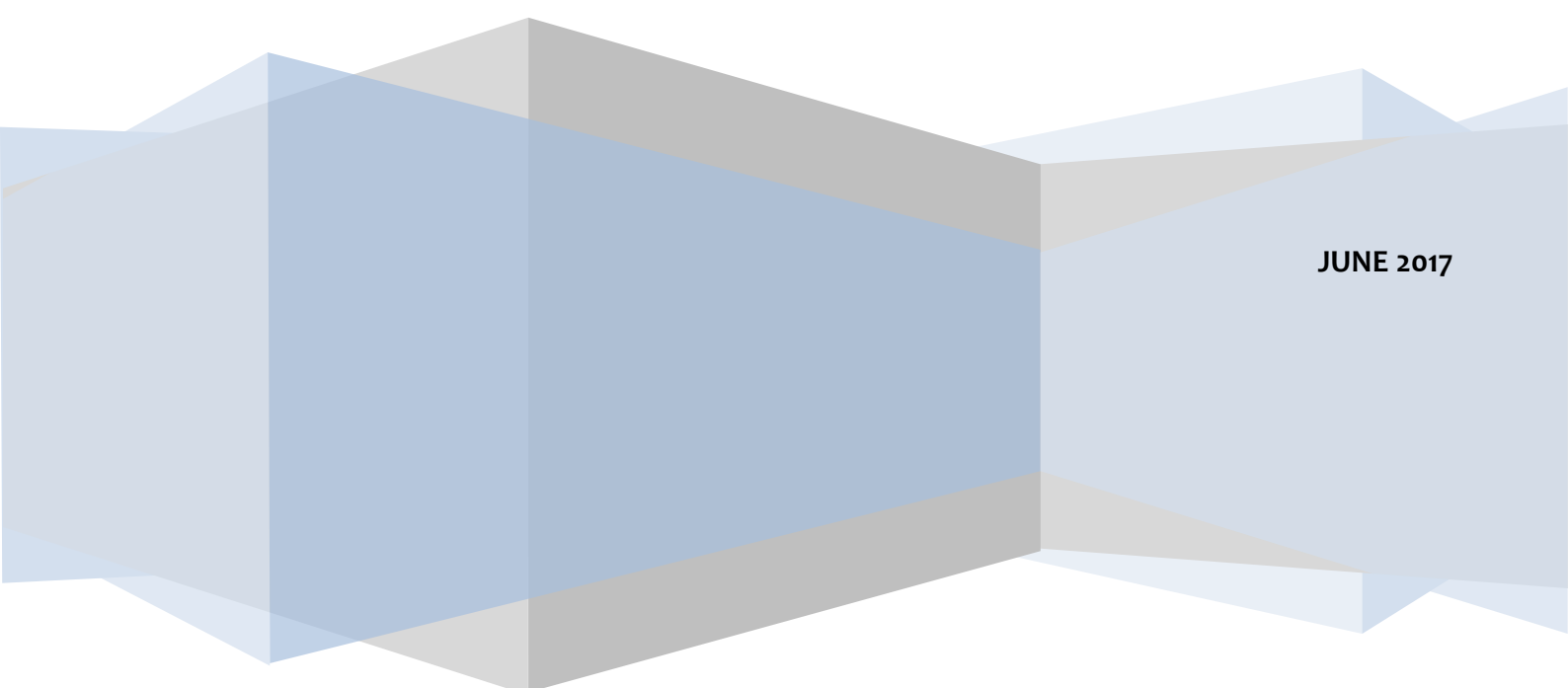


PUBLIC SECTOR REFORM UNIT (PSRU)
OFFICE OF THE PRESIDENT

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

(APRIL - JUNE) 2017



JUNE 2017

INTRODUCTION

The second Quarterly Progress Report of the Pay & Performance Project covers the period 1st April to 30th June 2017.

During the period under review, a week long project assessment with the World Bank 11th Implementation Support Mission for the Project was held (12th-16th June 2017 inclusive).

The main objectives of the Mission were to: (i) review progress on project implementation; (ii) review status of the implementation of the agreed Actions during the last Mission; (iii) review project compliance with fiduciary requirements; and, (vi) update the Project Results Framework.

The Mission comprised of Smile Kwawukume (Senior Public Sector Specialist and Ag. Task Team Leader), Victor Boakye-Bonsu, (Senior Financial Management Specialist), Sydney Godwin (Financial Management Specialist) and Allan Dunstan Cole (Programme Assistant).

A Rapid Result Initiative (RRI) Meeting was held on the 14th June 2017, in order to review work plans for each component which has been developed in a 100-day cycle. The purpose of the RRI Review was for the teams from various Implementing Agencies to share information on the progress made so far and challenges encountered, in the implementation of their RRI Work plans for Communications, Performance Management, Recruitment and Staffing and Payroll Integrity. The output was for the teams to have frank discussions and come out with updated Work Plans to accomplish their DLIs. This was achieved by the end of the meeting.

During the period under review, there was on going validation of Job Descriptions as part of the ongoing and Job Evaluation. As at June ending, a total 738 Job Descriptions were validated by KPMG and HRMO, of which 480 roles were evaluated.

PROGRESS TOWARDS THE DISBURSEMENT LINKED INDICATORS (DLIs)

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

Year 6 (2017)

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)

1. This DLI is in progress – The Pilot phase (25%) of the Job Evaluation exercise (including Validation of Job Descriptions has been completed, and the main phase of the Job Validation and Job Evaluation (75%) is now in progress.

In the period under review a total of 738 Job Descriptions were validated and 480 roles were evaluated.

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

2. This DLI is in progress - This DLI depends on the completion of the JE&LMS exercise (DLI1.2). The Verification Protocol requires verification by PSRU of payroll from Accountant General's Department against HRMO's list of all Civil Servants after approval of new pay structure by Cabinet.

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

3. This DLI is in progress. The National Policy on the Absorption of Local Technical Assistants (LTAs) into the Sierra Leone Civil Service was approved by the Civil Service Steering Committee (CSSC) in August 2016. The PSC is awaiting the list of outstanding LTAs from HRMO and develop and Action Plan for the Mainstreaming.

There is a concern that Mainstreaming already undertaken in 2015/16 will mean that this DLI may not be achieved. This will be clarified by HRMO's list.

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

4. This DLI is in progress. CabSec have completed the appraisal process. Out of a target of 132 a total of 128 Civil Servants in Grade 11 and above signed Performance Contracts with the Cabinet Secretariat. The Cabsec was able to appraise 109 Civil Servants in 12 pilot MDAs. However the accomplishment of this DLI is contingent upon a Verification Protocol which requires a "third party verification of Performance Appraisal reports by an HR Consultancy firm hired by the Auditor-General and PSRU as against criteria developed by HRMO and approved by the CSSC and Auditor-General "(first HRMO and then third party). During the reporting period, HRMO completed their verification exercise and submitted a report to various Implementing Agencies.

A consultancy firm was hired during the period under review and we await commencement of work.

C). PROCUREMENT

9. During the reporting period, logistics in the form of refreshments (tea and lunch) were provided to HRMO for the validation of Job Descriptions and Technical Evaluation Panels.

Also, the Project has on going MOUs with the media, namely, Sierra Leone Broadcasting Corporation (SLBC) and with the African Young Voices (AYV).

D) FINANCIAL MANAGEMENT

10. As at Q2 2017, total amount disbursed to the Project stands at US\$12,689,791.52, with an undisbursed amount of US\$4,310,208.48. Technical Assistance (Component 2) has a disbursement of US\$1,714,951 of \$2Million. The table below shows the summary of Withdrawal Applications.

Financial Data as of 30-June-2017	
Currency of Commitment : XDR	Show amounts in <input type="text"/>
Funds Available	Principal Outstanding

Signed Amount	11,000,000.00	Disbursed	8,660,469.60
Cancelled	0.00	Repaid	0.00
Disbursed	8,660,469.60	Prepaid	0.00
Undisbursed	2,339,530.40	Regular Repayments	0.00
Special Commitments	0.00	Principal Outstanding	8,660,469.60
Funds Available	2,339,530.40	USD Equivalents	
Percent Disbursed	78.73%	Original Approved Amount	17,000,000.00
In Process		Current Undisbursed	3,127,016.33
Withdrawal Applications	0.00	Historical Disbursed	12,689,791.52
Special Commitment Issuance Applications	0.00		
Estimated Funds Available	2,339,530.40		

Reference Information	
Lending Instrument	SIL - Specific Investment Loan
Loan Type	IDA - IDA Credit
Borrower of Record	Ministry Of Finance and Economic Develop
Guarantor	Sierra Leone
Loan Term	40 Years
Grace Period	10 Years

Retroactive Financing	
Period of Retroactivity:	01-Jan-2012 to 26-Jun-2012
Retroactive Limit	2,146,149.48
Retroactive Disbursed	1,981,061.05
Retroactive Available	165,088.43

Charges		
	Contractual Ceiling	Current Rate
Service Charge	0.75%	
Commitment Fee	0.50%	0.00%
Important Loan Dates		
<input checked="" type="checkbox"/>	Approval	31-May-2012
<input checked="" type="checkbox"/>	Signing	26-Jun-2012
<input checked="" type="checkbox"/>	Effective	23-Oct-2012
<input type="checkbox"/>	Closing	31-Oct-2017
<input type="checkbox"/>	Application Deadline	28-Feb-2018
<input checked="" type="checkbox"/>	Commitment Charges Start	25-Aug-2012
<input type="checkbox"/>	First Repayment	15-Jun-2022
<input type="checkbox"/>	Last Repayment	15-Dec-2051

DISBURSEMENT SUMMARY

Application				Category Summary	Paid		Date Received	Value Date
Borrower Reference	Type	Currency	Amount		Currency	Amount		
PSRU/WA19	DA-A	USD	0.00	1C	USD	0.00	02-Nov-2016	04-Nov-2016

PSRU/WA18	Reimbursement	USD	2,500,000.00	Multiple	USD	2,500,000.00	17-Oct-2016	10-Nov-2016
PSRU/WA17	Reimbursement	USD	500,000.00	1D	USD	500,000.00	28-Jun-2016	14-Jul-2016
PSRU/WA16	Reimbursement	USD	500,000.00	1D	USD	500,000.00	25-Jan-2016	01-Feb-2016
PSRU/WA15	DA-B	USD	1,073,681.00	DA-B	USD	1,073,681.00	04-Feb-2015	06-Feb-2015
PSRU/WA14	DA-A	USD	0.00	Multiple	USD	0.00	19-Dec-2014	29-Dec-2014
PSRU/WA11	DA-B	USD	0.00	2	USD	0.00	24-Oct-2014	03-Nov-2014
PSRU/WA7	DA-B	USD	227,770.00	2	USD	227,770.00	10-Oct-2013	15-Oct-2013
PSRU/WA6	DA-A	USD	2,500,000.00	1A	USD	2,500,000.00	10-Oct-2013	15-Oct-2013
PSRU/WA5	Reimbursement	USD	1,000,000.00	1B	USD	1,000,000.00	10-Oct-2013	15-Oct-2013
PSRU/WA 3	DA-A	USD	1,000,000.00	DA-A	USD	1,000,000.00	14-Mar-2013	18-Mar-2013
PSRU/WA1	DA-B	USD	413,500.00	DA-B	USD	413,500.00	14-Mar-2013	15-Mar-2013
PSRU/WA2	Reimbursement	USD	3,000,000.00	1A	USD	2,974,840.52	01-Mar-2013	12-Mar-2013
			12,714,951.00			12,689,791.52		

Summary of TA and DLI amounts

ITEMS	Amount Disbursement (USD)	Payment Amount Deducted (USD)	Total Request	Loan	Outstanding Amount (USD)
TA	1,714,951.00	0.00	2,000,000		285,049
DLIs	10,974,840.52	25,159.48	15,000,000		4,025,159.48
TOTAL	12,689,791.52	25,159.48	17,000,000.00		4,310,208.48

11. Counterpart Funding - no Counterpart funding was provided in the period under review

12. As at 2017, GoSL has contributed a total of **Le 3,280,650,750** (Three Billion, Two Hundred and Eighty Million, Six Hundred and Fifty Thousand, Seven Hundred and Fifty Leones) as Counterpart Funding to the Project.

PSRU submitted a request to MoFED for support to fill the gap created by exchange rate losses of over One Hundred thousand USD (\$ 100,000). In lieu of a positive response, PSRU reviewed and revised the procurement plan as it will not be possible to undertake previously planned activities.

The breakdown per IA of the total Counterpart Funding allocated is as follows:

Amount in LEONES (SLL)		
IMPLEMENTING AGENCIES (IA's)	CUMMULATIVE ALLOCATION	PERCENTAGE
HRMO + LOGISTICS	1,625,903,250.00	50%
PSRU	480,774,500.00	15%
PSC	474,775,000.00	14%
MoFED	231,293,000.00	7%
AGD	16,417,500.00	1%
CabSec	226,193,750.00	7%
OCOS	225,293,750.00	7%
TOTAL ALLOCATION	3,280,650,750.00	100%

13. As shown above, HRMO has received a **total of Le 1,625,903,250 (Le 694,252,500 plus Le 681,650,750** and an additional **Le 250,000,000** was approved in Q1 2017 (logistics for JE&LMS)) amounting to 50% of GOSL Counterpart Funding. PSRU and PSC have each received 15 and 14% respectively of total allocation; MOFED 7% (including 1% directly to AGD); Cabinet Secretariat and office of Chief of Staff 7%.

E) COMMUNICATION ACTION PLAN AND STRATEGY

14. The weekly Communications Team meetings were held regularly in the period under review, although with the exception of PSC, consistent representation from IAs, still remains a challenge. The Team also finalised a Brochure summarising progress so far on the Project. This will be distributed to various MDAs in the next quarter

F). MONITORING AND EVALUATION

15. The Bank continues to provide advisory support on co-ordination, monitoring and timely advice, including the need for greater collaboration between the IAs and more regular Leadership Team meetings.

G). RAPID RESULTS INITIATIVE

16. The Rapid Results Approach (RRA) is a practical operational approach for moving implementation within a timeframe of 100 days. The key instrument for achieving this is the Rapid Results Initiative (RRI).

17. During the reporting period, the RRI Coach continued his meetings with the multi-stakeholder RRI team for the JE&LMS and worked on 100 days Work Plans for achievement of Intermediate Indicators for 2017.

LIST OF ANNEXES

- Annex 1 - Press Release – 11th World Bank implementation support mission (June 12th -16th 2017)
- Annex 2 - Weekly RRI Report 19th – 26th June 2017

PUBLIC SECTOR REFORM UNIT (PSRU) OFFICE OF THE PRESIDENT

PRESS RELEASE

Sierra Leone Pay and Performance Project - PSRU concludes a week-long 11th World Bank Implementation Support Mission (June 12th – 16th 2017)

The Public Sector Reform Unit (PSRU), in the Office of the President has concluded a week long Project assessment with the World Bank 11th Implementation Support Mission for the Sierra Leone Pay and Performance Project (P&PP).

The Pay & Performance Project supports the implementation of the Government's Flagship Public Sector Reform Programme, including three key components for the Civil Service, namely **(i) Pay Reform (ii) Recruitment & Staffing and (iii) Performance Management and Accountability.**

The USD \$17 Million Project has so far contributed USD US\$11,000,000 Million to the Government's Consolidated Revenue Fund (CRF) through the achievement of Disbursement Linked Indicators (DLIs). The Implementing Agencies include the Ministry of Finance & Economic Development (MOFED), Human Resource Management Office (HRMO)The Public Service Commission (PSC) and The Cabinet secretariat. Uniquely the Project uses Country Systems with PSRU as Project co-ordinator and the Accountant General Department (AGD) as Project Accountant.

The main objectives of the Mission included to: (i) review progress on project implementation; (ii) review status of the implementation of the agreed actions during the last Mission; (iii) review project compliance with fiduciary requirements; and, (vi) update the Project Results Framework



Cross-section of representatives from the World Bank and Implementing Agencies at the start-up meeting at the Public Sector Reform Unit (PSRU)

The Mission comprised of Smile Kwawukume (Senior Public Sector Specialist and Task Team Leader), Victor Boakye- Bonsu, (Senior Financial), Sydney Godwn (Financial Management Specialist) and Allan Dunstant Cole (Programme Assistant). The Mission commenced with a kick-off meeting Chaired by Ms. Sidratu Koroma, the Project Co-ordinator and Director, the Public Sector Reform Unit (PSRU) and included representatives of all the Implementing Agencies. The meeting involved a review of the Mission agenda, the Next Steps identified on the last Aide Memoire and detailed discussions on implementation progress and challenge to date. Courtesy calls were made to all Heads of each Implementing Agency followed by individual meetings with Technical staff. A meeting was also held with KPMG, the Consultants undertaking the Job Evaluation and Labour Market Survey exercise to track the progress being made so far.

The PSRU also organised a Rapid Result Initiative (RRI) Meeting on the 14th June 2017, in order to review work plans for each component which have been developed in a 100-day cycle. The purpose of the RRI Review was for the teams from various Implementing Agencies to share information on the progress made so far and challenges encountered, in the implementation of their RRI Work plans for Communications, Performance Management, Recruitment and Staffing and Payroll Integrity. The output was for the teams after frank discussions to come out with updated work plans to accomplish their DLIs. This was achieved by the end of the meeting.



Ahmed Akar Ahmed, Head of Programmes, PSRU (centre) delivering the welcome address at the wrap up meeting

The Wrap-up meeting was held on Friday 16th June.

The PSRU and World Bank are currently finalising the Aide Memoire, which will detail the Mission Findings, recommendations and Next Steps, and which will be published in due course.

Public Sector Reform Unit
8 Wesley Street

Annex 2 - Weekly RRI Report 19th – 26th June 2017

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

RRI WORK PLANS: JUNE - AUGUST, 2017.

REPORTING PERIOD 19th - 26th June, 2017

HUMAN RESOURCE MANAGEMENT OFFICE (HRMO). JOB EVALUATION AND LABOUR MARKET SURVEY.

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

RRI Goal: Complete Job Evaluation exercise by end of July 2017

	Milestones	Action Steps	Prime Res Person	Time frame SD	to	FD	Status
1.	Finalise report on Employee Satisfaction Survey.	Submit ESS Report.	KPMG/A..G	05/12/16	May, 2017		Outstanding . Final report to be circulated against 30 th June, 2017.
2.	Complete Job Analysis sessions	Complete job analysis sessions for outstanding Role Holders in the Western Area.	KPMG/AG	17/10/16	May, 2017		Achieved. Job Analysis Sessions completed.
3.	Validation of Job Descriptions for established positions in the Civil Service completed.	Review and validation of JDs for pilot job evaluation (1 st Phase : 25%)	KPMG/A.G	27/2/17	17/3/17		Achieved. Out of 150 roles targeted for the pilot phase, 121 roles were submitted by KPMG for the validation of JDs. 119 roles were validated. One role (i.e District Agric. Officer) was considered as not an established role. Instead the Snr. Agric. Officer role was considered. The other role was considered as an obsolete role.

		Commencement of the validation session for the remainder of the Civil Service roles. (2 nd Phase: 75%)	KPMG/AG	10/4/17	July 2017	In Progress: Commenced on the 10th April, 2017. As at Friday, 2017, a total of 756 roles have been validated. (Figure was revised)
4.	Job Evaluation exercise completed.	Conduct Job Evaluation (Pilot) 25%.	KPMG/AG	27/3/17	13/4/17	Achieved: On 13 th April, 2017. A total of 114 roles out of the 119 roles validated were evaluated. Representation was not made for the five outstanding roles. It was agreed that these outstanding roles will now be evaluated under the JE exercise that will be conducted for the remaining 75%.
		Submit Pilot Job Evaluation Report.	KPMG/AG	.14/4/17	28/4/17	Achieved: The pilot Job Evaluation report was compiled and presented to the leadership of the Civil Service on the 28th April, 2017.
		Carry out Job Evaluation for the remainder of the Civil Service roles.(75%)	KPMG/AG	15/5/17	July, 2017	In Progress: This exercise commenced on the 22/5/17. As at Friday, 30 th June, 2017, a total of 664 roles have been evaluated

* Acronyms - **AG**-Ayorinde Gilpin-Jackson. **SK**- Shahid Korjie. **PK**-Patrick Kawa. Rev. E.P – Rev. E. Pawa.

Note: Remuneration Survey completed and Final Report was submitted on 26th April, 2017.

HUMAN RESOURCE MANAGEMENT OFFICE (HRMO). PERFORMANCE MANAGEMENT DIRECTORATE.

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

Action step	Prime Resp. Person	Due date	Status
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1	Distribute 200 copies of the Perf. Mgt. Policy.	Mathew Beckhio	31 st July, 2017	In progress: Distribution of the copies completed in the Western Area. Outstanding for the Provinces.(Funding constraints)
2	Sensitisation across MDAs on the P.M. Policy	Swaray Junisa	31 st July, 2017	Outstanding. Pending completion of the above.Logistical constraints (e.g Funds,vehicle etc) in moving into the regions.
3	Performance Monitoring across MDAs	Michael S Conteh	31 st July, 2017.	In Progress: Monitoring accomplished in the Western Area in the MDAs. Awaiting finalisation and circulation of the report which is currently being edited for submission to the DG HRMO.
4	Ensure MDAs have M&E Plans	Mabinty Sankoh.	31 st July. 2017	Outstanding. This activity has not been achieved due to resource/funding constraints.
5.	Do a second stage verification exercise on thePerformance Management Report submitted by Cab. Sec. in respect of 2016 Annual Performance Management Review/Appraisal for CSs in Grades 11 and above in Pilot MDAs.	Usman C. Conteh	May, 2017	Accomplished: This exercise commenced on the 15 th May, 2017.This exercise has been accomplished and final report was circulated on the19th June, 2017 to DG,- HRMO, SC/HoCS-OVP, and PSRU.

HUMAN RESOURCE MANAGEMENT OFFICE (HRMO) PAYROLL INTEGRITY.

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

	Action step	Prime Resp. Person	Due date	Status
1	Periodic audit verification and reconciliation.	M S Jalloh	August. 2017	In progress. On a monthly basis.

2.	Monthly MDA's payroll reconciliation with staff list.	Musa Kargbo	August. 2017	In progress. On a monthly basis.
3	Monthly tracking and reporting on staff changes inputted into the payroll and movement of the workforce.	Adonis B Koroma	August, 2017	In progress. On a monthly basis.

CABINET SECRETARIAT(CAB. SEC) - PERFORMANCE MANAGEMENT UNIT (OVP).

DLI 3.4: (2016) 75% of Annual Performance Reports for Civil Servants in Grade 11 and above in Pilot Ministries are of appropriate quality.

	Milestone	Action step	Prime Resp. Person	Due date	Status
1.	Annual Review Process completed (2016).	Conduct Annual Appraisal.	L.B.O. Massaquoi	February. 2017	Achieved: 132 Civil Servants were targeted for year 2016 for the P.M. review process. 128 signed performance contracts with the secretariat. 4 did not sign due to sickness, retirement, vacation leave and one did not avail himself. Of the

					128 that signed performance contracts, 109 CSs performances were reviewed.19 were not reviewed due to the following reasons: <ul style="list-style-type: none"> • 4 on Retirement • 1 on Study Leave • 1 on Secondment and • 13 did not avail themselves.
2.	Annual Review report prepared(2016).	Compile Annual Appraisal Report.	L.B.O Massaquoi	March 6 th 2017.	Achieved: Final Report circulated.(13 th April, 2017). The team is awaiting the completion of the verification exercises (i.e the 2 nd and 3 rd stage verification exercises)
3	Performance Contracts signing for 2017 completed.	Facilitate completion of Performance Contracts signing.	L.B.O. Massaquoi.	June 15 th 2017.	In Progress: About 130 CSs have signed so far.
4.	Mid-Year Reviews on Performance Contracts signed completed (2017).	Conduct Mid-Year Reviews.	L.B.O. Massaquoi	August, 2017.	

PUBLIC SERVICE COMMISSION (PSC). RECRUITMENT& STAFFING.

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

	Milestones	Action step	Prime Resp. Person	Due date	Status
1.	Outstanding LTAs for mainstreaming identified.	Follow up on HRMO to submit list of LTAs.	M. Jusu	31/4/ 2017	Outstanding. (Long overdue)

2.	Remaining LTA's Mainstreamed.	Mainstream LTA's in accordance with policy.	M. Jusu	31/7/ 2017	Outstanding. Contingent upon the above activity.
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PUBLIC SECTOR REFORM UNIT(PSRU)

COMMUNICATIONS.

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

	Action steps	Prime Resp. Person	Due Date	Status.
1	Radio & TV discussion programmes on PSRs (Weekly basis)	Comm.Officer (PSRU)	31/7/17	In Progress.
2.	Develop leaflet on the P&PP	Comm.Officer (PSRU)	15/ 5/ 2017	In Progress. Leaflet finalized. Awaiting printing.
3.	Planning and Execution of Quarterly engagements on progress in the PSR with Universities, Parliament and Civil servants	Comm.Officer(PSRU)	31/7/17	On-going: University Symposia, Parliamentary and District sensitizations activities on progress in the PSRs were undertaken in the Western Area and in the Regions in Q1 &2 of 2016).Plans are underway for a Univeristy Symposia in the Eastern and Southern Regions.
4.	MDAs (Focus Group) engagements on PSR Initiatives (Monthly basis)		31/7/2017	Outstanding.