of Agriculture, Forestry and Food Security	94
Meteorological Department	3
Ministry of Labour and Social Security	6
Total	676

Public Sector Reform Coordination and Management

Partnership with the Leadership of the Civil Service

PSRU continued to effectively partner and collaborate with the Public Service Commission and the leadership of the Civil Service, notably the Offices of the Secretary to the President, Chief of Staff, Cabinet Secretariat, and the HRMO.

These partnerships recorded significant progress with respect to the implementation of Public Sector Reform initiatives in areas including:

- Improvements in processes, systems, management tools and structures across the Civil Service, including essential supply to Provincial Secretaries Offices and to the Civil Service Training College kick-start training
- Midterm stocktaking of the Human Resource Management Office
- Continued improvements in Records Management and other activities relating to payroll cleansing of the Teaching service
- Enhanced mechanisms that would lead to cascading Performance Contract to senior Civil Servants in seven pilot Ministries
- Enhancing merit-based recruitment processes
- A highly productive Steering Committee on Public Sector Reform forum resulting, among other matters, into fast-tracking the decision-making processes on the implementation of Public Sector Reform initiatives
- High-level meeting with the leadership of the AfDB and finalizing agreement on support to Teachers' Records' Management
- Creation of personnel files, and commencement of teachers verification across the country
- Review of Job description for ICT Cadre
- World Bank support to PSR
- Finalisation, Printing and Dissemination of the Civil Service Code, Regulations and Rules
- Performance Management and Performance Contracting in the Public Service
- Technical backstopping to / monitoring of MDAs

Partnerships with Development Partners

The Governance and Institutional Development Division of the Commonwealth Secretariat

Our partnership with the Governance and Institutional Development Division (GIDD) of the Commonwealth Secretariat (ComSec) continued to yield considerable dividend, particularly in the area of capacity building for elected politicians and public servants across both the Central and Local Government

institutions in the country. Early in the year we signed a new agreement with the GIDD of the Commonwealth Secretariat for support to the Government of Sierra Leone. Between January and March 2011 GIDD/ComSec supported three very high level Training Sessions for Politicians and Civil Servants at both central and local Government levels. The three forums, which were follow-ups to the Ministerial-Administrative Forum held at the Miatta Conference Centre from 13-15 September 2010, were:

- i. **31 January 2011:** Forum for Newly-Appointed Ministers, Deputy Ministers and Permanent Secretaries – (Following the Cabinet Reshuffle. Attended by over 80 participants including all New Ministers, Ministers of State and Deputy Ministers);
- ii. **28-30 March 2011:** Forum for Elected Politicians, Chief Administrators and other functionaries of Local Government on the Management of Local Councils held in Bo, and attended by all Mayors, Chairmen/Representatives, Chief Administrators, Ministry of Local Government key staff, Local Government Service Commission, etc. The Hon Minister of Local Government and Rural Development delivered the Keynote Address
- iii. **31 March 2011:** One-Day Follow-up Forum on Political-Administrative Forum

Forum for New Ministers, Deputy Ministers and Permanent Secretaries (31 January 2011)

On 31st January 2011 a one-day forum for newly appointed Ministers, Ministers of State, Deputy Ministers, Permanent Secretaries and key Professional Heads was held at the Mini Hall of the Miatta Conference Centre. This one-day forum was in accordance with the recommendations of the 3-day forum for Ministers, Deputy Ministers, and Permanent Secretaries on addressing the Political-Administrative divide, held in September 2010, where it was resolved that similar forums be held periodically for new Ministers and Deputy Ministers.

Specific objectives of the forum included;

1. To understand and agree on the priority national outcomes that the Government of Sierra Leone is currently focusing on;

2. To discuss and agree on the roles of Ministers, Permanent Secretaries and Heads of Department, and how they can effectively work together on the one hand and how they can effectively work with other branches of the state and other stakeholders, on the other hand.
3. To discuss leadership and negotiation skills and values required to transform the country.

The facilitators for the programme were high level public servants including the Secretary to Cabinet & Head of the Civil Service; Chief of Staff; Accountant-General; Executive Director, NPPA; Director, Cabinet Oversight and Monitoring Unit; and the Solicitor-General.

The forum was officially opened by Dr. Kaifala Marah, the Chief of Staff, Office of the President. His opening statements centred on effective leadership for results, including the importance of dynamic leadership, which encourages creativity and participation. He entreated participants, especially Ministers, to use an inclusive and symbiotic management style, which he said would bring out the best in their staff.

Highlights from the forum included presentations by top level public servants and experts on:

- Accountability, Values and Ethics
- The role of Cabinet Ministers, Permanent Secretaries and professional Heads in the management of government affairs
- Clarity of roles and responsibilities in 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
- Procurement rules and procedures
- Management strategies for a constructive Political-Administrative Interface
- Implementation of Cabinet Conclusions

One of the clear messages from the forum was that functional role clarity is essential to improving performance. Deputy Ministers in particular expressed the need for better coordination at the Ministerial level, hence the need for effective communication and collaboration.

Forum for Elected Politicians and Chief Administrators in the Management of Local Councils (28-30 March 2011)

The Governance and Institutional Development Division (GIDD) of the Commonwealth Secretariat also supported a 3-day forum for Local Government functionaries including Resident Ministers, District officers, Mayors of cities, Chairmen of District Councils, Local Council Chief Administrators, and senior staff of the Ministry of Local Government and Rural Development.

The theme of the forum was ‘Strengthening the Political-Administrative Relations in the management of Local Councils in Sierra Leone’. The forum was attended by over **80 participants** from all districts in the country, who used it as an opportunity to discuss recent significant developments in local governance such as the development of a Local Government Policy, review of the Local Government Act 2004, reinstatement of the position of District Officer (DO) and identification of 16 DO Designates. It also provided the opportunity to address the challenges that have arisen from role confusion and duplicity.

The outcomes from the workshop were as follows:

- i. Understanding of the priority national outcomes that the Government of Sierra Leone seeks to achieve and accountabilities clearly defined, understood and accepted;
- ii. Roles of Mayors of Cities, Chairmen of District Councils, Local Council Chief Administrators, Provincial Secretaries, Resident Ministers and their relationships clearly defined and understood;
- iii. Key leadership values and principles to guide Mayors of Cities, Chairmen of District Councils and Local Council Chief Administrators in the conduct of their duties defined, understood and agreed upon; and

- iv. Strategies for effectively engaging other stakeholders in the national development agenda defined.

The forum was officially opened by Amb. Dauda Sulaiman Kamara, Minister of Local Government and Rural Development. He emphasised the need for comprehensive strategies for local governance, including coordination and collaboration amongst the key players, and institutional capacity at the local level.

Presentations included:

- i. **Principles of Good Governance** – Mr. L. Farmer, Principal State Counsel, Law Officer’s Department, Ministry of Justice
- ii. **Local Government and Development Agenda of a country**- Dr. Munawwar Alam, Adviser (Sub-national Administration & Government) GIDD, Commonwealth Secretariat
- iii. **National Development Agenda and Local Government Acts in Sierra Leone** – Ms. Alison Sunderland, Local Government Adviser (CFTC Expert)
- iv. **Local Government Management – Experiences from other Countries (Canada and Ghana)** - Mr. Tony Dean Former Secretary of the Cabinet and Head of Ontario Public Service, Canada; and Mr. Joe D. Issachar Former Head of Civil Service, Ghana & Consultant
- v. **Local Government and National Development in Sierra Leone** - Prof. A.R. Dumbuya
- vi. **Managing stakeholders / institutions for effective service delivery at Local Government level**- Ms. Alison Sunderland, Local Government Adviser (CFTC Expert)
- vii. **Decentralization and Local Government Management in Sierra Leone: Current situation;**
 - Mr. Floyd Davies, Director of Legal Services, Decentralization Secretariat
- viii. **Accountability, values and ethics in the Public Service** - Mr. Joe Issachar

- ix. **Utilisation and management of public resources to promote transparency, accountability and anti-corruption-** Dr. Kaifala Marah, Chief of Staff, Office of the President
- x. **Performance management:**
 - **Departmental roles, reporting, monitoring and evaluation-** Mrs. Neneh Dabo, Director, Systems and Process Review Anti-Corruption Commission
 - **A collaborative approach to managing performance contracts; Inclusive participation and stakeholder engagement** - Abdul-Rahman Sowa, Director of Operations, Office of the Chief of Staff

During this forum participants from the various districts and localities held discussions on issues such as the role and functional relationships and the financial and capacity constraints impacting their ability to deliver quality services. Participants interacted with senior level officials of government such as the Secretary to the Cabinet & Head of the Civil Service, the Chief of Staff, and both the Minister and Deputy Minister of Local Government and Rural Development. It was also an opportunity for the newly appointed DO designates to assess the issues surrounding local governance and to hold discussions with the other local administrators.

The forum culminated in a Communiqué, which highlighted the major themes in the deliberations and key recommendations for improving the institutional and human capacity of local government institutions. The Communiqué is attached to this report.

Follow up on Political-Administrative Forum (31 March 2011)

On Thursday 31st March, the PSRU and the Commonwealth Secretariat again organized a one-day follow-up forum to the high-level September 2010 Political-Administrative Leadership forum. This meeting, which was attended by Ministers, Deputy Ministers, Permanent Secretaries and Professional Heads, was aimed at enhancing the relationships among the Ministers, Deputy Ministers, Permanent Secretaries, and Professional heads. It provided participants the opportunity to assess the impact of the September forum and discuss emerging issues in the management of Ministries.

Specific objectives of the programme included:

- i. To enhance relationships between Ministers, Deputy Ministers through clear understanding of roles
- ii. To enhance relationship between Ministers and Permanent Secretaries
- iii. To foster conducive relationships between Permanent Secretaries and Professional Heads
- iv. To provide better understanding on ministerial co-ordination across the whole government
- v. To strengthen commitment and team work between the Political and Administrative leaderships, towards the achievement of national development outcomes.

The outcomes from the forum were:

- i. Agreed framework for improving collaboration among the leaders
- ii. Commitment for improved ministerial coordination in Sierra Leone with better understanding of the implications on linkages to achieve the priority national outcomes

During the workshop, presentations were made by high level public servants such as the Chief of Staff, the Secretary to the Cabinet & Head of the Civil Service, as well as by experts from the Commonwealth Secretariat. The presentations centred on the following major themes:

- Strengthening the interface between the administrative and political leadership in government
- Management strategies for enhancing inter-ministerial collaboration and improving the relations between Ministers and Deputy Ministers, as well as between Permanent Secretaries and Professional heads
- Strategies for effective leadership, role clarity, and performance
- Transformative leadership for national development

Key recommendations from the discussions included:

- Survey on success, challenges, and solutions to be provided to participants before a Forum to ensure full disclosure and richer discussions
- Handbook on conduct, roles and responsibilities, as well as general governance in Sierra Leone to be developed for Ministers and Deputy Ministers
- Induction training for new Ministers and Deputy Ministers
- Mini retreat to be organized for Ministers, Deputy Ministers and Permanent Secretaries on the national development agenda
- Dissemination of the new Civil Service Codes, Rules and Regulations to all public servants, including Ministers and Deputy Ministers
- MDAs to hold weekly management meetings at various administrative and technical levels to ensure frank discussions and variety of solutions to challenges facing MDAs. Cabinet conclusions must be discussed at meetings of senior officials, which should include the Deputy Minister
- Cabinet papers should be developed with the involvement of the Permanent Secretary
- Ministers should inform their Permanent Secretaries of their membership in government Committees
- Ministers must make it a point to keep Deputy Ministers informed on management and institutional matters
- Human resource and institutional capacity challenges should be addressed as soon as possible
- Undertake a quantitative survey on relationship between Ministers and Deputy Ministers

In the latter part of 2011 the PSRU developed and submitted six proposals for Commonwealth support as follows:

- i. Short-term experts to map out and develop a full project proposal for the construction and management of the Public Service Academy
- ii. Support for short-term Professional and Management courses in Ghana
- iii. Study visits on results-based management/ performance management
- iv. Short-term training programmes in Corporate Governance

- v. Support to Tertiary Institutions-provision of Science lecturers for Njala University and the University of Sierra Leone under the Commonwealth Service Abroad Programme
- vi. Follow-up on the Ministerial-Administrative Forum at both the central and local government level

Launch of the Sierra Leone Capacity Development for Results programme

In February/March 2011, a Joint African Union Commission (AUC) and the United Nations Economic Commission for Africa visited Sierra Leone to launch the Sierra Leone Capacity Development for Results Programme, which had been developed in partnership with the Public Sector Reform Unit. The Mission was led by Amb. Erastus Mwencha, Deputy Chairperson of the AUC, and comprised Ms. Jennifer Kargbo (Executive Secretary, UNECA), Amb. Andrew G. Bangali (Sierra Leone's Ambassador to Ethiopia and the African Union), Ms. Fatoumata Ba (Director, ECA for West Africa), Ms. Joyce Nyamweya (Senior Regional Advisor, Governance and Public Administration, ECA) and Mr. Alimamy Sesay (Legal Officer, AUC). This High Level Mission to Sierra Leone was in the context of our on-going efforts in seeking technical assistance for public sector reform and transformation for results and accountability programme.

On Friday 25 February, the Vice-President, Hon. Sam Sumana, officially launched the Sierra Leone Capacity Development for Results Programme, which will be jointly supported by the United Nations Economic Commission for Africa (UNECA) and African Union Commission (AUC). The occasion was the culmination of months of work which began with a request in 2009 from the Government of Sierra Leone, through H. E. Ambassador Bangali, to the UNECA for governance and public administration advisory services and technical assistance. In 2010, the PSRU and the Senior Regional Advisor of the UNECA jointly developed a programme document, the "Sierra Leone Public Sector Reform and Transformation for Results and Accountability", which advocates for increased capacity development assistance for the public service.

The launch provided a forum for the country leadership to reiterate the importance of programme, and pronounce its commitment to realizing the objectives of the Country's Medium Term Plan – the Agenda for Change.

The overall objective of this Joint AUC-UNECA High-Level Mission was to engage the country leadership and stakeholders at all levels with a view to building ownership for the country Capacity Development Results Programme. Specifically the mission aimed to achieve this through the following related objectives:

1. To launch the country Capacity Development for Results Programme, which links the Medium Term Plan - Agenda for Change to Results;
2. To identify institutional framework to support the implementation of the Capacity Development for Results Programme;
3. To Build stakeholder buy-in for the Capacity Development for Results Programme;
4. To identify priority results areas and adoption of the Rapid Results Programme.

The Mission committed to continue to provide technical support as well as through the envisaged Regional Results Partner Forum, to mobilize partners and resources for collective action in support of pilot country capacity development results programmes. The government of Sierra Leone also committed to establish the appropriate institutional arrangements, as well as undertake the envisaged transformational leadership and institutional capacity development programmes necessary for the successful implementation of the country capacity development results programme.

A national Capacity Development for Results Programme Core Team was established. The terms of reference of this core team include:

- i. Provision of continuous steering and coordination across government stakeholders and partners for the achievement of agreed upon development results;
- ii. Tracking, monitoring and evaluation of public sector-wide participation;
- iii. Reporting on performance and results

The Core Team comprises:

- i. The Secretary to the Cabinet and Head of the Civil Service
(Chairman)

- ii. Chairman, Public Service Commission
- iii. Chief of Staff, Office of the President
- iv. Director, Public Sector Reform Unit, Office of the President
- v. Director-General, Human Resources Management Office
- vi. Director-General Ministry of Foreign Affairs and International Cooperation
- vii. Development Secretary; Ministry of Finance and Economic Development
- viii. Secretary, Public Service Commission
- ix. Accountant General, Ministry of Finance and Economic Development,
- x. Chairman, APRM Secretariat
- xi. Focal Person for the Sierra Leone Public Service College
- xii. UNECA Senior Regional Advisor on Governance and Public Administration
- xiii. Assistant Secretary - Personal Assistant to the Deputy Minister of Foreign Affairs and International Cooperation (**Secretary**)

The key results areas in the document include strategies to:

- i. Enhance on-going efforts to improve public sector performance by strengthening national integrated performance management framework, tools and capacity development for leadership and management;
- ii. Strengthen leadership and management accountability frameworks for results and accountability as well as the curricular of the public service college to support institutionalization of such results frameworks;
- iii. Build capacity of established and new generation institutional arrangements at the centre and developed levels to steer, coordinate, monitor and evaluate results and impact;
- iv. Enhance demand side capability to drive demand for results and accountability

South-South Learning with Government of Kenya

A high-level delegation from the Kenya Government visited Sierra Leone between 21 November and 4th December 2011 to share its experience and

lessons learnt in implementing performance management in general and performance contracting in the public sector. This followed a similar visit to Kenya by a delegation from the Government of Sierra Leone in July 2011 to understudy Kenya's performance management in general and performance contracting in the public sector in particular. Following the visit, the government of Sierra Leone formally approached the Government of Kenya seeking technical assistance in cascading performance contracting, a practice already in place but only limited to cabinet ministers.

The Kenya visit was therefore the result of formal exchanges between the two countries at the highest political level. The Kenyan delegation, comprising the senior officials from the Performance Contracting Department in the Prime Minister's Office was led by Richard Ndubai, PS, Performance Contracting and consisted of Mr. Titus Ndambuki, PS, Ministry of State for Public Service, Ms. Juster Nkoroi, Secretary, Performance Contracting Department, Dr. Christopher Wamwea, Director, Performance Contracting, and Prof. Margaret Kobia, Director of the Kenya Institute of Public Administration. Also in the delegation was Kenya's deputy envoy to Sierra Leone hosted in Nigeria Ms. M. Musula. It was framed within a South-South framework, consistent with the objectives of the project implemented by UNDP and under which it was supported – the India-Brazil-South Africa (IBSA) whose primary objective is to promote peer-to-peer learning and knowledge networking within a south-south co-operation framework.

During the mission, a number of sensitization, information sharing and interactive sessions were conducted with a wide variety of stakeholders. Among the sessions held were those for senior government officials on the system of performance management/performance contracts in Kenya (and Sierra Leone), the component tools and instruments and the institutional arrangements for performance management in the two countries. Others included dedicated training for specialized teams covering such issues as setting performance standards and targets, support to the refinement of tools and a review of capacity building framework and support systems for performance management and performance contracting. Interactive sessions were also held with senior donors and universities. Besides this, the delegation also held briefing sessions with the Performance Management Steering Committee and the Chief of Staff. The high point of the visit was a briefing

session with H.E President Ernest Bai Koroma, which took place on Wednesday 30 December 2011. A field visit to Makeni on Saturday 3 December wrapped up the visit.

As an outcome of the mission, a Joint Report was developed and signed by the heads of delegations of the two countries. The Joint Report outlined the key accomplishments during the mission as well as the results together with the recommendations for the way forward that will be taken up to strengthen partnerships and further engagement around performance management. Of even more significance was the draft Joint Commission of Cooperation (JCC) Agreement drafted by the Government of Kenya and shared with the Government of Sierra Leone, which once finalized is expected to provide the overall framework for bilateral co-operation between the two countries and for which performance management will be its flagship project.

Other outcomes from the visit included i) improved and deepened understanding on performance contracting system; ii) enhanced understanding on tools and instruments used for implementation of performance contracts and staff appraisal systems; iii) identification of areas of further co-operation in the area of performance management; established a platform to foster peer to peer learning and knowledge networking; and establishment of a framework for further bilateral co-operation within the South-South co-operation.

India-Brazil-South Africa (IBSA) Partnership

The IBSA Board of Directors approved the sum of \$1m for support to Public Sector reform initiatives. This pioneering South-South partnership will fund the 'Leadership Development and Institutional Capacity Building for Human Development and Poverty Reduction in Sierra Leone' Project.

Overall Strategic Goal: to promote a systematic approach to supporting institutional capacity development in order to reduce poverty, achieve the MDGs and support human development in Sierra Leone within the framework of South-South cooperation.

Specifically, the project seeks to strengthen the capacity of three GoSL institutions, namely, Office of the President, Cabinet Secretariat, and the Ministry of Foreign Affairs & International Cooperation. It would ensure, among other things, that:

- The Presidency, Ministers and other senior government officials in key Ministries, Departments and Agencies (MDAs) have the capacity for strategic and modern management and decision-making techniques linked to the Agenda for Change;
- Sierra Leone's international image is enhanced through a re-capacitated Ministry of Foreign Affairs and International Co-operation (MFAIC);
- A Results-based Management platform is further enhanced, a system of performance monitoring and HR management strengthened, and the capacity of public officials improved;
- The Cabinet Secretariat's technical and advisory functions are strengthened and its strategic positioning enhanced;
- Partnerships within South-South Co-operation in general, and with IBSA in particular, forged and strengthened.

Specifically, it will:

- Ensure that tailor-made skills and competency enhancing training programme targeting some 200 senior government officials (including Ministers) are designed and delivered focusing on leadership/management skills;
- Select high impact 'quick wins' recommendations of the MFR for MOFAIC covering capacity for policy, planning and research; enhanced ICT platform; and targeted training implemented via a strengthened in-house unit;
- Ensure that targeted support was provided to strengthen the institutional capacity of the Cabinet Secretariat;
- Ensure that Results-based tools and methodologies were expanded and deepened and an additional MDA staff trained in their application;
- Facilitate support provided in exposing Sierra Leone reform and capacity development programme to innovative practices and approaches through a series of targeted study tours, exposure missions and other forms of knowledge networking within the IBSA framework.

EU Support to Public Sector Reforms

The European Union delegation finalised the support grant valued at **€10.5m** (See Table 2 below for detailed Budget allocation to reform components) for support to the Public Sector Reform Programme, particularly the Civil Service

Reform component and other Departments and Agencies. The project is designed to resolve the following core issues:

- the internal staffing disparities in the civil service and an existing mismatch between available skills and functions, which greatly hamper effective policy design and implementation and monitoring and evaluation for efficient service delivery and poverty reduction;
- weaknesses in the human resource management structures and institutions of the civil service;
- low levels of integrity in the administration and management of the pay and compensation systems of the public sector;
- low levels of morale and discipline in the public service due partly to weak institutional structures, partly to diffusion of roles and responsibilities, and partly to low pay and conditions of service; and
- the need to further strengthen democracy and the rule of law by ensuring effective separation of powers through enhanced independence of the judiciary.

The project has the following components:

Component 1: Training and Staff Development, within the Civil Service, which aims at supporting the bridging the acute skills gaps in the civil service. The extent to which these gaps can be filled by new recruitments is limited by the dearth of the requisite skills in the domestic labour market, in addition to the uniqueness of the civil service itself. Therefore it will be necessary to augment the Government of Sierra Leone's competitive recruitment, pay reforms and performance management efforts with enhanced training and staff development programme. This will be based on an explicit training policy and a carefully crafted long-term training programme focusing on all levels and cadres of the civil service. The design of this training programme will be financed by the EU via the Technical Cooperation Facility as a preparation measure for the training implementation and in order to gain momentum prior to the approval of this project.

Component 2: Institutional Support to Human Resource Management and Oversight Institutions to strengthen the recruitment, staff selection and discipline functions, training and staff development, pay administration and management, and other human resource management functions of the key

human resource management institutions of the civil service, including the Human Resource Management Office, the Public Service Commission, the Strategy Policy Unit, the Office of the Chief Justice, and Local Councils.

Component 3: Mainstreaming Anti-Corruption into the Civil Service Reforms by ensuring complementarities and synergy between the institutions responsible for administrative discipline and the fight against corruption. Under this component the legislative frameworks will be reviewed and harmonized, the procedures and processes will be streamlined and the functions and mandates of the two key institutions (Public Service Commission and Anti-Corruption Commission, with a *de jure* monopoly) clarified.

Component 4: Right-Sizing the Civil Service will support the Governments policy on the rationalization of staff numbers and removal of dysfunctional positions and redundant staff from the Government payroll by providing the resources required to meet the financial implications of implementing the policy. The project will contribute to both the payment of severance benefits to the eligible employees and for the provision of a social safety net through the retraining of redundant workers who need such retraining. Included under this component also is the sensitization of the various stakeholders, including the potential target employees, the relevant trade unions, and the general public. .

Component 5: Audit and External Evaluation and Visibility will ensure adequate controls over implementation and alignment with visibility requirements.

Table 2: Detailed Budget Breakdown of EU support to Public Sector Reforms

	Component/Activity Implementation modalities	EU Contribution (€)	Government Contribution (€)	TOTAL (€)
1	Training, Succession Planning and Continuing Staff Development	1,925,000	4,677,500	6,602,500
1.2	Leadership Training (External) <i>Service contract</i>	575,000	-	575,000
1.3	Professional and Managerial (local and External) <i>Programme Estimate</i>	900,000	2,850,000	3,750,000
1.4	Sub-Professional and Senior Support (local and external) <i>Programme Estimate</i>	450,000	1,387,500	1,837,500
1.5	Junior Support (local)	-	440,000	440,000

2	Institutional Support to Human Resource Management and Oversight Institutions	2,700,000	350,000	3,050,000
2.1	Institutional Support to the Human Resources Management Office, including capacity for staff training, HR planning and development, and Performance Management <i>Service contract</i>	600,000	-	600,000
2.2	Roll Out of HR Management Capability to MDAs <i>Service contract</i>	350,000	-	350,000
2.3	Building HRM Capacities of Local Councils in the Context of Devolution <i>Service contract</i>	500,000	-	500,000
2.4	Strengthening the Public Service Commission function of Recruitment and Staff Development <i>Grant in direct award</i>	350,000	-	350,000
2.5	Institutional Support to Strategy Policy Unit <i>Contribution agreement with UNDP</i>	400,000	-	400,000
2.6	Institutional Support for Pay Administration and Personnel records Management - Budget Bureau, HRMO, AGD	-	350,000	350,000
2.7	Enhancing separation powers by building institutional capacity for PFM and HRM in the Office of the Chief Justice <i>Grant in direct award</i>	500,000	-	500,000
3	Mainstreaming Anti-Corruption into the Civil Service Reforms	500,000	-	500,000
3.1	Review and Reform of ACC Systems and Procedures; Linking Anti-Corruption Efforts with Administrative Disciplinary Processes <i>Grant in direct award</i>	250,000	-	250,000
3.2	Review of Public Service Legislation; Strengthening Disciplinary Function of PSC; Linking Administrative Discipline to Anti-Corruption <i>Grant in direct award</i>	250,000	-	250,000
4	Right-Sizing the Civil Service	4,350,000	100,000	4,450,000
4.1	Severance Pay to Retrenched Workers <i>Programme Estimate</i>	3,900,000	-	3,900,000
4.2	Retraining of Retrenched Civil Servants <i>Programme Estimate</i>	450,000	-	450,000
4.3	Public Education and Sensitization	-	100,000	100,000
5	Audit and External Evaluation and Visibility	325,000	-	325,000
5.1	Audit <i>Service contract</i>	200,000	-	200,000
5.2	External Evaluation <i>Service contract</i>	100,000	-	100,000
5.3	Communication and Visibility <i>Service contract</i>	25,000	-	25,000
6.	Contingency¹	700,000	-	700,000
	Total	10,500,000	5,127,500	15,627,500

¹ The European Union's contribution to the "Contingencies" heading may be used only with prior agreement of the Commission.

UNDP Support for Public Sector Reforms

UNDP remained a valuable partner in 2011 and contributed substantially to public sector reforms. UNDP support during this period aimed to build on the gains made in previous year especially with regards to advancing a comprehensive pay reform programme, implementing a merit-based recruitment system for civil servants and design and roll-out of training programmes for various cadres of civil servants. The intervention for 2011 focused on the following activities:

- i. Developing institutional capacity in HRMO and PSC enhanced coordination, management and operational capacity
- ii. Enhancement and acceleration of the development of a comprehensive performance management system including the establishment of a Performance Management Unit within the HRMO, cascading of performance contracts to senior civil servants, and support for south-south learning on results-based performance management
- iii. Modernising of the ICT platform in MDAs, including support for completion of residual activities under the e-Government project
- iv. Finalisation, validation and dissemination of the National Training Policy and Strategy informed by a comprehensive Training Needs Assessment of the public sector
- v. Printing and dissemination of the Civil Service Code, Regulations and Rules
- vi. Conducting 3-5 local training programmes for 150 civil servants as follows:
 - 70 Junior level staff - basic computer skills, office management, civil service code
 - 50 Middle level staff - executive development and computer packages
 - 30 Senior level staff – policy analysis, leadership development, ethics
 - 30 staff trained in GIS/GPS and remote sensing technology through the MoLCPE and FBC

World Bank Support for Public Sector Reform Programme for Results (PforR)

In as much as progress has been made in improving public sector performance and efficiency, there are still challenges with human, financial, and institutional capacity that impede the pace and impact of the reform agenda. Institutionalizing the results-based systems and processes that centre on planning and monitoring has been particularly challenging, and the various approaches used have not been system-wide.

As part of its strategy to ensure impactful reform, Government and the World Bank have reached consensus on an innovative approach to enhance PSR, namely, the Programme for Results (PforR). The PforR is the first major development-financing instrument that formally links disbursements to the achievement of results.

The Government of Sierra Leone worked alongside the World Bank to develop a PforR –based programme for supporting the Public Sector Reform programme. Specifically, three major components of the reform agenda, namely, (i) Pay Reform, (ii) Performance Management, and (iii) Recruitment and Selection will be the priority areas of focus for this instrument. Over the course of the fourth quarter 2011, several World Bank missions were made to SL to develop a programme of action and an accompanying results framework for implementation. The main objectives of the Mission were:

- a) Finalise the scope and content of the government Program to be supported for the project including the results, the agreed reform path and initial disbursement linked indicators for all three components;
- b) Undertake capacity and institutional assessments of the key implementing agencies (including financial management and procurement) and associated MDAs
- c) Finalise the leadership, management, and coordination arrangements for the project in government, including key focal points in the individual implementing agencies and MDAs
- d) Prepare the initial results framework and agree on the key monitoring and evaluation arrangements (including personnel) for the project; and
- e) Identifying activities and additional work to be done by the GoSL team in preparation for the appraisal mission early next year.

During the mission, the team held meetings with the Director of PSRU, DG HRMO, Head of the Civil Service, Chairman PSC, Minister of Finance and Economic Development, Chief of Staff, Secretary to President, and members of the three technical teams responsible for development of the programme document. Progress continues on developing the Implementation Plan in time for the pre-appraisal mission from World Bank in February/March 2012. While the political leadership of the programme rests with the Minister of Finance and Economic Development, programme coordination would be the responsibility of the public Sector Reform Unit. Another round of discussions on the programme will be held during the next World Bank Mission to SL in February 2012.

DfID Support - Provision of Essential Equipment to MDAs

With residual DfID funding, a total of 24 computers, accessories and printers were procured and distributed to nine MDAs, including the 3 Provincial Secretaries Offices in Bo, Kenema and Makeni. It is our hope that the equipment, modest as they may be, will not only contribute to the modernisation of the civil service, but also lead to performance improvements.

Monitoring

Monitoring public sector reform is a continuous process that incorporates periodic scheduled and unscheduled visits to Ministries, review of progress updates, and physical verification of outputs. For 2011, particular attention was focused on gathering data on progress of implementation of recommendations made in the MFRs for Ministries. These recommendations were comprehensive and touch on all the components of the Public Sector Reform Programme. Through meetings with the senior management of Ministries, the PSRU gained insight into HR capacities, as well as on progress made in institutionalising results-based management systems and practices such as establishing Change Management Teams, holding regular management meetings, and adherence to rules and regulations for Procurement and Budgeting.

Significant challenges remain with monitoring, such as weak capacity in the MDAs, both in terms of quantity and quality; uncoordinated and fragmented monitoring, with numerous government and non-governmental agencies conducting separate exercises on related indicators and activities. Also, the lack of adequate financial resources continues to limit the quality of the monitoring

tools being used, and consequently, the quality and depth of the data. While efforts are being taken to address these challenges, such as recruitment of monitoring officers for MDAs and the development of M&E training programmes, there is still the urgent need to develop a national M&E system. This would include an integrated national monitoring and evaluation framework, incorporating (i) M&E Framework for the Public Sector Reform, (ii) M&E framework for the PRSP (iii) a national policy on M&E; and (iv) a national strategy for developing capacity for M&E. Having these in place will enhance development planning, limit duplicity, and enhance communication. Several of the PSR initiatives to be implemented onwards from 2012 include strategies for addressing the shortcomings of the M&E system. Of particular significance are the collaborations with Non-State Actors including Civil Society Organizations and the media, who will be useful partners in data collection, validation and dissemination.

Communication with Stakeholders

In order to enhance communication with the public, the PSRU embarked on Radio and TV discussion programmes. Starting in July, a panel of guests from the PSRU and the wider public service held radio discussions on issues on the reform agenda, including the progress of implementation of MFR recommendations and other reform initiatives in Ministries, as well as verification of teachers, cleaning of the Teaching payroll and the removal of ‘ghost teachers’; and the improvements in the performance appraisal system for public servants. The discussions also provided an opportunity for Ministries and the PSRU to discuss the progress and challenges with public sector reforms, particularly the process of improving management structures and processes in ministries using the MFRs. Finally, they were useful in sensitising the general public on government’s efforts in improving service delivery systems. For 2012, as part of the PSRU Communication Strategy, there are plans to culminate these periodic radio and TV discussions into a permanent weekly Reform Hour programme. Non-State Actors will be invaluable partners in this effort.

The Reform Spotlight Newsletter was published and distributed to the wider public service, including development partners and civil society organizations. Throughout the year relevant reports and information were uploaded to the Public Sector Reform Unit website at <http://www.publicsectorreform.gov.sl>

Improvements in Systems and Processes for Improved Service Delivery

Performance Management

The practice of Performance Contracts is a derivative of the Result-Based Management (RBM), a management practice that has now been adopted in many countries as a means to bring about a more results-oriented and accountable management in the public service. It rests on clearly defined accountabilities and requires monitoring and self-assessment of progress towards results and regular reporting on performance.

In Sierra Leone, performance management gained momentum in 2008 with the introduction of a system of PCs for Ministers, which also called for new performance standards and targets for sectors, MDAs and individuals. Performance contracts were introduced as a means to create accountability to the public for results, and change in attitude to work. The system of Annual Performance Appraisal System – annual confidential reports - had not been effectively used and little value was attached to its outcome.

Currently PCs are useful in monitoring performance of Ministers in delivering agreed targets directly linked to the national development agenda, the Agenda for Change. PCs have become a powerful tool in restoring and building trust in government and its ability to deliver service; yet the indicators in the PTTs, through which Ministers are monitored, reflect system-wide performance of their MDAs; similarly, achievement of the targets draws input from staff at various levels within MDAs, making it a shared responsibility, and hence the need for cascading.

To mark the start of cascading, some 67 senior officials, consisting of Permanent Secretaries, Professional Heads and Directors drawn from seven pilot MDAs signed performance contracts on 25 August 2011; 3 pilot districts and councils have also signed contracts as have 17 government owned corporations, commissions and agencies. The rest are expected to come on stream in 2012. At the middle and lower levels, the Annual Staff Appraisal system currently used in the Civil Service will be reviewed and adapted to the new system of performance and results-based management.

Teacher's Records Management Improvement Programme

The Teachers Records Management Improvement Programme commenced at the Ministry of Education, Science and Technology. During Phase 1 of the project the team reviewed over 120,000 files from which 35,305 Personnel Files were created, representing all teachers on the Accountant-General's payroll as at December 2010. This Phase of the Project was funded entirely by Government.

Substantial progress has been made since the commencement of Phase II of the project in September. The key objective of this final phase, which is due to end in May 2012, is to physically verify and capture biometric data and documentation for every teacher in government or government-assisted schools, so that payroll integrity is maintained. Physical verification began on 4th November 2011 In Freetown.

Specific scope of work for Phase II includes:

- ✓ Verify the existence and the essential details about every teacher and every school that the government funds
- ✓ Report all non-verified teachers to PSRU from the payroll
- ✓ Report on all teachers found working but not receiving pay
- ✓ Report on discrepancies between school records and verified details
- ✓ Generate standards and guidelines for managing teachers' records and implement them
- ✓ Train all head teachers and school principals in the application of the standards and guidelines
- ✓ File all of the records received in the field in the teachers' records
- ✓ Scan all documents of fiscal and legal importance into a document archive system and make this data available to key MEST staff.

Achievements as at December 2011:

- 74 schools in the Western Area were visited, and over 1,000 physically teachers verified.
- Workshop held on 10th November for 13 stakeholders from the Ministry of Education, Accountant-General's Department, and Sierra Leone Teacher's Union, to discuss information flows relating to teachers' appointments

- First draft of the Standards and Guidelines for Managing Teachers Records completed and will be discussed in December workshops
- Monthly payroll verification on-going; this involves checking Teachers' payroll changes month-by-month against supporting documents on teachers' files held by the Ministry of Education.
- Between December 2010 and December 2011, there was a total reduction in Teachers' payroll of 838.

Phase II of this programme is financed (US\$2m) entirely by the African Development Bank, and contracted to the International Records Management Trust under the supervision of the PSRU.

Civil Service Code, Regulations and Rules

The new "Civil Service Code, Regulations and Rules" was finalised and approved by H.E. the President. This comprehensive official guide covers regulations for all aspects of the civil service including ethical principles; recruitment and appointment; promotion, transfer and secondment; salary; performance appraisal and training; and discipline. UNDP provided funding for the printing and dissemination of an initial 1500 copies. Subsequent public service training programmes will include sessions on the Code.

Drafting of Code of Conduct for Ministers

A key recommendation from the Political-Administrative Forums was to develop a Ministerial Handbook/ Code of Conduct providing practical and ethical guidance to Ministers and Deputy Ministers for ensuring integrity and diligence in their work. Accordingly, a draft Code of Conduct was developed in 2011. This draft was submitted to the Minister of Political and Public Affairs who distributed it to all Ministers and Deputy Ministers for review. Once the document has been finalised, it will be validated at the planned 2012 Follow-up Political-Administrative Forum. It is important to note that the previous forums were invaluable in fostering better relations between the political-administrative leaders in the public service, and this document will become a useful tool in enhancing accountability and responsible behaviour at the political level. The Ministerial Code of Conduct focuses on the roles and responsibilities of Ministers and Deputy Ministers, including the following issues:

- Ethical principles such as selflessness, integrity, objectivity, accountability and transparency, which should guide their actions and speech
- Procedures and rules for Cabinet meetings, including submission of Cabinet Papers
- Roles of Ministers, Deputy Ministers, and Permanent Secretaries
- Administrative rules and regulations for Ministers and Deputy Ministers
- Legal implications for Ministers and Deputy Ministers with interests in commercial entities

Conclusion

On the whole, considerable gains have been made in PSR initiatives, particularly in the areas of systems and processes. There has been substantial progress in establishing effective management in Ministries, including the Change Management Teams (CMTs). Through continuous intervention by regulatory agencies, Procurement Committees and Budget Committees are now fully integrated into the modus operandi of MDAs. The Civil Service Code of Conduct, Regulations and Rules has been issued, and the draft Code of Conduct for Ministers has been developed and forwarded to the Ministry of Political and Public Affairs for further action.

At the same time, in a bid to improve performance management and accountability, the Performance Contracting system formerly limited to Ministers, has been cascaded to Permanent Secretaries and Heads of Departments. Government believes that this system will bring about greater accountability in how Ministries work, as well as allow the MDAs to plan, implement, monitor and report on their activities. The Performance Contracting system will ensure that senior management and staff in MDAs will focus on their tasks, and will be held directly responsible for their performance. It will also foster collaboration, coordination, planning, and monitoring in the public service, as departments and individuals will use the Performance Tracking Tables (PTTs) for Ministers to define their own performance indicators and targets.

Especially significant is that this results-oriented system supports the underlying objective of the critical Structural and Strategic Alignment component of the

Public Sector Reform programme by ensuring strategic alignment of the individual staff work plans to the strategic plan of the Ministry championed by the Minister and Deputy Minister. This effectively aligns the institutional targets to those of the national development agenda. Within the wider context of governance, the Performance Management system will foster improved transparency and accountability, especially through active partnership with Civil Society and the media.

In spite of the gains, considerable resource and behavioural constraints that impede impactful change across the public service need to be addressed urgently. There are visible gaps in skills and competencies in key strategic areas across the public service. Especially lacking are skills in science-based professions such as medicine, psychiatry, agricultural science, nutritional science, engineering as well as those essential competencies for national development planning, including strategic management, policy development and analysis, and related areas of study. These gaps are as a result of the fact that these skills have not been effectively provided by local training institutions and the limited opportunities for professional training and continuous learning in the Public Service. Added to this is the ability to attract and retain skilled capacity due to uncompetitive remuneration. Efforts underway at the PSC to recruit the best available skills are undermined by uncompetitive wages, lack of purposeful training and other poor working conditions. MDAs still face significant shortages in essential equipment and working tools.

One of the consequences of these challenges is a gradual decline in staff motivation, confidence in the ‘system’, and positive values and ethics. While considerable progress has been made in restoring faith, confidence, and positive attitudes of public servants, negative attitudes and behaviours still persist at both the political and administrative level. Effective communication and information sharing remain a challenge; Change Management Teams are not fully championing reforms in their organisations. Intra- and inter-ministerial communication, collaboration and coordination remain at “sub” levels in most Ministries, Departments and Agencies, impacting on service delivery.

These challenges are largely a result of a combination of factors, including uncompetitive remuneration, lack of HR capacity, poor recruitment practices, unavailability of tools, etc. With the prioritization of Pay Reform, Recruitment

and Selection, and Performance Management in 2012, and the support of Development Partners, significant inroads will be made in addressing these challenges and subsequently improving service delivery.

Public Sector Reform Unit
8 Wesley Street

December 2011



COMMONWEALTH SECRETARIAT
GOVERNANCE & INSTITUTIONAL DEVELOPMENT DIVISION



GOVERNMENT OF SIERRA LEONE

FORUM OF ELECTED POLITICIANS AND CHIEF ADMINISTRATORS IN THE MANAGEMENT OF LOCAL COUNCILS

Bo City Hall, Sierra Leone
28 – 30 March 2011

COMMUNIQUÉ

A Forum of Elected Politicians and Chief Administrators was jointly organised by the Public Sector Reform Unit, Office of the President, Government of Sierra Leone and the Governance and Institutional Development Division (GIDD) of the Commonwealth Secretariat in collaboration with the Ministry of Local Government and Rural Development. The Forum was held at the Bo City Hall, Sierra Leone from 28-30 March 2011.

Ambassador Dauda S. Kamara, Minister of Local Government and Rural Development, Sierra Leone opened the Forum emphasising that the Poverty Reduction Strategy Paper II (Agenda for Change) and Decentralisation Policy are guiding principles for achieving national development objectives. He underscored the importance and timely nature of this Forum in enhancing the relationship between public servants and elected representatives for achieving the aforementioned national objectives.

Over the three-day period the participants, working in plenary and break-out sessions, discussed the theme of the Forum: ***“Strengthening the political – administrative relationship between Elected Politicians and Chief Administrators in the management of local councils”***.

The Forum deliberated on the following sub-themes:

- Principles of good governance
- Local government trends and their role in the development agenda
- Experiences from other countries in managing local government (Canada and Ghana)
- National development agenda of Sierra Leone
- Managing stakeholders in local government
- Critical review of the current situation of local government practice by the participants
- Local level leadership and effective utilisation of resources
- Accountability, values, performance management and ethics in the public service

Facilitators were drawn from within Sierra Leone and other Commonwealth countries.

Participants agreed that the Forum was timely and relevant for the performance of their work at the sub-national level and noted the following:

- There was unanimous support for the government's Decentralisation Policy as a means to achieving the national "Agenda for Change" (PRSP II);
- General acceptance that decentralisation was a process and that Sierra Leone had made important progress in its implementation;
- Although the Local Government Act (2004) outlined roles and responsibilities of Elected Politicians and Chief Administrations, there was need for it to be reviewed;
- There was high level political support for decentralisation; and
- That a Decentralisation Policy had been developed.

Whilst considerable progress has been made from 2004 to date, concerns were raised about the pace at which it is happening. The following challenges and opportunities were noted:

- Whilst some functions have been devolved they did not match with the transfer of human, financial and technical resources;
- Whilst some MDAs were cooperating with the decentralisation process, others were not fully cooperating;
- That effective coordination between national and local government was required to archive the "Agenda for Change";
- The need to enhance capacity of human resource at the local level was emphasised through the transfer of human resource from central government, through recruitment and filling of key positions and building the capacity of existing staff to perform better;
- The intended mandate and role of District Officers should be clearly and broadly communicated in relation to the existing local government structure;
- Concern that local councils were not fully enabled to collect revenue from their localities as mandated by the Local Government Act (2004);
- The important roles of the Inter-Ministerial Committee (IMC) and the Provincial Coordinating Committee (PCC) in solving some of the challenges of decentralisation were emphasised;
- The need for local authorities to forge new and strengthen existing partnerships with civil society, NGOs, the private sector and the local community as stakeholders for local social and economic development.

The Forum recommended that:

- Intergovernmental transfers of funds should be predictable, adequate and timely to enhance improved service delivery;
- Participants make a commitment to enhance collaboration and make individual and collective efforts to contribute towards the achievement of the national development agenda through creative and innovative leadership;
- Central government should allow/support local governments to raise all revenues assigned to them under the Local Government Act (2004);
- The IMC and PCC meet regularly as mandated in the Local Government Act (2004);

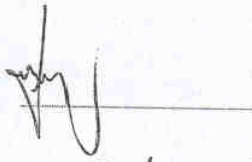
- Similar fora for elected politicians and public servants be convened from time to time to review progress of decentralisation and its contribution to improved service delivery at the local level;
- Review process of the Local Government Act (2004) to be expedited;
- The dissemination of the Decentralisation Policy to all stakeholders; and
- The need to cultivate a trustworthy and sustainable relationship in the common desire to deliver services and work towards the same agenda and objectives

The participants 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 three day Forum and to the resource persons for their valuable participation.

Done in Bo, Sierra Leone this day, 30th day of March 2011

Signatories

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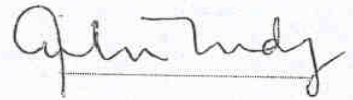


Witnesses

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