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**[PUBLIC SECTOR REFORM]**

**MPTF OFfice GENERIC finalprogramme[[1]](#footnote-1) NARRATIVE report**

**REporting period: 1 april – 31 December 2012**

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| --- | --- | --- |
| Programme Title & Project Number |  | Country, Locality(s), Thematic Area(s)[[2]](#footnote-2) |
| * Programme Title: **Support to the Strategy and Policy Unit in the Office of the President**
* Programme Number (if applicable): **UNJV Programme 11**
* MPTF Office Project Reference Number:**00078213**
 | *Country/Region:* **Sierra Leone** |
| *Thematic/Priority:* **Governance/Capacity Building** |

|  |  |  |
| --- | --- | --- |
| Participating Organization(s) |  | Implementing Partners |
| * UNDP
 | * SPU, HRMO, PSRU, PSC
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| --- | --- | --- |
| Programme/Project Cost (US$) |  | Programme Duration (months) |
| MPTF/JP Fund Contribution: * MDTF-DFID: US$888,121
 |  |  | Overall Duration *(months)* | 6 months) |
| Agency Contribution* N/A
 |  |  | Start Date[[3]](#footnote-3)  | 08.04.2012 |
| Government Contribution*N/A* |  |  | End Date (or Revised End Date)*[[4]](#footnote-4)* | 31st December 2012 |
| Other Contributions (donors)*N/A* |  |  | Operational Closure Date[[5]](#footnote-5) | February 28th 2013 |
| TOTAL: |  |  | Expected Financial Closure Date | March 31st 2013 |

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| --- | --- | --- |
| Final Programme/ Project Evaluation |  | Submitted By |
| Evaluation Completed  Yes No Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_XEvaluation Report - Attached **???**  Yes No | * Name: Edward Kamara
* Title: Head of Governance Unit/Porfolio Manager
* Participating Organization (Lead): UNDP
* Contact information: edward.kamara@undp.org
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# ABBREVIATIONS

# A4C Agenda for Change

# A4P Agenda for Prosperity

# ADB African Development Bank

DB Doing Business

# DfID Department for International Development

EU European Union

HRMO Human Resources Management Office

LLP Limited Liability Partnership

MCC Millennium Challenge Corporation

MD/PTF Multi Donor/Partner Trust Fund

MTI Ministry of Trade and Industry

NPPU National Pharmaceutical Procurement Unit

PSC Public Service Commission

PSRU Public Sector Reform Unit

SLESHI Sierra Leone Social and Health Insurance Scheme

SLIEPA Sierra Leone Investment and Export Promotion Agency

SLRA Sierra Leone Roads Authority

SSA Sub Sahara Africa

WB World Bank

# EXECUTIVE SUMMARY

The Public Sector Reform Programme supported the Strategy and Policy Unit (SPU) of State House that was established to provide technical support to the President. The programme was based on three outcomes: Strategy and policy advice, providing implementation support to priority ministries, departments and agencies (MDAs) and monitoring and evaluation of MDAs. The programme supported the designing of performance contracts with focus on policy framework and guidelines for performance management. It also supported country strategy for the Millennium Challenge Corporation (MCC), strategy for increasing local content in the extractive sector, support to the establishment of the health and teachers service commission. To strengthen the quality of Presidential briefs, support was also extended to presidential briefs and Cabinet Papers on topical issues and periodic Presidential Stock-takes. MDA monitoring and evaluation was also strengthened through delivery on quarterly review of MDA performance Tracking Tables (PTTs) and the preparation of annual review reports. Support also included developing a concept paper and strategy document for improving the performance of State Owned Enterprises (SOEs) and support to the formulation of the PSRP III (Agenda for Prosperity).

Major outputs as delivered by the programmes as summarized as follows: A draft policy framework for performance management (PM) has been developed, MCC strategy finalized and coordinator hired. The local content paper has also been finalized and launched and massive public education campaign has been in progress. Both Health and Teachers Service Commissions have been established and the programme development is in progress. It could be reported that over 40 Presidential briefs and Cabinet papers were prepared covering a variety of policy and strategy issues, the review of 2012 performance contracts and setting of 2013 targets commenced in December, and that was spearheaded by the SPU. In a similar vein, over 20 Presidential Stock-takes were organised to review performance against the agreed targets, 20 SOEs placed on performance contracts in 2012, the draft A4P developed including an M&E Framework and will be validated through a cabinet retreat and a concept Note, entitled “Improving Coordination at the Center of Government 2013 – 2017” was developed in December and became the subject of review by partners. It would feed into a planned staff retreat (March 2013).

That notwithstanding, there were a number of challenges in the implementation of the programme. First, delays in the flow of information and documentation to the steering committee seriously impeded the work of the committee. There was lack of uniformity and consistency in preparation of briefing notes and the institutional arrangements that underpin SPU’s work, including the division of labor amongst its sister agencies has brought about tension and claims of ‘mandate creep’ and encroachment to the work of MDAs which calls for a reflection on its actual role especially in the implementation of the country’s new poverty reduction strategy (Agenda for Prosperity).

# Purpose

The Public Sector Reform programme targeted the Strategy and Policy Unit (SPU) that was set up in 2008 to be the technical arm in the presidency. Its purpose is to support the President in implementing his vision for Sierra Leone – the Agenda for Change – and as such, it is a critical part of the State House machinery. As a strategic policy advisory unit, the SPU’s role was to serve as an “in-house think tank” of the President, initiating and coordinating policies, and ensuring coherence between the President’s vision and policies and effective action on the ground. In short, it has multiple roles: providing strategic vision, impartial analyses and advice and monitoring delivery. In discharging its functions it works closely with Ministries, Departments and Agencies (MDAs), under the supervision of the Chief of Staff.

The MDTF grant was intended to further strengthen the role of SPU in discharging the above functions working through and with a variety of stakeholders.

The programme had three main outcome areas with under mentioned outputs linked to the respective outcomes:

# Assessment of Programme Results

The programme was based on three broad outcomes

1. **Narrative reporting on results:**

**Outcomes:**

**Outcome 1** is high-quality and well-evidenced strategy and policy advice provided to the President. The following were planned outputs related to this outcome

* SPU Vision, Strategy, Forward Plan and Budget Beyond 2012
* Assistance to key MDAs to develop sector analyses, flagship projects and costings
* Coordination of the Bumbuna retreat and collation of outcomes
* Support to the formulation of the PSRP III (SPU is coordinating the human development pillar and inputting to the governance pillar)
* Assessment of tertiary institutions with the objective of harmonising their courses
* Coordination of the design of the framework for delivering SLESHI
* Concept Paper and Strategy document for improving the performance of SOEs
* Presidential Briefs and Cabinet Papers on priority issues

**Outcome 2** focused on providing priority MDAs with implementation support. Outputs linked to the outcome are as follows:

* Support to the establishment of the Health and Teachers Service Commission
* Support the implementation of flagship projects including: Implementation of the Gbamanja (education) Plan; Implementation of local content policy; operationalising the NPPU; Installation of the Lungi power plant
* Publication of the SPU delivery handbook

 **Outcome 3** is MDA performance monitored and evaluated so that remedial action can be taken as required. There were five outputs contributing to this outcome as follows:

* Review of MDA performance against PTTs
* Preparation of Presidential Stocktakes
* Orientation training designed (and delivered) for newly appointed ministers on Results-Based Management
* Support vision and recommendations for changes to the machinery of performance contracting
* Policy Framework and Guidelines for Performance Management

The support to the SPU is in line with the UN Joint Vision’s outcome of coordinated effort in strengthening the government’s capacity to deliver on its policies. Positioned within the broader State House architecture, SPU is the technical arm in the Presidency implementing his vision for Sierra Leone – the Agenda for Change. It has been responsible for identifying and analysing barriers to development, and supporting the implementation of strategies and plans as articulated in the Agenda for Change. In discharging its functions, SPU has concentrated on the following:

* Policy analysis and advisory support to H.E The President including; i) providing advice on cabinet papers; ii) supporting ministerial retreats to plan policy responses;
* Implementation support to MDAs, helping them implement the Agenda for Change, including, i) running Ministerial Performance Contract and performance review processes; ii) identifying bottlenecks to implementation and trouble-shooting issues; iii) liaising with Cabinet Oversight and Monitoring Unit (COMU) to follow up key Cabinet decisions to ensure they are acted on; and
* Supporting the development of long-term strategic plans, for example working closely with MOFED to develop the PRSIII now at an advanced stage of completion.

The monitoring and evaluation was undertaken in line with the United Nations Joint Vision matrix and monitoring and evaluation plan. The Government and UNDP were responsible for setting up monitoring and evaluation mechanisms, tools and conducting reviews through the project steering committee meetings and quality assurance reports to ensure efficient utilization of resources, accountability, transparency and integrity. Implementing Partners also provided quarterly progress narrative and financial reports, recording achievements, results and challenges faced in the course of project implementation and resource utilization as articulated in the Annual Work Plans and Letters of Agreements signed. The reporting was in accordance with procedures harmonized with UN agencies to the extent possible. UNDP ensured coherence between CPAP/AWP, JV results matrix and MDGs

The primary implementing partner and beneficiary for this project is the Strategy and Policy Unit in the Office of the President, Republic of Sierra Leone. Other secondary partners include the Public Sector Reform Unit (PSRU), the Human Resource Management Office (HRMO) and the Public Service Commission (PSC).

**Outputs:** ***Outputs Area 1*: The President provided with high quality and well evidenced strategy and policy advice**

With regard to the specific work *on research and strategic analysis,* SPU recorded some significant results. Among others, the SPU provided analysis on the following issues: Commentary on Tax Justice Country Report titled “Building a Fair, Transparent and Inclusive Tax System – Sierra Leone”; Comparison between West African Regional Fisheries Programme in Sierra Leone; and the EU Export Market Certification for Sierra Leone Framework for Monitoring Foreign Investment Operations.

In terms of *support to national policy formulation*, among the key achievements include SPU’s role in leading the technical preparations and consultations that resulted in the development of the following: Concept Paper on Presidential Grant Award for Research and Innovation in the Academic Sector, which has already been approved by His Excellency; Local Content Guidelines/ Policy for Corporate Governance; preparation of the Power Purchase Agreement between Bumbuna Hydro Power Station and the National Power Authority; Build, operate and transfer proposal for provision of Emergency Power supply to Bo & Kenema and development of a prepayment Pilot Revenue Collection Scheme for the BKPS operating network, among others.

With respect to the preparation of *Policy Briefs/Advisory Notes for the Presidency,* SPU took lead in developing a wide range of policy briefs and advisory notes, vital for decision making and covering an array of issues ranging from project proposals from MDAs on sectoral to contentious issues relating to donor-supported projects; (e.g. Proposal for lifting of Timber Ban, Tractor and Purchase Scheme for farmers). On average, over 30 different briefings notes were developed on wide range of issues.

SPU also continued to provide *support in the formulation of the Agenda for Prosperity (A4P)* in the form oftechnical support to all seven pillars established for A4P including leadership in the development of pillar 3 of the document covering Human Development. It also provided coordination and interface with development partners in the process, working closely with World Bank, DfID, UNDP, etc, especially in developing a monitoring and evaluation framework for the A4P.

***Output Area 2: Priority Ministries, Departments and Agencies in delivery of the Agenda for Change provided with implementation support***

Under this output area, the key achievements for the SPU were the design of a process for analysing Cabinet papers and briefing HE, the President, provision of secretarial support to the President in convening five Presidential stock take meetings to drive delivery of priority projects in flagship sectors (health, agricultu**r**e, private sector development, energy, water resources and infrastructure). Other key achievements here included the signing of Memorandum of Understanding with Kirloskar and funding to install irrigation systemsat Rhonbe and Bolil Lands, and better coordination between SLRA, MWHI and utility companies, which helped to meet the deadlines for completion of major roads projects;

The convening of inter-ministerial “trouble shooting” meetings which helped to resolve disputes, impasse, stand-offs, etc; examples include, i) Environmental Protection Agency and Sierra Leone Roads Authority for violation of sections of the Environmental Protection Act by road construction companies; ii) standoff between Ministry of Energy and Water Resources and Joule Africa for the Bumbuna Phase II project; iii) facilitating the release of outstanding Government counterpart funding of $720,000 by MOFED for the Airport Transfer Project; iv) unfreezing of the Investment Climate Facility for Africa foreign account of the project, among others.

In the area of implementation support to MDAs the major accomplishments included, among others the following: i) drafting of PTTs with 13 district and local councils coupled with RBM training; ii) holding of weekly meetings between SLRA, the utility companies and other stakeholders (e.g. SL Police) to enhance coordination on major road construction projects as well as weekly coordination meetings between MTI, SLIEPA and SPU to oversee progress against World Bank Doing Business reforms.

***Output Area 3: Ministries, Departments and Agencies performance monitored so that remedial action can be taken as required***

Among the key achievements under this output area included the following:

* SPU worked with Sierra Leone Maritime Administration to develop work plans for processing of Disbursement Applications for onward submission to the ECOWAS Bank in order to fast track release of funds for construction of rural jetties;
* It reviewed an MOU between Ministry of Energy and Water Resources and Joule Africa for the Bumbuna Phase II Development Project and modified contentious clauses;
* It evaluated the performance of 19 Ministries and 6 pilot councils against their 2011 Performance Tracking Tables (PTTs), brought to the attention some key delivery linked challenges and bottlenecks, and made proposals on remedial action.
* In advancing the cause of “Doing Business” SPU spearheaded regular (weekly) consultative meetings involving the Ministries of Trade and Industry, on the one hand, and Energy and Water Resources, on the other, exploring options for improving companies’ access to basic amenities, electricity and water tariffs, as well as visa applications and processing;

***Output Area 4: President is supported to improve the business environment and attract high-quality investors***

Among the key achievements under this output are the following:

* SPU provided support for improvement of business environment in SL with key mile stones being the following, among others: i) provision of a range of advisory services to new and continuing investors in SL, such as the Africa Steel Bar Production Investment Company, London Mining, mediation between SLEMCO and AGB Group for Bauxite concession, and facilitation of investment in cocoa sector by Novel & Theobroma, etc;
* It took the lead in investment promotion activities, including a trip to Malaysia that resulted in several leads that are now under consideration, engaged Herbert Smith LLP for redrafting of MOU with Joule Africa, contributed to final draft of Public Private Partnership Bill to be tabled in Parliament for enactment;
* In partnership with SLIEPA and MTI, SPU prepared FDI measurement policy notes, provided technical support in organising the Investor Forum, supported business reforms through appraisal by the DB Index, among others, and all these helping to improve SL’s ranking at 17th out of 43 economies in SSA having moved three places upwards.

In terms of any *institutional and/ or behavioural changes amongst beneficiaries at the outcome level*, it is difficult to discern as SPU’s work is primarily technical and policy advisory support.

* SPU has made significant contribution to the design of the *Agenda for Change* successor planning document, the *Agenda for Prosperity* (A4P) in terms of not only technical support and input to all seven pillars established under it, but also leadership in the development of pillar 3 of the Agenda for Prosperity on Human Development as well as coordination and interface with development partners in the process, mainly WB, ADB, DfID, UNDP, etc. It has also been instrumental in the design of an M&E framework for the A4P.

SPU has had a very strong partnership with UNDP, EU and DFID who have also provided funding support through a basket mechanism managed by UNDP. This has enabled it to develop its programme of work as well as the implementation arrangements that have enabled it achieve its key results mostly through its core group of 5 senior advisers and 12 policy analysis supported jointly by the government and partner programmes.

The primary beneficiary of the project has been the SPU under the overall leadership of the Chief of Staff. Secondarily, sister agencies such as HRMO, PSRU and PSC have also benefitted from the project besides MDAs who have, through the work of SPU, benefitted in accelerating the delivery of their targets linked to the A4C. In terms of the actual implementation of SPU’s work plan, its staffing complement, consisting of 5 senior advisers and 12 policy analysts, is solely responsible. They were engaged through the Steering Committee Meetings. The Steering Committee provided overall guidance, assessed objectives and outputs and reviewed the Annual Work Plans, the Quarterly and Annual Progress Reports taking notes of progress made in project implementation, challenges encountered, and lessons learnt whilst ensuring fairness, integrity and value for money.

* Both the *Agenda for Change* and its successor framework, the *Agenda for Prosperity*, which have constituted the basis for SPU’s work, include a mainstreaming of cross-cutting issues. From that perspective, it is argued that SPU’s analytical and policy work has been sensitive to the cross-cutting issues.
* A good example of the policy brief on environmental issues relates to brief on the Cluff Gold Forest Reserve at Kangari Hills and the coordinating role SPU played in convening committee meetings on the Kangari Hills Forest Reserve to agree on the re-demarcation of the reserve. Another example relating to gender issues is the lead role SPU played in providing implementation support to the Health Ministry and Sanitation in delivery of the free health care for the pregnant, lactating women and under five children in the form of identifying bottlenecks to delivery and distribution of drugs in timely manner and taking proactive steps in addressing those challenges etc.

The Government of Sierra Leone, in demonstrating its desire for increased ownership has taken over the funding of SPU from its budget upon the expiry of the support under the MPTF in December 2012. This is the culmination of a process that entailed gradual ‘take-over’ based on a cost-shared formula developed at the design stage of the original SPU support through a multi-donor effort involving EU, DFID and UNDP.

**Qualitative assessment:** The review below provides assessment of results:

|  |  |  |  |
| --- | --- | --- | --- |
| **Name of Output/Product**  | **Output Area (Policy Support, Strategy, Programme delivery, etc)** | **Performance Indicators** | **Assessment of Performance** |
| 1.Policy Framework and Guidelines for Performance Management | Policy Support | Performance contracts designed on the basis of PM Policy Framework and Guidelines | No approved policy framework for PM developed, only draft.  |
| 2. Country Strategy for the MCC | Strategy | MCC Country Strategy in place, focal office set up and coordinator recruited | MCC strategy finalized and coordinator hired and in place |
| 3. Strategy for Increasing Local Content in the Extractive Sector | Strategy | LC Strategy developed and launched  | Local content finalized and launched and massive public education campaign in progress |
| 4. Support to the establishment of the Health and Teachers Service Commission | Policy and Programme support | Health and Teachers Commissions established and in place | Both Health and Teachers Service Commissions established and in the process of developing programme of work |
| Presidential Briefs and Cabinet Papers on topical Issues | Policy and Strategy | Number and type of Presidential briefs and cabinet papers developed and frequency of production; | Over 40 Presidential briefs and Cabinet papers prepared covering a variety of policy and strategy issues |
| 2nd and 3rd Quarter (2012) review of PTTs and Preparation of Annual Review Report | Programme Delivery | Quarterly and annual performance reports and evaluation framework  | Review of 2012 performance contracts and setting of 2013 targets commenced in December, led by SPU |
| Preparation of Presidential Stock-takes | Programme Delivery | Number and type of presidential stock takes conducted, their frequency and number/type of MDAs involved | Over 20 Presidential Stock-takes organised to review performance against the PTTs  |
| 5. Concept Paper and Strategy document for improving the performance of SOEs | Strategy | Finalised concept paper; number and type of SOEs placed in Performance contracts  | 20 SOEs placed on performance contracts in 2012 |
| 6. Support to the formulation of the PSRP III (Agenda for Prosperity) | Strategy | Draft Agenda for Prosperity document; number and typology of stakeholders involved and design framework  | Draft A4P developed including an M&E Framework and will be validated through a cabinet retreat |
| 7. SPU Vision, Strategy, Forward Plan and Budget Beyond 2012 | SPU’s Vision and Strategy | SPU post-election strategy; TOR for independent evaluation and organisational structure for re-organised State House units | A Concept Note, entitled “Improving Coordination at the Center of Government 2013 – 2017” was developed in December and became the subject of review by partners and to feed into a planned staff retreat (March 2013); TOR for an independent evaluation developed and awaiting sign-off by SPU to commence hiring of consultant |

**ii) Indicator Based Performance Assessment:**

|  | **Performance Indicators** | **Indicator Baselines** | **Planned Indicator Targets** | **Achieved Indicator Targets** | **Reasons for Variance****(if any)** | **Source of Verification** |
| --- | --- | --- | --- | --- | --- | --- |
| **Output 1.1**Research and strategic analysis conducted and policy alternatives provided for key national development issues | **Indicator 1.1.1**No and type of strategic studies/analysis conducted | A compendium of research and analysis embedded in reports | * Conducting research and strategic analysis of key national development issues
* Supporting the drafting of national strategies and policies;
* Drafting policy briefs for the President
* Collaborating with MoFED and other MDAs to provide strategic advice and direction to the PRSP III
* Convening inter-Ministerial meetings to discuss/agree solutions to cross-cutting policy challenges
* Analysing cabinet papers on an ongoing basis
 | * Concept Paper on Presidential Grant Award for Research and Innovation in the Academic Sector;
* Local Content Guidelines/ Policy for Corporate Governance;
* Preparation of the Power Purchase Agreement between Bumbuna Hydro Power Station and the National Power Authority;
* Build, operate and transfer proposal for provision of Emergency Power supply to Bo & Kenema and development of a prepayment Pilot Revenue Collection Scheme for the BKPS operating network
 | Lack of adequate funds, slow stakeholder consultation process  | Quarterly Reports; Qualify Assurance Reports; Annual progress repot |
| **Indicator 1.1.2**Number of policy options developed and list of beneficiary MDAs |  |
| **Output 1.2** National strategies and policies drafted and in place for advancing Agenda for Change | **Indicator 1.2.**1Number and type of policy papers/strategies developed and themes covered |  |
| **Indicator 1.2.2**Rate of implementation of Agenda for Change | No baseline | Over 50% rate implementation (estimate, no evaluation conducted) |  |  |  |
| **Output 1.3** Policy choices and decisions by MDAs informed by well-crafted briefs and guidance notes from the Presidency  | **Indicator 1.3.1**Number and type of Presidential policy briefs developed  | 20 policy briefs per quarter on average | Drafting of at least 20 policy briefs for the President per quarter | Over 12 policy briefs covering a wide range of issues as follows:* Literacy Programming in Sierra Leone
* Taxes on Value Added Timber Products
* Public and Private Sector Roundtable on Energy and Infrastructure
* Strengthening and Sustaining Waste Management in Sierra Leone (MCC,
* Operations of the Kissy Oil Jetty
* Expert panel findings for repeal of ban on pair trawling in SL for the attention the President;
 |  | Quarterly Reports; Qualify Assurance Reports; Annual progress repot |
| **Indicator 1.3.2**Number and profile of MDAs contributing to the briefs |  |  |  |  |  |
| **Output 1.4** Strategic technical and advisory support provided to MoFED in designing the PRSP III | **Indicator 1.4.1**Number and profile of SPU Adviser providing technical support to the A4P | 5 Senior Advisers form part of SPU’s technical team | * technical support and input to the pillars established for the design of Agenda for Prosperity;
* leadership of pillar 3 covering Human Development;
* coordination and interface with partners;
* support to the design of an M&E framework
 | * All targets on track – A4P successfully developed through the work of seven pillars and SPU’s work central in coordinating the technical work
 | No significant variance  | Quarterly Reports; Qualify Assurance Reports; Annual progress repot |
| **Indicator 1.4.2**Number and type of programmatic pillars that underpin the A4P and list of agency focal points |
| **Output 1.5** Inter-Ministerial dialogue advanced, cross-cutting policy challenges examined, and solutions proffered  | **Indicator 1.5.1**No. of inter-ministerial committees active and type of policy issues examined | At least 5 Inter-Ministerial Committees active | Coordinating central government to improve efficiency and effectiveness in the implementation of priority projects  | Improved delivery identification of capacity gaps within flagship MDAs and provision of necessary support  | No variance | Quarterly Reports; Qualify Assurance Reports; Annual progress repot |
| **Indicator 1.5.2**Proportion of cross-cutting issues resolved at inter-ministerial committees against caseload |
| **Output 2.1** System of Performance Contracting cascaded and accountability enhanced at national and local levels | **Indicator 2.1.1**No. and type of MDAs, including local councils, placed on performance contracts | All Ministers placed under performance contracts | Place all senior MDA teams PS, Directors, local councils, tertiary institutions and SOEs on performance contracts to enhance accountability to the public | 19 district and city councils , 21 ministries and 17 departments and all tertiary institutions placed under performance contracts  | No variance  | Quarterly Reports; Qualify Assurance Reports; Annual progress repot |
| **Indicator 2.1.2**Level of cascading achieved, MDAs participating and profile of staff involved (m/f) |
| **Output 2.2** MDA delivery and results focus enhanced through design, training and roll-out of RBM approach  | **Indicator 2.2.1**No, type and frequency of RBM training workshops conducted and list of participants (m/f) | RBM adopted in the public sector to enhance performance | Build knowledge and skills on RBM to selected staff through training of and installation of RBM systems and procedures; devolve and expand RBM via a network of RBM resource persons across key MDAs | Through targeted training, a pool of RBM trained personnel has been established to support the design and roll-out in MDAs | No significant variance | Quarterly Reports; Qualify Assurance Reports; Annual progress report |
| **Indicator 2.2.2**No. and type of guidelines developed for performance management | Civil Service Code, Regulations and Rules calls for performance management | Develop policy framework and guidelines for Performance Management | Draft Guidelines for Performance management developed; no policy framework | Inertia and delays in developing policy framework  | Quarterly Reports; Qualify Assurance Reports; Annual progress reports |
| **Output 2.3** Logic of results in the PTTs (outcomes, outputs, activities) better understood and applied by MDAs | **Indicator 2.3.1**% of MDAs that have adopted PTTs for monitoring performance and evaluating results | PTTs developed and in use | Design on-line portal and information management repository for PM | Prototype of web-enabled portal designed and actual design process in progress | - | Quarterly Reports; Qualify Assurance Reports; Annual progress |
| **Indicator 2.3.2**No. of MDAs that conducted performance evaluation against 2012 work plans and set 2013 targets | MDAs signed Performance contracts for 2012 | 2012 performance evaluation conducted for all MDAs, councils, SOEs, Tertiary Institutions  | Only partial evaluation conducted with the help of HRMO Performance Management Unit | Lack of clarity in the division of labour and role play between OP and HRMO not clear and resulted in delays  | Quarterly Reports; Qualify Assurance Reports; Annual progress reports |
| **Output 2.4** MDAs developed work plans and implementation commenced  | **Indicator 2.4.1**No. of MDAs with work plans  | All MDAs have conducted MFRs | All MDAs develop work plans/strategic plans as part of adoption of performance management regime | Only about 50% of MDAs have developed strategic plans and use Annual work plans | Slow process of adoption of RBM | Quarterly Reports; Qualify Assurance Reports; Annual progress reports |
| **Indicator 2.4.2**No. of MDAs that have developed strategic plans  |
| **Output 2.5** Convening inter-Ministerial meetings to discuss and agree solutions to cross-cutting delivery challenges | **Indicator 2.5.1**No of inter-ministerial committees held, and frequency of their meetings  | A number of inter-ministerial committees active | At least five inter-ministerial “trouble shooting” meetings held to resolve disputes, impasse, stand-offs, held  | Among some of the Inter-ministerial committees held helping resolve issues include: (i) EPA and SLRA for violation of sections of the Environmental Protection Act by road construction companies; ii) standoff between MoEWR and Joule Africa for the Bumbuna Phase II project; iii) facilitating the release of outstanding Government counterpart funding of $720,000 by MOFED for the Airport Transfer Project; iv) unfreezing of the Investment Climate Facility for Africa foreign account of the project, among others. | No variance noted | Quarterly Reports; Qualify Assurance Reports; Annual progress reports |
| **Indicator 2.5.2**Number of cross-cutting problems resolved via inter-ministerial committee meetings and MDAs involved. |  |  |
| **Outcome 3.1** MDA performance evaluation against PTTs conducted and results disseminated | Indicator 3.3.1Number of MDAs conducting performance evaluation with the help of PTTs | Same as per output 2.3 above | Same as per output 2.3 above | Same as per output 2.3 above | Same as per output 2.3 above | Same as per output 2.3 above |
| Indicator 3.3.2No of presidential stocktakes held and MDAs involved |  |  |  |  |  |
| **Output 3.2** Secretariat role for MDA performance evaluation executed and the Presidency fully briefed.  | **Indicator 3.4.1**Terms of reference for Secretariat, number and profile of staff (m/f) | Monthly stock-take reports |  |  |  |  |
| **Indicator 3.4 2**No of briefing notes prepared and range of issue areas covered  |  |  |  |  |
| **Output 3.3** Accountability for delivery of priority projects enhanced through monthly stock-take meetings | **Indicator 3.4.1**No of stock-take meetings held and MDAs involved  | Ministerial performance contracts and Stock-take reports | At least 4 stock-take meetings held per month | 5 Presidential stock take meetings to drive delivery of priority projects in flagship sectors: health, agriculture, private sector development, energy, water resources and infrastructure | No variance | Quarterly Reports; Qualify Assurance Reports; Annual progress reports |
| **Indicator 3.4 2**% rate of delivery of MDAs linked to stock-take requirements |
| **Output 3.4** Delivery problems for priority projects identified and remedial actions undertaken | **Indicator 3.5.1**No and type MDAs identifying and resolving delivery problems  | Ministerial performance contracts | Developing and delivering training in priority MDAs on log-frames, RBM and work planningWorking closely with MDAs to critique and support draft work plansUndertaking reviews into key bottlenecksDrafting reports and recommendations for action | SPU evaluated the performance of 19 Ministries and 6 pilot councils against their 2011 Performance Tracking Tables (PTTs), brought to the attention some key delivery linked challenges and bottlenecks, and made proposals on remedial action, among other areas | No significant variance | Quarterly Reports; Qualify Assurance Reports; Annual progress reports |
| **Indicator 3.5.2**Proportion of delivery problems identified and resolved against actual |
| **Output 3.5**Key private sector development indices identified and implemented across MDAs | **Indicator 3.6.1**No and type of private sector indices identified and MDAs involved | GoSL Private sector strategy | Coordinate actions of SLIEPA and MTI on private sector development activities, and analyse World Bank Doing Business index and recommending areas of future focus | In partnership with SLIEPA and MTI, SPU prepared FDI measurement policy notes, provided technical support in organising the Investor Forum, supported business reforms through appraisal by the DB Index, among others, and all these helping to improve SL’s ranking at 17th out of 43 economies in SSA having moved three places upwards. | Making doing business simple, easily accessible and less expensive to interested investors remains a challenge | Quarterly Reports; Qualify Assurance Reports; Annual progress |
| **Indicator 3.6.2**No. of MDAs with private sector-partnerships including PPPs | PPP strategy and Unit in the OP | Facilitating and brokering prospective private sector deals | SPU took lead in investment promotion activities, including a trip to Malaysia that resulted in several leads now under consideration, engaged Herbert Smith LLP for redrafting of MOU with Joule Africa; support to drafting of PPP Bill to be tabled in Parliament for enactment.  | Slow process of establishing the PPP unit including hiring of key national staff who need to work with the UNDP international TA | Quarterly Reports; Qualify Assurance Reports; Annual progress reports |

**iii) Evaluation, Best Practices and Lessons Learned**

Terms of Reference for an independent evaluation developed in November, approved by the Steering Committee but implementation disrupted by elections, and is expected to be launched in the first quarter of 2013. Quarterly Quality Assurance report was maintained, with two reports produced by the end of the project. This was prepared by UNDP in its role as quality assurance monitor, reporting to the project Steering Committee which continued to be chaired by the Chief of Staff.

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| **Problem / Challenge faced:** One of the greatest challenges that SPU has faced is that it has focused on delivery ostensibly because of the extensive capacity gaps that exist in the MDAs. At the same time, it has continued work on policy formulation, research and evidence based benchmarking. This has brought about tension and claims to ‘mandate creep’ and encroachment to the work of MDAs. This therefore calls for a reflection on its actual role, whether to remain a policy and strategy think tank or to combine these two tasks, and what role it should play in the implementation of the A4P. This is key lesson learnt for SPU. **Programme Interventions:** To ensure timely production of the quarterly Quality Assurance Report, SPU moved to ensure timely availability of needed documents to aid in the review and preparation of the report by UNDP. **Lessons Learned:** The work of SPU has been evolving. While originally established as the President’s “think tank”, providing high level strategy and policy support, its role has tended to shift overtime to focus more and more on implementation support and less and less on strategic advice and analysis. This evolution in the role of the SPU has received mixed reactions. On the one hand, while it has been viewed as an inevitable development, triggered by the sheer demand from MDAs and the desire for accelerated delivery, it has also been seen as a deviation from its core mandate at best, often perceived as encroaching on mandate, and substituting the capacity of MDAs. Quarterly reporting and quality assurance. The flow of information and documentation to the steering committee, prior to planned meeting remained a challenge and impeded the work of the committee. Similarly, to ensure timely production of the quarterly Quality Assurance Report, SPU needs to ensure timely availability of needed documents to aid in the review and preparation of the report by UNDP. Lack of uniformity and consistency in preparation of briefing notes: the last (Q1) report called for consistency and uniformity in the preparation of the different policy products stock-takes, trackers, delivery weekly reports, etc. In the Q2 report, there was a document called a stock take pre-meeting actions, another called priority projects tracker, etc. The many documents with different names call for some clarity on the paper work and a possible need for streamlining same for the stock-take process.The institutional arrangements that underpin SPU’s work, including the division of labor amongst its sister agencies was considered as requiring a re-think. In particular, the interface between the SPU and the leadership of the civil service has been a recurrent issue. Similarly, the government’s overall strategy for mainstreaming of SPU into the mainstream civil service remained an issue for which a clear guidance and direction was on the agenda during the year. Because of all these issues, towards the end of the year, SPU had taken the challenge and was developing a concept note on the way forward in how it intends to re-position itself within the State House machinery. Initial feedback provided from SPU itself points out to the fact that the effective implementation of the A4P will require greater synergy across government based on a rigorous performance management structure that emanates from the President’s Office to ensure all stakeholders are held accountable for implementation of priority projects and programs. Further, activities at the center of government will need to be re-aligned and organized in priority clusters (e.g.: private sector development, employment, strategic capacity building, etc) to facilitate better delivery buttressed by a robust monitoring and performance management system. To this end, the functions of SPU will need to be recalibrated to meet the demands of the A4P and an evolving central government that is moving towards Results Based Management as the main tool for driving transformation.  |

1. The term “programme” is used for programmes, joint programmes and projects. [↑](#footnote-ref-1)
2. Priority Area for the Peacebuilding Fund; Sector for the UNDG ITF. [↑](#footnote-ref-2)
3. The start date is the date of the first transfer of the funds from the MPTF Office as Administrative Agent. Transfer date is available on the [MPTF Office GATEWAY](http://mdtf.undp.org/). [↑](#footnote-ref-3)
4. As per approval by the relevant decision-making body/Steering Committee. [↑](#footnote-ref-4)
5. All activities for which a Participating Organization is responsible under an approved MPTF programme have been completed. Agencies to advise the MPTF Office. [↑](#footnote-ref-5)