Fund Signature Page

Participating UN Organisation(s): UNDP	Priority Area: JV: Accessible and Credible Public Services AFC: 13.2. Building Capacities for Implementation
Programme Manager, Participating UN Organization: Name: Mr Cleophas Torori, UNDP Address: 76 Wilkinson Road Telephone: +232 78 131 622 E-mail: Cleophas.Torori@undp.org	Implementing Partner(s): Name: Dr Kaifala Marah, Chief of Staff, Office of the President Address: Telephone: E-mail:
Project Number: Joint Vision Programme 11	Programme Duration: 2 years 2011-2012 Estimated Start-Up Date: 1 February 2011
Project Title: Support to the Strategy and Policy Unit in the Office of the President	Programme Location: Activities: Freetown Impact: Nationwide
Project Description: See attached Project Document	Total Project Cost: US$5 079,712 SL- MDTF (DFID): $400,420 (GBP 250,000) Government Input over 5 years: $2,731,824 (TBC) UNDP regular: $300,000 European Union: $566,000 (EUR400,000) GRAND TOTAL: $ 3 998,244

Development Goal and Key Outcomes:
Sustained capacity to champion and oversee effective policy and service delivery to the people
- **Outcome 1:** President provided with high-quality and well-evidenced strategy and policy advice
- **Outcome 2:** President provided with policy analysis, and policies co-ordinated between MDAs
- **Outcome 3:** Priority MDAs provided with implementation support
- **Outcome 4:** MDA performance monitored and evaluated so that remedial action can be taken as required
- **Outcome 5:** President is supported to improve the business environment and attract high-quality investors

Deliverables/Outputs:

Output 1: Regular briefings for the President on key Government priorities and emerging issues within 3 months; Quarterly bulletins on good international practice on policy developments and strategy for key priority sectors ; Long-term (10-year) strategies for key priority sectors within 12 months; SPU input into a third Poverty Reduction Strategy Paper within 12 months

Output 2: Advisory Notes for the President on cabinet papers within 3 months; Ministerial Performance Contracts and Performance Tracking Tables (PTTs) for all Ministries on a timely basis within 3 months; Coordinated inter-Ministerial action around key Presidential priorities that cut across MDA responsibilities within 3 months

Output 3: Support for Ministries to create work plans to deliver PTT outcomes within 3 months; Reports and recommendations for MDAs and the President on how to address problems and bottlenecks hindering delivery within 3 months

Output 4: Quarterly reviews for the President on progress against PTTs within 3 months; Regular trackers and briefings for the President on delivery status (for priority ministries only) within 3 months; Cabinet papers reviewed and policy briefs provided to HE in advance of Cabinet meetings. (Follow-up on decisions will remain with Cabinet Oversight and Monitoring Unit.)

Output 5: Advice President   on private sector   commercial proposals within 3 months; Regular written updates to the President on Doing Business Reforms within 3 months.

	Signature	Date	Name/Title
UNDP		4 April 2011	Mr.Sevenais Sterling, Country Director a.i.
Co-Chair DEPAC		5 April 2011	Mr. Vijay Pillai Country Manager The World Bank
Co-Chair DEPAC		5 April 2011	Mr. Michael von der Schulenburg Executive Representative of the United Nations Secretary General

GOVERNMENT OF SIERRA LEONE

UNITED NATIONS DEVELOPMENT PROGRAMME

SUPPORT TO THE STRATEGY AND POLICY UNIT IN THE OFFICE OF THE PRESIDENT

Project Summary

The Strategy and Policy Unit (SPU) is the technical arm in the Presidency set up as part of the Government's efforts at rationalizing functions and institutions in the Civil Service. The purpose of the Strategy and Policy Unit is to support His Excellency in forming and implementing his vision for Sierra Leone – the *Agenda for Change* – and as such, it is a critical part of the State House machinery. In particular, the SPU is responsible for identifying and analysing barriers to development, and supporting the implementation of strategies and plans to reduce poverty and promote growth.

Working closely with MDAs under the supervision of the Chief of Staff (CoS), the SPU in the next five years would work towards the attainment of the following key results:

1. President provided with high-quality and well-evidenced strategy and policy advice
2. President provided with policy analysis, and policies coordinated between MDAs
3. Priority MDAs provided with implementation support
4. MDA performance monitored and evaluated so that remedial action can be taken as required
5. President is supported to improve the business environment and attract high-quality investors

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Country: Sierra Leone

Expected Outcome(s)/Indicator (s):

Sustained capacity to champion and oversee effective policy and service delivery to the people

Expected Output(s)/Annual Targets:

Executing Agency:
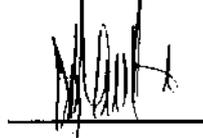
UNDP

Implementing agency:

Strategy and Policy Unit, Office of the President

Programme Period: 2010-2012	**Total Planning Budget: US$ 5,079,712**
Key results area:	**Allocated resources:** _____
Atlas award ID:	
Atlas project ID:	**Government** US$2,731,824
	over five years
Project start date: February 2011	**Partner support 2010-2012:**
Project end date: December 2012	
Management Arrangement: Implementation by the Office of the President within DEX framework	• European Union EUR400,000
	• DFID BP250,000
PAC meeting date: 11 November 2010	• UNDP US$300,000
	Government invites other donors in a position to do so to consider contribution to support the SPU

Agreed by Office of the President:
Name: **Dr Kaifala Marah**   Title: **Chief of Staff, Office of the President**

Signature: _____   Date: 4 February 2011

Agreed by UNDP:
Name: **Mia Seppo** Title: **Country Director UNDP Sierra Leone**

Signature: _____   Date: 4 February 2011

United Nations Development Programme

1. SITUATION ANALYSIS

The Strategy and Policy Unit (SPU) was set up in 2008 as the "technical arm of the Presidency" and mandated to drive the implementation of the Agenda for Change (The Second Poverty Reduction Strategy). Over the course of the past two years, the Unit has delivered some critical successes, such as establishing Ministerial Performance Contracts, a systematic briefings process for the President on priority areas, a red-amber-green tracking system. In terms of poverty reduction outcomes, the Unit has been involved in several key projects including the instrumental support it provided to drive the completion of the Bumbuna hydropower project and leading the work of the Presidential Task Force on the renegotiation of mining agreements. However, the SPU has faced some major challenges and an evaluation was completed by ACET (African Centre for Economic Transformation) following the expiration of UNDP funding in 2009. The final report highlighted the need for restructuring of the Unit in order for it to fulfil its mandate.

Also in 2008, the Private Sector Advisory (PSA) function was set up to provide expert advice to the President in relation to the private sector growth objectives in the Agenda for Change. Since inception the PSA has run a very successful investment promotion event in London and worked with partners across GoSL to deliver the largest ever agricultural investment in Sierra Leone.

Purpose of the SPU

The purpose of the Strategy and Policy Unit is to support His Excellency in forming and implementing his vision for Sierra Leone – the *Agenda for Change* – and as such, it is a critical part of the State House machinery. In particular, the SPU is responsible for identifying and analysing barriers to development, and supporting the implementation of strategies and plans to reduce poverty and promote growth.

The SPU works closely with MDAs, under the supervision of the CoS, to support and challenge MDAs in developing and implementing the President's vision. In addition, the new Chief of Staff will be able to commission the SPU to undertake specific tasks on behalf of the President to realise his vision.

Principal roles of the SPU

To fulfil its purpose, the SPU must perform a number of roles to support HE in developing and implementing his vision. Principally;
- Policy analysis and advice to HE, including;
    o Providing advice on cabinet papers
    o Supporting ministerial retreats to plan policy responses
- Support and challenge to MDAs to help them implement agenda for change
    o Running Ministerial Performance Contract and performance review processes
    o Identifying bottlenecks to implementation and trouble-shooting issues (for example speeding up the processing of Free Healthcare drugs through the ports)
    o Developing MDA capacity to plan & implement HE's priorities
    o Liaising with COMU to follow up key Cabinet decisions to ensure they are acted on
- Development of long-term strategic plans based on researched evidence, including;
    o Identifying future challenges and the applicability of the approaches that regional neighbours have taken to meeting them
    o Working closely with MOFED in a supporting role to develop a Poverty Reduction Strategy Paper 3

Under each of these roles the SPU combines a breadth across the whole of Government with a depth in focus on a small number of the President's highest priority areas. In this way, HE can be assured of high-quality advice on matters relating to any area of Government policy, and at the same time be reassured that there is a high degree of focus on his most important priorities.

The PSA fulfils these same functions in terms of supporting HE to formulate and implement his vision, but with a particular focus on Private Sector Development; for example advising HE on doing business reforms, and supporting MDAs to implement these reforms.

Rationale for restructuring SPU

While the SPU has been responsible for several key achievements over the last two years, there are a number of issues and difficulties which a restructuring of the Unit will need to address. As such, the new organisational structure should be informed by a four key principles to make the SPU more effective in supporting HE to deliver the *Agenda for Change.*

1. **Greater clarity of functions within State House.** The functions of the SPU, and how it fits within the broader State House architecture, have not always been clear. The design of a new Unit should be informed by the core roles outlined here, and where these roles are performed by other units in State House, these should be incorporated (eg. Private Sector Adviser, Cabinet Oversight and Monitoring Unit).

2. **Sharpen focus on implementing the *Agenda for Change*.** With the Government already two years into the second PRSP, there is a clear need to accelerate implementation of the commitments laid out by HE. The Government's experience of delivering Bumbuna and Free Health Care is that there needs to be some capacity in the centre to focus MDA resources and attention on Presidential priorities and ensure accountability for action through regular stocktake and review meetings. A new Unit will need to be more pro-active in focusing MDA work-programmes, and supporting them to unblock bottlenecks to delivery.

3. **Increase efficiency by streamlining work-flows and decision-making.** The 'top-heavy' structure of the existing SPU, with more Advisers than Analysts, has sometimes impeded the orderly and efficient management of work processes.

4. **More rigorous accountability for performance.** The creation of the Chief of Staff post will ensure greater accountability for the SPU's performance. However, in order for the Unit to function effectively, this accountability must be cascaded through the organisational structure through the setting of objectives and individual performance reviews.

5. **Provide high-quality technical advice to the President.** To be equipped to confront the range of difficult and complex challenges facing the country, HE needs to be able to access well-evidenced and robust advice on matters of strategic importance. A new Unit should expand its role in this area, including through the provision of advice on Cabinet papers.

SPU & PSA
There are clear synergies between the roles of the SPU and the PSA – both provide high quality advice to the President on how to deliver his commitments as set out in the Agenda for Change, and drive implementation and delivery of the President's key priorities, from Bumbuna to Addax. Until now the two roles have worked together on an ad hoc basis when particular issues have demanded. The re-structuring of the SPU affords the opportunity to bring these two functions together formally to cement a closer working arrangement.

Relationship between the SPU and COMU
While there are also synergies and potential overlap between the SPU and COMU in relation to following up Cabinet decisions, as highlighted in the ACET report, these functions should be seen as distinct. COMU should continue to exercise responsibility for tracking all Cabinet decisions, and reporting on the overall number which have not been implemented. However, the SPU might usefully perform a role in probing the critical or priority decisions that have not been followed through by MDAs, and meet with relevant officials to understand the reasons for their not being implemented and how they might be progressed. This will require a much closer working relationship between the SPU and COMU.

Relationship between the SPU and the MDAs
The Ministries Departments and Agencies are ultimately responsible for delivering the key commitments of the Agenda for Change. The critical role of the SPU is to support MDAs in delivering, not to replace them. There are two elements to SPU support.

Firstly, there are issues of co-ordination where multiple ministries are working on a single issue, but from different perspectives and priorities. The SPU has an important and unique role in using the convening and co-ordinating power of the Presidency to bring MDAs together to work towards a common agenda.

Secondly, while MDAS are centres of content knowledge on their particular delivery issues, there are capacity issues in terms of planning and problem solving. The SPU can support MDAs to do this through a number of mechanisms. One is the system of Performance Contracts which SPU use to help MDAs focus on the key priorities from the Agenda for Change. Another is direct skills transfer from the SPU to the MDAs in some of the planning skills required to deliver the outcomes agreed in the Performance Contracts. (For example, SPU has run workshops in the MDAs on the principles of Results Based Management and how to implement these in plans to deliver outcomes.)

Relationship between PSA and other Private Sector Development bodies in the GoSL

The PSA's mandate compliments that of the Sierra Leone Investment and Export Promotion Agency and the Ministry of Trade and Industry. The majority of PSA's responsibilities are distinct from the functions served by these and other MDAs.

All three MDAs share responsibility for promoting Sierra Leone as an investment destination, but PSA's primary mandate is to be a trusted source of expert technical advice to H.E. on private sector related matters. In order for HE to receive high quality briefing and advice in a timely manner, it is vital to have a function based within the Office of the President.

It is optimal to have such capacity in the centre of government due to the cross-ministerial aspect of most private sector deals (i.e. commercial plantations have issues that require assistance from the ministries of Trade and Industry, Energy and Water Resources, Finance, Labour and Lands amongst others). Lastly, H.E.'s desire to leverage the private sector to meet critical needs from food security to infrastructure in an expeditious manner, requires that he periodically intervene to resolve issues and delays. PSA monitors and facilitates key projects and serve as the conduit between H.E. and the private sector.

PSA has built a strong partnership with SLIEPA and MTI. These three institutions, informally known as the PSD Team, meet weekly to strategize and collaborate on key projects and have instituted structural best practices including project planning tools and mechanisms to insure accountability against clearly defined roles. While there is inevitably some overlap between the institutions, the fundamental responsibilities are different.
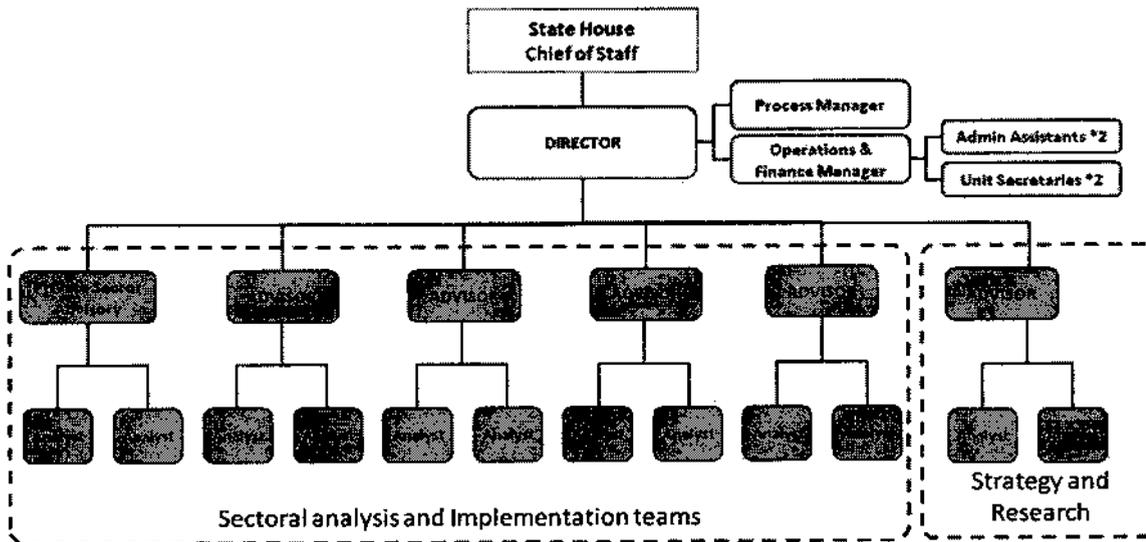
The role of the SPU vis-a-vis the MDAs will be clearly set out once the new Unit is in place, as the foundation for an collaborative working relationship.

2. STRATEGY

Organisational structure of the SPU

The functions of the SPU imply an organisational structure which is more "bottom-heavy" than at present, with a larger number of more junior staff able to maintain constructive day-to-day interactions with MDAs in order to push implementation. Such a structure will also result in a lower wage, making it more cost-effective and, critically, easier to fund on a sustainable basis as Government assumes the full cost. Advisors will need to play a more active role in overseeing and directing junior staff.

A draft organogram is presented below.

State House Chief of Staff

DIRECTOR

Process Manager

Operations & Finance Manager

Admin Assistants *2

Unit Secretaries *2

Sectoral analysis and Implementation teams

Strategy and Research

In the proposal above there would be a number of Sectoral Analysis and Implementation Teams focused on policy advice (e.g. in advice to HE on Cabinet Papers) and implementation of the Agenda for change (e.g. Performance Reviews). There would also be a team dedicated to Strategy and Research which would draw on the technical expertise of the Sectoral analysis and Implementation Teams in developing new strategies. Future strategies for the development of the country will emanate from the Office of the President, and the SPU will be vital in developing these strategies as the President's technical arm. In developing forward strategies for the country, the Strategy and Research team will work closely with MOFED which is responsible for budget allocations, aid coordination and effectiveness and the development of a third PRSP. Each of the MDAs will have an analyst in the Sectoral Analysis and Implementation Team as a single focal point in the Unit. In each Sectoral Analysis and Implementation Team there will be one analyst who will focus exclusively on one of HE's highest priorities. So, for instance, there would be a dedicated analyst for each of; Agriculture, Health and Infrastructure (Transport and Energy). In order to carry out their functions, Analysts in particular will need to display considerable flexibility and mobility in order to respond rapidly to problems emerging in areas of portfolio responsibility, potentially being based in MDAs for periods of time.

The SPU may choose to draw upon technical assistance to assist in the development and refinement of tools and processes and to enhance capacity of its staff. Any such roles will not take on roles that are properly the remit of the SPU itself – e.g. negotiating with MDAs on the content of Performance Contracts.

It should be noted that the Government remains in discussion with donors on the creation of a Public Private Partnership Unit. It is envisaged that this Unit will be located in State House for the short-to-medium term, before being transferred to a line Ministry, given the initial focus and energy the President wants to devote to flagship private sector deals. Clearly, a PPP Unit would be closely linked with the office of the PSA. However, this is being pursued separately with donors and, as such, is not within the scope of this proposal.

3. MANAGEMENT AND SUPPORT ARRANGEMENTS

In accordance with the DEX/DIM implementation modality, UNDP directly manages the project funds while the day to day decisions will be made by the SPU Director within the scope outlines in this project document. UNDP will, in addition to managing financial resources, provide standard project management support for the DEX/DIM modality, notably the ongoing responsibility for project assurance and facilitation; monitoring progress according to work plan; facilitating implementation and the production of outputs as necessary, including procurement and human resource services; ensuring the quality of quarterly reporting and final donor reporting; providing access to relevant international knowledge resources and best practice lessons; conducting audit as per UNDP rules and regulations; etc.

The Project Steering Committee comprised of the Chief of Staff to the President, Director SPU, representatives from/of development partners, and three members selected by the Leadership

Forum will provide overall guidance to the project management team. The Project Steering Committee will be responsible for reviewing and endorsing the SPU workplan and budget prepared by the Director & reviewing the SPU annual/ quarterly performance reports which will assess the objectives and outputs set by the COS. The Project Steering Committee decisions aim at ensuring value for money, fairness, integrity, transparency and effective international competition. The Committee will approve project work plans and authorize any major deviation from the agreed plans; ensure that required resources are committed; arbitrate conflicts within the project or between the project and external bodies; etc.

The Project Steering Committee will meet twice a year and at strategic points as deemed necessary. However, the meeting can only proceed and be valid with a 50% attendance of membership. The SPU will serve as the Steering Committee secretariat.

Participating donors will, in addition to financial resources, provide access to relevant international knowledge resources and best practice lessons as well as guidance and facilitation for the implementation of the project as required.

A Letter of Agreement will be concluded between UNDP and the CoS to specify the activities to be undertaken directly by the SPU in the Office of the President.

Staff roles within the SPU

The SPU will be located within the Presidency under the supervision of the Chief of Staff (CoS) to support and challenge MDAs in developing and implementing the President's vision. In addition, the Chief of Staff will commission the SPU to undertake specific tasks on behalf of the President to realize his vision.

In the proposed organisational structure the allocation of responsibilities would be as follows (more detailed Terms of Reference are attached as Annex A):

Member	Role	
Chief of Staff	• Commissioning SPU's work • Providing general oversight of SPU performance	
Director	• Directing overall work of Unit • Performance managing the Advisors and ensuring they are delivering their objectives • Managing the support staff (secretaries, etc.) • Develop and implement strategic plan for the Unit	
Process Manager	• Working to the Director on special projects • Coordinating Cabinet paper and performance contract processes	
Operations and Finance Manager	• Responsible for day-to-day management of the Unit finances, assets and general logistics	
Advisor (Sectoral analysis and Implementation Teams)	• Holding responsibility for the relationship with the Ministers in their portfolio on behalf of the SPU. • Troubleshooting issues where MDAs are not co-operating with lead analyst, e.g. in respect of failure to implement cabinet decisions • Providing advice and briefing for HE on the MDAs in their portfolio (including on cabinet papers, performance review meetings, etc.) • Directing the work of their analysts to have biggest impact on implementing Agenda for Change	
Analyst (Sectoral analysis and Implementation Teams dedicated to 1 priority MDA)	• Liaising closely with MDA to prepare Performance Contract and to ensure that detailed, costed plans are produced to support implementation • Attending critical meetings inside the MDA to understand issues and identify bottlenecks that need resolution • Working with MDAs on specific problems as commissioned by advisors • Assist Advisor in preparing briefs for HE for Performance review meetings • Tracking implementation of Cabinet decisions relating to MDA	
Analyst	• Working with several MDAs to prepare Performance Contracts	

Member	Role
(Sectoral analysis and Implementation Teams working on a **number of MDAs)**	• Working with MDAs on specific problems as commissioned by advisors • Assist Advisor in preparing briefs for HE for Performance review meetings • Tracking implementation of Cabinet decisions relating to MDAs
Advisor (Strategy and Research)	• Providing strategic advice to HE on upcoming challenges, including for example a PSRP 3 • Directing the work of their analysts to identify challenges and research approaches that have worked internationally
Analyst (Strategy and Research)	• Conducting analysis into challenges and approaches that have worked internationally
Private Sector Advisor	• Providing advice to HE on issues concerning the business environment and policy impacting on the private sector • Exercising leadership in partnership with MDAs on GoSL transactions with large-scale private investors
Analyst (Private Sector)	• Perform research, valuation analysis and financial modelling to analyse investment proposals • Managing the pipeline of potential investments, maintaining trackers and engaging with key GoSL stakeholders

Governance arrangements

The SPU will report directly to the President's Chief of Staff through the Director. A Steering Committee, chaired by the Chief of Staff, will also be established as a forum for key Government officials and donor partners to review performance and ensure it is meeting its objectives (draft Terms of Reference at Annexe 6). The Steering Committee will be guided by a results framework (see Annexe 5) in assessing the Unit's performance.

Annual Work Plan Budget Sheet

Year:

EXPECTED OUTPUTS	PLANNED ACTIVITIES *List activity results and associated actions*	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Yr.1	Yr.2	Yr.3	Yr.4		Funding Source	Budget Description	Indicative Amount
Outcome 1: President provided with high-quality and well-evidenced strategy and policy advice									
Output 1: Regular briefings for the President on key Government priorities and emerging issues within 3 months;	1. 1 Conducting research and strategic analysis of key issues	X					GoSL Donors		208,468 833,874

Quarterly bulletins on good international practice on policy developments and strategy for key priority sectors ; Long-term (10-year) strategies for key priority sectors within 12 months; SPU input into a third Poverty Reduction Strategy Paper within 12 months *Baseline:* SPU provides briefings to the President on an ad-hoc basis; No quarterly research bulletins are produced; No long-term strategies have been developed for key sectors; SPU had limited input into the second PRSP. *Indicators:* *Targets:* *Related CP outcome:*	1.2 Drafting of national strategies
	1.3 Drafting of briefs for the President
	1.4 Liaising with MOFED and other MDAs to provide strategic advice and direction to the PRSP III

Outcome 2: President provided with policy analysis, and policies co-ordinated between MDAs

		X			GoSL Donors		302,803 706,540
Output 2: Advisory Notes for the President on cabinet papers within 3 months; Ministerial Performance Contracts and Performance Tracking Tables (PTTs) for all Ministries on a timely basis within 3 months; Coordinated inter-Ministerial action around key Presidential priorities that cut across MDA responsibilities within 3 months	2.1 Developing process for analysing cabinet papers						
	2.2 Analysing cabinet papers on an ongoing basis						
	2.3 Convening Meetings with MDAs to discuss and agree outcomes, outputs and activities for inclusion in the PTT						
Baseline: No Advisory Notes provided for Cabinet Papers; SPU coordinates Ministerial performance contracts and PTTs, but the 2010 contracts were never signed; Inter-Ministerial coordination is limited to support for infrastructure.	2.4 Convening inter-Ministerial meetings to discuss and agree solutions to cross-cutting challenges						
Indicators: *Targets:* *Related CP outcome:*							
Outcome 3: Priority MDAs provided with implementation support							
Output 3: Support for Ministries to create work plans to deliver PTT outcomes within 3 months; Reports and recommendations for	3.1.Developing and delivering training in priority MDAs on log-frames, RBM and work planning						

MDAs and the President on how to address problems and bottlenecks hindering delivery within 3 months	3.2.Working closely with MDAs to critique and support draft work plans						
Baseline: No support for Ministerial work-planning; Some implementation support provided in the areas of Health and Agriculture.	3.3.Undertaking reviews into key bottlenecks						
	3.4.Drafting reports and recommendations for action						
Indicators: *Targets:* *Related CP outcome:*	**Outcome 2: MDA performance monitored and evaluated so that remedial action can be taken as required**						
Output 4: Quarterly reviews for the President on progress against PTTs within 3 months; Regular trackers and briefings for the President on delivery status (for priority ministries only) within 3 months; Cabinet papers reviewed and policy briefs provided to HE in advance of Cabinet meetings. (Follow-up on decisions will remain with Cabinet Oversight and Monitoring Unit.)	4.1.Analysing performance of MDAs against PTTs			X		GoSL Donors	504,671 504,671
	4.2.Acting as a briefing and secretariat function for the President reviews of MDA performance						
	4.3.Drafting status reports and recommendation notes for the President where delivery is off-track (priority areas only)						

Baseline / Output / Indicators	Activities			Funding Source	Budget
Baseline: SPU supported reviews at the end of Q2 only in 2010; Trackers have been developed for some priority sectors including infrastructure; SPU has exercised no significant role in tracking Cabinet decisions.	4.4.Tracker documents produced for cabinet decisions and stock take meetings held on progress				
Indicators: *Targets:* *Related CP outcome:*					
Outcome 5: President is supported to improve the business environment and attract high quality investors					
Output 5: Advice President on private commercial sector proposals within 3 months; Regular written updates to the President on Doing Business Reforms within 3 months.	5.1.Research into prospective private sector deals	X		GoSL Donors	706,540 302,803
	5.2.Obtaining legal advice on prospective private sector deals		X	GoSL	1,009,342
	5.3.Coordinating actions of SLIEPA and MTI on private sector development activities				
Baseline: The private sector advisory function sits outside the SPU					
Indicators: *Targets:* *Related CP outcome:*	5.4.Analysing World Bank Doing Business index and recommending areas of future focus.				
TOTAL					**5,079,712**

4. REPORTING

As indicated above, important elements of the project's reporting requirements include:

o   Quarterly and prompt substantive report on activities and outputs, by 15th of the next month following end of the respective quarter

o   Quarterly and prompt financial reports, by 15th of the next month following end of the respective quarter

o   Provision of full documentation of expenditure against the advances

o   Audit report as relevant

5. DELIVERY, ACCOUNTABILITY AND FINANCIAL MANAGEMENT

Delivery: The nature of Advisers' responsibilities requires that they approach their work not from an administrative standpoint, but rather from a substantive standpoint – consistently driven by a results/outputs/outcomes perspective. The performance dimensions of each Adviser should be regularly assessed in terms of the need for time bound outputs that contribute towards policy generation, policy coherence and decisions and coordination of strategic initiatives.

Accountability and Financial Management: High standard of accountability and transparency will be maintained in the work of the SPU. For this purpose and following normal practice, UNDP will monitor and evaluate expenditures against work plan and provision of advance is contingent upon the satisfactory submission of the timely report of the previous quarter.

Auditing: Periodic audits on the use and management of funds will be organized and undertaken in line with general UNDP provisions.

Work plan: It is important that a results/output based work plan be elaborated at the formal start of this project and subsequently thereafter at the beginning of each year. The preparation and presentation of this work plan is required, in order to enable the processing of the first advance of funds for the formal start of the project, following signature of the document.

Quarterly monitoring and review: UNDP in collaboration with the CoS will hold quarterly monitoring and review meetings with the SPU. Summary report of this meeting will be carefully prepared and maintained, and used to brief the Project Steering Committee periodically on the progress of the SPU activities, including at the biannual Steering Committee meetings.

Recruitment and hiring procedure:

His Excellency is eager to progress the establishment of a new restructured and fully-staffed Unit as rapidly as possible, and is asking development partners to work closely with his Chief of Staff to realise this ambition.

There will be 2 recruitment processes run in parallel. One for the SPU Director and Advisors, one for the remaining staff in the Unit. Briefly, the recruitment process for each grade is as follows:

Advisors will be head-hunted. CVs will be submitted by prospective advisors to a panel chaired by the CoS   with   donor   partner   representation.   A   shortlist   will   be   drawn   up   from

- the available candidates and be presented, with recommendations for appointment to HE.
- **All other staff** will be recruited through an open recruitment round. Posts will be advertised externally, candidates interviewed by a panel, and the best candidates appointed.

Monitoring Framework And Evaluation

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

Within the annual cycle

➢ On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.

➢ An Issue Log shall be activated by UNDP in Atlas and updated by the Project Manager and Project Assurance to facilitate tracking and resolution of potential problems or requests for change.

➢ Based on the initial risk analysis submitted (see Annex 1), a Risk Log shall be activated by UNDP in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.

➢ Based on the above information recorded in Atlas, Quarterly Progress Reports (QPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.

➢ A project Lessons-Learned Log shall be activated by UNDP and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-Learned Report at the end of the project

➢ A Monitoring Schedule Plan shall be activated by UNDP in Atlas and updated to track key management actions/events

Annually

➢ **Annual Review Report**. An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.

➢ Annual Project Review. Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon thereafter, to assess project performance and appraise the draft Annual Work Plan (AWP) for the following year. In the last year of the project life, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus

on the assessing the extent to which progress is being made towards outputs and ensuring that these remain aligned to appropriate outcomes.

Legal Context

This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of Sierra Leone and UNDP.

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the executing agency and its personnel and property, and of UNDP's property in the executing agency's custody, rests with the executing agency.
The executing agency shall:
   a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
   b) assume all risks and liabilities related to the executing agency's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The executing agency agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

6. RISK MANAGEMENT

The table below summarizes the potential risks, and approaches to be taken to mitigate these risks. They will be monitored through the Results Based Management System Platform.

Type of Risk	Description	Mitigation approach
Political	Rejection of the advice of the SPU by the President and government	Chief of Staff to supervise the Unit directly
Operational	Inability to find staff of the required skills and competence to make a significant difference	Head hunt from the Diaspora resources
Financial	Insufficient resources to fund the work of the unit	Embark on a resource mobilsation drive before and after the project is approved

7. SUSTAINABILITY

The Government is committed to integrate the SPU into the Civil Service. This is being demonstrated by the government financial commitments to the project five-year budget with a gradual and well phased-out strategy of donor support outlined in the budget over the five years period. Accordingly, the salary scale of the SPU will be aligned to the proposed government new 'Pay Reform Policy' of the Sierra Leone Public Sector, making it easy for the transition to government budget once donor funding terminates.

Annexes
1. Terms of reference for SPU staff
2. Recruitment process
3. Performance management of the Unit
4. Indicative 5-year Budget

ANNEXE 1: TERMS OF REFERENCE FOR SPU STAFF
Director
Responsibilities

- Exercise overall strategic leadership for the SPU, developing and implementing a Strategic Plan for the Unit;

- Provide timely, regular and high-quality advice to the President on high-profile and cross-cutting policy issues that require his attention;

- Liaise closely with the Chief of Staff to facilitate the functioning of a commissioning process between the President's office and the SPU;

- Hold overall accountability and oversight for all deliverables produced by the Unit, including ensuring that all briefings sent to the President are of a high standard;

- Direct the work of the Unit on a day-to-day basis and manage workflow of Advisors to ensure resources are focused on the President's priorities;

- Lead Unit processes (e.g. chairing unit meetings) including overall responsibility for the performance management of all unit staff(including objectives and performance reviews), and direct line management of Advisers, Process Manager and Operations and Finance Manager;

- Perform a lead role in recruitment of unit staff;

- Hold overall accountability and oversight of Unit finances and assets; and

- Liaise at high levels with donors and MDAs, including at a Ministerial level.

Reporting relationship

- The Director will report to the Chief of Staff to the President.

Skills and Qualifications

- 10-15 years working experience from working at senior levels of Government, other parastatals, private sector, international organisations or the public sector

- Excellent analytical skills and experience of developing strategy, scrutinising policy and driving implementation

- In depth knowledge of the workings of Government, MDAs and development

- Exceptional management skills and experience of leading large teams within the public sector

- Excellent verbal and written communications

- Proven stakeholder management at the most senior levels.

Advisors (4) – Sectoral Analysis and Implementation teams*
Key Responsibilities

- Provide strategic oversight and technical advice on priority policy issues within the MDAs for which they are responsible;

- Monitor and assess overall progress towards implementation of the Government's commitments in the Agenda for Change;

- Manage and Lead high-level problem solving, support MDAs to remove bottlenecks and provide implementation support;

18

- Hold overall accountability for key deliverables within their area of responsibility – Performance Contracts, Presidential briefings and trackers for priority areas – through engagement of Ministers and top officials and resolving high-level problems;

- Act as technical interlocutor between MDA and other key stakeholders including the President;

- Provide advice and input in preparation of briefings to the President on Cabinet papers relating to their areas of sectoral expertise;

- Provide analytical support to the Strategy and Research Team on areas of sectoral expertise; and

- Directly manage the performance of three Analysts and provide support for training and general capacity-building.

- Provide leadership, analysis and execution with respect to GoSL transactions in partnership MDAs, on behalf of GoSL (PSA Only)

- Lead negotiations and direct analysis for current and future pipeline of transactions and investments (PSA Only)

Reporting relationship
- Advisers (Sectoral analysis and implementation) will report to the Director.

Skills and qualifications
- 10-15 years working experience from working at senior levels of Government, other parastatals, private sector, international organisations or the public sector

- Experience and track record of developing strategy, scrutinising policy and driving delivery

- Clear understanding of the workings of Government including relationship between the centre and MDAs

- Proven management skills

- Excellent verbal and written communications

- Proven stakeholder management at the most senior levels.

*Each Adviser to have a distinct set of MDA responsibilities organised around four policy themes: Growth sectors (eg. Mining, Agriculture), Human Services (eg. Health, Education, Children), Energy and Infrastructure (eg. Roads, Ports).

Advisor (1) – Strategy and Research
Key Responsibilities

- Monitor international developments to identify good practice, and apply relevant policy lessons to the national context;

- Provide leadership and assistance to MDAs to develop long-term strategic plans and build their capacity to integrate these plans into short-to-medium term planning cycles;

- Provide long-term strategic advice to the President and perform the lead role in preparation and development of the Third Poverty Reduction Strategy Paper (PRSP III);

- Liaise closely with Advisers in the Sectoral Analysis and Implementation teams to ensure that sectoral expertise is being channelled into long-term planning processes;

- Hold overall accountability for key deliverables within their area of responsibility – SPU communications, Horizon scanning reports;

- Draft speeches and articles for the President (eg. State Opening of Parliament speech); and

- Directly manage the performance of three Analysts and provide support for training and general capacity-building.

Reporting relationship

- Advisers (Strategy and Research) will report to the Director.

Skills and qualifications

- 10-15 years working experience from working at senior levels of Government, other parastatals, private sector, international organisations or the public sector

- Excellent analytical skills and experience and track record of developing strategy, scrutinising policy and driving delivery

- Clear understanding of the workings of Government including relationship between the centre and MDAs

- Proven management skills

- Excellent verbal and written communications

- Proven stakeholder management at the most senior levels.

Process Manager
Key Responsibilities

- Provide support and advice to the Director on special projects and in ensuring the policy coordination processes within the Unit function smoothly and efficiently;

- Manage the process of providing briefings to the President on Cabinet Papers and act as a Secretariat to meetings of Advisers on Cabinet Papers;

- Manage the overall performance contract process across the unit;

- Manage the Cabinet decision monitoring process in alignment with Performance Contracts monitoring and liaising closely with the Cabinet Oversight and Monitoring Unit;

- Support Director and Advisors with draft briefings, analysis and documents as required; and

- Support Analysts in their interactions with MDAs with respect to implementation support.

Reporting relationship

- Process Manager will report to the Director.

Skills and qualifications

- University degree

- At least 5 years experience of working within private sector, government or development sector

- Proven process management ability and strong stakeholder management skills

- Excellent analytical and problem solving skills

- Excellent briefing and communications skills

  Proficient IT skills (Windows, MS Office)

Operations and Finance Manager
Key Responsibilities
- Oversee Financial management for the Unit, including monitoring of finances with the Director;

- Preparation of budgets and budget reports; and

- Managing the Administrative Assistant and Support Staff.

Reporting Relationship
- Operations Manager will report to the Director.

Skills and Qualifications
- University degree, and relevant qualifications in accounting and budgeting

- 5 years experience working with budgeting and finance in the public, private or NGO sector

- Sound financial management skills

- Management skills

- Excellent briefing and communications skills

- Proficient IT skills (Windows, MS Office, Excel)

Analyst (8) – Sectoral Analysis and Implementation team *
Key Responsibilities
- Work closely with MDAs at Director-level to prepare annual Performance Contracts between the President and Minister, including agreement on key outputs and quarterly indicators;

- Monitor progress towards these outputs by working with portfolio MDAs to develop Performance Tracking tables (PTTs);

- Collect data and provide analysis and review of PTTs every quarter;

- For Analysts working on priority sectors, liaise closely with MDAs to update monthly trackers for the President;

- Provide support to MDAs in annual work-planning, problem solving and implementation advice;

- Conduct research and analysis at the request of Advisers on policy issues within areas of portfolio responsibility;

- Track implementation of Cabinet decisions relating to portfolio responsibilities;

- Draft Presidential briefings relating to areas of portfolio responsibility for Advisers to review.

- Analyse investment proposals by performing research, valuation analysis and financial modelling (PSA Only)

- Perform due diligence on potential investors (PSA Only)

- Manage pipeline of potential investments, keeping trackers and updating relevant GoSL stakeholders (PSA Only)

Reporting Relationship
- Analysts (Sectoral Analysis and Implementation) will report to the relevant Adviser in the team.

Skills and Qualifications
- University degree

- At least 3 years experience of working within private sector, government or development sector

- Excellent analytical and problem solving skills

- Excellent briefing and communications skills

- Proficient IT skills (Windows, MS Office)

* Each Analyst to have a distinct set of MDA responsibilities organised around three policy themes: Growth sectors, Human Services, and Infrastructure. Within each of these themes, one Analyst will be responsible solely for a priority sector (Agriculture, Health, Energy), whilst the other Analyst will cover the remaining MDAs in the theme.

Analysts (2) – Strategy and Research
Key Responsibilities
- Conduct research and analysis of international examples of best practice that might be applied to a national context;

- Collate data on social and economic trends, liaising with development and research partners to identify strategic challenges;

- Provide direct support to MDAs in developing long-term strategic plans and integrating these plans into short-to-medium term planning cycles;

- Provide research and drafting support to the Adviser (Strategy and Research) on speeches and articles for the President;

- Regularly liaise with Analyst colleagues in the Sectoral Analysis and Implementation team to ensure annual Performance Contracts are in line with long-term strategic direction;

Reporting Relationship
- Analysts (Strategy and Research) will report to the Adviser (Strategy and Research).

Skills and Qualifications
- University degree

- At least 3 years experience of working within private sector, government or development sector

- Excellent analytical and problem solving skills

- Excellent briefing and communications skills

- Proficient IT skills (Windows, MS Office)

This process will be followed for all Analyst posts as well as the Process Manager, Operations and Finance Manager, as well as administrative staff

There are 5 key steps in the recruitment process for these posts:

1. Advertisement of posts
2. Short-listing of applicants
3. Interviewing applicants
4. Making formal offers
5. Induction of successful candidates

This annex sets out materials that will be used in the process.

1. Advertisement of posts

- **Job Descriptions & Unit background**

The Terms of Reference in the funding proposal will form the basis for the Job Descriptions that are used to advertise the posts. The advert itself will include a short description of the SPU and some details on the process for the application. Text for the advertisement itself is included in Attachment A. Applicants will submit a CV and complete an application form. An application form is included at Attachment B

2. Short-listing of applicants

Once the applications have been received, they will be sifted into a shortlist for interview. In order to qualify for shortlisting applicants will have to meet the minimum requirements, e.g. University Degree, minimum years relevant experience etc.

For those that meet this threshold, a scoring matrix will be used to assess applications against the core competencies in order to decide which to shortlist for interview. A scoring matrix for analysts is provided below.

Analysts, Process Manager and Operations Manger

Skills				
Analytical & Problem Solving skills	The applicant makes no reference to experience of/ use of Problem solving/ analytical approaches	The applicant makes limited reference to use of Problem solving/ analytical approaches. There are only vague references to how the applicant broke down problems or overcame barriers with workable solutions	The applicant makes some reference to use of Problem solving/ analytical approaches. Examples show a level of understanding of how the applicant broke down problems and overcame barriers with workable solutions	The applicant makes extensive reference to use of Problem solving/ analytical approaches. Examples demonstrate a good understanding of how the applicant broke down problems and overcame barriers with workable solutions
Comms skills	The applicant makes no reference to communication skills in their application	The applicant makes limited reference to communication skills, and makes only some reference to how they; • Tailored comms to the	The applicant makes good reference to communication skills, and gives examples of how they; • Tailored comms to the audience	The applicant makes good reference to communication skills, and gives specific and detailed examples of how they; • Tailored comms to the audience • Selected the

		audience		relevant
		• Selected the relevant information • Persuaded someone of their case	• Selected the relevant information • Persuaded someone of their case	information • Persuaded someone of their case
Stakeholder management skills	The applicant makes no reference to stakeholder management	The applicant makes limited reference to stakeholder management, with some ability to identify who they are and how to work with them	The applicant gives good examples of stakeholder management; understanding who stakeholders are how to work with them	The applicant gives specific and detailed examples of stakeholder management; demonstrating a good understanding who stakeholders are how to work with them
Financial Management skills (For Operations and Finance Manager)	The applicant makes no reference to financial management	The applicant makes limited reference to financial management	The applicant gives some examples of budgeting and design and implementation of financial controls	The applicant gives specific and details examples of budgeting and design and implementation of financial controls

At least 2 individuals will score the applications and come together as a panel to agree on who should be shortlisted for interview. It is good practice to interview at least twice as many applicants as there are posts, but not more than 3 times the number.

3. Interviewing applicants

Interview panels
The panel will interview all candidates for any particular post so that candidates can be compared fairly and the best candidates made offers.
A senior representative of the SPU will sit on the panel. This will probably be the Unit Director, as advisors are unlikely to have been appointed by this point.
The SPU representative will be the chair of the panel, with a casting vote if the panel cannot agree on whether a candidate should be appointed. The panel will also include a representative from the Human Resource Management Office (HRMO)
Interview materials
To ensure consistency in the interview itself a set of standard questions testing the key competencies for each post. An outline is included at Attachment B.
In addition to the questions testing the competencies, there will be a more detailed in-depth exercise to test skills. This is being developed.
Scoring matrix
The same scoring matrix for the interview will be used as forthe sift. Clearly, the scores might be different, and the final decision on whether to appoint will be made on the basis of the interview, rather than the scores on the sift.

4. Making formal offers

Once the panel has decided on who the successful candidates are they will make formal offers.
At this point the process will be different for successful applicants from within the civil service and successful applicants joining from outside the civil service. If a successful applicant joins from the civil service, the offer will be put in terms of a secondment or loan agreement with their home MDA. If the successful applicant comes from outside the civil service, they will be offered a new contract.

5. Induction of successful candidates

26

Once the appointments are made and the new staff have started there will be a brief induction to bring new team members up to speed on the detailed workings of the SPU and the core processes. By the end of the induction period new starters will:

- Understand the role and objectives of the SPU
- Understand the key systems and processes the SPU manages and runs in order to meet those objectives (e.g. Cabinet Processes, Performance Contracts)

Have personal objectives for their first 12 months which support these SPU objectives, and are specific, measurable, achievable, relevant and timebound.

Attachment A – Draft Advertisement
Background

The Strategy and Policy Unit (SPU) was set up in 2008 as the "technical arm of the Presidency" and mandated to drive the implementation of the Agenda for Change (The Second Poverty Reduction Strategy). Over the course of the past two years, the Unit has delivered some critical successes, such as establishing Ministerial Performance Contracts, a systematic briefings process for the President on priority areas, a red-amber-green tracking system. In terms of poverty reduction outcomes, the Unit has been involved in several key projects including the instrumental support it provided to drive the completion of the Bumbuna hydropower project and leading the work of the Presidential Task Force on the renegotiation of mining agreements. However, the SPU has faced some major challenges and an evaluation was completed by ACET (African Centre for Economic Transformation) following the expiration of UNDP funding in 2009. The final report highlighted the need for a fundamental restructuring of the Unit in order for it to fulfil its mandate.

The purpose of the Strategy and Policy Unit is to support His Excellency in forming and implementing his vision for Sierra Leone – the *Agenda for Change* – and as such, it is a critical part of the State House machinery. In particular, the SPU is responsible for identifying and analysing barriers to development, and supporting the implementation of strategies and plans to reduce poverty and promote growth.

The SPU works closely with MDAs, under the supervision of the CoS, to support and challenge MDAs in developing and implementing the President's vision. In addition, the new Chief of Staff will be able to commission the SPU to undertake specific tasks on behalf of the President to realise his vision.

To fulfil its purpose, the SPU must perform a number of roles to support HE in developing and implementing his vision. Principally;

- Policy analysis and advice to HE, including;
  - o Providing advice on cabinet papers
  - o Supporting ministerial retreats to plan policy responses
- Support and challenge to MDAs to help them implement agenda for change
  - o Running Performance Contract and performance review processes
  - o Identifying bottlenecks to implementation and trouble-shooting issues (for example speeding up the processing of Free Healthcare drugs through the ports)
  - o Developing MDA capacity to plan & implement HE's priorities
  - o Tracking cabinet decisions to ensure they are acted on
- Development of long-term strategic plans based on researched evidence, including;
  - o Identifying future challenges and the applicability of the approaches that regional neighbours have taken to meeting them
  - o Developing a Poverty Reduction Strategy Paper 3

Under each of these roles the SPU combines a breadth across the whole of Government with a depth in focus on a small number of the President's highest priority areas. In this way, HE can be assured of high-quality advice on matters relating to any area of Government policy, and at the same time be reassured that there is a high degree of focus on his most important priorities.

The SPU is looking for a number of talented individuals for a number of roles.
[Insert Terms of Reference, as above]

Applicants should submit a completed application form and C.V. to XXX by the deadline of XXX.
Application forms can be collected from xxx, or requested by email from xxxx at xxxx [email address].
We hope to conduct interviews from xxx to xxx, and appoint successful candidates by xxx.
Applicants wishing to discuss the posts should contact xxx on xxxx.

Attachment B – Draft Application Form

Applicants should write no more than 300 words demonstrating, with specific examples, how they meet the skills required for the relevant posts.

Name:
Post applied for:
Management Skills (only for Delivery Manager roles)
Communication Skills
Analytical & Problem Solving Skills
Stakeholder Management Skills

Attachment C – Draft Interview Questions

<u>**Process Manager**</u>

General/ Opening
- Why are you interested in the post?
- Why do you think that the SPU is important in Government?

Management
- Talk me through an example of where you have had to manage a team to deliver an objective. How did you go about this?
- Give me an example of where you have managed a process. How did you make sure it stayed on track?

Problem solving/ Analysis
- Give an example of where you have analysed a problem and worked out how to resolve the problem. What steps did you take?

Communication
- Provide an example of where your advice has helped a senior decision-maker (e.g. Minister, senior official, senior member of a company) to take a particular course of action. How did you go about providing the advice?

Stakeholder Management
- Can you give me an example of when you have had to persuade someone to do something that they were initially not in favour of doing? How did you get them to change their mind?

Analyst

General/ Opening
- Why are you interested in the post?
- Why do you think that the SPU is important in Government?

Problem solving/ Analysis
- Give an example of where you have analysed a problem and worked out how to resolve the problem. What steps did you take?

Communication
- Provide an example of where you have helped a decision-maker to take a particular course of action. How did you go about providing the advice?

- To cover both **analysis** and **communication**, we could include a simple exercise where interviewee is provided with a list of facts and they have to summarise into a short brief for the SPU head

Stakeholder Management
- How would you build up good relationships with the MDAs you would be working with?
- Can you give me an example of when you have had to persuade someone to do something that they were initially not in favour of doing? How did you get them to change their mind?

ANNEXE 3: PERFORMANCE MANAGEMENT

In order to ensure that the SPU, including all its staff, is effective in supporting the President and holding MDAs to account, work-planning and performance management methodologies need to be applied.

For the SPU as a whole, an **SPU Annual Workplan** will be developed to clearly articulate the outputs of the Unit, milestones for progress, measurement indicators and deadlines. Overall responsibility for developing this work-plan will rest with the Chief of Staff, who will consult and involve SPU and external stakeholders (including donor partners) for their input. At the end of each year, the Unit will be evaluated on the extent to which it has achieved its objectives with reference to this work-plan and whether the deadline for each milestone was met. The Director of the SPU will have oversight of the work-plan to ensure the activities of the Unit are aligned with the direction set by the strategic plan. A template for this work-plan is at Attachment A.

All individual staff members in the SPU will be required to sign a **performance contract** (Attach B) and submit to a **performance appraisal** (Attach C) on the basis of personal objectives set for a 12-month period. At the start of the reporting period, all staff should agree personal objectives with their line managers. Personal objectives should contribute to the delivery of the SPU annual workplan and set out the work that a particular member of staff will do to help deliver that objective. Objectives should also be:

- Specific – they should be tightly defined, not vague and open
- Measurable - there should be a clear way of measuring whether they have been achieved or not
- Achievable - they should be things that the staff member can be realistically be expected to do within the period agreed
- Relevant – they should be important to the objectives of the SPU, rather than of personal interest to the staff member
- Time-bound; they should not be open-ended, but to be completed within a set period, with regular review.

Process

Each member of staff should have 4-5 objectives, which are reviewed through a formal mid-year review and an end of year review with their line manager. There should also be more regular meetings with their line manager (about every month) to review performance and provide guidance. Analysts will be appraised by the relevant Advisor who is line managing them. Advisors will be line managed by the Director of the SPU. The Performance appraisals of the Advisors will be conducted by the Director and the Chief of Staff. HRMO will be involved in performance appraisals of Advisors and the Director.

Attachment A: SPU Annual Workplan template [Example output worked through]

OUTCOME: Ministers focused on delivering on HE's priorities within their portfolio and being held to account for progress in delivering these priorities		
Output	**Milestones**	**Deadline**
Negotiate performance contracts for 2011 (including outcomes, outputs and quarterly indicators) with all MDAs within portfolio of responsibilities by 1 December	- Hold initial meetings with all Ministers to discuss contracts	15 September 2010
	- Agreement on broad outcomes	1 October 2010
	- Agreement on outputs to be targeted	1 November 2010
	- Agreement on quarterly indicators	15 November 2010
	- Sign-off by HE and Minister on final contract	1 December 2010

Indicators
- Meeting held between Adviser and Ministers
- Record of agreement on outcomes (eg. email, meeting minute)
- Record of agreement on outputs
- Record of agreement on quarterly indicators
- Formal signing ceremony
-

Government of Sierra Leone
OFFICE OF THE PRESIDENT

A PERFORMANCE CONTRACT

BETWEEN

THE PRESIDENT OF THE REPUBLIC OF SIERRA LEONE

AND

THE CHIEF OF STAFF

FOR THE PERIOD

1 September 2010 – 30 December 2011

PERFORMANCE CONTRACT

THIS PERFORMANCE CONTRACT (hereinafter referred to as **"the Contract"**) is made and entered into between His Excellency Dr Ernest Bai Koroma, President of the Republic of Sierra Leone (hereinafter referred to as **"The President"**), of the one part, and Mr. Kaifala Marah (hereinafter referred to as the **"the Chief of Staff"**) of the other part.

WHEREAS:

1. The President is determined to implement the Government's Agenda for Change, the basic elements of which have been agreed upon with all Ministers and key Government Officials at the first Presidential Retreat at Bumbuna in January 2008;

2. The implementation of this Agenda is to be guided by the principles of zero tolerance to corruption, equal opportunity for all Sierra Leoneans and promoting a positive attitude among the population particularly in encouraging patriotism and respect for state assets;

3. The targets represent measurable means of assessment of the performance of the Chief of Staff; and

4. The President recognizes that the Chief of Staff is being charged with the responsibility of ensuring execution of the Agenda for Change by providing the necessary collaborative links and support for the MDAs to meet their targets.

NOW THEREFORE THE PARTIES HEREBY AGREE that this performance contract containing the full terms and conditions agreed between the parties hereto including the clear targets to be met in accordance with the attached Work Plan in the manner following, that is to say, the Chief of Staff must by example provide leadership for improving performance in the public sector.

Section A

The President undertakes to provide the following:

- Strategic direction and support for the effective implementation of the targets;

- Adequate human and financial resources to the extent feasible by the state's finances;

- An environment of political stability and peace to enable the Office of the Chief of staff to function effectively;

- Support corrective and other actions taken by the Chief of Staff to ensure timely delivery of the targets stated in the Work Plan; and

- Appropriate coordination mechanisms to ensure other parties that should provide inputs to the office of the Chief of Staff do so and on time.

Section B

The Chief of Staff undertakes to ensure the following:

- Meet the targets set out in the attached Work Plan as measured by the indicators each quarter. The Work Plan may only be modified during the course of the year in agreement with His Excellency the President; and

- Meet specific management goals that may be set by the President and listed below, as follows.

Section C

Reporting and Monitoring Arrangements

The Chief of Staff will ensure that quarterly progress reports are submitted by the 15th of the month following the end of each quarter. These reports will be analysed by the Office of the Auditor-General. An annual report will be prepared which may be made public at the pleasure of His Excellency the President.

Section D

Evaluation

The performance contract shall be evaluated by the Auditor-General at the end of the contract period but no later than end January, 2012.

Signed ..../........./..........

    HIS EXCELLENCY: DR ERNEST BAI KOROMA   **DATE**
    PRESIDENT OF THE REPUBLIC OF SIERRA LEONE

Signed: ..../........./..........

    KAIFALA MARAH   **DATE**
    CHIEF OF STAFF

Attachment C: Performance Appraisal template – Strategy and Policy Unit

Name	
Role	Advisor/ Analyst/ Process Manager/ Ops & Finance manager
Line Manager	Advisor/ Director
Reporting Period	October 2010 – October 2011

The below is an example of an objective for an analyst

Objective	Self-Assessment	Line Manager's assessment
Ministerial Performance Stocktakes Contribute to the effective running of the performance contract system by; • Conducting analysis on MDAs self-assessment performance, • providing draft advice for the Advisor identifying gaps in implementation, underlying problems and proposals for action This should be done for 3 MDAs by the mid-point of the Performance Contract system.	The analyst would make an assessment of how well they have performed in relation to this objective	The line manager would then make their own assessment of performance

Annexe 4: Indicative 5-year Budget for SPU*

Total FTE		Monthly Cost per FTE ($)	Annual Cost per FTE($)	Cost for Year 1	Cost for year 2	Cost for Year 3	Cost for Year 4	Cost for Year 5
1	Director	5,000	60,000	60,000	60,000	60,000	60,000	60,000
6	Advisor	4,200	50,400	302,400	302,400	302,400	302,400	302,400
1	Process Manager	3,000	36,000	36,000	36,000	36,000	36,000	36,000
12	Analyst	2,300	27,600	331,200	331,200	331,200	331,200	331,200
1	Operations & Finance Manager	2,300	27,600	27,600	27,600	27,600	27,600	27,600
2	Admin Assistant	1,000	12,000	24,000	24,000	24,000	24,000	24,000
2	Unit Secretary	750	9,000	18,000	18,000	18,000	18,000	18,000
Subtotal Salary				799,200	799,200	799,200	799,200	799,200
General Services and Administration (assume 10% of salary)				88,384	88,384	88,384	88,384	88,384
Procurement and maintenance of IT equipment				15,000	15,000	15,000	15,000	15,000
Procurement of 2 Vehicles and maintenance				45,000	15,000	15,000	15,000	15,000
Subtotal Non-Salary				148,384	118,384	118,384	118,384	118,384
SUBTOTAL COSTS				947,584	917,584	917,584	917,584	917,584
Contingency % 10				94,758	91,758	91,758	91,758	91,758
TOTAL RUNNING COST FOR SPU				1,042,342	1,009,342	1,009,342	1,009,342	1,009,342	5,079,712
GoSL Contribution as % of budget				20	30	50	70	100
GoSL Contribution in $				208,468	302,803	504,671	706,540	1,009,342
TOTAL DONOR RESOURCES REQUIRED				833,874	706,540	504,671	302,803	0	2,347,888

*The salaries of SPU staff in this budget reflect the draft civil service pay policy currently under review by HRMO.

The SPU's role as the primary source of strategic and technical support to the President, and therefore the need to maintain flexibility to be able to respond to his demands, means that the results framework cannot be as specific as might be expected from a comparable unit elsewhere in government. Nevertheless, the results framework below provides a useful guide for the restructured Unit's work over its first 12 months, and how its success will be measured by the President, Chief of Staff and donor partners.

Outcomes	Outputs	Baseline	Activities	Synergies
a. President provided with high-quality and well-evidenced strategy and policy advice	• Regular briefings for the President on key Government priorities and emerging issues within 3 months • Quarterly research on good international practice, policy developments and strategy for key priority sectors • Long-term (10-year) strategies for key priority sectors within 12 months • SPU input into a third Poverty Reduction Strategy Paper within 12 months	• SPU provides briefings to the President on an ad-hoc basis • No quarterly research bulletins are produced • No long-term strategies have been developed for key sectors • SPU had limited input into the second PRSP	• Conducting research and strategic analysis of key issues • Drafting of national strategies • Drafting of briefs for the President • Liaising with MOFED and other MDAs to provide strategic advice and direction to the PRSP III	• Collaborate with MOFED in development of PRSP III • Liaise with academic and policy research institutions on research and strategic analysis
b. President provided with policy analysis, and policies co-ordinated between MDAs	• Advisory Notes for the President on cabinet papers within 3 months • Ministerial Performance Contracts and Performance Tracking Tables (PTTs) for all Ministries on a timely basis within 3 months • Coordinated inter-Ministerial action around key Presidential priorities that cut across MDA responsibilities within 3 months	• No Advisory Notes provided for Cabinet Papers • SPU coordinates Ministerial performance contracts and PTTs, but the 2010 contracts were never signed • Inter-Ministerial coordination is limited to support for infrastructure	• Developing process for analysing cabinet papers • Analysing cabinet papers on an ongoing basis • Convening Meetings with MDAs to discuss and agree outcomes, outputs and activities for inclusion in the PTT • Convening inter-Ministerial meetings to discuss and agree solutions to cross-cutting challenges	• Collaborate with Cabinet Secretary on preparation for Cabinet meetings • Work closely with MDAs on coordination
c. Priority MDAs	Support for Ministries to create work plans to	No support for Ministerial work-	Developing and delivering training in priority	Responsibility for implementation remains firmly

Outcome	Deliverables	Status	Activities	Recommendations
provided with implementati on support	deliver PTT outcomes within 3 months • Reports and recommendations for MDAs and the President on how to address problems and bottlenecks hindering delivery within 3 months	• Some support implementation provided in the areas of Health and Agriculture	planning • Working closely with MDAs to critique and support draft work plans • Undertaking reviews into key bottlenecks • Drafting reports and recommendations for action [MDAs on log-frames, RBM and work planning]	with the MDAs. However, the SPU is well-placed to play a supporting and problem solving role.
d. MDA performance monitored and evaluated so that remedial action can be taken as required	• Quarterly reviews for the President on progress against PTTs within 3 months • Regular trackers and briefings for the President on delivery status (for priority ministries only) within 3 months • Cabinet papers reviewed and policy briefed provided to HE in advance of Cabinet meetings. (Follow-up on Cabinet decisions will remain with Cabinet Oversight and Monitoring Unit.)	• SPU supported reviews at the end of Q2 only in 2010 • Trackers have been developed for some priority sectors including infrastructure • SPU has exercised no significant role in tracking Cabinet decisions	• Analysing performance of MDAs against PTTs • Acting as a briefing and secretariat function for the President reviews of MDA performance • Drafting status reports and recommendation notes for the President where delivery is off-track (priority areas only) • Tracker documents produced for cabinet decisions and stock take meetings held on progress	• Work with MDAs on performance contracts and PTTs • Liaise with COMU on Cabinet decision tracking and implementation
e. President is supported to improve the business environment and attract high-quality investors	• Advice on private sector commercial proposals within 3 months. • Regular written updates to the President on Doing Business Reforms within 3 months	• The private sector advisory function sits outside the SPU	• Research into prospective private sector deals • Obtaining legal advice on prospective private sector deals • Coordinating actions of SLIEPA and MTI on private sector development activities • Analysing World Bank Doing Business index and recommending areas of future focus	• Facilitating coordination with MTI and SLIEPA

ANNEXE 6: Draft TOR for SPU Steering Committee

Purpose

The Steering Committee for the restructured Strategy and Policy Unit (SPU) will be a forum for the Chief of Staff and Development Partners to review the performance of the SPU and ensure that it is meeting its objectives and the needs of the President.

Membership

The Steering Committee will comprise of donor partners who are supporting the SPU, the Director of the SPU, three members selected by the Leadership Forum and the President's Chief of Staff, who will chair the Committee.

Remit

The functions of the Steering Committee should be to;
- Review and endorse the annual SPU work-plan and budget prepared by the Director;
- Review the SPU annual/quarterly performance report which will assess the objectives and outputs set by the Chief of Staff;
- Consider further proposals or ideas on the strategic direction of the SPU; and
- Provide expert advice on an ad hoc basis.

Processes

The Steering Committee meets twice a year to review SPU performance: midway and at the end of the calendar year. The mid-year meeting of the Steering Committee will conduct an interim review of performance, ensure continued relevance of the objectives in case of significant changes in policy or context, approve budget revisions and provide constructive advice to the Chief of Staff. The end-of-year meeting will undertake a more thorough review, based on the annual performance report and the objectives set by the Chief of Staff. It will also review and endorse the SPU annual work-plan prepared by the Director, with clear milestones and targets for the year ahead.