

PERFORMANCE MANAGEMENT DIRECTORATE
HUMAN RESOURCE MANAGEMENT OFFICE

2022 IPAS MID-YEAR REVIEW
MONITORING REPORT



SEPTEMBER, 2022

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INTRODUCTION

In January 2022, the Performance Management Directorate of the Human Resource Management Office (HRMO) facilitated performance target setting for Civil Servants in Grades 1 to 10 across Ministries, Departments and Agencies (MDAs). The targets set by Civil Servants are required to be implemented, covering the period January to December 2022.

As a policy requirement, after six months of implementation of the set annual targets, supervisors and appraisees are expected to carry out a Mid-Year review to determine the level of progress made so far by appraisees in achieving the targets. Thus, in June 2022, Heads of MDAs were requested by HRMO to conduct the Mid-Year Individual Performance Appraisal System (IPAS) review for Civil Servants in Grades 1 to 10 not later than 31st July 2022, and this was followed by another reminder memorandum in July. In August, 2022, another memorandum was sent to Heads of MDAs announcing the visit of the Performance Management Directorate team to monitor and track progress regarding the conduct of the Mid-Year review as required.

The importance of monitoring the IPAS as a critical component of the Performance Management System cannot be overstated, more so in managing and holding Civil Servants to account for their stewardship. Hence, the Individual Performance Appraisal System is predicated upon the principles of work planning, setting of mutually agreed targets, provision of feedback and finally reporting. It is also linked to other critical HR functions such as promotion, staff development, career progression, incentives and sanctions.

Against that background, the Performance Management Directorate at HRMO conducted the Mid-Year Review Monitoring exercise of the Individual Performance Appraisal System across MDAs in the Western Area. The Monitoring Team was led by the Acting Director of Performance Management.

PURPOSE OF THE MONITORING EXERCISE

The primary purpose of the monitoring exercise was to track progress made in respect of the conduct of 2022 IPAS Mid-Year review by Civil Servants (including Contract Staff) in Grades 1-10 and their supervisors across MDAs in the Western Area. In order to ensure that the monitoring exercise was conducted judiciously, the monitoring team was guided, among others, by the following considerations:

- 1. MDAs Level of Compliance on IPAS Process** - This focuses on total number of staff in Grades 1 to 10 that complied by setting their targets and have also done the Mid-Year review as prescribed by policy. This consideration constitutes the primary factor in determining the rating of the level of compliance of an MDA to the IPAS process, as clearly explained in the compliance rating section of this report.
- 2. MDAs Following IPAS due Process** - This has to do with MDAs following IPAS timelines in setting targets, conducting Mid and Annual reviews which has to be in January, July and December respectively, contrary to the practice of some MDAs doing the three activities on the same date.
- 3. The Quality of Targets Set** - This relates to the targets set by appraisees in agreement with their supervisors, whether those targets meet the threshold of SMART targets or otherwise.
- 4. MDAs Level of Knowledge in the use of IPAS Documents** - This takes into account the knowledge/capacity level of staff in setting targets and conducting appraisals.
- 5. MDAs Leadership/Supervisors Support to the Implementation of IPAS** - This looks at the level of support MDAs leadership/supervisors provide to the IPAS process in order to ensure that the staff under their supervision fully comply with the process. This consideration is also critical to the overall rating of the level of compliance of an MDA, as leadership commitment is required to drive the IPAS process.

6. MDAs IPAS Implementation Challenges/Constraints - This aspect takes into account the key challenges MDAs encounter in the course of the implementation of IPAS, and also possible recommendations in addressing the challenges identified.

MONITORING METHODOLOGY

The Monitoring Team visited all MDAs in the Western Area. The team upon entry into an MDA first met with the Human Resource Officer who led the team to the Permanent Secretary/Head of Department. After a brief courtesy call to the Permanent Secretary/Head of Department, the team met with a cross section of staff and also peruse the IPAS forms and the tracker submitted by the HR Unit for verification.

At the end of the verification of the IPAS forms and tracker, the team presented its findings to the HR Unit and other staff present and also discussed their success stories, challenges in the implementation of IPAS and plausible recommendations for the attention of the Director General and Head of the Civil Service.

Before departing an MDA, the team ensured that the Permanent Secretary/Head of Department was briefed on its findings and solicited responses from him/her. In instances where the Head of MDA was unavailable, the immediate senior ranking officer was briefed for the due attention of the head of entity.

COMPLIANCE RATING

This rating used applies only to **level of compliance** by an MDA i.e. the extent to which officers in Grades 1-10 in an MDA, complied with the setting of their targets and the conduct of the Mid-Year IPAS review, as explained below:

1. **Outstanding**: refers to an instance where all officers in the required grades set their targets and carried out Mid-Year assessment
2. **Met Expectations**: refers to a situation where more than **two thirds** of the officers in the required grades set target and conducted Mid-Year assessment
3. **Below Expectations**: refers to a situation where **merely 50%** of the officers in the required grades set their targets and conducted Mid-Year assessment

4. **Poor Performance:** refers to a situation wherein not more than 30% of the officers in the required grades set their targets and conducted Mid-Year assessment

FINDINGS FROM MDAS IN WESTERN AREA

After the monitoring team engagement with the staff across MDAs in the Western Area on the conduct of 2022 Mid -Year review. The table below presents the key findings and challenges they are faced within the course of implementation of IPAS across their respective MDAs

MDAs	FINDINGS AND CHALLENGES	COMPLIANCE RATE
1. Office of the President	<p style="text-align: center;">FINDINGS</p> <ul style="list-style-type: none"> ➤ A total of 54 staff in Grades 1 to 10 (Source, 2022 Manpower) ➤ A total of 49 staff conducted Mid -year review ➤ A total of 5 staff did not do their Mid - year review ➤ Targets set were fairly SMART but more room for improvement ➤ Leadership support to the process is outstanding ➤ IPAS due process was partially followed more room for improvement <p style="text-align: center;">CHALLENGES</p> <ul style="list-style-type: none"> - Difficulty in getting Contract Staff to comply with IPAS - Difficulty in getting the drivers to sit with their supervisors to set and review their targets - Difficulty to set target for some staff such as the Cooks who are almost doing the same job - Lack of knowledge on IPAS for a good number of staff - Difficulty to access staff assigned at Lungi Presidential Lounge to set target and conduct review 	<p style="text-align: center;">90 % Outstanding</p>
2. Office of the Vice President	<p style="text-align: center;">FINDINGS</p> <ul style="list-style-type: none"> ➤ A total of 79 staff in Grades 1 to 10 (Source, 2022 Manpower) ➤ A total of 58 staff conducted Mid -year review ➤ A total of 21 staff did not do their Mid - year review ➤ Targets set were fairly SMART, more room for improvement ➤ Leadership support to the process is very good, but still more room for improvement to ensure 100% compliance ➤ IPAS due process not fully adhered to; some staff set target, 	<p style="text-align: center;">73% Met Expectation</p>

	<p>conducted mid-year and annual review in July</p> <p style="text-align: center;">CHALLENGES</p> <ul style="list-style-type: none"> - Lack the required training in setting target and conducting appraisal - Difficulty in getting Contract Staff to comply with IPAS - Difficulty in getting the drivers to sit with their supervisors to set and review their targets - Lack of compliance on the part of some assigned staff particularly from Ministry of Finance such as the Internal Auditors, Procurement Officers etc.. 	
<p>3. Cabinet Secretariat</p>	<p style="text-align: center;">FINDINGS</p> <ul style="list-style-type: none"> ➤ A total of 43 in Grades 1 to 10 (Source, 2022 Manpower) ➤ A total of 43 conducted Mid -year review ➤ Over 80% of the targets set were SMART whilst some require modification ➤ Leadership support to the IPAS process is outstanding ➤ IPAS due process was followed <p style="text-align: center;">CHALLENGES</p> <ul style="list-style-type: none"> - Irrespective of the gains they have made, it is a bit difficult to get supervisors to sit with their appraisees to do their IPAS - Lack of knowledge in target setting and conducting evaluation for some staff that have been transferred to the Cabinet Secretariat 	<p style="text-align: center;">100% Outstanding</p>
<p>4. Office of the Chief Minister</p>	<p style="text-align: center;">FINDINGS</p> <ul style="list-style-type: none"> ➤ A total of 11 in Grades 1 to 10 (Source, 2022 Manpower) ➤ A total of 5 conducted Mid -year review ➤ A total of 4 Contract staff who are drivers on Grade 10 were assessed ➤ Over 80% of the targets set were SMART whilst some require modification ➤ Leadership support to the IPAS process is weak, hence much more room for greater improvement, in order to change this poor level of compliance ➤ IPAS due process was not fully adhered to as some staff have already completed the annual review ➤ Lack of compliance on the part of assigned staff such as the ICT Officer, Internal Auditor, Procurement Officer etc. 	<p style="text-align: center;">45% Below Expectation</p>

	<p style="text-align: center;">CHALLENGES</p> <p>- Lack of adequate knowledge on the IPAS process</p>	
<p>5. Human Resource Management Office</p>	<p>The monitoring at HRMO was done by engaging separately the respective directorates as indicated below:</p> <p style="text-align: center;">Management Services</p> <ul style="list-style-type: none"> ➤ A total of 6 staff in Grades 1 to 10 ➤ A total of 6 staff conducted Mid -year review ➤ 100 % Compliance level <p style="text-align: center;">Performance Management</p> <ul style="list-style-type: none"> ➤ A total of 3 staff in Grades 1 to 10 ➤ A total of 3 staff conducted Mid -year review ➤ 100 % Compliance level <p style="text-align: center;">Human Resource Planning & Budgeting</p> <ul style="list-style-type: none"> ➤ A total of 21 staff in Grades 1 to 10 ➤ A total of 21 staff conducted Mid -year review ➤ 100 % Compliance level <p style="text-align: center;">Training & Career Development</p> <ul style="list-style-type: none"> ➤ A total of 6 staff in Grades 1 to 10 ➤ A total of 6 staff conducted Mid –year review ➤ 100% Compliance level <p style="text-align: center;">Recruitment & Selection</p> <ul style="list-style-type: none"> ➤ A total of 12 staff in Grades 1 to 10 ➤ A total of 12 staff conducted Mid -year review ➤ 100 % Compliance level <p style="text-align: center;">Payroll Administration</p> <ul style="list-style-type: none"> ➤ A total of 16 staff in Grades 1 to 10 ➤ A total of 16 staff conducted Mid -year review ➤ 100 % Compliance level <p style="text-align: center;">Welfare & Employee Relations</p> <ul style="list-style-type: none"> ➤ A total of 8 staff in Grades 1 to 10 ➤ A total of 7 staff conducted Mid -year review ➤ A total of 1 staff did not do their Mid-year review ➤ 88 % Compliance level <p style="text-align: center;">Corporate Strategy & Administration</p>	<p style="text-align: center;">72% Met Expectation</p>

	<ul style="list-style-type: none"> ➤ A total of 48 staff in Grades 1 to 10 ➤ A total of 15 staff conducted Mid -year review ➤ A total of 33 staff did not do their Mid -year review ➤ 31 % Compliance level <p style="text-align: center;">SUMMARY OF FINDINGS</p> <ul style="list-style-type: none"> ➤ Over 80% targets set were SMART ➤ A total of 84 out of 120 staff conducted mid-year review ➤ Directorates overall leadership support to the process is very good, but there is room for more improvement to change the compliance level to 100% ➤ IPAS due process followed <p style="text-align: center;">CHALLENGES</p> <ul style="list-style-type: none"> - Lack of funds from GoSL to implement set target - Some appraisees still grappling with setting smart target - Confusion in the minds of some appraisees not knowing who should appraise them - Lack of reward for outstanding performance and sanction for poor performance - Some supervisors and their appraisees failure to report on their IPAS on time 	
<p>6. Ministry of Finance</p>	<p style="text-align: center;">FINDINGS</p> <ul style="list-style-type: none"> ➤ A total of 313 staff in Grades 1 to 10 (Source, 2022 Manpower) ➤ A total of 103 staff conducted Mid -year review ➤ A total of 210 did not do their Mid - year review ➤ Targets set fairly SMART but more room improvement ➤ Leadership support to the process is weak hence more room for greater improvement in order to change this poor level of compliance ➤ IPAS due process not fully adhered to; some staff have already set targets, conducted mid- year and annual reviews. <p style="text-align: center;">CHALLENGES</p> <ul style="list-style-type: none"> - Poor cooperation from the bulk of the appraisees and their supervisors. - Some appraisees only set their targets when they want to proceed on leave - Some promotions are done with little or no knowledge of the HR Unit 	<p style="text-align: center;">33% Below Expectation</p>

	<p>who are the custodians of IPAS of the ministry hence some contributing factor for poor compliance</p> <ul style="list-style-type: none"> - Difficulty/delay in getting minuted correspondence from management that needs urgent action by the HR Unit, which sometimes impedes meeting deadlines on certain activities challenging. 	
7. Public Sector Reform Unit	<p style="text-align: center;">FINDINGS</p> <ul style="list-style-type: none"> ➤ A total of 24 staff in Grades 1 to 10 (Source, 2022 Manpower) ➤ A total of 24 conducted Mid -year review ➤ Over 95% of the targets set were SMART with the exception of ICT Unit that needs modification ➤ Leadership support to the process is outstanding ➤ IPAS due process was followed <p style="text-align: center;">CHALLENGES</p> <ul style="list-style-type: none"> - Difficulty in getting Contract staff to comply with IPAS directives. 	100% Outstanding
8. Ministry of Foreign Affairs & International Cooperation	<p style="text-align: center;">FINDINGS</p> <ul style="list-style-type: none"> ➤ A total of 197 staff in Grades 1 to 10 (Source, 2022 Manpower) ➤ A total of 92 staff conducted Mid -year review ➤ A total of 105 staff did not conduct the Mid-year review ➤ Targets set were fairly SMART, but more room for greater improvement ➤ Leadership support to the process is weak hence more room for greater improvement in order to change the poor level of compliance ➤ IPAS due process not fully adhered to; some staff have already completed 2022 appraisal in July. <p style="text-align: center;">CHALLENGES</p> <ul style="list-style-type: none"> - Good number of appraisees and their supervisors lack the knowledge and skills in setting target and conducting appraisal -Difficulty in getting staff in Foreign Missions to comply, some only do it when they apply for Annual Vacation Leave - Some assigned staff such as Procurement Officers and Internal Auditors did not comply on the pretext that they are being supervised by their parent ministry - Lack of funds to embark on IPAS training for staff in Foreign Missions 	47% Below Expectation
9. Ministry of Agriculture & Food	<p style="text-align: center;">FINDINGS</p> <ul style="list-style-type: none"> ➤ A total of 567 staff in Grades 1 to 10 (Source, 2022 Manpower) 	10%

Security	<ul style="list-style-type: none"> ➤ A total of 56 staff conducted Mid -year review ➤ A total of 511 staff did not do their Mid- year review ➤ Over 55% of the targets set were fairly SMART whilst others need modification ➤ Leadership support to the process is extremely very poor hence, greater room for much more improvement in order to change this extremely poor level of compliance ➤ IPAS due process not fully adhered to; some staff have already done their mid and annual reviews in July <p style="text-align: center;">CHALLENGES</p> <ul style="list-style-type: none"> - Some staff only comply when their Annual Vacation Leave is tagged to IPAS - Low level of knowledge in setting SMART target and conducting reviews. - Some supervisors are not taken the IPAS process with the seriousness it deserves - Inadequate and late release of funds to implement set targets - Poor condition of service in terms of remuneration - Difficulty in getting staff in the provinces to report on their IPAS on time 	Poor Compliance
10. Ministry of Basic & Senior Secondary Education	<p style="text-align: center;">FINDINGS</p> <ul style="list-style-type: none"> ➤ A total of 426 staff in Grades 1 to 10 (Source, 2022 Manpower) ➤ A total of 403 conducted Mid -year review ➤ A total of 23 staff did not do their Mid -year review ➤ Over 60% of the targets set were fairly SMART whilst others need modification ➤ Leadership support to the IPAS process is outstanding ➤ IPAS due process not fully adhered to; some appraisees and their supervisors did not sign on the IPAS forms when target and Mid - Year were done. <p style="text-align: center;">CHALLENGES</p> <ul style="list-style-type: none"> - Difficulty in getting staff in the provinces to report on their IPAS on time - Difficulty for Some supervisors to appraise their staff due to their busy schedules - Low knowledge in setting SMART targets and conducting reviews 	<p style="text-align: center;">95% Outstanding</p>
11. Ministry of Local Government & Rural Development	<p style="text-align: center;">FINDINGS</p> <ul style="list-style-type: none"> ➤ A total of 45 staff in Grades 1 to 10 (Source, 2022 Manpower) ➤ A total of 35 staff conducted Mid -year review ➤ A total of 10 staff did not do their Mid -year review 	<p style="text-align: center;">78% Met Expectation</p>

	<ul style="list-style-type: none"> ➤ Over 60% of the targets set were SMART whilst the others need modification ➤ Leadership support to the process is very good but there is still room for improvement to ensure 100% compliance ➤ IPAS due process not fully adhered to; more room for improvement <p style="text-align: center;">CHALLENGES</p> <ul style="list-style-type: none"> - Difficulty in getting staff in the provinces to report on their IPAS on time - Lack of mobility for HR unit to move around the district/ province to coordinate IPAS for their staff - Lack of resources to implement set target - Lack of knowledge on IPAS for a good number of staff - Poor condition of service for bulk of the staff which serves as a demotivating factor for IPAS implementation 	
12. Ministry of Mines and Mineral Resources	<p style="text-align: center;">FINDINGS</p> <ul style="list-style-type: none"> ➤ A total of 92 staff in Grades 1 to 10 (Source, 2022 Manpower) ➤ A total of 17 staff conducted Mid -year review ➤ A total of 17 staff did not conduct their Mid-year review ➤ Targets set were fairly SMART but more room for improvement ➤ Leadership support to the process is extremely poor hence, greater room for much more improvement in order to change this extremely poor level of compliance ➤ IPAS due process was followed <p style="text-align: center;">CHALLENGES</p> <ul style="list-style-type: none"> - Lack of electricity for over 4 months which has disrupted the completion of several activities for which IPAS is one - Inadequate working tools - Weak knowledge in setting SMART target and conducting reviews - Lack of compliance on the part of some staff. - Salary disparity across Civil Service pose a serious challenge to IPAS implementation - Getting the mines monitors in outstations to come sit with their supervisors to do the needful is very challenging 	<p style="text-align: center;">18% Poor Compliance</p>
13. Ministry of Political & Public Affairs	<p style="text-align: center;">FINDINGS</p> <ul style="list-style-type: none"> ➤ A total of 40 staff in Grades 1 to 10 (Source, 2022 Manpower) ➤ A total of 22 staff conducted Mid -year review 	<p style="text-align: center;">55% Below Expectation</p>

	<ul style="list-style-type: none"> ➤ A total of 18 staff did not do the Mid-year review ➤ Over 55% of the targets set were SMART but some need modification ➤ Leadership support to the process is good, but more room for improvement in order to change the low level of compliance ➤ IPAS due process was followed <p style="text-align: center;">CHALLENGES</p> <ul style="list-style-type: none"> - Low knowledge in setting target and conducting reviews - Difficulty in getting assigned staff from Ministry of Finance to comply to IPAS directive on the pretext that they are being supervised by their parent ministry - Difficulty in getting staff from the provinces to submit their IPAS on time - Lack of funds for HR Unit to move to the provinces in order to help the officers on IPAS - Lack of reward for good performance and sanction for poor performance is frustrating the IPAS process 	
14. Ministry of Social Welfare	<p style="text-align: center;">FINDINGS</p> <ul style="list-style-type: none"> ➤ A total of 115 staff in Grades 1 to 10 (Source, 2022 Manpower) ➤ A total of 73 staff conducted Mid -year review ➤ A total of 42 staff did not do their Mid-year review ➤ Over 60% of the targets set were fairly SMART whilst others need modification ➤ Leadership support to the process is very good hence, more room for improvement in order to 100% compliance ➤ IPAS due process not fully adhered to. <p style="text-align: center;">CHALLENGES</p> <ul style="list-style-type: none"> - Poor dissemination of information from HQ to regional and district offices - Difficulty in getting staff in the provinces to report on their IPAS on time - Poor motivation and condition of service - Lack of resources to implement set target/programs 	<p style="text-align: center;">63% Met Expectation</p>
15. Ministry of Gender & Children's Affairs	<p style="text-align: center;">FINDINGS</p> <ul style="list-style-type: none"> ➤ A total of 58 % staff in Grades 1 to 10 (Source, 2022 Manpower) ➤ A total of 58 staff conducted Mid -year review ➤ Over 50 % of the targets set were fairly SMART whilst others need 	<p style="text-align: center;">100% Outstanding</p>

	<p>modification</p> <ul style="list-style-type: none"> ➤ Leadership support to the process is outstanding ➤ IPAS due process not fully adhered to as majority of the forms were not signed by both the appraisees and their supervisors <p style="text-align: center;">CHALLENGES</p> <ul style="list-style-type: none"> - Lack of electricity and internet facilities prevented a good number of staff from printing their IPAS for review - Difficulty of Supervisors to conduct reviews with their officers - Lack of office space or accommodation for a good number of staff - Weak knowledge for some supervisors and their appraisees in setting targets and conducting reviews - Difficulty to get staff in the provinces to submit their IPAS to Headquarters on time 	
<p>16. Ministry of Labour & Social Security</p>	<p style="text-align: center;">FINDINGS</p> <ul style="list-style-type: none"> ➤ A total of 65 staff in Grades 1 to 10 (Source, 2022 Manpower) ➤ A total of 57 staff have conducted Mid -year review ➤ A total of 8 staff did not conduct their Mid-year reviews ➤ Targets set were fairly SMART but more room for improvement ➤ Leadership support to the process is very good but there is still room for improvement to ensure 100% compliance ➤ IPAS due process was followed <p style="text-align: center;">CHALLENGES</p> <ul style="list-style-type: none"> - Difficulty in getting staff in the provinces to comply on time - Some staff only set their targets when they want to proceed on Annual Vacation Leave - Low level of knowledge in the IPAS process for a good number of staff - Low motivation due to poor conditions of service - Lack of reward for outstanding performance and sanction for poor performance 	<p style="text-align: center;">88% Met Expectation</p>
<p>17. Immigration Department</p>	<p style="text-align: center;">FINDINGS</p> <ul style="list-style-type: none"> ➤ A total of 229 staff in Grades 1 to 10 (Source, 2022 Manpower) ➤ A total of 54 staff conducted Mid -year review ➤ A total of 175 staff did not conduct their Mid-year reviews ➤ Targets set were fairly SMART but more room for improvement ➤ Leadership support to the process is very poor hence, greater room for much more improvement in order to change this very poor level of compliance 	<p style="text-align: center;">24% Poor Compliance</p>

	<ul style="list-style-type: none"> ➤ IPAS due process not fully adhered to; a good number of staff and their supervisors did not conduct reviews <p style="text-align: center;">CHALLENGES</p> <ul style="list-style-type: none"> - Lack of cooperation and compliance from assigned staff f from AGD and MoF on the pretext that they are being supervised by their parent ministry - Weak knowledge in setting target and conducting reviews for a good number of staff that have not benefited from IPAS trainings <p>Difficulty in getting staff in the provinces to comply with the stipulated time for mid-year review</p>	
<p>18. Ministry of Water Resources</p>	<p style="text-align: center;">FINDINGS</p> <ul style="list-style-type: none"> ➤ A total of 70 staff in Grades 1 to 10 ➤ A total of 39 staff conducted Mid -year review ➤ A total of 31 staff did not conduct their Mid-year review ➤ Targets set were fairly SMART but more room for modification ➤ Leadership support to the process is good, but still requires stronger commitment to ensure 100% compliance ➤ IPAS due process not fully adhered to <p style="text-align: center;">CHALLENGES</p> <ul style="list-style-type: none"> - Difficulty in having supervisors to sit with their appraisees to conduct mid - year reviews - Staff at district/provincial levels are very difficult to communicate with let alone comply to IPAS directives on time - Lack of reward for outstanding performance and sanction for poor performance 	<p style="text-align: center;">56% Below Expectation</p>
<p>19. Ministry of Tourism & Cultural Affairs</p>	<p style="text-align: center;">FINDINGS</p> <ul style="list-style-type: none"> ➤ A total of 92 staff in Grades 1 to 10 (Source, 2022 Manpower) ➤ A total of 70 staff conducted Mid -year review ➤ A total of 22 staff did not conduct their Mid-year reviews ➤ Targets set were fairly SMART but still room for improvement ➤ Leadership support to the process is very good but still more room for improvement to ensure 100% compliance ➤ IPAS due process not fully adhered to as some staff and their supervisors did not sign on the IPAS forms <p style="text-align: center;">CHALLENGES</p> <ul style="list-style-type: none"> -Slow knowledge in setting SMART targets for a good number of staff - Late or inadequate release of funds to implement set targets on time 	<p style="text-align: center;">76% Met Expectation</p>

	- Lack of reward for outstanding performance and sanction for poor performance	
20. Ministry of Defence	<p style="text-align: center;">FINDINGS</p> <ul style="list-style-type: none"> ➤ A total of 457 staff in Grades 1 to 10 (Source, 2022 Manpower) ➤ A total of 450 staff conducted Mid -year review ➤ A total of 7 staff did not conduct their Mid-year reviews ➤ Targets set were fairly SMART but still room for improvement ➤ Leadership support to the process is outstanding ➤ IPAS due process not fully adhered to; supervisors and appraisees should be signing the forms after reviews. <p style="text-align: center;">CHALLENGES</p> <ul style="list-style-type: none"> -Difficulty to get majority of the staff to do the needful is stressful - Good number of the Junior staff are illiterate and perform unskilled job, as such setting target for them is a bit difficult - Lack of training on IPAS for a good number of senior staff that constitute the bulk of the supervisors that should guide and push the IPAS process - Lack of reward for outstanding performance and sanction for poor performance 	98% Outstanding
21. Ministry of Justice	<p style="text-align: center;">FINDINGS</p> <ul style="list-style-type: none"> ➤ A total of 115 staff in Grades 1 to 10 (Source, 2022 Manpower) ➤ A total of 115 staff conducted Mid -year review ➤ Targets set were fairly SMART whilst some need modification ➤ Leadership support to the process is outstanding ➤ IPAS due process not fully adhered to as some staff set targets, conducted mid and annual reviews in September. <p style="text-align: center;">CHALLENGES</p> <ul style="list-style-type: none"> - Good number of the professional staff with their supervisors are not taken the IPAS process with the seriousness it deserves hence poor compliance - Low knowledge to set SMART targets and conduct reviews 	100% Outstanding
22. Ministry of Works & Public Assets	<p style="text-align: center;">FINDINGS</p> <ul style="list-style-type: none"> ➤ A total of 175 staff in Grades 1 to 10 (Source, 2022 Manpower) ➤ A total of 138 staff conducted Mid -year review ➤ A total of 37 staff did not do their Mid-year review ➤ Target set not too SMART, hence more room for improvement ➤ Leadership support to the process is very good but there is still 	79% Met Expectation

	<p>room for improvement to ensure 100% compliance</p> <ul style="list-style-type: none"> ➤ IPAS due process not fully adhered to as some staff have completed their annual reviews in September <p style="text-align: center;">CHALLENGES</p> <ul style="list-style-type: none"> - Poor corporation and compliance from the professional staff - Lack of reward for good performance and sanction for poor performance - Non availability of resources to implement set targets - Weak knowledge in setting SMART target and conducting reviews - Some supervisors not taking the IPAS process very seriously 	
<p>23. Ministry of Technical & Higher Education</p>	<p style="text-align: center;">FINDINGS</p> <ul style="list-style-type: none"> ➤ A total of 106 staff in Grades 1 to 10 (Source, 2022 Manpower) ➤ A total of 41 staff conducted Mid -year review ➤ A total of 65 staff did not do their Mid - year review ➤ Over 60% of targets set were SMART whilst others need modification ➤ Leadership support to the process is weak, hence greater room for improvement in order to change the poor level of compliance ➤ IPAS due process not fully adhered to as some appraisees have already completed the annual review in July. <p style="text-align: center;">CHALLENGES</p> <ul style="list-style-type: none"> - Non availability of funds to implement set targets as a result staff in Grades 7 to ten are involved in routine jobs, which limits their capacity to perform in other areas. - Accessing supervisors to set target and monitor performance also poses a challenge for some Directorates. - Difficulty in setting SMART targets for a good number of our staff. - Lack of motivation for good performance and sanction for poor performance is demotivating 	<p style="text-align: center;">39% Below Expectation</p>
<p>24. Ministry of Transport & Aviation</p>	<p style="text-align: center;">FINDINGS</p> <ul style="list-style-type: none"> ➤ A total of 130 staff in Grades 1 to 10 (Source, 2022 Manpower) ➤ A total of 113 staff conducted Mid -year review ➤ A total of 17 staff did not conduct their Mid-year review ➤ Over 70% of the targets set were good but others need slight modification ➤ Leadership support to the process is very good but there is still room for improvement to ensure 100% compliance ➤ IPAS due process fully adhered to <p style="text-align: center;">CHALLENGES</p>	<p style="text-align: center;">87% Met Expectation</p>

	<ul style="list-style-type: none"> - Difficulty for staff assigned to project to comply with IPAS directives - Frequent transfer of staff within the same appraisal year is making it difficult to track full progress on their performance - Late disbursement of funds to implement set targets is a big challenge 	
25. Ministry of Information & Communication	<p style="text-align: center;">FINDINGS</p> <ul style="list-style-type: none"> ➤ A total of 62 staff in Grades 1 to 10 (Source, 2022 Manpower) ➤ A total of 49 staff conducted Mid -year review ➤ A total of 13 staff did not do their Mid - year review ➤ Over 60% of the targets set were SMART whilst others need improvement ➤ Leadership support to the process is very good but there is still room for improvement to ensure 100% compliance ➤ IPAS due process was followed <p style="text-align: center;">CHALLENGES</p> <ul style="list-style-type: none"> - Some supervisors and their appraisees lack the knowledge in setting smart target and conducting reviews - Difficulty in getting some assigned staff such as Budget Officers, Procurement Officers, etc from MoF and AGD to comply to IPAS directives with the pretext that they have submitted their IPAS to their parent ministry - Lack of resources to implement set targets - The lack of reward for outstanding performance and sanction for poor performance is demotivating - The back-and-forth engagement with staff just to ensure that they comply is frustrating 	79% Met Expectation
26. Ministry of Trade & Industry	<p style="text-align: center;">FINDINGS</p> <ul style="list-style-type: none"> ➤ A total of 152 staff in Grades 1 to 10 (Source, 2022 Manpower) ➤ A total of 113 staff conducted Mid -year review ➤ A total of 39 staff did not do their Mid-year review ➤ Over 50% of the targets set were fairly SMART whilst others need modification ➤ MDAs leadership support to the process is very good but there is still room for improvement to ensure 100% compliance ➤ IPAS due process not fully adhered to; as some appraisees did not sign neither their supervisors on the IPAS forms <p style="text-align: center;">CHALLENGES</p> <ul style="list-style-type: none"> - Weak knowledge in setting SMART target and conducting reviews for a good number of staff 	74% Met Expectation

<p>27. Ministry of the Environment</p>	<p style="text-align: center;">FINDINGS</p> <ul style="list-style-type: none"> ➤ A total of 164 staff in Grades 1 to 10 (Source, 2022 Manpower) ➤ A total of 24 staff conducted Mid -year review ➤ A total of 140 did not do the Mid - year review ➤ Target set fairly SMART but need more room for improvement ➤ Leadership support to the process is extremely very poor, hence much greater room for improvement in order to change this extremely poor level of compliance ➤ IPAS due process not fully adhered to as some IPAS forms were not signed by the supervisors. <p style="text-align: center;">CHALLENGES</p> <ul style="list-style-type: none"> - Difficulty in coordinating the bulk of the staff in the province with little or no knowledge on IPAS - Weak capacity of supervisors and appraisees on setting target and conducting reviews - Lack of funds to conduct training for staff of the Ministry on IPAS - Some staff not taking the IPAS process with the seriousness it deserves 	<p style="text-align: center;">15% Very Poor</p>
<p>28. Ministry of Internal Affairs</p>	<p style="text-align: center;">FINDINGS</p> <ul style="list-style-type: none"> ➤ A total of 34 staff in Grades 1 to 10 ➤ A total of 29 staff have conducted Mid -year review ➤ A total of 5 staff did not do their Mid -year review ➤ Target set fairly SMART but more room for improvement ➤ Leadership support to the process is very good but there is still room for improvement to ensure 100% compliance ➤ IPAS due process not fully adhered to as some of the IPAS forms were not signed by the appraisees and their supervisors <p style="text-align: center;">CHALLENGES</p> <ul style="list-style-type: none"> - Lack of compliance on the part of some assigned staff on IPAS directive - Weak knowledge in setting SMART target and conducting reviews - Lack of reward for good performance and sanction for poor performance' 	<p style="text-align: center;">85% Met Expectation</p>
<p>29. Ministry of Energy</p>	<p style="text-align: center;">FINDINGS</p> <ul style="list-style-type: none"> ➤ A total of 49 staff in Grades 1 to 10 (Source, 2022 Manpower) ➤ A total of 41 staff conducted Mid -year review ➤ A total of 8 staff did not conduct Mid-year review ➤ Over 70% of the targets set were fairly SMART whilst some require 	<p style="text-align: center;">84% Met Expectation</p>

	<p>modification</p> <ul style="list-style-type: none"> ➤ Leadership support to the process is very good but there is still room for improvement to ensure 100% compliance ➤ IPAS due process not fully adhered as some staff have already completed the annual reviews in July <p style="text-align: center;">CHALLENGES</p> <ul style="list-style-type: none"> - Poor cooperation on the part of some assigned staff such as the Internal Auditors, Procurement Officers etc from MoF - Weak knowledge in setting SMART targets for some staff - Lack of reward and sanction makes the IPAS process demotivating - Poor condition of service coupled with disparity for same salary grade 	
<p>30. Ministry of Fisheries & Marine Resources</p>	<p style="text-align: center;">FINDINGS</p> <ul style="list-style-type: none"> ➤ A total of 78 staff in Grades 1 to 10 (Source, 2022 Manpower) ➤ A total of 51 staff conducted Mid -year review ➤ A total of 27 staff did not do the Mid-year review ➤ Over 70% of the targets set are fairly SMART but some need slight modification ➤ Leadership support to the process is very good but there is still room for improvement to ensure 100% compliance ➤ IPAS due process was followed <p style="text-align: center;">CHALLENGES</p> <ul style="list-style-type: none"> - Lack of adequate working materials - Delays in the setting of targets and conducting reviews of regional offices as a result of lack of funds - Attitude and non- motivation of staff bearing in mind the current economic trend - Weak knowledge of some staff on IPAS 	<p style="text-align: center;">65% Met Expectation</p>
<p>31. Ministry of Sports</p>	<p style="text-align: center;">FINDINGS</p> <ul style="list-style-type: none"> ➤ A total of 30 staff in Grades 1 to 10 (Source, 2022 Manpower) ➤ A total of 25 staff have conducted Mid -year review ➤ A total of 5 staff did not do their Mid-year review ➤ Targets set were fairly SMART but more room for modification ➤ Leadership support to the process is very good, but there is still room for improvement to ensure 100% compliance ➤ IPAS due process followed <p style="text-align: center;">CHALLENGES</p> <ul style="list-style-type: none"> - Lack of compliance on the part of some appraisees 	<p style="text-align: center;">83% Met Expectation</p>

	<ul style="list-style-type: none"> - Weak knowledge on the part of Some supervisors and their appraisees on IPAS - Difficulty in getting staff in the provinces to comply with IPAS on time. 	
32. Ministry of Youth Affairs	<p style="text-align: center;">FINDINGS</p> <ul style="list-style-type: none"> ➤ A total of 72 staff in Grades 1 to 10 (Source, 2022 Manpower) ➤ A total of 34 staff conducted Mid -year review ➤ A total of 38 staff did not do the Mid -year review ➤ Over 50% of the targets set were fairly SMART, whilst a good number of targets need modification ➤ Leadership support to the process is fairly good, hence greater room for improvement in order to change this low level of compliance ➤ IPAS due process was followed <p style="text-align: center;">CHALLENGE</p> <ul style="list-style-type: none"> - Poor cooperation and compliance on the part of directorate of youth staff to IPAS directives - Weak knowledge in setting a SMART target and conducting reviews - Lack of funds to implement set targets - Difficulty in getting staff in the provinces to comply to IPAS directives on time. - Lack of reward and sanction regime makes it difficult to enforce total compliance 	47% Below Average
33. Civil Service Training College	<p style="text-align: center;">FINDINGS</p> <ul style="list-style-type: none"> ➤ A total of 20 staff in Grades 1 to 10 ➤ A total of 16 staff have conducted Mid -year review ➤ A total of 4 staff have not done their Mid - year review ➤ Target set fairly SMART but some need modification ➤ Leadership support to IPAS process is very good but there is still room for improvement to ensure 100% compliance ➤ IPAS due process was followed <p style="text-align: center;">CHALLENGES</p> <ul style="list-style-type: none"> - Lack of compliance on the part of some staff and other assigned staff such as Internal Auditor from the Ministry of Finance - Weak knowledge of some staff in setting SMART target and conducting reviews 	80% Met Expectation
34. Administrator & Registrar General	<p style="text-align: center;">FINDINGS</p> <ul style="list-style-type: none"> ➤ A total of 56 staff in Grades 1 to 10 	41% Below Expectation

	<ul style="list-style-type: none"> ➤ A total of 23 staff conducted Mid -year review ➤ A total of 33 staff did not do their mid- year review ➤ Targets set fairly SMART but greater room for improvement ➤ Leadership support to the process is fairly good hence greater room for improvement in order to change this low level of compliance. ➤ IPAS due process not fully adhered to as the timeline for the review was not met <p style="text-align: center;">CHALLENGES</p> <ul style="list-style-type: none"> - Low knowledge of staff on IPAS processes - Poor records management at HR Unit on staff IPAS 	
<p>35. Government Printing Department</p>	<p style="text-align: center;">FINDINGS</p> <ul style="list-style-type: none"> ➤ A total of 61 staff in Grades 1 to 10 (Source, 2022 Manpower) ➤ A total of 55 staff conducted Mid -year review ➤ A total of 6 staff did not do their Mid-year review ➤ 60% of targets set were not SMART hence, much more room for improvement ➤ Leadership support to the process is outstanding but needs to pay attention to capacity building on IPAS processes ➤ IPAS due process not fully adhered to as some have completed annual review in September. <p style="text-align: center;">CHALLENGES</p> <ul style="list-style-type: none"> - Lack of HR officer to handle HR issues, the staff managing that task is on extension - Weak knowledge in setting SMART targets and conducting reviews - Poor conditions of service 	<p style="text-align: center;">90% Outstanding</p>
<p>36. Local Government Service Commission</p>	<p style="text-align: center;">FINDINGS</p> <ul style="list-style-type: none"> ➤ A total of 13 staff in Grades 1 to 10 ➤ A total of 12 staff conducted Mid -year review ➤ A total of 1 staff did not conduct mid-year ➤ Targets set were fairly SMART but more room for improvement ➤ Leadership support to the process is outstanding ➤ IPAS due process was followed <p style="text-align: center;">CHALLENGES</p> <ul style="list-style-type: none"> - Lack of proper working tools - Lack of funds to implement targets set - No vehicle to effectively embark on monitoring of councils - Difficulty in setting SMART target and conducting reviews due to lack 	<p style="text-align: center;">92% Outstanding</p>

	of knowledge on the IPAS processes	
37. Health Service Commission	<p style="text-align: center;">FINDINGS</p> <ul style="list-style-type: none"> ➤ A total of 4 staff in Grades 1 to 10 ➤ A total of 2 staff has conducted Mid -year review ➤ A total of 2 staff have not done their Mid - year review ➤ Targets set were not SMART hence, greater room for improvement ➤ Leadership support to the process is good, but greater room for improvement to ensure 100% compliance ➤ IPAS due process not followed as they have completed the mid and annual reviews the same date target was set <p style="text-align: center;">CHALLENGES</p> <ul style="list-style-type: none"> - Difficulty in setting a SMART target and conducting reviews - Lack of knowledge on the entire IPAS process 	50% Below Expectation
38. Accountant General's Department	<ul style="list-style-type: none"> ➤ A total of 84 staff in Grades 1 to 10 excluding assigned staff to MDAs (Source, 2022 Manpower) ➤ A total of 75 staff conducted Mid -year review ➤ A total of 9 staff did not conduct mid-year reviews ➤ Targets set were fairly SMART but more room for improvement ➤ Leadership support to the process is outstanding ➤ IPAS due process not fully adhered to as some staff had already completed the annual review in July. <p style="text-align: center;">CHALLENGES</p> <ul style="list-style-type: none"> - Difficulty in setting SMART targets and conducting reviews - Lack of compliance on the part of some staff due to complacency 	89% Met Expectation
39. National Fire Force	<p style="text-align: center;">FINDINGS</p> <ul style="list-style-type: none"> ➤ A total of 353 in Grades 1 to 10 (Source, 2022 Manpower) ➤ A total of 353 conducted Mid -year review ➤ Targets set were fairly SMART but more room for improvement ➤ Leadership support to the process is outstanding ➤ IPAS due process followed <p style="text-align: center;">CHALLENGES</p> <ul style="list-style-type: none"> - Difficulty in getting staff at district level to comply on time - Low knowledge in setting SMART target and conducting reviews 	100% Outstanding
40. Corporative Department	<p style="text-align: center;">FINDINGS</p> <ul style="list-style-type: none"> ➤ A total of 24 staff in Grades 1 to 10 (Source, 2022 Manpower) ➤ A total of 6 staff conducted Mid -year review ➤ A total of 18 staff did not conduct mid-year review ➤ Targets set not SMART greater room for improvement 	25% Poor Compliance

	<ul style="list-style-type: none"> ➤ Leadership support to the process is extremely very poor hence, greater room for improvement in order to change this extremely poor level of compliance ➤ IPAS due process not followed as those who have set their targets have already completed annual reviews <p style="text-align: center;">CHALLENGES</p> <ul style="list-style-type: none"> - Lack the knowledge in the entire IPAS process hence, staff only fill the IPAS form when they want to proceed on Annual Vacation Leave - No HR officer to spearhead HR issues 	
41. National Asset & Government Property Commission	<p style="text-align: center;">FINDINGS</p> <ul style="list-style-type: none"> ➤ A total of 7 staff in Grades 1 to 10 ➤ A total of 7 staff conducted Mid -year review ➤ Target s set fairly SMART but more room for improvement ➤ Leadership support to the process is outstanding ➤ IPAS due process was not fully adhered to <p style="text-align: center;">CHALLENGES</p> <ul style="list-style-type: none"> - Lack the knowledge in the entire IPAS process as they have never benefited from IPAS training - No HR officer to spearhead HR issues 	100% Outstanding
42. Ministry of Planning & Economic Development	<p style="text-align: center;">FINDINGS</p> <ul style="list-style-type: none"> ➤ A total of 108 in Grades 1 to 10 ➤ A total of 42 conducted Mid -year review ➤ A total of 66 did not conduct Mid-year reviews ➤ Targets set were fairly SMART but more room for modification ➤ Leadership support is to the process is weak, hence greater room for improvement in order to change the poor level of compliance ➤ IPAS due process not fully adhered to as some of the forms were not signed <p style="text-align: center;">CHALLENGES</p> <ul style="list-style-type: none"> - Weak knowledge in setting SMART targets and conducting reviews. - Lack compliance on the part of some staff due to complacency 	39% Below Expectation
43. Ministry of Health & Sanitation	<p style="text-align: center;">FINDINGS</p> <ul style="list-style-type: none"> ➤ A total of 14,390 staff in Grades 1 to 10 [2022 Manpower] ➤ A total of 2450 staff conducted Mid -year review 	17% Poor Compliance

	<ul style="list-style-type: none"> ➤ A total of 11940 did not conduct Mid-year reviews ➤ Targets set were fairly SMART but more room for modification ➤ Leadership support to the process is weak even though some gains have been made; hence greater room for improvement in order to change the extremely poor level of compliance ➤ IPAS due process not fully adhered to as some staff only set half yearly targets, others have completed annual reviews, some forms not signed by both the supervisors and appraisee etc. <p style="text-align: center;">CHALLENGES</p> <ul style="list-style-type: none"> - Difficulty in getting the professional staff to comply with IPAS directives - Lack of resources to implement program - Poor condition of service - Frequent and unplanned internal transfers in the health sector which disturbs the IPAS process - Good number of the staff don't know how to set target and conduct an appraisal - Some supervisors are not taken the IPAS process with the seriousness it deserves as they don't have time to sit with their appraisees to agree on their target neither to appraise them. 	
<p>44. Ministry of Land, Housing & Country Planning</p>	<p style="text-align: center;">FINDINGS</p> <ul style="list-style-type: none"> ➤ A total of 261 staff in Grades 1 to 10 (Source, 2022 Manpower) ➤ No evidence of Mid-Year review done at the time of visit ➤ Evidence of targets set by staff were not signed by both the appraisees and their supervisors ➤ Targets set were fairly SMART, but more room for greater improvement ➤ Several attempts by the HRMO monitoring team to get the HR Unit to do the needful proved futile ➤ Leadership support to the IPAS process seems lacking <p style="text-align: center;">CHALLENGES</p> <ul style="list-style-type: none"> - Difficulty in getting the field / technical workers to sit with their supervisors to do their IPAS - Weak knowledge in setting SMART targets and conducting reviews - Some supervisors not taken the IPAS process with the seriousness it deserves as they don't spare time to sit with their appraisees to agree on their target neither to appraise them. 	<p style="text-align: center;">0% Extremely Poor Compliance</p>

	<ul style="list-style-type: none"> - The lack of reward and sanction pose a challenge on the implementation of IPAS. - Passive resistance due to poor condition of service 	
45. Ministry of Western Region	<p style="text-align: center;">FINDINGS</p> <ul style="list-style-type: none"> ➤ A total of 5 assigned staff in Grades 1 to 10 (Source, 2022 Manpower) ➤ No evidence of Mid-Year review done at the time of visit ➤ Several attempts by the HRMO monitoring team to get the Permanent Secretary to do the needful proved futile ➤ Leadership support to the IPAS process seems lacking 	<p>0% Extremely Poor Compliance</p>

SUMMARY OF THE LEVEL OF COMPLIANCE

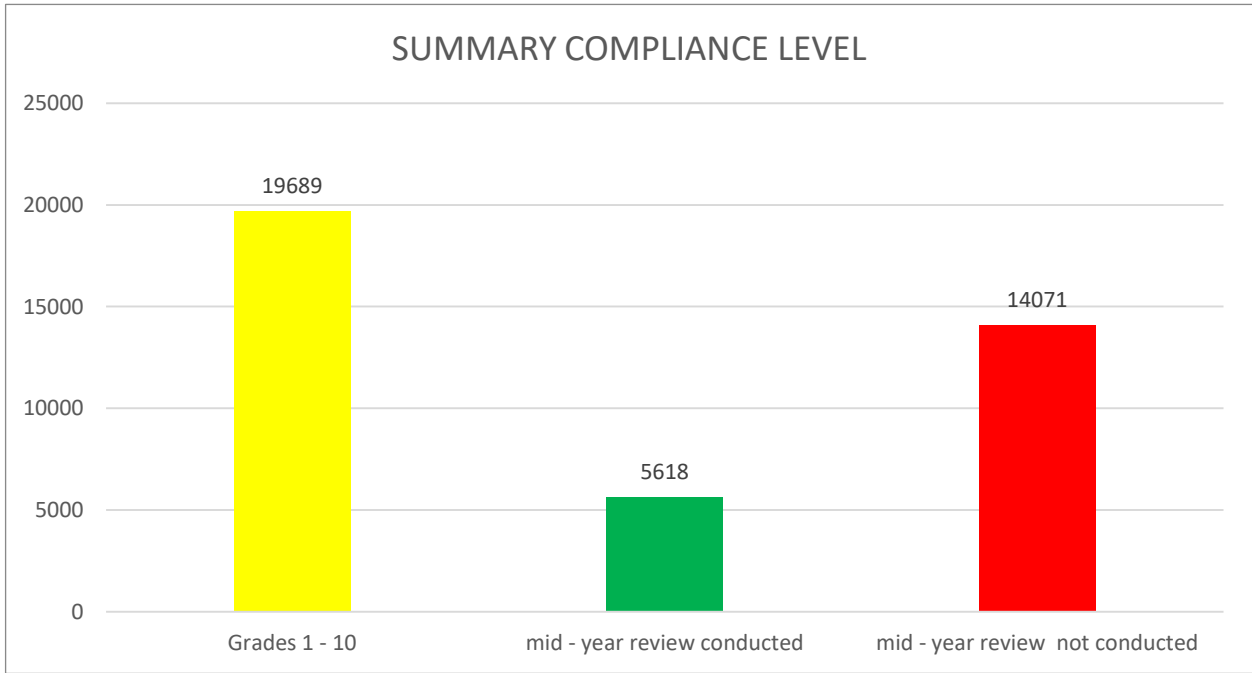


Figure 1.

The Bar Chart above presents the summary of the level of compliance in the conduct of Mid-Year IPAS review across MDAs. The yellow-shaded bar represents the total number of Civil Servants in Grades 1 to 10 that are required to conduct

Mid-Year reviews. The bar shaded green represents the total number of Civil Servants who complied by conducting the Mid-Year review, and the bar shaded red represents the total number of Civil Servant who did not comply by failing to conduct the Mid-Year review.

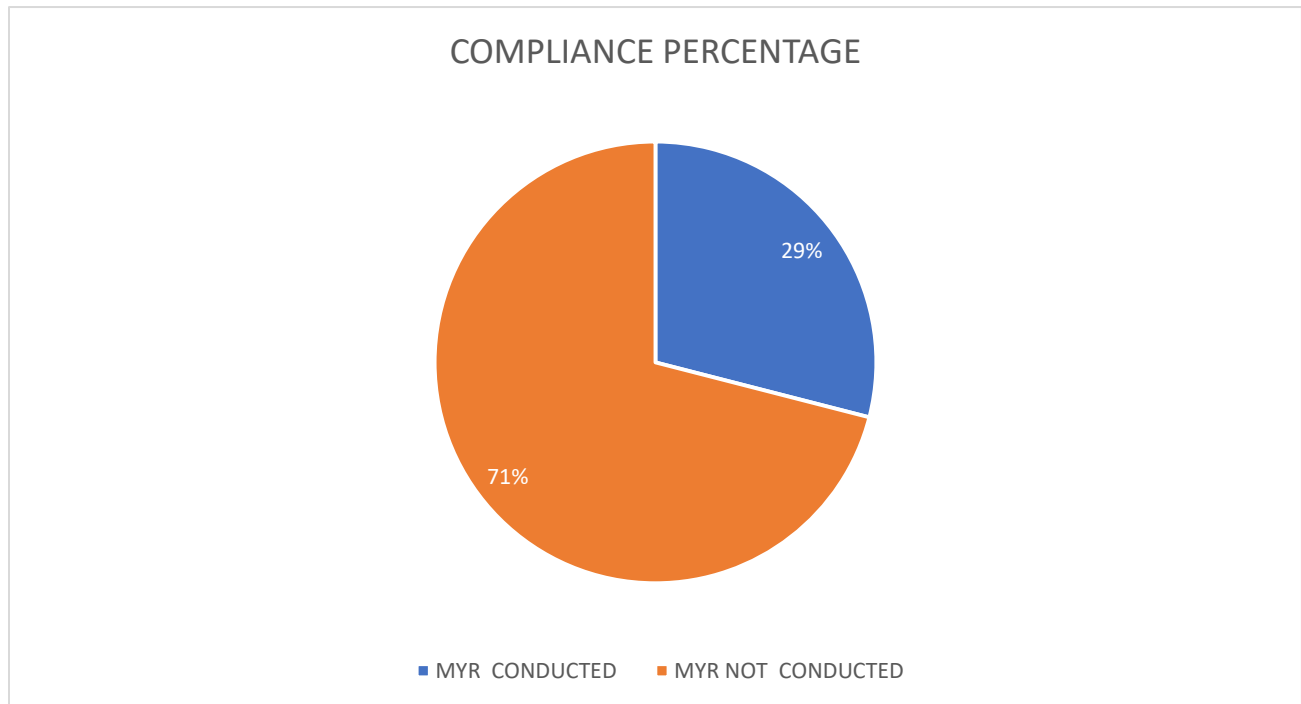


Figure 2.

The pie chart above further explains the compliance level in terms of percentage. Thus, it indicates that **ONLY 29%** of the total number (**19,689**) of Civil Servants in Grades 1-10 complied with the conduct of the Mid-Year review, whilst majority (**71%**) of the Civil Servants did not comply. This shows that the level of compliance for the 2022 Mid-Year review is far from being encouraging and a major cause for concern. This could be largely attributed to the poor leadership commitment from Heads of MDAs and Supervisors towards institutionalizing the IPAS process in the Civil Service.

SUMMARY OF GENERIC CHALLENGES/CONSTRAINTS ACROSS MDAs

- I. Late and inadequate release of resources to implement set targets
- II. Poor and demotivating conditions of service for the majority of Civil Servants

- III. Lack/Inadequate knowledge in target setting and conducting appraisal on the part of some supervisors and their appraisees
- IV. Lack of basic and adequate working tools such as computers, printers, photocopiers etc. to facilitate work in a timely manner
- V. Lack of promotion especially for some officers with outstanding performance and have served beyond the required number of years for normal promotion
- VI. Frequent transfer of staff from one MDA to another at the beginning or middle of target implementation, making it difficult to track the full performance of such officers
- VII. Lack of tangible reward for good performance and sanction for poor performance
- VIII. Complacency on the part of some supervisors towards the IPAS process, which often results to poor compliance of staff under their supervision
- IX. Difficulty in getting staff at district/regional level to comply with IPAS directives on time
- X. Reduction in compliance level in some MDAs due to the failure to tag IPAS compliance to Annual Vacation Leave

RECOMMENDATIONS

- I. Frantic efforts should be made at MDA level to provide the needed resources to enable officers implement their set targets in a timely manner for effective and efficient service delivery
- II. Ensuring that the reward and sanction regime of IPAS becomes fully functional if the desired effect of compliance is to be realized
- III. The need to continue to improve the poor conditions of service (especially salary) as it was raised in all MDAs visited as a major demotivating factor responsible for poor compliance to IPAS

- IV. Ongoing hands-on training interventions are required across MDAs on the entire IPAS process, with special emphasis on target setting and the conduct of appraisal, in order to institutionalize the Performance Management System in the Civil Service as a new management accountability tool
- V. Ensure that the annual outcome of IPAS assessment/appraisal form the primary basis to determine promotion, transfers, training and dismissal among others, in order to give it the seriousness it deserves
- VI. HRMO to strongly consider and drive the process of reintroducing the spinal point system, not only to determine seniority but also, as incentive to motivate outstanding performing officers
- VII. The Director-General in consultation with Head of the Civil Service should ensure that officers in Grades 11 and above, include in their PTT as a target, 100% compliance to IPAS directives for all their staff under their supervision for each appraisal year.
- VIII. Ensure that IPAS compliance is used as a key determinant for Annual Vacation Leave approval in order to improve the level of compliance
- IX. MDAs to ensure that supervisors at district/regional level enforce the implementation of target setting and conducting reviews, and then provide summary reports on these activities while keeping the IPAS forms with them. However, after the conduct of the annual reviews, the IPAS forms should be sent to HQ for the final assessment by the Ministerial Performance Appraisal Committee (MPAC).
- X. HRMO in consultation with the Head of the Civil Service should take punitive measures against supervisors who fail to provide the necessary support to their appraisees in relation to the IPAS process
- XI. In order to strengthen the culture of performance management in the Civil Service, IPAS implementation monitoring should not only be limited in the

XII. Western Area, but to also escalate it to the districts since majority of officers to be assessed are stationed in the districts.

NEXT STEPS

- I. Continue to monitor the IPAS implementation across MDAs via follow-up visits where necessary
- II. Conduct study tour on performance management
- III. Conduct IPAS training in the head quarter towns of three regions
- IV. Facilitate 2022 Annual IPAS Review
- V. Prepare 2022 PMD annual report



PMD Monitoring Team group photo with cross section of staff of Office of the President on the conduct of 2022 Mid-Year review



Monitoring Team group photo with cross section of staff of Office of the Vice President on the conduct of 2022 Mid-Year review

