

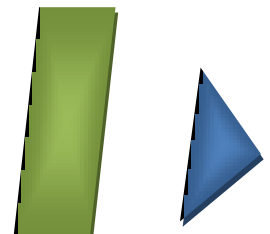


PUBLIC SECTOR REFORM UNIT

OFFICE OF THE PRESIDENT

ANNUAL PROGRESS REPORT 2013

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ABBREVIATION

ACC	--	Anti Corruption Commission
AfDB	--	African Development Bank
AGD	--	Accountant-General's Department
ASSL	--	Audit Service Sierra Leone
ComSec	--	Commonwealth Secretariat
CS	--	Cabinet Secretariat
CSM	--	Civil Service Management
CSTC	--	Civil Service Training College
DACO	--	Donor Agencies and Coordinating Office
DLIs	--	Disbursement Linked Indicators
DPs	--	Donor/Development Partners
EU	--	European Union
FY	--	Financial Year
GOSL	--	Government of Sierra Leone
HRMO	--	Human Resource Management Office
KCC	--	Kenema City Council
KDC	--	Kenema District Council
LCs	--	Local Councils
LGA	--	Local Government Act
LTA	--	Local Technical Assistant
MDAs	--	Ministries, Department and Agencies
MEST	--	Ministry of Education, Science and Technology
MoFED	--	Ministry of Finance and Economic Development
MoU	--	Memorandum of Understanding
NRA	--	National Revenue Authority
OCOS	--	Office of the Chief of Staff
ONS	--	Office of the National Security
P&PP	--	Pay and Performance Project
PSA	--	Public Service Academy
PSC	--	Public Service Commission
PSRU	--	Public Sector Reform Unit
SCGG	--	Steering Committee on Good Governance
SC PSR	--	Steering Committee on Public Sector Reform
SLBC	--	Sierra Leone Broadcasting Corporation
SP	--	Secretary to the President
SPU	--	Strategy and Policy Unit
TRMIP	--	Teachers' Records Management Improvement Project
UNDP	--	United Nations Development Programme

Table of Contents

INTRODUCTION.....	5
PSRU Restructuring	3
STRATEGIC AND STRUCTURAL ALIGNMENT OF MINISTRIES, DEPARTMENTS AND AGENCIES (MDAs).....	9
Management and Functional Reviews	9
Progress on Implementation of MFRs	12
PUBLIC SECTOR REFORM CO-ORDINATION AND MANAGEMENT	12
Partnership with the Leadership of the Public and Civil Service	12
Partnership with Donors/Development Agencies	13
SYSTEMS AND PROCESSES FOR IMPROVED SERVICE DELIVERY	14
Pay and Performance Project (P&PP).....	14
Teachers’ Records Management Improvement Programme.....	20
CAPACITY BUILDING AND TRAINING	23
Public Service Academy	23
MONITORING AND EVALUATION	23
Annex 1: Pay and Performance Project – Disbursement-Linked Indicators for 2011-2014...	25
Annex 2: PSRU Organogram 2014-16.....	27
Annex 3: Interim Report on GoSL Study Mission to Ghana Fair Wages & Salaries Commission.....	26
Annex 4: Report on the District Sensitisation Forums (Freetown, Makeni and Bo)	40

PSRU TEAM



INTRODUCTION

In 2013 the PSRU pursued its objective of strengthening management and administrative structures, systems and processes in the public service, by using a targeted joined-up approach to reform and consolidating the activities within the various reform components into streamlined and organised pathways. Having led the development of “Pillar 7- Governance and Public Sector Reforms” in the PRSP III (Agenda for Prosperity) in 2012, the PSRU focused on achieving the targets in the flagship Pay and Performance Project, providing technical backstopping to MDAs and strengthening engagement with the other policy environments within the public service, such as the Local Government and Parliament.

This Report presents a summary of activities pursued in 2013 within key PSR components as articulated in the PSRU 2013 Annual Work Plan, namely:

1. Strategic and Structural Alignment of MDAs
2. Public Sector reform Co-ordination and Management
3. Improvement in Systems, Processes and Tools for improved Service Delivery
4. Capacity Building and Training

The PSRU strengthened collaborations with reform ‘*Drivers/Champions*’ and Key Stakeholders, including the Secretary to the President, Cabinet Secretariat, Public Service Commission (PSC), Human Resource Management Office (HRMO), Ministry of Finance and Economic Development (MoFED), Office of the Chief of Staff, Anti-Corruption Commission and Audit Service Sierra Leone, all of whom were more involved in the planning and implementation stages of our Workplans. These partnerships were especially useful in maintaining the pace of implementation in meeting the targets of the GoSL/World Bank Pay and Performance Project (Annexe 1).

RESTRUCTURING PSRU

2013 was a year of significant change for the team. In March 2013 H.E the President appointed a new Director, Ms Sidratu Koroma. The team is grateful to the outgoing Director, Dr Julius Sandy - now Secretary to the Vice President - for his leadership and guidance over the past 5 years. April saw the sudden passing away of Mr Ola Williams, Senior Management Analyst and long-serving consultant at PSRU. Various staff movements took place, particularly in the ICT postings, although these are now settled. The Mainstreaming exercise – mainstreaming Contract Staff into the Civil Service - has been challenging.

In October, the Unit held its first Annual Retreat. Invitations were extended to its key stakeholders (Government and Development Partners) to join them for an afternoon and solicit their perspective of PSRU and the PSR programme in general. PSC, Accountant General’s Department/MoFED and HRMO attended and contributed to the discussions, facilitated by Dr Claudius Bart-Williams. The team critically reviewed its functions, performance to date and its own organisational



The Late Ola Williams

structure (including staffing arrangements), with the objective of ensuring its ability to meet its mandate.

The team reviewed the current Programme Context in particular the Public Sector Reform Programme (2009-2012) which outlines the functions of the PSRU, as follows:

- The setting and monitoring performance standards for all public sector reform units or programmes.
- Review reform proposals for the SCGG consideration
- Develop and monitor MDA – donor reform co-operation guidelines
- Identify, co-ordinate and resolve the implementation of all system wide capacity development and reform programmes
- Consolidate learning and share good practice and lessons across the programme
- Provide functional area technical back-stopping to the various reform areas
- Mobilise resources in support of public sector reform programmes
- Prepares Annual Public Sector Reform Progress Report.
- Agree guidelines on recruitment of technical assistance by the environments
- Agreeing a unified framework of compensation for reform managers
- Agreeing guidelines on recruitment of technical assistance. In broad terms, we see systemic technical assistance being dealt with at the PSRU whilst that which is required in the reform environment can be dealt with by the environmental manager.
- Organise conference on good governance at which other related reform environments could be represented e.g. media reform, Civil Society reform

It was agreed that the broad content for Public Sector Reform had changed substantially since previous attempts at reforming the public sector. These included

- a) That the current engagement with Donor Partners (DPs) represented the final attempt at establishing a full scale Public Sector Reform Programme;
- b) Budgetary constraints encountered by the Government of Sierra Leone and DPs have resulted in a greater focus on value for money, efficiency and longer-term outcomes. This meant that alternative sources of income needed to be found as well as greater efforts to increase the efficiency of the PSRU;
- c) That the PSRU should aim to propose practical recommendations in addition to identifying problems in the public sector reform sphere.

Outcomes

Internal

Wide ranging discussions were held on diverse issues including its organisational structure, the need for internal policy guidance in a range of areas including HR matters, ICT management and assets, information management, training, remuneration and leave, absenteeism and attendance.

Organisational Structure – it was agreed that the following organisational structure would represent an optimal structure for the future:

Key features

- a) *Core functions* - The creation of a Head of Programmes position, reporting to the Director, with supervisory responsibility for the Core functions, namely Institutional Reforms (including systems & process reviews, policy formulation, capacity building and undertaking surveys and assessments of MDAs), M&E, Communications, and two new functions of Financial Analysis and Records Management.
- b) *Non-core functions* – the non-core functions (Finance, ICT and the proposed HR and Procurement functions) would report separately to the Director. This decision recognised that Best Practice is to ensure separation of the procurement from the payment function, both of which currently sit in the Finance/Office Management function.

The resulting Organogram is attached at Annex 2. New Terms of Reference are being drafted for all positions in order to support the new structure, pending approval of H.E the President. It is anticipated that many of the vacancies will be filled by April 2014 with others gradually filled by 2016.

External

Management and Functional Reviews (MFRs) - The team identified the main issue to be the **implementation** of the MFRs. In that regard, key conclusions included:

- a) Wider dissemination of MFR reports to other agencies of Government. The reports are already on the PSRU website.
- b) Incorporation of key MFR Recommendations into (i) the Ministerial Performance Contracts through deeper engagement with the OCOS/SPU.
- c) Incorporation of key MFR Recommendations into the Activity-Based Budgeting for MDAs
- d) Consider modalities for providing financial/technical support to MDAs in implementing MFR recommendations (Resource Mobilisation). This includes quantifying either *revenue generation* or *cost savings* for each MFR, status of devolution in accordance with the LGA 2004, Records management and opportunities for private sector involvement.
- e) Develop evidence-based Policy Briefs on emergent issues
- f) Develop a calendar for conducting MFRs over the time period
- g) More regular and formal engagement with Audit Service Sierra Leone and the Anti Corruption Commission.
- h) Establish closer links with MoFED (DACO) on tracking of Donor support to MDAs

Monitoring and Evaluation - Key conclusions included

- a) The M&E function will re-focus its activities to perform core M&E functions across a wider public sector landscape. They will also develop plans for the establishment of higher quality M&E frameworks for the Civil Service, which can then be rolled out to other reform environments.
- b) The team agreed to further develop the monitoring methodology for MDAs to include revised frameworks and targets and which should form the primary basis by which MDAs assess their performance.
- c) Publicise the MDA ratings on MFR implementation

- d) M&E for PSRU - the team agreed to put in place an M&E and appraisal framework for the PSRU and which will form part of its next Annual Report.
- e) Organise regular meetings and propose suitable training programmes for M&E officers in MDAs.
- f) In collaboration with the Ministry of Information and Communications, undertake a Needs Assessment for ICT in the Civil Service (harmonisation of internet service provision, hardware, software, identifying areas for cost reduction etc) and later in the Public Service.

Relationships with Development Partners - The team agreed that all reform Programmes should be developed and fully owned by Government, to which proposals would be made for Development Partners to contribute. The team also discussed other issues relating to Development Partners, including: the need for timely support; onerous terms and conditions; harmonisation of procurement processes where possible; negotiation and leadership skills training for GoSL. DP support would be sought only for Programmes. Operational items should be funded by Government.

Resource Mobilization - including Capacity Building Fund; External Assignments/ Secondments; Fees for MFRs; Project Management.

Summary of Comments from Key Partners

- In terms of Staffing /Organogram, key partners felt that PSRU is chronically understaffed and that ongoing support to PSR must be reflected in the new structure.
- PSRU should be focussed on expanding the PSR Framework beyond the Civil Service
- Management & Functional Reviews - should be expanded to include more HR and staffing issues, such as an assessment of Rightsizing, which should be an integral part of the MFRs. Also Recommendations should also be costed.
- Records Management – HR is underpinned by the records in MDAs. HRMO can manage Civil Service Records and PSRU can manage Public Archives. PSRU should be more pro-active in linking with other Reform environments, such as Public Financial Management (PFM).
- PSRU should have its own in-house Records Management function given that the negative effects of poor Records Management in all MDAs is consistently mentioned in ACC and the Auditor General’s Reports. The provisions of the Rights to Access Information legislation are inextricably linked with Records Management and The Public Archives Act 1965 urgently needs to be revised, PSRU and PSC should be instrumental in this.
- The Conclusions from the Retreat represent a significant change for the Unit and will be incorporated into a Strategy Paper that will form the core of PSRU’s work for 2014-2016.

STRATEGIC AND STRUCTURAL ALIGNMENT OF MINISTRIES, DEPARTMENTS AND AGENCIES

Management and Functional Reviews

PSRU continued to work with MDAs across the public service on developing strong and effective institutions and good management systems, through diagnostic reviews and

implementation of productive Recommendations. Management and Functional Reviews (MFRs) have been used as the entry points to assess the institutional, structural, management, and human capacities of MDAs, and recommend good practices for improvements.

The objectives of this exercise were, among others, to ensure that each MDA reviewed had:

- The right Management structures and Cadres, including Change Management Teams, Policy and Planning Units, Internal Audit Departments, Procurement Units and Committees, Budget Committees, Records Officers, Human Resource Officers etc.;
- Management and administrative processes that facilitated communication, decision-making, and efficient service delivery;
- The right mix of staff skills and competencies;
- Appropriate systems and processes in compliance with GoSL laws and regulations;
- Clarity of the roles and functions of staff and Management

Local Councils

In line with its 2013 Annual Work Programme, the Public Sector Reform Unit embarked on a comprehensive institutional assessment of certain Local Councils (LCs), in collaboration with the PSC, HRMO, Ministry of Local Government and Rural Development, the Local Government Service Commission and Anti-Corruption Commission. In view of the financial constraints, the exercise was divided into four phases to be implemented throughout a period of 2 years.

In this first phase, a total of four LCs were chosen, namely the Kenema City Council, Kenema District Council, Moyamba District Council, and Tonkolili District Council. The choice of these four LCs was informed by the fact that they have all received support from UNDP under its Local Economic Development programme. As part of its support to the Public Sector Reform programme, UNDP provided financial support for the exercise. PSRU thanks UNDP for this support.

The MFR for Local Councils focused on identifying the capacity challenges affecting their performance, as well as systems and process challenges at the Central level that hinder the devolution of functions to the local levels. The key objective of the MFRs was to ensure that the Mandates, Management systems, Organizational Structures, and Development Plans of the Local Councils were all aligned, and were consistent with the Government's National Development agenda, including the objectives and implications of Decentralization.

The MFR process for LCs utilized a series of Management techniques including analysis of Prior Options, Core and Non-Core Functions, and Capability Reviews. The process incorporated significant Stakeholder Consultations, Desk Reviews, Study of Regional good practice, and Direct Observation. The Review was conducted along a number of thematic areas, including Mandate and Legal Framework, Functions, Structure and Management, Work Processes and Systems, Human Resources Management, Functional relationship between the Central Government and the Local Councils, and Relationships with stakeholders.

Key findings from the review include the following:

- **Local Government Act 2004**- the Act fails to provide clarity on very salient issues including the interrelationship between roles and functions of the various players in

local governance, and there are inconsistencies with other legislation that must be addressed

- **Devolution process-** the seeming reluctance of MDAs to devolve functions to LCs has hampered the progress of decentralization. Low own-source revenue means continued allegiance to the Central Government hinders productivity. Whilst there is evidence of joint planning in the development of local activities, implementation of those programmes is carried out by staff of devolved MDAs over which the LCs have very little control. This situation is even worse in co-location Councils like Kenema City Council and Kenema District Council which share devolved MDA staff.
- **Provincial Co-ordinating Committee-** the LGA 2004 provides for a Provincial Co-ordinating Committee responsible for co-ordinating development programmes within the regions. Chaired by the Resident Minister and comprised of Council Chairmen and their Chief Administrators within the locality and other relevant members stipulated in the Act, the Committee reports to the *Inter-Ministerial Committee on Local Governance*. Strengthening the capacity of this Committee is a matter of urgency, as it could serve as a first point of call in mediating conflicts between council politicians and administration staff.
- **Working relationships-** lack of role clarity and poor Management style has resulted in poor relations between Chief Administrators and Mayors on one hand, and Administrative staff and Councillors on the other.
- **Training-** In order for LCs to reap the benefits from the training they receive, they need to be encouraged to develop Training Plans to ensure that capacity development is co-ordinated and resources are used efficiently.
- **Essential Equipment-** There is an endemic problem of computer breakdown and lack of photocopiers, printer and printer cartridges. Council staff are often forced to send out documents for printing and photocopying with implications for staff time, communication and confidentiality. The Councils could save on cost and staff by procuring some of this equipment but more importantly may need to put in place strict official usage policy to prevent abuse. Donor support in this area of equipment provision could be vital as this hinges on the performance of Core functions including service delivery.
- **Logistics:** Councils face tremendous challenges in terms of vehicles and office space - many have to share space with Regional offices of MDAs.
- **Human Resource Management-** this is fractured with some level of staff being recruited centrally through the LGSC, some deployed by MDAs, and some directly recruited by the LCs. It is recommended that LGSC strengthen up its capacity to manage this important component by improving co-ordination and guidance on HR issues.
- **Finance-** there are several critical areas to be addressed including delays in disbursements from MoFED, delays in disbursements to staff in the LCs as well as issues with revenue generation. With regards to the latter, the roles of LCs and Chiefdom Administrators in tax collection should be clarified to ensure that both parties are able to mobilize resources from this important source.

MFRs undertaken in 2013

Ministry of Political and Public Affairs – at the request of the Minister, a review was conducted of the Ministry of Political and Public Affairs, with the aim of developing an appropriate structure that would enhance the Ministry’s ability and capacity to effectively

deliver on its mandate. Specifically, the review addressed the functional and Human Resource challenges that undermined the Ministry's ability to perform its core functions.

The Final Report was reviewed and approved by the Steering Committee on Public Sector Reform in October 2013. The recommendations proffered will be implemented with support from the HRMO and PSC.

Sierra Leone Broadcasting Corporation (SLBC) - The Sierra Leone Broadcasting Corporation, in a bid to restructure its management, administrative, and technical structures and systems for increasing revenue generation, made a similar request for an MFR. A joint team (HRMO, PSC, ACC and PSRU), commenced with this exercise in November 2013. The joint review team, utilised a combination of different qualitative research methods including Desk Research/Literature Review, Questionnaires, Guided Interviews, Focus Group Discussions, as well as Empirical Observation during visits to Outpost facilities and Regional stations. The key findings from this review were shared in a Draft Report issued for comment by SLBC in December 2013. It is envisaged that implementation of the Recommendations contained in the Final Report (to be issued once agreement is reached), will commence after review by the Steering Committee on Public Sector Reform and subsequently Cabinet.

Ministry of Energy - In view of two recent reviews conducted of this Ministry by PSRU in 2010 and 2012 (in collaboration with Adam Smith International), the Minister of Energy requested for a rapid institutional review to assess and develop its internal capacity to implement its strategy of expanding private sector engagement within the energy sector. During the preliminary data collection for this exercise in December 2013, the review team (PSRU, HRMO, PSC and ACC) conducted site visits to various energy facilities nationwide, including the Bumbuna Hydroelectric Dam, Makeni Power Station, and Bo-Kenema Power Station to assess the country's current energy capacity and readiness for the involvement of the private sector. The review will continue into the First Quarter of 2014.

Next steps - 2014 will include Phase 2 and 3 of the Institutional Assessment of Local Councils, as well as reviews of service delivery agencies and parastatals linked to key Ministries. Older MFRs will be re-visited for fitness for purpose and detailed updates conducted.

Progress on Implementation of MFRs

Implementation Initiative - Recognizing that many of the MFRs were carried out several years ago, and that despite Cabinet approval, implementation has been inconsistent, PSRU undertook an Implementation Initiative (June–October). Letters were sent to all Permanent Secretaries, together with several copies of the relevant MFR and request to meet with Senior Management in order to get a Status Update and ascertain where best PSRU could provide ongoing support and technical backstopping.

As such, PSRU re-doubled its efforts to work more closely with MDAs in order to assist them in improving the rate and quality of implementation of MFR Recommendations. PSRU staff were nominated as Focal Points to each MDA. Permanent Secretaries were requested to advise a convenient time to meet along with Senior Management and the Change Management Team to discuss the status of implementation of the Recommendations, any challenges faced by their Ministry and what assistance PSRU can provide. It was proposed

that at least two MDAs staff members each from Grades 7 and 8 also attend the meeting to ensure a broader circulation of the information. Engaging staff in these Grades increases the likelihood of effective long-term implementation of MFR Recommendations and ultimately, improved service delivery.

The initiative yielded mixed results, with some MDAs participating fully in the process, whilst others were not able to engage with the process at all; and some having implemented most of recommendations, some none at all. PSRU was able to obtain updates on the successes, challenges and barriers to implementation of recommendations and reasons for the lack of implementation. MDAs will be rated purely in order of level of implementation. It was agreed that where meetings could not be held over the 3 months of the exercise (for whatever reason), the MDA would be was given a 0 rating.

Draft results were presented at the Steering Committee on PSR in October 2013, which membership includes the Director of the Performance Management Directorate in the Office of the Chief of Staff who proposed that his office may be able to assist with implementation by including some of the MFR Recommendations in the Ministerial Performance Contracts 2014.

PUBLIC SECTOR REFORM CO-ORDINATION AND MANAGEMENT

Partnerships within the Civil and Public Service

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

Through the various Steering Committees on Public Sector Reform and Civil Service Reform, including the Leadership Team for the Pay and Performance Project (Chaired by the Minister of Finance), interaction between the key regulatory and implementing stakeholder institutions increased remarkably. Frequent meetings and discussion sessions with Government and Donor Partners were organised to ensure a joined-up approach to addressing the challenges within the Public Service. These sessions proved beneficial, with increased co-ordination, collaboration and output.

MoU with Anti-Corruption Commission - In line with its objective of strengthening good governance, the PSRU continued to enjoy a collaborative relationship with the Anti-Corruption Commission (ACC). PSRU worked closely with the ACC, particularly on the development of the National Anti-Corruption Strategy 2014-18. As per the terms of the Memorandum of Understanding signed in 2013, the ACC collaborated with the PSRU on all MFRs conducted during the year. Both parties are committed to further operationalisation of the MoU, through sharing information from ACC Systems Reviews of MDAs, PSRU MFRs and Mainstreaming the Anti-Corruption agenda.

Partnership with Donors/Development Agencies

Existing collaborations with Development Partners, particularly the World Bank, the Commonwealth Secretariat, European Union, African Development Bank (AfDB) and UNDP

remained strong in 2013, and several compact agreements supporting critical components of public sector reforms were operationalized. All of these programmes of support made extensive use of Country systems for Financial Management and Procurement, which provided an opportunity for addressing performance-related limitations embedded within these systems. The management structures and institutional arrangements for most of these programmes, which reinforced the central co-ordinating role of the PSRU, also facilitated extensive collaboration amongst Public Service institutions.

Most notably, there were significant advancements in institutionalising Results-Based Management Systems within the Civil Service resulting from the implementation of the targets for Year 2 of the World Bank Pay and Performance Project.

With the conclusion of the nationwide verification exercise for teachers, the AfDB continued to provide leadership and technical backstopping support to the Teachers Records Management Improvement Programme (TRMIP), especially with regards to fast-tracking implementation of the recommendations contained in the final report submitted to the Ministry of Education, Science and Technology.

The EU support grant of 10.5M Euros for the Support to Civil Service Reform Programme was accelerated with the commencement of both the Technical Assistance component to the Human Resource Management Office (HRMO), and the capacity support component to the Public Service Commission (PSC).

UNDP continued to support capacity building efforts in the Civil Service, including the Civil Service Training College (CSTC), as well as the Performance Management Directorate at the Human Resources Management Office (HRMO). They are also committed to supporting MFRs for Local Councils.

SYSTEMS AND PROCESSES FOR IMPROVED SERVICE DELIVERY

Pay and Performance Project (P & PP)

The Pay and Performance Project supports the Strategic goals identified within the wider Public Service and the Civil Service in particular, by supporting the achievement of a set of necessary conditions for improving competitiveness in pay, performance management, and accountability of and increase in the recruitment of middle level professional and technical staff (the “missing middle”). The Project targets improvements in three critical components of Pay Reform, Recruitment and Staffing, and Performance Management.

Progress on P&PP Components and Disbursement-Linked Indicators for 2013

Pay Reform

The Disbursement-Linked Indicators (DLIs) set for Year 2 (2013) for this component were informed by the Pay Strategy approved by Cabinet in February 2011, which sets out a comprehensive approach to reforming public sector pay over a five-year period.

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

This comprehensive exercise will determine the relative value and size of individual jobs in the Civil Service under a fair and equitable assessment process, to inform the development of a revised, more equitable pay and grading system. The TOR includes security, health and prevention and emergency services thereby benefitting the wider Public sector.

The achievement of this DLI was delayed primarily because the procurement process for engaging a competent firm took longer than anticipated. A successful firm was identified in September 2013, but negotiations were postponed to enable the Government's negotiating team to address concerns raised about the evaluation methodology used during the procurement process. Negotiations with the successful firm are expected to commence by January 2014. The Job Evaluation and Labour Market Survey exercise will start in 2014 for a duration of approximately 12 months.

In anticipation of the Job Evaluation, HRMO held a three-day training workshop (10-12 December 2013) for MDAs on developing Job Descriptions and conducting Job Analysis. The Director-General HRMO also made recommendations for a Technical Panel that will work with the consultants.

b) 100 % of Civil Servants in Grade six and above paid according to the approved Pay Structure:

The achievement of this DLI is contingent on the execution of key steps within the Strategy, including a comprehensive Job Evaluation, re-grading of all positions, and mainstreaming of Contract Staff into the approved cadres and organizational structures in the Civil Service. The sustainability of this DLI is dependent on Government's ability to successfully rationalize the Civil service to reduce redundant staff and positions as well as effective financial management to reduce government spending.

In addition to the Job Evaluation and mainstreaming of Contract staff (both of which commenced in 2013 and are expected to conclude in 2014), several activities were undertaken during the course of the year to improve institutional frameworks, control government spending, reduce wastage, and create the fiscal space to accommodate comprehensive pay reform:

i. Establishment of a Pay and Wages Commission in Sierra Leone -Engagement with Ghana Fair Wages and Salaries Commission (FWSC) and Kenya Salaries & Remuneration Commission (SRC)

In order to facilitate the rapid establishment of the Pay Commission, a high level delegation from PSC, HRMO and PSRU undertook a Study Mission to Ghana from 10-13th December. A visit to the Kenya SRC with similar objectives is pending.

Key Findings from the Study Mission to Ghana FWSC as follows:

- *Adopt Pay equity as a cornerstone principle* - The Pay Commission and principles relating to Pay equity should be included in discussion of the current Constitutional Review.
- *Long-term objectives* - Pay Commission should be established in the Constitution as law not as Administrative body.



GoSL Delegation with the Ghana Fair Wages & Salaries Commission, Accra, December 2013

- the establishment of the Commission should formally abrogate rights of any public body to negotiate and set pay to the Commission. This is not new in Sierra Leone – the NRA was mandated to collect revenue which was previously collected by MDAs.

- *Sustainability (i) Collaboration, collaboration, collaboration* - the Commission cannot succeed without extensive, meaningful communication and collaborating with Unions, MDAs and other implementing agencies.
- *Sustainability (ii) Rightsizing and the Wage Bill: GDP ratio* – the necessity to rightsize should be balanced against the social impact of lay-offs. In considering this we need to look at wage bill to GDP ratio
- Prepare for the “U” curve because things will get worse before they get better. Stay positive and maintain self-belief.

- *Short term (i) Pay Commission* established by an Act of Parliament but with rights to set and negotiate
- *Short –term (ii)* Establish the necessary Legal framework as soon as possible
- *Staffing/security of tenure* – staff must be assured of security of tenure even in the face of political interference. Termination of the Chief Executive’s contract must require a Board decision with the assent of the President.
- *Right to set and negotiate pay*

We thank the Ghana FWSC for their kind co-operation and their generosity in sharing their knowledge and experience with us. A Report of the visit is attached at Annex 3.

A proposal for technical support from the Commonwealth Secretariat was also submitted through the Ministry of Finance and Economic Development.

- ii. Advancement from a line-item budget to an Activity-Based Budget for FY 2014, which was approved by Parliament in December 2013.
- iii. Measures taken in 2013 to reduce interest rates on government securities resulting in significant savings of approximately Le 50bn.

Some of these key steps in implementing sustainable pay reforms were highlighted during the presentation by the Minister of Finance and Economic Development of the Annual 2014 Budget to Parliament in December 2013. The 2014 Budget also includes a significant increase in the salary of government workers, with their minimum wage being set at Le480, 000. Similar increases were made in the Minimum Wage for the Security Services and Teachers at Le600, 000. The new salary levels will come into effect January 2014.

Recruitment and Staffing

- a) LTAs have been integrated in accordance with an approved Mainstreaming Policy and Action Plan

The objective of this activity is to integrate competent Local Technical Assistants through an appropriate process determined by the PSC, thereby harmonizing pay and grading in the Civil Service.

Implementation has followed the 5-point Action Plan that was developed in 2012:

- **Development of Mainstreaming Policy:** Policy to be approved by Civil Service Steering Committee
- **Identification of LTAs in MoFED and other MDAs:** Process has progressed to review of PSC Form 3, which was filled by all LTAs in MoFED, and submitted to the PSC. LTAs in other MDAs will be mainstreamed using a similar process.
- **Approval of Organogram for MoFED:** MoFED will submit organogram of MoFED to the HRMO and PSC for review and approval
- **Determining remuneration for each position (including a market premium where necessary based on the Benchmarking Survey):** Benchmarking/Remuneration survey completed and provides relevant data based on comparisons of public and private sector remuneration levels.
- **Recruiting staff competitively through the PSC:** As stated in the policy, the PSC has determined an appropriate mechanism for mainstreaming LTAs (primarily absorption of incumbent staff), and will proceed as such.

- b) At least 80% of Priority Vacancies have been filled in accordance with the Annual Recruitment Plans and the approved Recruitment Procedures

The overall target set by GoSL for 2013 recruitment into critical positions was 350, of which 280 (80 per cent) was the DLI target. Due to late disbursement of GoSL funds to PSC, recruitment to meet this DLI only began in June 2013, and as such the entire process was delayed. By October 2013, a total of 121 positions had been recruited for. During the 4th quarter, PSC embarked on en masse recruitment to fill a total of 200 vacant positions across the Civil Service. Exams were conducted for qualified applicants and top performers will proceed to the interviewing stage. The entire recruitment process should be completed by end of March 2014.

Performance Management

- a) All Pilot Ministries have completed one Annual Cycle of the Performance Appraisal Process for Civil Servants Grade 7 to 10

This DLI targeted a total of 798 staff in the following 12 pilot MDAs:

1. Ministry of Finance & Economic Development;
2. Ministry of Foreign Affairs & International Cooperation;
3. Human Resource Management Office;
4. Ministry of Health & Sanitation;
5. Ministry of Agriculture, Forestry & Food Security;
6. Ministry of Education, Science & Technology;
7. Ministry of Works, Housing & Infrastructure

8. Ministry of Fisheries & Marine Resources;
9. Ministry of Trade & Industry;
10. Ministry of Energy;
11. Ministry of Water Resources; and
12. Accountant General's Department

Due to late disbursement of funds to HRMO, this DLI only effectively commenced in June 2013, and it was agreed during the Fourth Implementation Support Mission in September 2013 that supervisors would conduct a retroactive assessment for the first six months of 2013, which will then be incorporated into the final performance appraisal, which should take place during the last quarter of 2013. The final appraisal reports are being compiled in the MDAs and will be submitted to HRMO by the end of February 2014.

Other key activities implemented in pursuit of this target included training of approximately 380 middle and senior level civil servants on the Individual Performance Appraisal System; Certification Ceremony for 230 staff (including the Permanent Secretaries, Deputy Secretaries, Heads of Department, and HR Managers/Officers) from the 12 pilot MDAs previously trained in July and October held on 6th December at the Civil Service Training College; development of a Concept Paper on a comprehensive Human Resource management database in collaboration with the Ministry of Information and Communications.

Payroll Integrity

The aim of this activity is to strengthen Payroll Management and ensure pay roll accuracy. A ten-step Action Plan for achieving this target was developed in 2012 and is in progress under the leadership of the HRMO. The Action Plan supports efforts at modernising payroll management, which includes the upgrading of the Human Capital Accountability (HCA) module in the IFMIS to a Civil Service Management (CSM) module, which effectively links the financial component to the Human Resource Management components.

Significant progress has been made particularly in developing a comprehensive and accurate list of all Civil Servants on the payroll, and in establishing an audit trail for all changes made to be payroll. Internal Auditors at HRMO conducted spot checks throughout 2013 to confirm that movements/ changes to payroll were accompanied by relevant authorizations, and the ICT Unit at HRMO developed monthly reports on changes to the payroll initiated by HRMO and implemented by the Accountant General's Department.

Financial Management

Based on Withdrawal Applications made by PSRU and the AGD, an advance disbursement of 50 per cent of the value of the five DLIs for Year 2 (\$2.5M) was received into the Consolidated Fund in November 2013.

Communications

As part of the Technical Support component of the Project, the final draft of a comprehensive Communications Strategy for Public Sector Reform was completed in 2013. The Communications Working Team led by the PSRU and comprising staff from HRMO and PSC completed a short/medium-term Action Plan to operationalize the Communications Strategy. Activities in the Work Plan, including hosting a bi-weekly "Reform Hour" discussion programme on TV and Radio, and developing an interactive Public Sector Reform website, were implemented in 2013 as follows:

- **Development of dynamic Website for PSRU**- the service provider (LAMTECH Consulting) completed work on the new PSRU website in August, and relevant documents and data were uploaded to the site. PSRU staff have been migrated to the new email address (from @publicsectorreform.gov.sl to @psru.gov.sl)
- **Sensitization Forum on PSR (5th, 9th and 10th July 2013)**- Town Hall meetings were held in Freetown, Makeni and Bo on Government's Public Sector Reform Agenda, including the P&PP, the EU support to the Civil Service Reform and the role played by various Governance Institutions which also gave presentations. The theme was *“Working Together: Collaboration and Coordination in the Public Sector”*. The Meetings were Chaired by the Cabinet Secretary and Head of Civil Service and presentations made by PSC, HRMO, Anti-Corruption Commission, Office of the Chief of Staff, MoFED and the PSRU M&E team. The meetings were inter-active, well received and highlighted the need for more information on reforms.
- **Brochures** - Printing of information brochures on Public Sector Reform for distribution to the Public Servants and the general public. Each Ministry was sent 3-5 copies for the Minister, Deputy Minister and Permanent Secretary. Copies were also distributed to State House for distribution in Office of the President.
- **Engaging Parliament** – the Director, PSRU exchanged correspondence with the Clerk of Parliament, requesting an opportunity to make a presentation to update Parliament on the reform programme. The two subsequently met for informal discussions with the Director presenting 50 copies of the brochure. The Clerk of Parliament was positive response to the request for a presentation to Parliament, subject to confirmation of timing with the Speaker and Deputy Speaker.



Freetown Forum - (L-R) Cabinet Secretary/Head of Civil Service; Minister of Finance and Economic Development



Freetown Forum – The Chairman, PSC



Makeni Forum – Her Worship, the Mayor of Makeni



Bo Forum- Mr. Ansu Tucker, Director of Management Services, HRMO, Dr. Ernest Surrur, Cabinet Secretary/Head of the Civil Service and Matthew Dingie, Director of Budget

- **Radio/TV discussions** – A total of 3 Radio/TV discussions at SLBC, were held in December 2013 on public sector reform and the P&PP in particular. The programmes, which were conducted in Krio to ensure wider understanding, were held every Wednesday at 1pm, with a second airing the following Monday morning.

A draft plan for discussions on Performance Management, Pay Reform, Job Evaluation, and Payroll Integrity, for the first part of 2014 was also developed.

The programmes commenced on the 4th December with an introductory discussion on the GoSL Public Sector Reform Programme, the discussants were Management Analyst, Francis Jabati and M & E Specialist Sonia Karim. The second live programme was held on the 11th December on the P&PP, with Sonia Karim as discussant. The third programme, was aired on 18th December, and focused on the recruitment and staffing procedures at PSC, the discussants were Mohamed Jusu and Amadu Juana Kamanda. All the three programmes were moderated by Siaka Wusha-Conteh, IEC Specialist, PSRU. A draft plan for discussions on Performance Management, Pay Reform, Job Evaluation, and Payroll Integrity, for the first part of 2014 was also developed.

Teachers' Records Management Improvement Programme



Mr Muniru Kawa, Programme Manager RMIP presenting at the Makeni Forum

By Contract dated 16th August 2011, the Public Sector Reform Unit (PSRU), with funds provided by the African Development Bank, engaged the International Records Management Trust (IRMT) to carry out Phase 2 of the Teachers' Records Management Improvement Programme. Phase 2 was originally planned as a one-year project to end on 15 August 2012. A no-cost extension to 31st October 2012 was agreed with the African Development Bank in June 2012.

Phase 1 of the Teachers' Records Management Improvement Programme, funded by the Government of Sierra Leone and completed in November 2010, created a personnel file for each teacher on the payroll. The aim of Phase 2 was to gain control of the Teachers' Payroll, meet specific targets of the Multi-Donor Budget Support and support the wider objectives of the Public Financial Management Reform programme. The approach focused on providing an

evidence base for human resource and payroll management so that all teachers could be accurately verified and documented, both then and in future. The focus was on sound record-keeping, based on standard business processes, to ensure that every change to the payroll was correctly recorded and captured in accessible teachers' files. Phase 2 also gathered data on teachers in schools who are not on the payroll.

In 2013, the TRMIP and the PSRU engaged the Ministry of Education, Science and Technology in addressing the challenges identified during the exercise, and implementing recommendations. Key amongst these challenges was re-verifying personnel who were not

verified during the exercise and had been consequent temporarily suspended from the Teachers' payroll.

Following a consultative meeting at State House with the H. E. the President in August 2013, there was a high level of collaboration involving the Ministry of Education, Science and Technology (MEST), Sierra Leone Teachers' Union (SLTU), the Office of National Security (ONS) and PSRU for the implementation of the recommendations on the "unverified teachers". The collaboration yielded desired results including Multi Donor Budget Support (MDBS) recognising the progress made in taking action to strengthen the integrity of the teachers' payroll.

Milestones accomplished are highlighted in the tables below:

No	Category	Quantity	Comments	Cost savings
1.	Unverified Teachers as per Technical Report	7761	Methodology, not a head count; various reasons for categorizing based on cross-checking other data, mismatch	Actual cost approx \$1.2m
2.	Teachers Without Interview Receipts	4292	Suspended in August 2013 payroll, subject to re-instatement exercise in Sept –see below	Le2.78Bn or \$634K
3.	Teachers With Interview Receipts	3469	Quarantined for investigation in a follow-on phase - Remain on the payroll but need validation	Le 2.081bn/\$478k
4.	Retirees	902	Retired Sept. 30 th , 2013	Le586.3M or \$133K

Reinstatement Exercise

Teachers suspended from the payroll were allowed a 60-day window to re-appear for interview before November 18th 2013, failing which their names would be permanently deleted.

No	Category	Quantity	Cost Savings
1.	Interviewed and validated Nationwide.	1498	
2.	Suspended	4292	
3.	Vacant Teaching Posts (Fiscal Space)	2794	Le1.676.4Bn or \$385K

22% of teachers on the payroll were categorised as 'unverified' and 1,269 teachers (3%) were identified as past retirement age. Of the 22% 4292 teachers who failed to produce interview receipts were suspended from the August 2013 payroll. Removing these from the payroll resulted in substantial savings. At the moment 2794 vacant teaching posts in schools across the country have been created. Many teachers on the payroll (3469) still need to be

investigated to confirm their employment status and a payroll data match. For the verified teachers, there is now a very large body of information, both paper and electronic, that needs to be checked against the payroll to establish a reliable and accurate information base. Project data can be used to identify schools where vacant posts now exist. This data can be used to appoint trained and qualified teachers who are currently providing service but are not on the payroll.

This data can be used to appoint trained and qualified teachers who are currently providing service but are not on the payroll.

Critical activities to be pursued in terms of teachers' records and payroll management include:

- Clean up data by checking verification data against paper files, payroll and EMIS records.
- Address anomalies on the payroll by checking on a case-by-case basis to resolve data discrepancies between the verification data and the payroll. Anomalies include, for example, teachers' names, PIN codes, dates of appointment, dates of birth, location and qualifications. A four-way check between the payroll, verification database, teachers' files and EMIS would enable the Ministry of Education to clean up the payroll and establish a reliable record for each teacher.
- Assess skills and capacity to manage and use HR data and records.
- Work with local team to continue scanning and file management in MEST.
- Conduct a monthly payroll check and report on anomalies, with recommendations for resolution.
- Review and, where necessary, redefine records/data creating processes (workflow analysis) to ensure data and records are kept up to date.
- Review/improve forms for teacher management.
- Train MEST staff to maintain up-to-date and accurate data; institutionalise skills.
- Roll out and institutionalise Standards and Guidelines for managing teachers' records.
- Train MEST staff to manage data systems in MEST; institutionalise skills.
- Introduce search ability of scanned images so that records content can be searched.
- Establish a database of teachers' personal and basic employment detail; work with teams to populate the database with data from hard copy and digital records.
- Improve information sharing in MEST based on up-to-date and accurate data/records.
- Define requirements for Human Resource Management Systems in MEST; define equipment and network requirements for full information sharing (database and future information management systems).
- Automate HR management processes where possible, taking into account existing plans for HR management systems.
- Develop processes in close consultation with MEST and relevant stakeholders to keep data up to date and incorporate newly recruited teachers (as part of MEST's existing teacher replacement) and any employment changes such as promotions, regarding, transfers and separations.

CAPACITY BUILDING AND TRAINING

Public Service Academy

The main objective for capacity building is to expand and upgrade the capability of the Civil Service to perform its functions. Two components, namely: short/medium term and long term approaches are identified in the Public Sector Reform Programme. Over the past four years significant progress has been made in the former, particularly with the resuscitation and full-scale operations at the Civil Service Training College.

The efforts at developing a sustainable and localised solution to capacity building in the public service remain centred on establishing a Public Service Academy, which will function as a Centre Of Excellence, providing training and consultancy services in a wide range of disciplines relating to Public Sector Management, including Corporate governance and other related fields. With support from the Commonwealth Secretariat, the PSRU engaged a Consulting Firm to develop a Business Plan for the proposed PSA in 2012. In 2013, the final report of a comprehensive Business Plan for the PSA was submitted. The Commonwealth also sponsored a working meeting to review the proposal between the Consultant and key GoSL stakeholders led by PSRU. The Final Report has now been published and is with the Cabinet Secretariat which is expected to progress implementation.

MONITORING AND EVALUATION

Monitoring public sector reforms is a continuous process that incorporates periodic scheduled and unscheduled visits to Ministries, review of progress updates, and physical verification of outputs.

In 2013, PSRU focused on addressing the blockages causing delays in implementation of MFR recommendations at MDA level. These recommendations are of particular importance because they relate to the critical aspects of organizational structure, human resource, capacity development, and administrative and management systems and processes, that are critical for high performance and *Results-Based* service delivery. One of the challenges affecting progress in implementation is the lack of engagement of middle and junior level staff in the process, even though these staff are directly engaged in those functions and activities that constitute the bulk of the recommendations made in these reports. A strategy was therefore devised to ensure continuous engagement with MDAs over a period of 5 weeks during which they fast-tracked implementation of recommendations; MFR reports were distributed to all levels of staff, and weekly meetings were held inclusive of staff in Grades 6-10. MDAs were asked to provide baseline data on implementation to enable PSRU to develop appropriate strategies for addressing delays in the process.

While progress was made in terms of engaging MDAs on progressing on implementation of MFR recommendations, the value of M&E within the public service remains largely unrealised for a variety of reasons. These include uncoordinated and fragmented monitoring of national and institutional development strategies, lack of adequate financial resources, absence of formal institutional arrangements including lack of an M&E cadre in the Civil Service, and inadequate training. Whilst efforts are being taken to address these challenges, such as establishment of a formalised cadre, recruitment of Monitoring Officers for MDAs, and M&E training

Of particular significance is the collaboration with the media, especially the Sierra Leone Broadcasting Corporation, SLBC, in the dissemination of information of Public Sector Reform through the "Reform Hour" programmes.

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 duplication, and enhance communication. Several of the PSR initiatives that have been implemented within the flagship Pay and Performance Project have enhanced M&E in the Civil Service, although there is still much progress to be made. Of particular significance is the collaboration with the Sierra Leone Broadcasting Corporation (SLBC) in the dissemination of information on Public Sector Reform through the “Reform Hour” programmes.

Public Sector Reform Unit
Office of the President
8 Wesley Street
Freetown

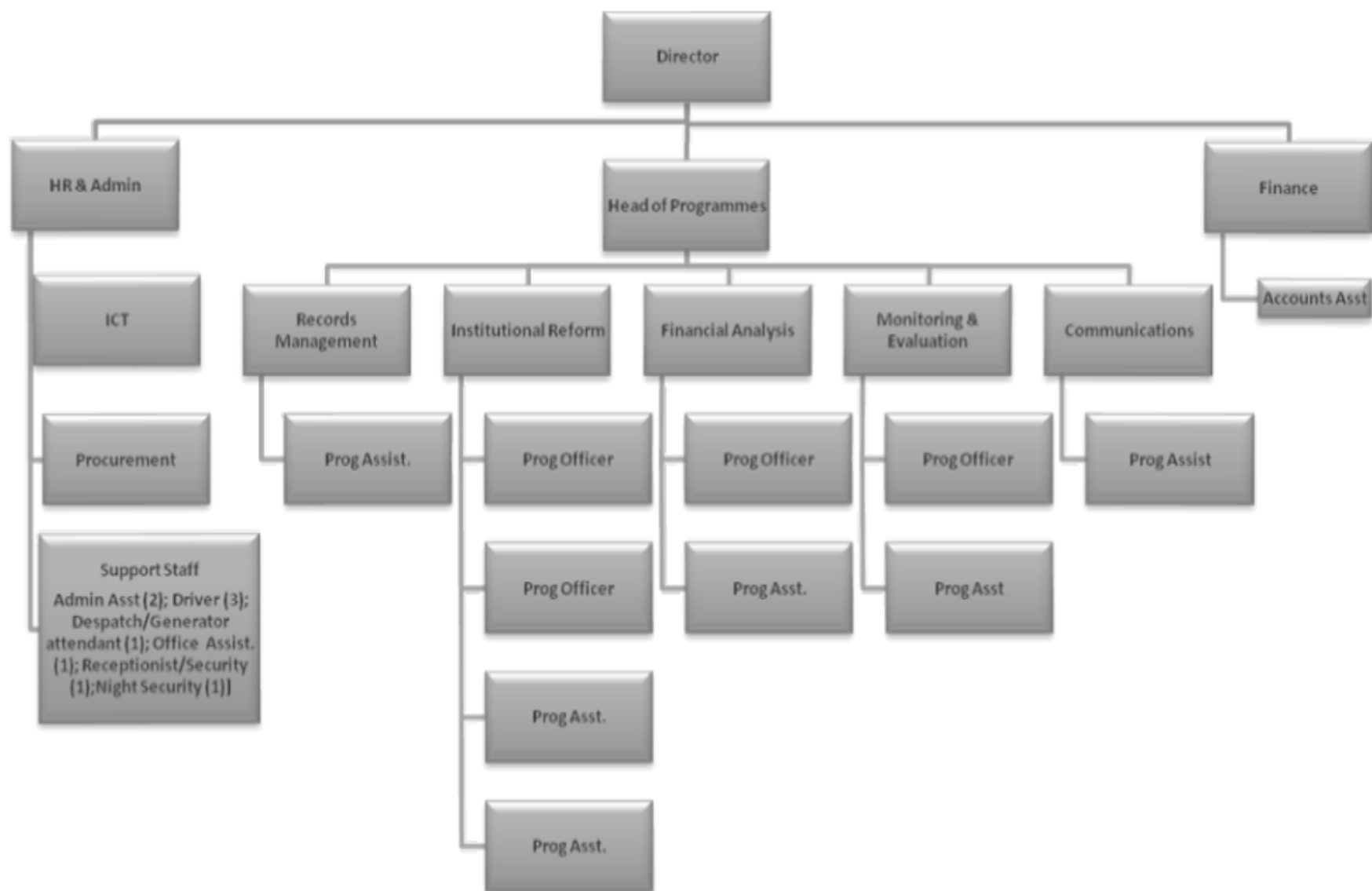
Annex 1: Pay and Performance Project – Disbursement-Linked Indicators (DLIs) for 2011-2014

	Year 0	Year 1	Year 2	Year 3	Remarks
Pay Reform	DLI 1.1: HRMO has conducted and completed a remuneration survey		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 DLI 1.3: 100 % of Civil Servants in Grade six and above paid according to the approved Pay Structure		
Recruitment and Staffing	DLI 2.1: The appropriate open, competitive and merit-based Recruitment Procedures have been designed by PSC in collaboration with HRMO and approved by CSSC DLI 2.2: Seven staff have been recruited to PSC and trained to manage recruitment and selection	DLI 2.3: At least 60 % of priority vacancies have been filled in accordance with the Annual Recruitment Plans and the approved Recruitment Procedures.	DLI 2.4: At least 80% of Priority Vacancies have been filled in accordance with the Annual Recruitment Plans and the approved Recruitment Procedures. DLI 2.5: LTAs have been integrated in accordance with an approved Mainstreaming Policy and Action Plan	DLI 2.6: At least 90 % of priority vacancies have been filled in accordance with the Annual Recruitment Plans and the approved Recruitment Procedures.	
Performance Management and accountability		DLI 3.1: Appropriate guidelines for Performance Contract management in all Ministries for Civil Servants in Grade 11 and above have been prepared	DLI 3.2: All Pilot Ministries have completed one annual cycle of the Performance Appraisal Process for Civil Servants Grade 7 to 10	DLI 3.3: At least 80% of the annual Performance Appraisal Reports for calendar year 2014 for Civil Servants in Grade 7 to 10 in Pilot Ministries	

	Year 0	Year 1	Year 2	Year 3	Remarks
		by HRMO and approved by CSSC		<p>are of appropriate quality.</p> <p>DLI 3.4: At least 80% of the annual Performance Reports for calendar year 2014 for Civil Servants in Grade 11 and above on Performance Contracts in Pilot Ministries are of appropriate quality.</p> <p>DLI 3.5 All Ministries' performance against Performance Targets have been evaluated jointly by the Recipient and relevant Non-State Actors</p> <p>DLI 3.6: Publication of (i) all Ministries' Performance Targets; and (ii) achievement against Performance Targets</p>	

Note: Each DLI is worth \$1M (one Million US Dollars)

Annex 2: PSRU Organogram 2014-16



Annex 3: Interim Report on GoSL Study Mission to Ghana Fair Wages & Salaries Commission

ESTABLISHMENT OF A PAY COMMISSION FOR SIERRA LEONE Interim Report On Government Of Sierra Leone Study Mission To The Ghana Fair Wages & Salaries Commission (December 2013)

EXECUTIVE SUMMARY

Background

The Government of Sierra Leone (GoSL) recognizes that the pace, effectiveness and efficiency with which its developmental priorities articulated in its Poverty Reduction Strategy Paper III (Agenda for Prosperity 2013-2018) can be implemented, and the impact it will make on poverty reduction and the overall growth and development of Sierra Leone will continue to depend on the quality of the public service. In this context, GoSL is carrying out a wide range of reforms in the public service intended to change its business processes, improve its performance and service delivery. A key component of the reform process is the adoption of an integrated approach to pay harmonization inclusive of a dedicated and representative body to determine pay and compensation in the Public Sector.

A Cabinet Conclusion in 2011 approved a Multi-Year Pay Reform Strategy with the aim of bringing compensation of public servants to more competitive levels. The strategy was to be partly funded out of savings achieved through rightsizing and payroll clean-up, and partly from

improvements in domestic revenues. The strategy also calls for a comprehensive Job Evaluation for the Civil Service aimed at the rationalization of the pay and grading system, filling of critical professional/technical positions particularly in the mid-levels, developing stronger performance management systems, and addressing motivation and retention issues.

A key component of the reform process is the adoption of an integrated approach to pay harmonization inclusive of a dedicated and representative body to determine pay and compensation in the Public Sector.

Pursuant to the above, Government is proposing the establishment of a Pay Commission to implement the Cabinet Conclusion of 2011 and harmonize pay and compensation structure in the Public Service.

It was agreed that part of the research would be undertaken in the form of study missions to existing Commissions. Key findings from the first of those visits to the Ghana Fair Wages and Salaries Commission as follows:

- *Adopt Pay equity as a cornerstone principle* - The Pay Commission and principles relating to Pay equity should be included in discussion of the current Constitutional Review.
- *Long-term objectives* - Pay Commission should be established in the Constitution as law not as Administrative body.
- *Short term (i)* Pay Commission established by an Act of Parliament but with rights to set and negotiate

- *Short –term (ii)* Establish the necessary Legal framework as soon as possible
- *Staffing/security of tenure* – staff must be assured of security of tenure even in the face of political interference. Termination of the Chief Executive’s contract must require a Board decision with the assent of the President.
- *Right to set and negotiate pay* - the establishment of the Commission should formally abrogate rights of any public body to negotiate and set pay to the Commission. This is not new in Sierra Leone – the NRA was mandated to collect revenue which was previously collected by MDAs.
- *Sustainability (i) Collaboration, collaboration, collaboration* - the Commission cannot succeed without extensive, meaningful communication and collaborating with Unions, MDAs and other implementing agencies.
- *Sustainability (ii) Rightsizing and the Wage Bill: GDP ratio* – the necessity to rightsize should be balanced against the social impact of lay-offs. In considering this we need to look at wage bill to GDP ratio
- Prepare for the “U” curve because things will get worse before they get better. Stay positive and maintain self-belief.

Table 1: summary comparison

Functions	Sierra Leone	Ghana
Public Servants	93,000	640,000 (of which FWSC currently works with 480,000)
Civil Servants	20,000	11,000
Central body responsible for Appointments into the Civil Service; Advisory role on Snr. appointments	PSC	None. Each MDA recruits individually but these powers are being transferred to FWSC.
Central body responsible for Management of Civil Service	HRMO	None
Each MDA manages its staff Central body responsible for discipline	PSC; HRMO	PSC; Each MDA
Standard Terms & Conditions for Civil Service	No	No. FWSC is gradually moving towards this
Standard Terms & Conditions for Public Service	No	No. FWSC is gradually moving towards this
No. of contract types	HRMO to advise	120
Types of Allowances	HRMO to advise	64
Single Body responsible for setting public sector pay	No	No Establishment of Independent Emolument Commission is in progress. Likely that FWSC will transition into this

Responsibility for co-ordinating Reforms in the public service	PSRU; JSDP (judiciary)	Minister for Public service
Minister for Public Service	No. H.E the President by default	Yes
Arbitration and Mediation	-No. Industrial Court with power of a High Court -Arbitration & Mediation is in its infancy (training in 4th Qtr 2013)	-National Labour Commission with power of a High Court. -Appeals from NLC are made to the High Court

INTRODUCTION

In November/December 2013, discussions took place between the Ministry of Finance & Economic Development (MoFED) and the Public Sector Reform Unit (PSRU) with regards to progressing various Pay Reform initiatives, in particular the establishment of a Pay Commission for Sierra Leone. It was proposed that PSRU could undertake research in the form of Study Missions to other countries in order to gather primary data on the establishment and running of a Pay Commission. As a result of further discussions, it was agreed that PSC, HRMO and MOFED should also take part in the visit. All are key central agencies responsible for public sector pay and are Implementing Agencies in the GOSL/World Bank Pay & Performance Project.

Informal requests were made to Commissions in Ghana, Kenya and Uganda. The Fair Wages & Salaries Commission of Ghana and the Salaries & Remuneration Commission of Kenya responded promptly and positively which led to formal requests from PSRU and formal Invitations from those two Commissions for Study tours in December 2013 and January 2014 respectively. It was agreed that the two visits would provide sufficient data on the West and East African experience and that Uganda would not be pursued.

The Minister of Finance & Economic Development in his Budget Speech 2014 mentioned that Government will establish a Pay Commission for Sierra Leone in 2014, in order to regularize the setting of salaries and eliminate pay disparities across the public sector. Pursuant to this Policy Statement, the visits therefore provided an opportunity for preparatory work to be done in furtherance of the establishment of the Commission this year. The MOFED agreed to source funding for the trips.

Between 10th-15th Dec 2013, a GoSL delegation comprising Chairman PSC, Director, Manpower Planning (HRMO) and Director PSRU conducted a Study Mission to the Ghana Fair Wages and Services Commission in Accra. The group was hosted by the FWSC and also met with the Ghana Trade Union Congress and the National Labour Commission. We noted there was a Labour College but did not have time to visit them.

The comprehensive itinerary is attached to this report as are the following documents which provide further detail and possibly a roadmap for the establishment of a Pay Commission in Sierra Leone:

- White Paper On Guidelines For The Determination Of Market Premium Under The
- Single Spine Pay Policy, April 2013
- Rules Of Engagement, 2013 (an example of groundrules for Negotiations)
- Fair Wages And Salaries Commission Act, 2007
- Labour Regulations, 2007
- National Labour Commission Regulations, 2006
- Essential Services (as defined by The Labour Act 2003)
- Categories Of Allowances
- Service Classifications and List Of Constituent Organisations

This Interim Report outlines the Key Findings, as presented by members of the Ghana FWSC. A full report on the establishment of a Pay Commission will be provided once the Study Mission to the Kenyan SRC has been concluded.

1. GHANA FAIR WAGES & SALARIES COMMISSION (FWSC)

(i) Background & Establishment – George Smith-Graham (Chairman, FWSC)

Background

In Ghana, Pay reform started at Independence. ART 24 of the Constitution of Ghana refers to Pay Equity as a right not a privilege. ART 24(1) is an entrenched clause which appears to have driven political will. As such successive governments have made this a priority.

Prior to the establishment of the FWSC by the Fair Wages And Salaries Commission Act, 2007 (“the Act”), the last attempt at Pay reform was in 1996 with the introduction of a Universal Salary Structure. It was unsuccessful as the TUC did not participate in the new structure, although individual Associations (Judiciary, Medical profession) did. However this resulted in the lack of a cohesive structure. The Health sector was later taken out of the Universal Salary Structure.

2006 saw a renewed determination to implement Pay reform. On review it was acknowledged that the previous failures were due to the fact that there was no single entity leading the implementation (this is the situation in Sierra Leone at present). The FWSC was established by Act of Parliament in 2007. The Constitutional Review recommended the establishment of an Independent Emoluments Commission and it is expected that the FWSC will migrate from being an Institution established by Act of Parliament to a Constitutional Commission.

Prior to the Single Spine Structure, Ghana had 126 different salary structures, resulting in wide disparities in public sector pay of between 60% - 40%. In order to eliminate these disparities and ensure pay equity, a Job Evaluation exercise was required.

FWSC also carried out research on pay structures in Rwanda, Kenya, Afghanistan but found that on one id doing what Ghana is doing right now.

FWSC also carried out research on pay structures in Rwanda, Kenya, Afghanistan but found that no one is doing what Ghana is doing right now. Initially the idea of a single spine had not been considered but after the Job Evaluation, the decision was taken to move to a single spine structure. As a result the legal framework was established and all jobs were moved to the SSS.

Mandate and Scope

The Public Service comprises 640,000 including subvented Agencies. The FWSC currently works with about 483,000 Public Servants, including those in subvented Agencies. Following the transfer of staff to the Local Government, the Civil Service now comprises 11,000 staff from its original 43,000.

The Mandate and Scope of the FWSC is wide and appears to cover any institution drawing money from the Consolidated Fund and all public servants. One Objective of the Commission is to undertake negotiations where compensation is financed from public funds. The Functions of the Commission include inter alia developing salary structures for the public service. As such the expectation is that Political Appointees and Constitutional Commissions will at some point be included in the SSS, namely Executive, Judiciary, Legislature/

Parliament, the Electoral Commission, the Audit Service Commission etc. It should be noted that ART 71 of the Ghanaian Constitution provides that the Institutions themselves are not covered by the FWSC Commissioners but that the staff within them are. This ambiguity is a bone of contention between FWSC and many other government agencies. Clarification is being sought here often through formal legal challenges by submission to the and submissions to the National labour needed here.

About 99.4% of all public service jobs have been migrated but not without many disagreements and challenges. The SSS would have collapsed had the FWSC not been established by Act of Parliament and enjoyed a high level of political will from the President. Only 10 Institutions - mostly Constitutional Commissions - comprising 6,000 public servants remain to be migrated.

About 99.4% of all public service jobs have been migrated but not without many disagreements and challenges.

Allowances

At inception of the FWSC, there were 64 different allowances. These have now been grouped into only 4 categories as follows:

- Category 1 – “soft” factors: these include 13 different criteria including academic qualification. Risk /responsibility Allowance have been abolished.
- Category 2 – harmonization and standardization: once a job has been evaluated, it may be required that, in the course of the job, staff perform one-off/adhoc activities as part of the assignment (per diem , acting allowance)
- Category 3 – Welfare based allowances such as fuel, clothing
- Category 4 – seniority based allowances (Directors and above): for example free house help, rent and accommodation. FWSC is wary about monetisation of these allowances, which need to be standardised. The FWSC is monetizing gradually with new recruitments. Existing allowances remain.

Performance Management

Once staff are well paid, they must pay back in improved performance. As such a Performance Management system is necessary. Performance Management is seen as a cultural issue – if people do not imbibe the principle, there will be problems.

Public Service Joint Standing Committee on Negotiations

It is important to establish ground rules (sample document attached). These can be standard or adhoc depending on the issue. Unions no longer negotiate with individual sector Management as the responsibility to negotiate public sector pay has been abrogated to FWSC. Ghanaian Law allows for a Joint Standing Committee on Negotiations (JSCN) and has brought all the Unions together in the JSCN.

The FWSC experience is that the Commission must use behind-the-scenes consultations and they must try to understand the needs of Unions. The JSCN is chaired by FWSC and Ghana TUC. FWSC agreed with Unions that the relativity between Grades (pay relativity) will remain untouched (at a factor of 1.7). Only the base pay will be raised. Basic salary is derived from the Minimum Wage.

Challenges

Market Premium and Inducement: this refers to the situation wherein the score may be the same in the Job Evaluation but not at Market Value, for example in the scarcity of Medical Doctors.

This considers two key criteria (i) skills critical for public service and (ii) skills in short supply. Implementation has not commenced but FWSC has an Interim Market Review on Education and Health sectors. The question is to what extent do you address the fundamentals skills scarcity through training and succession planning? FWSC contracted Ghana Statistics to conduct a survey, and facilitated the development and issuance of the government *White Paper on Guidelines for the determination of Market Premium*.

Ghana is taking a phased approach (5 phases over 5 years in a systematic procedure. The relationship between FWSC and the Independent Emoluments Commission is to be established

The Single Spine Pay Policy and Good Governance: The Single Spine Pay Policy is part of the Public Sector Reform Agenda. Political influence has been a problem, though waning. If a strike is threatened or undertaken a Minister may feel under pressure to negotiate but this is now universally understood to be outside their remit. FWSC has sometimes reversed decisions of Politicians. Ultimately the idea is that Unions will negotiate for salaries of Politicians and Parliamentarians.

The benefit of an independent Commission, free from Political interference, is that it increases a country's reputation in terms of Good governance. Implementation facilitates control of the wage bill as the Comptroller & Accountant General will be able to show the wage bill in real time. The Policy promotes Industrial harmony as well as presenting Ghana in a good light in terms of governance.

Implementation facilitates control of the wage bill as the Comptroller & Accountant General will be able to show the wage bill in real time.

The Armed Forces are outside the SSS but are currently in negotiations to follow it as a Guideline. This includes Police and Emergency Services who saw significant pay rises under the new structure.

Political will: former President, Professor Mills gave FWSC his total unflinching support. When Doctors went on strike, he did not tolerate any political pressure. Instead he summoned the Chairman FWSC, advising him to "go and do your job, I'm 100% behind you". He then summoned Cabinet advising that the job of the FWSC was a technical one and must be allowed to continue without interference. As a result even revenue-generating Institutions which have the freedom to set pay now seek advice from FWSC. Ministers no longer engage in conversations with Institutions, instead referring them to FWSC. In reality, *Political will is Presidential will*.

Prior to the Act establishing FWSC, these issues were dealt with by the Minister for Public Sector Reforms. In Sierra Leone the President is the de facto Minister for Public Service.

The Key advice is that the Head of the Pay Body must be a very strong personality, professional, technical, focused on the national interest and not involved in politics. They must be sure of themselves and able to manage the tripartite relationships of Government-Labour/Trade unions- Employers. The Chief Executive's contract cannot be terminated by a Minister. Such action requires a Board decision with the assent of the President.

Other Challenges include:

- Awards granted by the National Labour Commission but these have been challenged by FWSC which has successfully overturned some of its decisions.
- Some Public Services institutions reluctant to be migrated on the SSS quoting 1992 Constitution. Discussions and legal challenges continue.
- Public misconception that Policy implementation was an event rather than an ongoing process.
- Politicians initially tried to make political capital by creating the perception amongst public servants that the new policy = significant pay increases
- Inadequate resource allocation/ funding

Lessons learned

FWSC must continually engage in Sensitization, communication, and education of (i) stakeholders (public servants, Parliament) (ii) the general public and the Media.

(ii) Legal Framework (Augustine Ahamey)

From the legal standpoint, the Policy has been successful due to effective collaboration with the key stakeholders, namely the Ministry of Finance, Comptroller & AGD and the Ministry of Employment and Labour which is very much a Policy agency. Sensitisation was undertaken under the auspices of the Public Sector Reform programme, with the Minister for Public Services working closely with the Ministry of Labour.

Sensitisation was undertaken under the auspices of the Public Sector Reform programme, with the Minister for Public Sector Reform programme, with the Minister for Public Services working closely with the Ministry of Labour.

Faced with challenges about Grading, FWSC engaged PWC to undertake a Job re- valuation, although this later proved unnecessary as nothing changed due to the fact that FWSC provided records showing that various sector Management had agreed and signed off the job analysis.

Section 2(c) of the Act extends the FWSC's Mandate to all Public Service Institutions financed from public funds except those covered by ART 71 (which excludes, inter alia, political appointments). This came as a result of the Constitutional Committee recommendation on the establishment of an Independent Pay body, ensuring it is the only body responsible for setting pay all public sector

Pay Sector-specific issues

Health: this sector is complex with committed allowances due to working above 40 hours per week. The FWSC is currently grappling with the issue of whether or not to offer Market Premium and Inducement for remote areas

Security: the salary structure is 30 days per week+ committed allowance of 20%. In fact salaries are positioned as a national security issue - if pay equity is not addressed, it could lead to civil strife.

From a legal perspective, collaboration is key – Parliamentary Select Committees; Cabinet Secretary; National Security agencies must all be brought on board. Some who are not yet on board claim Constitutional immunity. However the Minister of Finance has decided not to pay increases but instead refer e.g Audit Services Commission back to FWSC for review and approval of proposed new wages. The view that harmonization and standardization is in the National interest and all public sector institutions must be included.

The FWSC Grading Committee deals only with Re-grading. Non-grading issues/ grievances are dealt with by the National Labour Commission. It is important for all actors to maintain clear roles and responsibilities.

Transitional arrangements - Section 29 of the Act deals with transitional arrangements. It has removed negotiating powers of all public agencies or bodies, consolidating them in the FWSC (there is a 12 month grace period). Section 32 repeals those parts of PSC functions that deal with salaries and compensation.

The Regulations

The Regulations are based on national interest, public safety or public order. Individual, sectoral and political interests are secondary. The SSS is now Government Policy and has withstood various challenges over time.

The salary on the spine now comprises (i) Salary and (ii) Conversion Difference. Opting out of the SSS is no longer an option. It's an integral part of Pay Policy. Recently the Civil & Local Government Services Association of Ghana took FWSC to court but the court found in favour of the FWSC in the public interest.

FWSC has submitted its first legal instrument in the “*Ghana Pay Policy*” which is currently in Cabinet.

(iii) Grievance Resolution And Negotiation Within The SSPP (Cornelius Yawson)

Mr Yawson deals with Labour and Collective Bargaining issues. He advised that previous failures were due to lack of legal Framework. Now s101 Labour Act 2003 requires Unions to sign an MOU in respect of governing rules for the Joint Standing Committee. This entails much behind the scenes negotiation but with a common purpose.

Allowances - there are two types of allowances (i) Generic (ii) Service Classification, representing occupational groups.

Retirement benefits – FWSC is yet to tackle these benefits. The legal definition of “salary” includes allowances. In terms of e.g mortgages for housing or vehicle loans, the proposal is for Pension deductions to go the same company providing the mortgage or vehicles. Grievances – the Grading Committee deals only with Re-grading. Non-grading issues

grievances should be dealt with by the National Labour Commission. Grievances are categorized as (1) Security Services (2) Essential Services (3) anything other than (2). The grievance procedure is in the Legal instrument not the Act as the intention is to avoid strike action.

(iv) Job Evaluation (Eva Addo)

Mrs Eva Addo is responsible for Job Evaluation. It is imperative to know/examine why a Job analysis and evaluation should be undertaken. Although complex, the use of the Point Factor Plan gets easier with time - jobs hardly change within 5 years unless there is a major shift in the direction of the organisation e.g. a move to computerization /electronics.

Job re-Evaluation would not have been necessary if FWSC had existed prior to the Job Evaluation. The Job Evaluation is documented and signed up to by Management of each Institution. Jobs were grouped into job families, for example, Secretary/ Receptionist/Stenographer are agreed to be in the same job family.

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Benchmark Jobs and Training Job Analysts: This happened only after the Factors for each job had been identified. The Policy, planning and research sector is key as is the M&E function. The Job Analysts had to validate the Benchmark Jobs. This could only be done with a high level of co-operation and collaboration. Weighting of jobs was undertaken by the Management of each institution. There were some challenges in weighting for example, in benchmarking drivers it was determined that an Ambulance driver is different to the driver of Security van who in turn differs from the driver of an MD who differs from a staff/pool car driver.

Validation: it is Important to get the Commission in place within an established legal framework. A consultative approach helped in terms of validation and dealing with challenges. This was only possible because of the central structure.

Conditions of Service: in order to ascertain the various contracts within the Service, Government issued a Directive/White Paper followed by the FWSC sending a circular requesting the relevant information.

Terms and Conditions contained in the Collective Bargaining Agreements are used by the Ghana PSC which is working on non-monetary aspects i.e. the benefits.

Ghana has 35 levels Grades are now trying to compress them into fewer grades. In relation to Local Government, 33,000 civil servants were transferred following a Presidential Directive. Technically there is no relation between the Job Evaluation and the SSS as the objective of the JE is pay equity. The FWSC recognizes that the public service is the fuel for the private sector.

There have been recent legal challenges at the National Labour Commission, which deals with Industrial relations and relationships. It is not a court but has the power of a High Court (Kenya and Sierra Leone have a Labour Court and Industrial Court respectively).

The New Paradigm – this includes the legal framework, the work of FWSC and National Labour Commission and the focus on national interest - means that approach of the Labour Unions is changing from a militant approach to one of thoughtful negotiation.

“where there is high integrity , there is less stress”

Market Premium - the job Evaluation specialist emphasized that in determining Market Pay there are 2 key criteria:

- (i) Ability to pay
- (ii) The list of scarce skills, based on Government priorities.

It should be noted that the single spine is based on 40 hours. However Transitional Arrangements may be required in the Health Sector which routinely works over 40 hours on shifts. FWSC introduced Interim guidelines to address this.

Market premium should be implemented with caution. Ghana’s model is unique and tailored to its environment (population, skills, level of education, economy etc) and we should also be looking for what works for Sierra Leone. Manpower Planning is key to determining Market Premium, that is, the skills supply should be constantly monitored. In the case of Sierra Leone, this is the responsibility of HRMO.

(v) Effective Communications (Joseph Gadikor)

The Communications Officer is a recent but much needed addition to the team. His main function is perception management – in Ghana the Unions are very savvy, smart and aware, the public increasingly so.

Other key parts of this role are: training for FWSC staff; developing and monitoring Corporate Responsibility Schemes; and co-ordinating the Investment Growth Fund (IGF) with the private sector.

Tools for Communications:

Various tools and methods are used primarily

- (i) Weekly radio and TV programmes
- (ii) regular meetings with the Unions to ensure co-operation, understanding and where necessary agreement on how to handle any misinformation
- (iii) Public Education/Policy Fairs, which are organized by the Ministry of information.
- (iv) "Meet the Press" sessions

Challenges

The communications officer must deal with all the challenges identified in other areas of this report, in that they are responsible for communicating the rationale behind certain actions taken and providing updates to the media and public.

- *Strike action*: Dealing with strike action is not the role of FWSC. Initially they would make statements but over time have made a decision not to engage in this in public or

through the media. They focus on their core function which is dealing with the Unions and the National Labour Commission.

- *Political interference*: the Commission has been assured that there will be no political interference and this has so far been upheld.
- *“imported challenges”*: FWSC cannot follow the pay until it hits the bank account
- *Information paradox*: human beings often do and say things they *know* they shouldn't. The fallout has to be managed.

Conclusions/Lesson learned

Universal education - Initially, the focus was on educating only the public servants, a strategy which ultimately did not deliver the expected benefits. In hind-sight it may have been better to educate the general public in tandem with targeted messages for public servants.

Sustainability is key - this borders on several different areas:

- Mandate - The approach of FWSC of going to the Ministry of Finance for a “Mandate” must be reviewed. The danger is that the Unions will bypass the Commission and go “direct to source” i.e the Ministry (this was mentioned during our meeting with the Ghana TUC).
- Research and Development – the Commission must strengthen its R&D Units including its policy, planning and M&E functions
- Post Job Evaluation - there must be consistency in dealing with those people occupying those posts who are not qualified /competent
- Rightsizing – in rightsizing we should also consider the social impact of layoffs/redundancies by looking at the wage bill : GDP ratio
- Prepare for the “U” curve because things will get worse before they get better

2. THE NATIONAL LABOUR COMMISSION

The Delegation visited the National Labour Commission to better understand its work, meeting with the Chairman and several Commissioners and members of the Secretariat.

The Commission consists of 7 Commissioners reflecting the Tripartite principle – 2 each representing Government, Employers and Labour/Unions. The Chairman is chosen by Employers and Labour. The current Chairperson is Daniel Achama.

The Commission is an arbitration body but with the powers of a High Court. It has the power to subpoena people and request information. There is a right of appeal to the high court. The nearest equivalent in Sierra Leone is the Industrial court and Sierra Leone is now introducing the concept of Arbitration.

Establishment

The Commission was established through several pieces of legislation requiring consolidation (in 1990) in order to provide a proper framework. The Labour Act (2003) codified all the pieces of legislation. Since inception, the commission has comprised of a tripartite membership of Social/Employers; Government; Organised Labour/Trades Unions.

In 2004, the current Commission became operational under the Labour Act 651. The Act is codified into 5 parts.

Scope

The Act covers all environments except security and the military. Customs are currently making a case that they are outside the standard scope. Key is Part 18 which refers to the National Labour Commission as an Independent Mediator. Set up in 2005, the composition of the mediation unit reaffirms the social element. **The National interest is paramount.**

Currently the agreement is that the Chairperson is chosen by Employers and Labour. The Chairperson cannot be a member of any political party. Commissioners work part-time, they all have other jobs but this is being reviewed due to the workload.

The NLC facilitates Industrial disputes that arise and promotes cordial relationships between workers and Management /employers. It maintains a database of arbitrators and mediators.

The Commission meets monthly and receives over 70 cases per week. It tries to expedite the work by sending cases to Approved Mediators. As such the law provides for a Secretariat (the applicable Legislative Instrument is the National Labour Regulation LIA 1822).

The Commission reports independently to Parliament through the Ministry of Labour.

Employment Relations

In summary:

- Payment into the Commission is similar to payment into Court
- Priority is given to Essential Services matters (see attached document)
- Political interference – the Commission is also part of “Corporate Ghana” and as such they must also invite Politicians to discuss/give evidence
- Arbitration and Fast-track courts are in their infancy. The emphasis is on reducing cost
- Mediation and voluntary arbitration charge fees
- Complaints must follow due process and every individual case is docketed. Complaints must be accompanied by the relevant terms & conditions
- Industrial Relations Dept. provides conciliation services. If agreement is reached it is legally binding.
- Of cases cleared, there is a 55-62% success rate
- The Office of the Ombudsman is now the Commission of Administrative Justice

3. VISIT TO THE LABOUR CONGRESS

The Delegation met with the Secretary General and Deputy Secretary General of the TUC as well as the Chairmen of the Pharmacists and Ghana National Association of Teachers (who constitute 200,000 public servants).

The TUC felt that, overall, the merits of the Single Spine Structure outweigh the demerits. However they are concerned that FWSC negotiates without a Mandate (to agree the financial aspect). This sits with Ministry of finance and as such is seen as a weakness. There are challenges on both sides but there is evidently good co-operation. We observed a very cordial and respectful relationship between all the institutions despite several court cases and legal

challenges over the last few years as remits and mandates were tested and clarified. There is regular interaction and consultation between the TUC, Labour Commission and FWSC.

Challenges

The SSS process started in 2006 and has been participatory from the start. However Human nature means that there are many challenges and complaints with regards to (i) development of SSS and (ii) the placement of jobs within the structure

Also the software used by the Accountant General Dept to implement the new system was a challenge. For example, it was found that if disrupted whilst running (power) it could double or even delete salaries.

The SG said they still question whether the system is clearer or better for all. For example, Pharmacists have found that their salaries are lower and pensions reduced. 3 years on from migration onto the SSS, they still have an issue and are making legal challenges.

Also there are Institutions where some Management are also Union members, which causes problems. This problem is mostly found in the Health sector where with regards to Doctors as a distinction has to be made between Clinicians and Public Health Specialists. There should be a line between the supervisory level and Management.

The TUC considers that the remit of the Grievance Review Committee be reviewed as it reviews only grading not salary. In this regard it should be considered whether the mandate of FWSC should extend to formal input to the Budget. Linked to this, the FWSC should have strong research facility on general wages and compensation.

They also raised the issues relating to ART 71 exemptions and that the Health sector in Ghana used to have more factors so came out of the GUSS.

Lessons learned

1. Don't Rush! Engage the Unions and build capacity
2. Develop specially tailored programmes for the Universities. This is Government's responsibility.
3. Relationship with the Ministry of Labour, the policy making body, is based on mutual respect
4. Tripartite principles should be applied in every aspect of the transition.
5. Representatives from the Sierra Leone Unions should be encouraged to Witness a negotiation between employers and the FWSC.

ANNEX 4

REPORT ON THE DISTRICT SENSITISATION FORUMS (FREETOWN, MAKENI AND BO)

INTRODUCTION

Over the years, reform initiatives in the Public Sector have not been particularly well communicated across government. This information vacuum has, in the past, led to misinformation, distortion and unnecessary resistance to reform efforts as key reform constituents, such as Civil Servants, Teachers and other Public Sector workers have been left in the dark.

The Government of Sierra Leone, through the Public Sector Reform Unit, recognises the invaluable need for information-sharing on Public Sector Reform. As a result the PSRU, in collaboration with the Public Service Commission (PSC) and the Human Resource Management Office (HRMO) developed a Communications Strategy and Activity Work Plan



as part of the World Bank-funded Pay and Performance Project currently being implemented by the PSC, HRMO, PSRU and Ministry of Finance and Economic Development (MoFED). The Strategy seeks to popularise current reform initiatives to all stakeholders including Public and Civil Servants, Civil Society, Development Partners and the general public. It also seeks regularly to engage Public Servants through

workshops, forums and other means (including bilateral meetings) to provide information and solicit feedback on public sector reform initiatives. The goal is to ensure that channels of communication are opened between policy institutions such as the PSRU, Cabinet Secretariat, PSC, HRMO, MoFED etc and constituents across Ministries, Departments and Agencies (MDAs) in order to improve on the delivery and implementation of change in the public sector.

Central to the implementation of the Public Sector Reform Communication Strategy, the PSRU - in collaboration with the Cabinet Secretariat, HRMO, PSC and MoFED - organised a Nation-wide Sensitisation Forum in Freetown, Makeni and Bo. The Freetown Forum had a geographical spread of the entire Western Area, whilst Makeni and Bo brought together representatives from the Northern Province, and South and Eastern Provinces respectively.

The Programme theme was: *Working Together: Collaboration and Co-ordination in the Public Sector*. This theme sought to highlight a fundamental challenge in delivering public sector reforms, namely the issue of collaboration and co-ordination. Despite some remarkable progress in improving the collaboration and co-ordination between key reform institutions,

the theme emphasised the need to further deepen the commitment to joined-up working in the public sector, away from the fire-fighting and silo approach of the early post-war years.

The Forums, which took place in Freetown, Makeni and Bo on the 5th, 9th and 10th July respectively, were geared towards raising awareness about the current reform Pogrammes in the public sector geared towards improving pay, retaining competent and qualified personnel, whilst also recruiting qualified people on a competitive basis, namely:

- **The Pay & Performance Project** – a USD \$17 million project in partnership with the World Bank to improve competitiveness and internal equity in pay setting, thereby enabling the Civil Service to attract and retain qualified professionals. The project focuses on three components: (i) Pay Reform (ii) Performance Management (iii) Recruitment and Staffing.
- **EU support to Civil Service Reform** – a Euro 10 million project supporting the Government in actualizing its objective of right-sizing, rationalization and professionalization of the Civil Service, and in developing the necessary institutional capacity for attracting, retaining and motivating the required skills for policy formulation and implementation, and the efficient delivery of public services. The HRMO is a key beneficiary of the intervention.

The forum agenda reflected the theme of collaboration and co-operation with presentations from a variety of MDAs including PSC, HRMO, the Office of the Chief of Staff, the Anti-Corruption Commission, the Budget Bureau (MOFED), Records Management Improvement Programme (RMIP) and the PSRU M&E function.

This report captures proceeding of events held at the Miatta Conference Centre, Freetown on 5th July, at the University of Makeni auditorium on 9th July and the Bo City Hall, on 10th July 2013. The Forum was attended by representatives from across the Public Sector including the Security Services (Police and Army), Judicial Services, from MDAs, and staff from Local Councils, the Provincial and District Offices. The report contains summaries of the Statements and Presentations of key stakeholders and questions and answers.

PROCEEDINGS IN FREETOWN

The Sensitization Forum kick-started in Freetown with Minister of Finance and Economic Development, Dr. Kaifala Marrah as Guest Speaker. The Minister stressed the need for a robust sensitization of the reform initiatives so as to enable the general public and public servants in particular to be abreast with developments in the public sector for them to make informed decisions with regards to the status of reforms.



Minister of Finance (centre), Cabinet Secretary and Head of the Civil Service (left), DG HRMO (right)

Dr Marrah spoke of his appreciation that the Sensitization Forums extend to the provinces pointing out that those in the provinces also have a stake in the governance of the country.

According to the Minister, the theme, ***Working Together - Collaboration and Coordination In The Public Sector***, made sense especially as it coincided with the launching of the Agenda for Prosperity. Co-ordination and collaboration has been lacking in the public sector and the reasons for many failed projects and programmes. Sierra Leone, he said, has set itself an ambitious target of achieving a middle income status by 2035 but that can only be achieved if the ongoing reforms are successful.

The Minister revealed that improving productivity in the public sector is in the heart of President Ernest Koroma and the reason why he is supportive of improving the remuneration and working conditions of public servants. He called on public sector workers to embrace the reform urging them to change their old ways of doing things as “this is not business as usual. You either change now or you will be taken over by change as the wind of change is blowing” he warned.

The Minister of Information and Communications, Hon. Alhaji Alpha Kanu, who was a Special Guest of the occasion spoke about the potentials of the ICT platform to fast track the on-going reform initiatives with the existence of the Fiber Optic. E governance, he said, is now the vogue in a modern democracy as it does not only create the platform for various shades of opinion to participate in the governance process but also reduces the burden of running the public sector by providing the platform for workers to perform their duties efficiently and effectively.

The Deputy Anti Corruption Commissioner, Morlai Buya Kamara, spoke of the Memorandum of Understanding signed between the ACC and the PSRU to ensure collaboration in reforming the systems, processes and procedures of MDA’s to ensure compliance in the implementation of recommendations in the Management and Functional reviews.

Moses Komba of the Office of the Chief of Staff, spoke of the many interventions to reform the public sector amongst which is Performance Management and Contracting. He lauded President Koroma’s commitment and true statesmanship for signing a Performance Contract with his Ministers noting that it demonstrated the President’s determination to deliver the goods for the people. Mr Komba said that Performance Contracting has been cascaded to Ministers, Permanent Secretaries, senior government employees, the Universities some Parastatals and the Local Councils. This, he said will bring about efficiency and effectiveness in service delivery



Cross section of participants at the Sensitisation Forum in Freetown

The World Bank Country Economist, Mr Yusuf Bob Foday, observed that though some progress has been made in Public Sector Reforms, including Pay Reforms and structural and institutional capacity development, there are still several challenges that continued to impede effective service delivery and progress towards poverty reduction and economic growth. A well-reformed public sector, he said, is no doubt a pre-requisite for efficient and effective service delivery.

It was because of these, he maintained, that the World Bank decided to complement the efforts of Government by working with Government to design the Sierra Leone **Pay and Performance Project**. The main objective of this project is to improve Public Sector productivity and public service delivery to levels that are consistent with the developmental priorities articulated in the Government of Sierra Leone's "*Agenda for Change* and by extension, its *Agenda for Prosperity*."

The Secretary to Cabinet and Head of the Civil Service, Mr. Ernest Surrur, warned against lethargy amongst public officials, saying that the on-going reforms are to ensure that we change the way of doing things as the country cannot afford to continue with those old practices that have contributed to the downward spiral of State machinery. "*The country is moving forward and in the right direction, we will not allow anyone to take us back. The reform should succeed and I urge every public servant to put their shoulders to the wheel and support the reform*".

PRESENTATIONS

The same presentations would be given throughout the tour at the different locations.

"Update on Public Sector Reform" – Sidratu Koroma, Director Public Sector Reform Unit (PSRU)

Giving an update on Public Sector Reform, the Director of PSRU, Sidratu Koroma said since the Unit was created in 2008 (as successor to the Governance Reform Secretariat), many

reforms have taken place particularly in the Civil Service that has helped to bring about efficiency and effectiveness in service delivery.



Director of PSRU, Sidratu Koroma, giving an update on PSR

She said Management and Functional Reviews (MFRs) have been undertaken in all MDAs, some Parastatals and four Local Councils. These Reviews she explained have seen the establishment of new cadres such as Procurement Officers, the ICT cadre, Records Officers, M&E, and new structures such as Policy and Planning Units and Budget and Procurement Committees to name a few. These new structures are gradually changing the face of the Civil Service for the better.

The Director explained that in 2012, the Government of Sierra Leone signed an agreement with the World Bank to the tune of US\$17 million for the implementation of the Pay and Performance Project focusing on 3 areas namely Pay Reform; Performance Management; and Recruitment and Staffing. These three components, drawn out of the wider Public Sector Reform Programme, are geared towards improving pay retaining competent and qualified personnel while at the same time recruiting qualified people on a competitive bases.

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She spoke of the support and ongoing commitment of Development Partners to the PSR Programme – in addition to the World Bank PPP, the EU is currently providing Euro 10million in support of Civil Service reform (with Euro 5 million Government counterpart funding); UNDP has given longstanding support to public sector reform in general and Decentralisation in particular, most recently funding MFRs of four Local Councils (Tonkolili, Moyamba, Kenema Town and District Councils); DfID support to health sector and previously to PSRU and its predecessor GRS; African Development Bank support to the Teachers’ Records Management Improvement Programme; support from the Commonwealth Secretariat towards strengthening the Administrative/Political relationships for good governance as well as developing the Business Plan for a Public Service Academy.

With all these achievements, she said, PSRU still faces serious challenges in monitoring and facilitating MDAs implement the recommendations in the MFRs.

“The role of Human Resource Management Office (HRMO) in the wider Public Sector Reform” –Mr A.R Bayoh, Director-General HRMO

On the role of the HRMO in the Public Sector Reform Programme, the Director General HRMO, Mr. A.R Bayoh pointed out that his office is key in the entire public sector as the Human Resource Manager for the Civil Service.



The Director General, HRMO, Mr. A. R. Bayoh

The Director-General spoke of the two major reform programmes that are currently in progress in the Public Service, namely the Public Sector Reform Programme being co-ordinated by the PSRU and the Civil Service Reform Programme, undertaken by HRMO. He revealed that the PSRP is to improve the performance of public servants to ensure socio-economic development, whilst the goal of the CRSP is to ensure a Civil Service that works for the benefit of the entire nation through improved performance targeted at the achievement of Government's objectives (as stated in the Agenda for Change and its successor the Agenda for Prosperity).

Under the World Bank Pay and Performance Project, the HRMO is responsible for both Performance Management and Recruitment and Selection albeit the latter is being done in collaboration with the Public Service Commission. He said *without collaboration and co-ordination* the Pay and Performance Project will face serious challenges as the activities under the project are being implemented jointly by the HRMO, PSC, Ministry of Finance with PSRU as the co-ordinating unit.

He spoke about the GoSL/EU funded project: *Support to Civil Service Reform* which in his words is geared towards a transparent, accountable, performance-oriented and disciplined Civil Service with the highest standard of professionalism and the necessary capacity to efficiently and effectively deliver quality services.

The Director General said due to the numerous reforms that have taken place within the institution, the HRMO now has sufficient institutional capacity for the development and implementation of training policies and programmes; Rightsizing the Civil Service; Streamlining records management and personnel information; improved human resources and payroll data integrity; and efficient utilisation of the Civil Service workforce through Annual Manpower Planning to ensure predictability in HR Management and curb the excessive wage bill.

Amongst the achievements they can boast of are: improved co-ordination and strengthened partnerships and regular consultations with other Implementing Agencies citing the holding of the Steering Committee and Technical Working Groups on PSR and CSR; renewing of

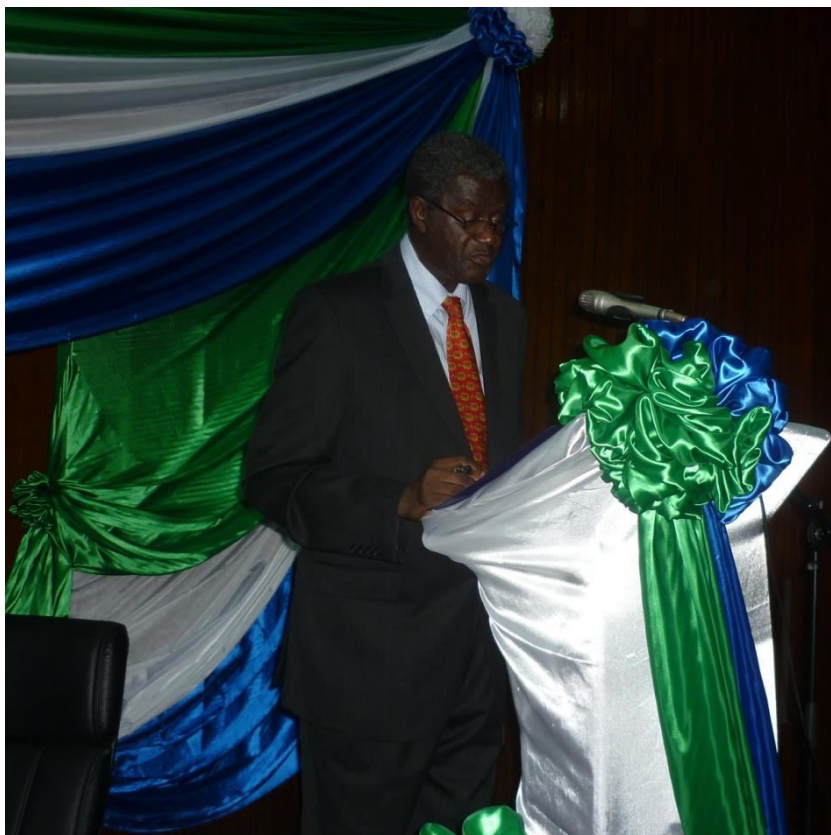
good will and Development Partner commitment to supporting specific components of CSR with specific mention to World Bank, UNDP, EU, JICA support; Reviewing of policy options for Pay Reform and harmonization; Integration of Local Technical Assistants; the creation of the ICT cadre, completion of Remuneration Survey and recruitment for key posts in the “missing middle” of the Civil Service are other achievements of the HRMO

The D-G noted that despite these achievements, they are facing enormous challenges regarding some delays in disbursement of funds, inadequate tools and equipment, no Terms and Conditions of Service for Civil Servants, low Remuneration for civil servants, no Civil Service Law and lack of a comprehensive National Training Policy. However they are slowly making progress on these challenges.

“Recruitment and Selection in the Civil Service – The Role of the Public Service Commission” –Mr Val Collier, Chairman, Public Service Commission (PSC)

The Chairman of the Public Service Commission, Mr. Val Collier disclosed that the Commission has restricted itself and has added to its fold competent, qualified and experienced personnel that will ensure that recruitment into the Civil Service is merit-based and not based on cronyism or party affiliation. “We are attracting the best brains into the Civil Service so that it can compete with the private sector”, he said.

Mr. Collier observed that the PSC has been very supportive in its effort of respecting the values of partnership and collaboration among Implementing Agencies which are



The Chairman Public Service Commission making a statement in Freetown

demonstrated in the formulation of Policy design relating to Recruitment and Selection, Training and Staff development, Public Sector Pay and Performance Project, providing leadership for the development and management of HR policies for the rest of the Civil Service, assuming oversight responsibilities over HRMO and other service Commissions, for example, Justice & Legal Services Commission, LGSC etc.), Monitoring and Evaluation of the implementation of HR policies across the Service, delegation of authority to other Agencies, and the development of a

Handbook on *Competency Based-Recruitment and Selection Procedure*.

He said the role of the PSC in the Pay and Performance Project is particularly hinged on the Recruitment and Staffing component by creating a capable Civil Service of the right mix and job composition to deliver on its core function.

In addition to the achievements relating to the Disbursement Linked Indicators (DLIs), he said the PSC has developed several institutional Working Documents which will be used to communicate its work intentions with the public and also hold the PSC accountable in the execution of its Functions. Among the documents are the Citizen Service Charter that highlights the standards of service delivery the Commission must subscribe to, the Code Of Conduct and Ethics which provides a practical set of Guiding Principles to help the Commission make decisions on its day to day work, an open, competitive merit-based Recruitment procedure, these he said have helped to increase the number of Civil Servants in Grades 6 – 10 from 995 in 2008 to 1, 559 in 2011, representing 11.4% of the Service. Between 2008-2013, 908 candidates of Grades 6 – 13 applied for jobs in the PSC, of which 601 critical vacancies in grades 7 – 8 both Technical and Professional grades were filled.

Amongst its achievements are Standard setting and Policy framework formulations, attracting and retaining the best minds in order to ensure quality service delivery in the Civil Service and the building of confidence and trust in the minds of public in open, competitive and merit based recruitment systems.

The Chairman said despite these achievements they are faced with the challenges including delays in the disbursements/ lack of funding, lack of electricity; inadequate logistics, weak relationships with some Strategic Leaders, and weak co-ordination leading to poor synergy between key Implementing Partners.

*“Pay Reform and the GoSL Medium Term Macro-Fiscal Framework”- Matthew Dingie,
Director Budget Bureau*

In his presentation on the linkages between Pay Reform and the GoSL Medium Term Macro-fiscal Framework, the Director of Budget in the Ministry of Finance, Matthew Dingie, observed that for the Pay Reform to be realized there should be integrity of the payroll, harmonization of the pay structure across grades in the Public Sector by eliminating pay disparities, continuous cleaning of the Pay Roll, Right Sizing of the Public Service (issues for the Civil Service, Teachers, Police, Military, Sub-vented Agencies), Mainstreaming of LTAs, progressive and affordable increase in salaries over the Medium Term.



Director, Budget Bureau, Ministry of Finance and Economic Development (Matthew Dingie)

He gave an example of the structure of the Wage bill pointing out that over 48% of the budget is spent on wages and salaries with the Teaching service getting a huge portion of it, which in his words is unhealthy given the country's weak revenue base. He maintained that if the Pay Reform should succeed and pay increases effected, the Payroll should be cleaned-up and properly managed.

On the way forward, Mr. Dingie said the successful implementation in the medium term of the Pay and Performance Project (supported by the World Bank), the Civil Service Reform Programme (supported by the European Union) and the Capacity Building Programme implemented by HRMO will help greatly the pay reform efforts as it will bring about sanity in the Payroll.

“The Process Impact and Challenges of Performance Management in the Overall Public Sector Reform” –David Banva, Director, Performance Management, HRMO

In his presentation on the process, impact and challenges of Performance Management in the wider Public Sector, Director of Performance Management, HRMO David Banyana informed that Performance management is a memorandum of understanding rooted in an evaluation system, looking at performance comprehensively and making the autonomy and accountability aspects clear and more transparent with the aim of linking individual performance to performance of the organization.

On the reasons performance management is adopted in Sierra Leone, Mr. Banyana said it will help to reverse the decline in the efficiency and effectiveness of public servants and ensure that resources are focused on the attainment of key National Policy priorities of Government. He further disclosed that Performance Management will improve service delivery to the public by ensuring that staff at all levels are accountable for results as Performance Management is part of a broader Public Sector Reform Programme aimed at improving efficiency and effectiveness in management of public affairs.

He said Performance Management will help to increase in service delivery as a result of Public servants striving to achieve set targets, raise awareness of the public about achievements (or lack thereof) of public servants and improve transparency and accountability in conducting government business.

On implementation, he said Performance Appraisals will be carried out on an annual basis with the aid of Human Resources units in the Ministries. Self-assessments will be done by the appraised and endorsed by their Supervisor whilst confirmation of assessment will be undertaken by Ministerial Performance Appraisal Committee (MPAC) followed by the forwarding of Appraisal Reports to HRMO for analysis and recording.

“Monitoring and Evaluation in the Pay and Performance Project” – Mohamed Yoki, Programme Assistant (M&E), PSRU

Giving an up-date on Monitoring and Evaluation, Mohamed Yoki (Programme Assistant, M&E), stated that the key objectives of the M&E framework for Public Sector Reforms are to promote efficient use of resources for the provision of services; facilitate accountability and the availability of reliable, timely and relevant information for decision-making; disseminate Best Practice findings for improving Project Design, and standardizing processes and procedures used to monitor and evaluate socio-economic interventions.

The essence of monitoring the Pay and Performance Project (P&PP) he observed is to improve competitiveness in Pay, Performance Management and accountability and increase the recruitment of middle and senior staff in the Civil Service of Sierra Leone.

He said the project uses a Results-based financing mechanism wherein GoSL receives money based on its success in achieving set targets or Disbursement-Linked Indicators (DLIs). He disclosed that 15 DLIs were ear-marked to be achieved throughout the three-year span of the Project and that, since the start of the project in 2012, about four DLIs have been achieved, resulting in Disbursements of US\$ 4 million from the World Bank. Five DLIs are in progress, he added.

“Records Management” –Muniru Kawa, Programme Manager, Records Management Improvement Programme (RMIP)

Giving a report on records management, the Programme Manager, RMIP said that the Programme was set up in 2005 to create records and specifically rehabilitate Personnel records in HRMO which may have fiduciary implications. Their mandate is to enhance records management initiatives in MDAs where funding is sourced.

He said that since RMIP was created, they have restructured records management systems at HRMO; digitised available personnel records into a Document Archive System; conducted a Civil Service Personnel and Payroll Verification in 2008; captured accurate data on the Civil Service workforce; revamped records management systems in the Office of the President and trained a new cadre of Records Officers. RMIP has also re-organised and strengthened records infrastructure for personnel and Payroll records at Ministry of Health and Sanitation, for sustaining Payroll Integrity as part of the Ministry’s Health Project and Attendance Improvement in 2010 and, as a significant first through the Teachers Records Management Improvement Programme, created personnel files for Teachers linking the files to payroll data at the Accountant General’s Department and conducted a biometric verification and precisely located schools through GPS technology.

Q &A Session:

Former Member of Parliament Hon. Elizabeth Lavalay spoke of her happiness that the reform process, particularly the improvements in remunerations and conditions of service that they have been advocating for, is now coming to fruition. She said the various reforms, when implemented will bring about prosperity that will take Sierra Leone to a middle income country status.

Q. How assured can we be that professionalism will be taken into account in Performance Appraisal rather than political considerations?

Ans: Civil Servants will be assessed on the targets they have agreed on with their supervisors, based on their Job Descriptions and targets of their MDA. The assessment will be a transparent process as the Appraisals will be looked into by a Ministerial Committee to ensure that workers are not unfairly treated.

Q. *An official from the Ministry of Foreign Affairs was concerned that MDAs are not collaborating and co-ordinating with the Ministry that makes their work difficult at times. They asked whether PSRU has formulated strategies to get MDAs to ensure strong collaboration and co-ordination.*

Ans. MFRs address the issue of collaboration and co-ordination. PSRU has intensified its monitoring of implementation of recommendations of MFRs in order that MDAs improve their business processes to enable them to meet their Mandates and improve collaboration with other MDAs.

Ans: Secretary to Cabinet agreed that collaboration is a challenge at Cabinet level and promised to ensure that Ministers have strong collaboration and start working together then that will be cascaded to the other levels of Government.

Q. The PS, Ministry of Health and Sanitation said that workers are seeking jobs at Project Implementation Units (PIUs) mainly for the remuneration and urged that the Conditions of Service in the Civil Service be improved so as to avoid further brain drain from the Service. He further said the idea of creating PIUs reduces the importance and size of MDAs as the PIUs capture all the good and efficient staff. He called for a stringent mechanism for the retention of Civil Servants with attractive remuneration.

Ans: The mainstreaming of Local Technical Assistants (LTAs) is part of the reform process to retain competent and qualified staff as according to the LTA policy, all LTAs will be mainstreamed with their current salaries. Also a Job Evaluation and Labour Market Survey of all Civil Service jobs will be carried out in 2014.

The Secretary to Cabinet Mr. Ernest Surrur said ICT is now the vogue and urged all Civil Servants to be ICT literate warning that any Senior Civil Servant that is ICT illiterate has disadvantage him/herself in terms of promotion.

Proceedings in Makeni

Commencement

The Forum commenced at 11am with silent prayers led by the Senior District Officer (SDO), Mr Abu Bakarr Carew. The SDO also introduced the Chairman of the occasion, Mr Ernest Surrur, whom he intimated is well experienced having worked across all levels (including local and national governments) in the public service. He noted that the Chairman of the occasion was also the Cabinet Secretary and Head of the Civil Service.

Chairman's Opening Remarks

In his response, the Chairman thanked the SDO for burnishing his achievements and for such a succinct introduction. In making his opening remarks, the Chairman welcomed participants and underscored the essence of the Sensitisation Forum. The Chairman maintained that the Forum is about providing information and receiving feedback on Public Sector Reforms. He noted that for too long the Public Service has been left to wallow in inefficiency, low productivity and in recent times verging on politics. He stated that the practice in the past of putting square pegs in round holes resulted in poor performance, ineptitude and disregard for

service user satisfaction. Consequently, poor service delivery translated into widespread poverty, to which the country can no longer afford to return. He recalled that it was no surprise that, upon assuming office in 2007, HE the President publicly expressed frustration and dissatisfaction over the performance, professionalism and integrity of Public Servants. But it was a frustration, the Chairman opined, borne out of a determination by the President to take the Public Service out of the abyss of poor productivity and resultant low public confidence to one fit for the 21st Century. This Vision, the Chairman explained has snowballed into a series of reform initiatives such as the resuscitation of the Civil Service Training College, implementation of the Pay and Performance Project, capacity building etc. He therefore called on all Public Servants to work hard to actualise the President's vision and admonished them to embrace reforms so as to improve their lot and the socio-economic situation of the people of Sierra Leone.

The Chairman concluded by stating that Public Servants must understand that the reforms are geared towards improving the performance of the Public Service to be customer-focused and oriented towards getting more for less. To ensure that this is achieved, he noted that specific reform initiatives will target unique problems in the Public Service. For example, the current Performance Management System being rolled-out across Ministries, Departments and Agencies (MDAs), the Chairman explained, will address problems such as “sluggishness and lateness” but will also seek to reward not just hard work, but also exceptional rewards for exceptional performance.

Keynote Address—Resident Minister

In his brief Statement, the Resident Minister welcomed the audience and showered praises on the Chairman over his appointment, which he noted came as no surprise as the Chairman is one of the best left in the Public Service.



(From left to right: the Cabinet Secretary and Head of Civil Service, Resident Minister, Provincial Secretary and Director of PSRU)

The Resident Minister, however, apologised that whilst he would have loved to spend a good deal of time at the Forum, other pressing State matters were also competing for his attention and as such, respectfully requested to cut his speech to a few words, in which he noted the President's determination to improve the quality of the Public Service as this was fundamental to his overall strategy of poverty reduction.

“Update on Public Sector Reforms” (—Director, PSRU)

The Director, Ms Sidratu Koroma opened her presentation with apologies for the delay in the



start of the Forum and thanked the audience for coming and their patience. In her remarks, the Director of the PSRU traced the background of the current reform initiatives in the public sector to the President’s clearly articulated vision of the nexus between poverty reduction and the reforms. She explained that the transformation from the Governance Reform Secretariat into the Public Sector Reform Unit in 2007 not only demonstrated a commitment to reform but was a watershed moment which spelt a departure from the fire-fighting approach characterised by lack of coordination and collaboration. Central to this transformation, she remarked, was the need to provide public sector reform initiatives the necessary clout and visibility in government required to ensure local ownership and coordination. As such, she noted that the overall objective of

the Public Sector Reform Programme is an efficient, accountable, and professional public service for improved service delivery. In other words, the reforms in the public sector will seek to achieve the following:

- Greater co-ordination, collaboration, harmonization and standardization;
- Attract, motivate, and retain skilled labour;
- Clarify roles of stakeholders, re-define institutions and ensure alignment with national development goals;
- Ensure that Public Servants focus on tasks (through Performance Contracting & Appraisals)
- Ensure efficient use of resources
- Ensure that the Public and Civil Service is customer-focused

In her presentation, the Director highlighted the successes in the co-ordination and management of Public Sector Reforms. She noted the establishment of key reform platforms, such as the Leadership Team Chaired by the Minister of Finance, the Steering Committee on Public Sector Reforms Chaired by the Secretary to the President, and the Civil Service Steering Committee Chaired by the Secretary to the Cabinet. The increased level of collaboration and

Central to the transformation of the GRS to PSRU was the need to provide public sector reform initiatives the necessary clout and visibility in government required to ensure local ownership and coordination.

Sidratu Koroma, Director, PSRU.

co-ordination in the public sector, she pointed out, explains the effectiveness of these reform platforms. She noted her satisfaction in her relationship with the leadership of the PSC, HRMO, Ministry of Finance and Economic Development (MoFED), the Cabinet Secretary and Head of the Civil Service etc. The free flow of information and channels of communication opened to reform leaders and teams, she noted, is a major opportunity to push through reform measures and make the most of the renewed commitment and increased funding from Donors and the Government of Sierra Leone towards Public Sector Reforms. She particularly noted in this regard, the multi-million dollar support from the World Bank for the Pay and Performance Management, the European Union for capacity building of the HRMO, PSC, Office of the Chief Justice and the Anti-Corruption Commission. She also expressed gratitude to the UNDP, JICA, Commonwealth, DfID etc for the increased level of support to the public sector including Local Councils.

In the area of Strategic Alignment of MDAs, the Director informed the audience that PSRU has conducted Management and Functions Reviews (MFRs) of all MDAs and implementation reviews are underway. The MFRs serve a purpose of ensuring *inter alia* that structures and functions are aligned, roles clarified with the right skills mix and optimal systems and process to enhance productivity.

In addition, the Director of PSRU intimated the audience about efforts to ensure that MDAs have the optimal levels of staffing while ensuring the integrity of the recruitment and selection process. An issue, she informed the audience would later be fleshed out by the Commissioner representing the PSC.

At the heart of her presentation was the issue of Pay Reform, which she noted that despite a MoFED representative on hand to explain the implications of this in detail, she was happy to discuss it as it is considered by many Public Servants as the fulcrum that will unleash all reforms. While she noted the overall objective as to attract, motivate and retain qualified personnel in the Public Service, she further explained that Pay Reform will specifically achieve in the following:

- Provide competitive remuneration
- Ensure value for money
- Unify the pay system by rectifying pay distortions, for example between Civil Servants, Contract Officers, Commissions and other Public Servants.

She warned that while pay reform has energized an unsurprising level of expectation among Public Servants, it is one that the GoSL would need to proceed with understandable caution given its potential socio-economic but also political implications. Again, she admonished the audience to wait for the presentation by the MoFED representative later in the afternoon, which she noted should address the wider implications on the national Budget.

The Director of PSRU also mentioned the reform initiatives in Public Financial Management and capacity building in the Public Sector including the resuscitation of the Civil Service Training College and the planning for a Public Service Academy. She also highlighted the introduction of a new system of performance management and the successes with the Records Management Improvement Projects, both of which will be elaborated by subsequent presenters.

The Director concluded her presentation by offering some thought-provoking ideas that could form part of the next round of Public Sector Reforms. For instance, she mooted ideas about taking advantage of the internet revolution (vis-à-vis fibre optic) to enhance communication between MDAs, interfacing with the Private Sector and reducing leakages in the Public Sector through economies of scale in public procurement.

“Statement by the Anti-Corruption Commission on the Memorandum of Understanding with PSRU” (Patrick Monrovia, ACC)

Mr Patrick Monrovia began his presentation with an apology on behalf of the Anti-Corruption Commissioner who was unavoidably absent and in whose stead he was standing. His twenty minute presentation covered a range of topics including the work of the Commission and the specific collaborative ventures undertaken with the PSRU under the Memorandum of Understanding. With regards the work the Commission has been doing with the MDAs, Mr Monrovia noted that this was predominantly through the Commission’s Systems and Processes Review Department. The activities of this department, he explained, include examining the systems and procedures of MDAs including sub-vented institutions such as the Universities of Sierra Leone and that of Njala. Mr Monrovia explained that the Systems and Processes Review in the MDAs are preventive mechanisms that help MDAs identify corruption opportunities and take necessary measures to resolve such situations. Whereas in the past, the Commission’s Recommendations are left to MDAs to implement, Mr Monrovia intimated that the Commission now monitors implementation of recommendations and where MDAs are in clear breach of the Anti-Corruption legislation, prosecution can be effected. Mr Monrovia informed the workshop that in the past year, the Systems and Processes Review Department has reviewed four MDAs and has supported the development of policies and Service Charters across Government.

On the issue of its collaboration with the PSRU, Mr Monrovia explained that the relationship has always existed but was recently formalised through an MOU between the two institutions. This was in recognition by the two institutions of the need to enhance good governance, reverse the trend in poor service delivery and improve integrity in the Public and Private Sectors. As such, Mr Monrovia pointed out that the MOU provides a framework of understanding between the ACC and the PSRU, and fosters cooperation and collaboration between the two Institutions.

The Memorandum of Understanding between the PSRU and ACC provides a framework of understanding between the ACC and the PSRU, and fosters cooperation and collaboration between the two institutions.

Mr. Patrick Monrovia. ACC

The workshop went into lunch break at 12:10-pm. The session was called to order by the Chairman at 12:35pm, who then invited the Director of Corporate Services at the HRMO, Mr M.R. Koroma to do a combined presentation on the Role of the HRMO and the Performance Management system.

The Role of the HRMO in the wider Public Sector Reform

Mr Koroma thanked the Chairman for the unique opportunity and straightaway informed the audience that he was representing the Director-General of HRMO who was supposed to talk about the role of the HRMO but could not make it to Makeni due to other pressing matters in Freetown. Nevertheless, Mr Koroma began by acquainting the audience that there was no better person to talk about the role of the HRMO than the Chairman, its first Director-General. He noted that the Chairman was the principal architect of the HRMO who etched its role in stone. Mr Koroma traced the history of the HRMO to 2008 when the former Establishment Secretary's Office was transformed into the now appropriately-named HRMO as part of a wider agenda to reconstruct the Civil Service in order to play a pivotal role in the post-conflict reconstruction of the country. Mr Koroma indicated that the demands for a more responsive and innovative Civil Service, calls for new thinking on systems, employee attitudes and culture, or more broadly the reinvention of governance, required the creation of a competent public sector workforce that is responsive, effective and efficient. However, Mr Koroma, pointed out, that none of this could have been achieved without the transformation of the nerve centre of the Civil Service, the ESO into a new institution, the HRMO.

With regards to its role in the wider Public Sector Reform, Mr Koroma stated that the HRMO is an assigned "Environmental Manager" with oversight responsibility for the implementation of the Civil Service Reform component of the Public Sector Reform Programme.

This, he said entails "Manager" with oversight responsibility for the implementation of the Civil Service Reform component of the Public Sector Reform programme. This, he said entails the following:

- Strategic and structural alignment of MDAs;
- Rationalization of staffing, pay and incentive systems;
- Improvements in processes, systems and tools;
- Improvements in service delivery;
- Coordination and management of the CSRPs;
- Capacity building of the Civil Service;

The Director of Corporate Services also introduced the seven departments that constitute the HRMO. They include:

- 1) Staff Planning and Budgeting
- 2) Management Services
- 3) Employee Relations & Welfare
- 4) Recruitment and Selection
- 5) Corporate Strategy and Administration
- 6) Training and Career Development
- 7) Performance Management

In his presentation, the Director of Corporate Services spoke of the crucial importance of the new Directorates in the reform of the Civil Service. He also listed the key stakeholders in the work of the HRMO, which include:

- The Office of the President – including the PSC, PSRU and Office of the Chief of Staff

- The Cabinet Secretariat
- MDAs

Mr. Koroma also briefly acquainted the participants about on-going programmes in the reform of the Civil Service; from Pay Reform, Recruitment and Staffing to Performance Management and Capacity Building. He advised his colleagues to show patience and demonstrate a willingness to change as the current wind of change blowing will leave lasting imprints on the Civil Service. Mr Koroma however concluded that as usual, the reform process has had its own challenges. Foremost among them, he noted, delays in the disbursement of funds from MoFED and inadequate tools and equipment. He also mooted other challenges that continue to directly affect Civil Servants, such as the lack of proper Conditions of Service, absence of a Civil Service law, lack of a comprehensive National Training Policy and low remuneration.

“The Process, Impact and Challenges of Performance Management in the Overall Public Sector Reform” (Dir. Corporate Services, HRMO)

The Director of Corporate Services, HRMO also made a snap presentation of the issues around Performance Management. He indicated the need for an overhaul of the old system of appraisal and promotion, which to all intents and purposes no longer serves the needs of the Civil Service. He informed the audience of a new system of Performance Management that is in the process of being rolled-out across the Civil Service and which seeks to ensure that work is tracked and rewards are commensurate with performance. He stated that the new system has the potential to create a work environment and culture for staff to perform to the best of their abilities. Mr Koroma promised his colleagues in the Public Service, that the new system will minimise nepotism and favouritism as it will be based on objective agreement between the employee and his/her supervisor.

“Linkages between Pay Reform and the GoSL Medium Term Budgetary Framework” - (Mrs. Lauratu Johnson, Budget Bureau, MoFED)

This presentation was made by Mrs Lauratu Johnson from the Budget Bureau of MoFED. Her presentation covered a range of topics including Pay Reforms, structure of the wage bill, fiscal implications of Pay Reform and the way forward. She observed that the issue of Pay Reforms seems to have energised a lot excitement and anticipation, but noted, in line with previous speakers, that a lot needs to be done to make this successful.

Sector	Amount (Le Bn)	Percentage
Civil Service	267	25
Charged Emolument	24	2
Military	69	7
Police	72	6
Teacher	335	32
Local Council	6	1
Foreign Mission	56	5
NASSIT	76	7
Sub-vented Agencies	101	10
Pensions	51	4
Total	1,057	100



Laurattu Johnson discussing the fiscal implications of Pay Reform in the Public Service

Mrs Johnson stated that the objectives of the Pay Reform include:

- Ensuring integrity of the Payroll (predictability and affordability issues)
- Harmonisation of Pay Structure across Grades in the Public Sector (eliminate pay disparities)
- Continuous cleaning of the Pay Roll
- Right-sizing of the Public Service (issues for the Civil Service, Teachers, Police, Military, Sub-vented Agencies)
- Mainstreaming of Local Technical Assistants
- Progressive and Affordable increase in Salaries over the Medium Term

She noted that, whilst all of the above have implications on the budget, it was imperative for her colleagues in the Public Service and the general public to understand the current structure of the Wage Bill. At present, she indicated that a large chunk of the Wage Bill is taken up by teachers with the Civil Service a close second. Mrs Johnson also noted that the wages and salaries are Non- Discretionary Recurrent Costs to the Budget and as such a reform to the pay structure would have serious implications on the Budget. At present, the Wage Bill constitutes almost half (48%) of the Domestic Budget and 6.1% of GDP. This, she argued underscores the need for ensuring payroll integrity, right-sizing etc. but more importantly ensuring the successful implementation of on-going reform initiatives in the Public Sector.

*“Recruitment and Selection in the Civil Service - The Role of the PSC”
(Commissioner Alex Konteh, PSC)*

The Commissioner, Mr Alex Konteh, began his presentation with a history of the PSC. He stated that the PSC is the oldest Constitutional body in Sierra Leone, which started life in 1948 as an advisory body to the colonial Governor. More recently, the PSC’s Mandate and responsibilities were enshrined in Section 125 (1) of the 1991 Constitution of Sierra Leone, which states that *“the power to appoint persons to hold or act in offices in the Public Service (including power to make appointments, promotions and to exercise disciplinary control over persons holding or acting in such offices shall vest in the Public Service Commission”*. The Commissioner noted that as part of the measures to reform the Public Service, the PSC has had cause to come up with a revised and clearly articulated Mission and Vision to guide its operations. In this regard, the Commissioner categorised the work of the PSC into five key areas:

- ▶ **Policy Design** relating to Recruitment and Selection, Training and Staff development, Public Sector Pay and Performance Project.
- ▶ **Provide leadership** for the development and management of HR policies for the rest of the Civil Service.
- ▶ **Oversight responsibilities** over HRMO and other service Commissions e.g Justice & Legal Services Commission, LGSC etc.)
- ▶ **Monitoring and Evaluation** of the implementation of HR policies across the Service.
- ▶ **Delegation of authority to other Agencies.**

To achieve this, the Commissioner draws allusion to the Biblical Trinity of “three persons in one God” for which the President is the Father, PSC, the Son, and the HRMO the Holy Spirit”. He said that the tripartite relationship between the President, the PSC and HMRO (to which PSC delegates important functions) is a major example of collaboration and coordination in the Public Sector.

Commissioner Konteh maintained that the PSC is playing a critical role in the implementation of reform initiatives such as the Pay and Performance Project (P&PP). In helping to support the overall objective of the P&PP, the Commissioner demonstrated that the PSC is ensuring, *inter alia*, that priority vacancies are filled through open, competitive and merit-based recruitment. As a result, since the start of the P&PP, the PSC has been able to meet some of the Disbursement Linked Indicators (DLIs). For instance, the Commissioner noted that the PSC has filled seven (7) core positions within the PSC itself as well as 60% of priority vacancies in MDAs and 70 positions recruited with some on-going interviews. Other achievements highlighted by the Commissioner include, the development of The Citizen Service Charter, The Code of Conduct and Ethics, Handbook on Open, Competitive and Merit-based Recruitment etc. The Commissioner concluded by highlighting challenges with the implementation of the P&PP. This, he said, ranged from weak (but improving) synergy, inadequate infrastructure and logistics at the PSC to delays in the disbursement of funds.

At the end of the Commissioner's presentation, the Chairman observed that the PSC should do more to regain its full Mandate especially within the context of the mushrooming of Commissions by Parliament with special authority to recruit their own staff creating severe strain on the Wage Bill. The Commissioner responded by admitting that indeed these Commissions are infringing on the Constitutional mandate of the PSC, but would continue to draw the attention of HE the President to such unwelcomed development distorting the system in the Public Sector.

*Monitoring and Evaluation in the Pay and Performance Project –
Mr Mohamed Yoki, M&E Assistant, PSRU*

In his presentation, Mr Mohamed Yoki (PSRU) acquainted the audience about the essence of Monitoring and Evaluation and the specific objectives of Public Sector Reform Monitoring and Evaluation. This, according to Mr Yoki, entails the following:

- a. Promote efficient use of resources for the provision of services
- b. Facilitate accountability at all levels
- c. Facilitate availability of reliable, timely and relevant information for decision-making
- d. Disseminate Best Practice findings for improving Project Design
- e. Standardize processes and procedures used to monitor and evaluate socio-economic interventions

With regards the P&PP, Mr Yoki stated that the main Programme objective is to improve competitiveness in pay, performance management and accountability and increase recruitment of middle and senior staff in the Civil Service in Sierra Leone. Adding his voice to the lists of previous presenters on the issue of Pay Reform, Mr Yoki stated that Pay Reform is more than pay increase, but one that comprises reasonable reward for performance and motivation, and a secure and accurate payroll. He stated that implementation of the P&PP is tied to DLIs in which the GoSL receives one Million US dollars in funding for each Indicator it achieves and that the PSRU is responsible for monitoring implementation spread across four years. He said that since the start of the implementation of the P&PP, the GoSL continues to meet its targets. For instance, in Year 0 (2012) of the project, all three DLIs were completed and US\$3 million has been released by the World Bank. In the current year, implementation of five (5) DLIs is underway.

“Records Management” (Muniru Kawa, RMIP)

The Programme Manager of the Records Management Improvement Programme (RMIP), Mr Muniru Kawa opened his presentation with a background of the RMIP, which he said is the ‘brainchild’ of the PSRU set up in 2005. He further explained that the state of records across Government after the end of the civil war was nothing to write home about as most records including personnel and those with legal implications were either deliberately destroyed or in a derelict state. It was on the basis of this pressing need to reverse this trend that the RMIP was set up with DFID funding to immediately rehabilitate personnel records as part of the transformation of the ESO to the HRMO. Mr Kawa expressed profound gratitude to the Chairman, who was then Director-General of the HRMO for his unwavering support and stubborn determination to ensure that the state of records in the Civil Service was given a facelift.

The Programme Manager underscored the need for effective records management stating that records are an important part of the governance and democratic process. He added, without records even the best monarchy will collapse!

Mr Kawa further noted that since its inception, the RMIP with its small team of archive specialists has completed the following projects:

- Restructured records management systems at HRMO and digitised available personnel records into a Document Archive System
- Conducted a Civil Service Personnel and Payroll Verification exercise in 2008, capturing accurate data on the Civil Service workforce, capacity levels and more importantly providing evidence for eventually right-sizing the Civil Service
- Revamped records management systems at Office of the President and trained records office staff
- Re-organised and strengthened records infrastructure for personnel and payroll records at the Ministry of Health and Sanitation (MoHS)
- As a significant first, through Biometric Verification created personnel files for teachers linked to the payroll data at the Accountant General’s Department and precisely located schools through GPS technology.

In explaining the recently completed Teacher Verification Exercise, Mr Kawa demonstrated not just how the integrity of the teacher personnel records has previously been seriously compromised but also the gains made. In one instance, he illustrated how his name continued to be on the teacher payroll, despite his having left the shores of the country for several years. To prove the effectiveness of the exercise, Mr Kawa informed the audience that they were able to discover President Ernest Bai Koroma’s teacher record card. Mr Kawa demonstrated the need for enhancing the integrity of the teacher record by showing how the recent exercise had already made gains for the Accountant General. He said, even before departing for the field, 544 teachers had removed themselves the payroll. The exercise, he noted, identified almost 2000 who are already retired and to be retired. He however, noted that there are still significant anomalies that need to be resolved.

To prove the effectiveness of the exercise, Mr. Kawa informed the audience that they were able to discover President Ernest Bai Koroma’s teacher record card.

Mr Kawa maintained that Sierra Leone's sound and innovative approach to tackling records management problems as part of the process of conducting Payroll Verification exercises and of introducing controls can provide valuable lessons for other countries facing the same generic issues. He, however, cautioned that whilst embracing technology is unavoidable, it is only half the solution to solving the problem of poor records management. He added that, establishing control of employment and payroll information, developing and managing complete and reliable personnel records is an essential aspect to control of the payroll. He further warned that records management controls should be introduced before computerised systems are introduced. To ignore this requirement leads to a waste of time and money as efforts to establish control produce less than optimum results or have to be repeated. Mr Kawa concluded by underscoring the need for new policies and procedures to be developed to address the issue of computerised data.

Q & A SESSION: MAKENI

The Chairman thanked the presenters for the information they shared with the audience. In trying to gauge the value of the presentations to the audience, the Chairman asked whether there was anyone in the audience that learnt anything throughout the session. An overwhelming number of the audience raised their hands. The floor was then opened for questions.

The first member of the audience to comment was the Mayor of the Makeni City Council, Mrs Sunkari Koroma who asked how best the PSRU would help the Ministry of Local Government and Rural Development to ensure that devolved staff are actually devolved and placed directly under Local Councils.

The Senior District Officer, Mr Carew, asked whether the reforms would look at the issue of linking salary to qualifications and experience and not just the position, and the need to consider additional qualifications when trying to retain staff.

The District Officer of Koinadugu District also spoke of the constraints they have in disciplining staff as most staff hardly turn up for work and because their salaries are paid through the bank there was simply no way to punish them financially. The DO therefore asked whether there was a way that the HRMO could help them monitor the voucher. He also called for more training for public servants to avoid the problem of lack of capacity.

The Local Unit Commander of Koinadugu raised concerns over the new appraisal system and whether there was going to be sufficient training to implement the programme and resources for individual employees to do their jobs.

Mr Raymond Bindi, the Provincial Secretary (North) called on the reform leaders to look into the transfer system as some people continue to stagnate in post. He also called on the Head of Civil Service to revamp the Civil Service Union as that is a major means Government can address the poor Conditions of Civil Servants.

Mr John Sesay, a Civil Society activist asked whether Civil Society involvement in the monitoring of the PSR is possible and expressed doubt over the process as information on fiscal issues remain a guarded secret by Government.

All comments were discussed and questions answered by Presenters who had presented the relevant issues in the course of the Forum.

PROCEEDINGS IN BO

Presenters:

Mr. A.R. Bayoh, D.G. HRMO. The Presentation was Chaired by the Secretary to Cabinet and Head of the Civil Service.

The D.G HRMO reminisced of the days when he started his career as an Administrative Officer in Bo. He spoke of his urge to learn new ideas when he was posted to Bo compared to his then colleagues who were reluctant to comprehend new ideas. He emphasized that his stories gave an historical context to Administrative discipline learnt from seasoned Civil Servants (such as Jones and others).



Members of the high table at the Bo Forum

Presentations were also made by the PSC (Commissioner, Mr Alex Konteh) and the Director of Budget Bureau (Mr. Matthew Dingie). Summaries of their previous presentations in Makeni and Freetown respectively are referred.

It should be noted that in his presentation, Mr. Dingie focused on the realities facing government revenue

generation and expenditure in terms of the Wage Bill. He

informed participants that Government's annual income is about Le2 trillion of which almost 50% / Le1 trillion is on the Wage Bill, adding that 32% of the Wage Bill is consumed by teachers alone who have a colossal number on the payroll. He admonished participants of the socio-economic implications of any government spending 50% of it's revenue on salaries alone, which are a fixed recurrent cost. Participants were informed that even when Government intends to embark on pay reform for workers, the maximum impact that will create for public sector workers would not exceed 100% because of the enormous economic activity required to generate sufficient GDP. As such it is somewhat unfair the government is often blamed for not increasing salary.

In a fascinating presentation, the Director informed participants on realistic economic activity in that export of minerals and other natural resources alone will not gravitate Sierra Leone into a Middle-Income Country. He proffered the following recommendations that will uplift the country into a Middle-Income status

- The Sierra Leone economy should be designed in a way that will encourage people to produce what they consume themselves rather than importation of goods and services from outside.
- Development of the Human Resource capacity should be a top priority for Government
- Reduce the general staff strength that are unproductive and increase the salaries of the most productive staff. Though he cautioned that such option will still be faced with enormous challenges because of the rate of consumption.



Participants at the Bo Forum

With regards to the Pay and Performance Programme, Mr. Dingie expressed willingness on the part of the Ministry of Finance and Economic Development to increase salaries when the time comes since they are not adverse to increment. As long as the project takes on board right-sizing of staff, the MOFED will not forestall the process, but stressed that government will not spend all its resources on payment of salaries since there are other recurrent expenditures that government has to undertake. He dilated on payroll integrity and expressed optimism of a systematic cleaning of the payroll.

Presentation - Anti-Corruption Commission (Mr. Patrick Monrovia, ACC) The Presentation made in Makeni is referred.

Presentation - Records Management Improvement Programme (Mr Muniru Kawa) - The Presentation made in Freetown and Makeni is referred.

Presentation - the role of HRMO - M.R. Koroma, Director, Corporate Services, HRMO the Presentation made in Makeni on Performance Management is referred

Q & A SESSION: BO

The District Officer, Moyamba District (Prince Sorieba) enquired on some of the measures put in place to ensure the Programme's sustainability and success. Provincial Secretary, Eastern Province (G.A Penykie) enquired on the challenges faced by Civil Servants in executing their duties.

Ans. The Chairman of the occasion reacted that Civil Servants should follow the Civil Service Codes and Regulations since that will guide them from not playing a role in politics and will ensure general discipline in their behaviours whilst executing their duties

Magnus Bobson Musa, Senior District Officer, Southern Province - asked which method will be used in rightsizing the Civil Service?

Ans. The Chairman responded that the HRMO will look at the existing staff list and ensure that those due for retirement are identified, notified and then deleted from the payroll. He added that those opting for voluntary retirement should also be part of the right-sizing. However he clarified that right-sizing could actually mean an increase in staff strength as the focus is on ensuring the recruitment of the right mix of skills that will add value to the overall operations of the public sector.

Mr. John A. Swaray, Deputy Education Director, stated that 52.2% of teachers were verified based on verification slips submitted and those that were not verified in his opinion might be ghost teachers. He gave a statistics of the recently-concluded teacher's verification exercise undertaken by RMIP/PSRU of the 592 teachers in the Southern Region. Of that figure 308 were verified whilst 202 teachers could not be located for verification (which he considered to be ghost teachers) and that 72 teachers were not verified at all. He therefore recommended that RMIP/PSRU should have to involve the Ministry of Education in any future verification exercise to avoid non-verification of teachers in his Region.

In his response, the Programme Manager, RMIP stated that the Deputy Director had been adequately informed of the verification and was involved. He further noted that involving the Ministry of Education in all the areas visited would not be possible since the Donors and the Government of Sierra Leone wanted an independent and credible verification exercise which is what the team had done.

Mr. Samba, Provincial Secretary's Office-Bo, raised concern that the Provincial Secretary's office lack a conducive working environment and had inadequate tools and equipment to perform its operations. He appealed that such tools should be provided and also further stated that workshops should be conducted for Assistant Secretaries.

Susan Kandeh, Registration Officer, Office of the Administrator & Registrar General –South, appealed for logistical support since her office has to cover vast areas in the south including Sierra Rutile to register businesses. On further discussion, she could not confirm whether or not such a request was included in her MDA's Budget submission. Often, these issues are an internal matter for each MDA to prioritise within its Budget allocation.