

DIRECTORATE OF PERFORMANCE MANAGEMENT



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1. INTRODUCTION

The Directorate of Performance Management is one of the eight directorates at the Human Resource Management Office (HRMO), providing day-to-day management support to the Director-General in the overall management of the Civil Service. The Directorate is primarily responsible to perform among others, the following functions:

- Manage the Individual Performance Appraisal System (IPAS) in the Civil Service in compliance with the applicable policies and procedures.
- Design and implement a Monitoring and Evaluation System for IPAS including testing and applying the appropriate tools and framework.
- Facilitate knowledge building and knowledge sharing in the Civil Service on Performance Management in general and Individual Performance Appraisal in particular.
- Collaborate with Cabinet Secretariat and Office of the Chief Minister on Performance Management System more particularly for senior officers in Grades 11 and above and Ministers including Heads of parastatals.

This 2024 Annual Report represents details of activities carried out by the directorate towards the continued implementation of the Individual Performance Appraisal System (IPAS) for Civil Servants in Grades 1 to 10 across Ministries, Departments and Agencies (MDAs). It also captures the collaborative engagements with the Cabinet Secretariat and other entities towards the institutionalisation of performance management culture in the Civil Service, and other management duties assigned to the directorate by the Director-General for effective and efficient service delivery.

2. DIRECTORATE STAFFING SITUATION

The directorate has a lean workforce, comprising a total of six core staff and is often supported by the Assistant Director, Monitoring and Evaluation at HRMO, and interns posted to the directorate from time to time. In 2024, two interns,

Augusta Koroma from Institute of Public Administration and Management and Lahai Jayah Kallon from Comprehensive International College Freetown were assigned to the directorate in the third and fourth quarters respectively. Below are the current core staff of the directorate:

- 1) Mr. Chernor I Mansaray – Director
- 2) Mr. Swaray Junisa - Deputy Secretary 1
- 3) Ms. Mabinty Sankoh – Deputy Secretary 2
- 4) Mr. Mohamed Wurie Kamara – Assistant Secretary 1
- 5) Mrs. Jane Gaima – Assistant Secretary 2
- 6) Saidu Kamara – Driver



Staff of the Directorate, the Asst. M&E Director and Intern

3. ACTIVITIES IMPLEMENTED/ACHIEVEMENTS

The year 2024 was very challenging particularly in the area of availability of funds to implement planned activities. The directorate was constrained in terms of receiving funding support from GoSL to carry out planned activities that had financial implications due to the paucity of funds generally. Nevertheless, through the innovative and charismatic leadership of the director, coupled with committed staff, the directorate was able to implement some activities, which created significant impact towards institutionalizing performance management system in the Civil Service, as highlighted below:

3.1 Facilitation of 2024 Performance Targets Setting for Civil Servants in Grades 1 to 10 across MDAs

The Performance Management Policy clearly states that Civil Servants including Contract Staff are required to set their individual targets in agreement with their supervisors on or before the **15th of January** of each appraisal year. In connection with this policy provision, the directorate facilitated Individual Performance Targets Setting for Civil Servants in Grades 1 to 10 across MDAs. To this end, several correspondences signed by the Director General in respect of performance target setting and sanctions for noncompliance were sent to heads of MDAs in December 2023 and January 2024 respectively. This was done to remind Permanent secretaries and Heads of Departments in all MDAs about their roles and responsibilities towards the implementation of IPAS by first ensuring that all Civil/Contract staff that falls between grades 1 to 10 set their Individual Performance Targets.

3.2 Facilitation of 2024 IPAS Mid-Year and Annual Reviews Across MDAs

The conduct of Mid and Annual reviews in the implementation of IPAS for Civil Servants in grades 1 to 10 is key. As you are aware, the Individual Performance Appraisal System is done in phases. Civil Servants are required to set their targets at the beginning of the appraisal year, conduct Mid-year review with their

supervisors after six months of implementation and also conduct Annual review at the end of the same appraisal period. However, in order to ensure that MDAs comply with the appraisal process and do due diligence, the directorate facilitated both Mid-Year and Annual IPAS reviews across MDAs. To this end, MDAs were able to conduct the 2024 Mid-Year and Annual reviews; whilst the former has been monitored and reported prepared to the effect, the monitoring of the latter to ascertain compliance is underway. It is worth noting that there was an increase in the level of compliance in the Mid-Year review from **23%** in 2023 to **32%** in 2024, though there is still more room for improvement.

3.3 Monitoring of IPAS Implementation across MDAs

Monitoring is a continuous function that provides management with indications of the extent of progress and achievement of objectives. During the period under review, the directorate conducted two major monitoring exercises in the Western Area to track progress on IPAS implementation. The first monitoring exercise conducted in March 2024 was to track progress on the conduct of 2023 Annual reviews and setting of Individual Performance targets for 2024 by Civil Servants in grades 1 to 10 across MDAs. A detailed monitoring report for this exercise was submitted to the Director General for further directives.

Also, another monitoring exercise on IPAS implementation was conducted in July/August 2024 across MDAs. The objective was to track progress made by MDAs regarding the level of compliance in the Mid-Year reviews conducted by supervisors and their appraisees. The findings presented after these exercises show that more Civil Servants set targets and conducted Mid -Year reviews in 2024 than in 2023 (source 2023 and 2024 monitoring reports). This means that compliance level towards IPAS is gradually improving though there is room for more improvement. The detailed report was submitted to Director General and specific portions sent to MDAs for their attention



Monitoring team at MoYA



Monitoring team at MIA

3.4. Conduct of IPAS On-Site Training for MDAs

Building the capacity of Civil/Public Servants on Individual Performance Appraisal System is one of the key functions of the directorate and pivotal towards the institutionalization of IPAS in the Civil/Public Service. However, given the realization of the paucity of funds and that HRMO alone cannot afford to train all Public/Civil Servants due to huge financial implications, the directorate resorted to providing on-site tailor-made training for some MDAs on request. The tailor –made training focused primarily on the core mandates of each MDA and the specific duties performed by the officers. In 2024, a total of three (3) MDAs namely: Ministry of Trade and Industry, Human Resource Management Office and National Investment Board Secretariat (NIBS) indicated interest for On-Site training on IPAS. However, only one (NIBS) benefitted from the on-site training conducted by the directorate. A total of **26** staff comprising junior, middle, and senior officers were trained of the **26** trained, **14** were female whilst **12** were male. The interesting part of the training was that the Executive Director was in full attendance for the two

days training which demonstrated the relevance he attached to IPAS for effective service delivery at NIBS.



On-site Training at National Investment Board Secretariat (NIBS)

3.5. Review of IPAS Compliance for Officers on Probation

Administrative Heads of MDAs are required according to **Rule 2.49** of the revised Civil Service Code and Rules, to submit two years IPAS progress report in respect of their probationary officers who have fulfilled other requirements in order to determine their suitability for the confirmation of their appointment in the Service. Thus, as of 17th December 2024, a total of **236** submissions of progress report/IPAS forms were made by heads of MDAs in respect of their officers for confirmations. The directorate reviewed all submissions received and a total of **101** Officers fulfilled IPAS compliance while **182** Officers did not comply. The reviewed IPAS forms were duly submitted to the Director, Recruitment and Selection for further necessary action. This collaboration between the Directorates of Performance

Management and Recruitment and Selection has given more prominence to performance appraisal system in the Civil Service.

3.6. Verification of Annual Vacation Leave Applications for IPAS Compliance for Civil Servants in Grades 1 to 10

Setting individual performance targets at the beginning of the year by all Civil Servants is mandatory. In order to ensure full compliance with IPAS directives, the Director-General had earlier directed that all Civil Servants must at least set individual targets as part of the eligibility criteria for the Annual Vacation Leave (AVL). In that respect, the directorate was inundated with AVL requests from the Directorate of Staff Welfare and Employee Relations to verify officers who had set their individual targets for 2023. Those who set their performance targets had their requests processed while those who did not, were not approved. The motivation behind this action was to ensure that officers were held to account for their stewardship and add value to the work they perform.

3.7. Introduction of Staff Recognition and Reward Mechanism at HRMO

Recognizing and Rewarding staff for their contribution in an organization is key in motivating employees. On that note, the Directorate of Performance Management with the approval from the Director-General incorporated in HRMO 2024 End-of-Year Outing a reward ceremony for three categories of staff namely, the longest serving staff of HRMO, staff that have served/worked at HRMO for not less than 25 years, and Male/ Female Employee of the Year 2024. A total of **ten (10)** staff received awards based on the three categories. This event was colourful as speeches/statements were made by the Director General, Director Performance Management, The Principal Civil Service Training College to name a few. However, strong emphases were laid on outstanding Performance as the main criteria on which future/subsequent rewards will be based on as a means of improving on the reward mechanism component in the implementation of IPAS across MDAs.



Longest Serving Staff (Mrs Isatu M. Bangura)



2nd Longest Serving Staff (Ms. Forreh Sesay)



Female Staff 2024 (Mrs. Frances Kamara)



Male Staff 2024 (Mr. Saidu Bockarie Jr)

3.8. Engagement with key Development Partners

In the pursuit of institutionalizing performance management culture in the Civil/Public Service, the Government of Sierra Leone alone cannot do it, hence relies on trusted development partners to compliment government effort. However, after receiving the fait from the Director-General, the Directorate contacted/approached several partners such as, UNDP, JICA World Bank and UK-FCDO etc. Fruitful meetings were held more particularly between UNDP

Deputy Resident Representative (Mr Sayed Sahibzada) and JICA Programme specialist (Mr Butua Kanu). These engagements were very productive that ended up with actionable action points that the directorate is still working on that will lead to possible donor support that will not only cater for performance management but HRMO as a whole.



Delegation from HRMO, with the Programme Specialist at JICA-SL

3.9 Collaboration with Cabinet Secretariat and Office of the Chief Minister on Performance Management

Performance management is one amongst the many cross cutting issues that require effective collaboration across government in order to achieve the desired results. During the period under review, the directorate collaborated with Cabinet Secretariat in counter-signing the Performance Tracking Tables (PTTs) of officers in Grades 11 and above and also took part in the review processes of those staff. Similarly, the Office of the Chief Minister oversees /assesses ministerial and heads of parastatals performance contracts. To achieve that, several collaborative and fruitful meetings were held across MDAs all geared towards cascading of the Ministers Contracts to staff of their respective MDAs for effective and efficient service delivery. The directorate actively took part in most, if not all of these engagements.

3.10. Provision of Technical Backstopping in the Review of the Civil Service Code, Regulations and Rules

The Civil Service Code, Regulations and Rules which came into existence in 2011 to replace the General Orders serves as the code of instruction on personnel matters in the Civil Service. Rule 13:20 of the Code requires that the document be reviewed every 5 years through a process to be led by the Director-General. During the review process, the directorate provided technical support throughout the entire consultative, validation and finalization of the code that has been approved by Cabinet on 18th December, 2024.

and now referred to as Civil Service Code and Rules.

3.11. Provision of Technical Backstopping to Civil Service Training College as Resource Person in their Short Courses and Strategic Plan Review

Building the capacity of Civil Servants on soft skills to enable them perform their task effectively and efficiently is one of the core functions of the Civil Service

Training College (CSTC). In realization of this enormous task, since the beginning of 2024 to date, the directorate has fully been part of most of their trainings across the country as key resource person that delivers on the Civil Service Code, Regulations and Rules and IPAS. Also, at the review of the CSTC Strategic Plan, the directorate played a pivotal role, representing HRMO, together with the Directorate of Training and Career Development



At the CSTC Strategic Plan Review in Makeni

3.12. Provision of Technical Support to the EU-MAPE M&E Consultant on the Assessment of the M&E Systems of Key Reform Institutions in the Civil Service

A consultant was hired under the EU-MAPE project to carry out a baseline assessment of the current monitoring and evaluation system in key reform institutions in the Civil Service, with specific focus on Public Service Commission (PSC) and Human Resource Management Office (HRMO). Her terms of reference also included the development of an M&E Training Plan and Curriculum for the key reform entities. In this regard, the Director and Deputy Secretary of the

directorates together with the Asst. M&E Director have been part of the team working closely with the Consultant in carrying out the baseline assessment as well as the other components of the consultancy. So far, the baseline survey has been done, the M&E Curriculum and Training Plan developed and validated and phase one of the TOT training across the Eastern and Northern regions conducted for key M&E practitioners and other officers that perform M&E related functions across key MDAs.



Training of Trainers in the Eastern Region (Kono)

3.13. Provided Technical backstopping to Ministry of Public Administration and Political Affairs on the Upgrading and Rollout of IPAS

One of the Big Five (5) Game Changers of the Government of Sierra Leone is “The Revamping of the Public Service Architecture” Also, key in the Performance Contract Minister of Public Administration and Political Affairs is the upgrading and rollout of the Individual Performance Appraisal System (IPAS). In the course of ensuring that the minister delivers on the set goal, the Directorate of

Performance Management provided technical backstopping to the consultant hired by the ministry to review the IPAS. Since HRMO has been implementing IPAS, the directorate, together with Management Services directorate supported the consultant and the technical team set for this purpose.

3.14. Provided Technical Support as Resource Person to some MDAs in Carryout their Duties

As the environmental manager of the Sierra Leone Civil Service, MDAs rely on HRMO to provide strategic, technical and professional support from time to time in carrying out some of their functions. In that vain, the directorate served as resource person for a host of MDAs including but not limited to Ministry of Sport in their strategic planning session in Bo in July; Immigration, Department during their induction programme for newly recruited staff in March; Ministry of Justice at its orientation session for newly recruited State Councils in September; and the Ministry of Health/Association of Young Doctors induction training newly appointed House Officers in October. The directorate also served as a member of the panel to conduct the annual performance assessment of staff of the National Cyber-Security Coordinating Centre (NC3), Office of the President in November. These engagements were very fruitful as the required support was adequately provided by the directorate



At the Ministry of Sports Retreat in Bo



Orientation of Newly Appointed House Officers at the Freetown City Council

3.15. Regional consultation on Public Service Delivery Index for Africa

The Regional Consultation on the Public Service Delivery Index (PSDI) for Africa took place, at the Central bank of Nigeria on 27th November, 2024, in Abuja, Nigeria, in which HRMO was represented by the Director of Performance Management.

The PSDI is a comprehensive tool that provides a wide-ranging set of public service delivery support indicators across critical sectors or dimensions. These include power and electricity, food sovereignty, industrialisation, regional integration, and socio-economic inclusion, covering access to clean water and sanitation, human capital, health, and technology services. This comprehensive approach ensures that the PSDI addresses all aspects of public service delivery, towards enhancing citizens' and economies' well-being.



The Sierra Leone Delegation at the PSDI Consultation

4. MAJOR CHALLENGES

In the discharge of its functions during the period under review, the directorate encountered numerous challenges as highlighted below:

- i. Non-availability of funds from GoSL budgetary allocation to implement planned activities for the entire 2024 financial year. This tremendously inhibited the directorate from undertaking some of its planned programmes and activities during the period under review.
- ii. Lack of the required level of commitment on the part of some MDAs in setting targets and conducting appraisals. Despite the gains made over the years in institutionalizing performance management in the Civil Service, there are some MDAs whose level of compliance is still below satisfactory as seen in the recent report of the 2024 Mid-year reviews undertaken.
- iii. Weak capacity/knowledge on IPAS for a good number of Civil Servants. This continues to undermine the level of compliance required from them. Thus, continuous capacity building through training, mentoring and coaching can be useful in addressing this bottleneck.
- iv. Weak leadership support in some MDAs in institutionalizing IPAS poses another grave challenge in engraining the culture of performance across the Civil Service. The support of heads of MDAs and other staff at supervisory level is pivotal in ensuring that supervisees give IPAS the attention it deserves. When the leaderships of MDAs own the IPAS process and make it part of their priorities, institutionalizing it becomes less challenging.
- v. Lack of tangible rewards for good performance and sanctions for poor performance. When high performers are recognized and rewarded, while poor performers are also identified and sanctioned accordingly, the Civil Service performance landscape will be viewed differently and compliance would improve significantly.

- vi. Lack of adequate funds to implement set targets by majority of staff across MDAs year in year out poses another critical challenge to the overall objective of IPAS. While some targets may not have financial implications, a good number of others require adequate and timely funding for implementation.
- vii. The practice of signing of Performance Contract (PTTs) for officers in Grades 11 and above at any time in the year, with no cut-off date is not helping the proper cascading of their targets to appraisees under their supervision. This unhealthy practice undermines the Individual performance target setting process for Civil Servants in Grades 1 to 10.
- viii. The exemption of some Contract Staff from the IPAS process, even though they are covered in the policy is worrisome and can impede efforts towards the institutionalization of performance management and the revamping of the Civil/Public Service architecture.
- ix. Failure by some MDAs to submit the required number of IPAS forms for verification in respect of the confirmation of appointment for their officers on probationary
- x. Failure by some MDAs to constitute a functional Ministerial Performance Appraisal Committee (MPAC) to validate the annual assessments done by supervisors and their appraisees renders those assessments incomplete
- xi. The lack of nationwide physical monitoring of IPAS implementation due to financial constraints. Over the years, IPAS monitoring and supervision has been largely limited to the Western Area.
- xii. The Performance Policy of 2016 which is still in force is overdue for review. Some of its provisions require modifications to accommodate emerging issues

5. KEY RECOMMENDATIONS

1. Ensure the timely provision of adequate funds for capacity building on IPAS for staff across all grades in the Civil Service. Regular training interventions and on-site training activities that require funding to be prioritized if the narrative is to improve significantly.
2. Commence the full-blown implementation of the reward and sanction regime in order to recognise and reward outstanding performers while at the same time call out and sanction poor performers. This is a crucial part of achieving the performance and service delivery results the Civil service desires.
3. The leadership of the Service to ensure that the annual outcome of IPAS assessment/appraisal serves as one of the primary bases to determine promotion, transfers, training and dismissal among others, in order to further deepen and strengthen the culture of performance management in the Civil Service.
4. The leadership of HRMO should strongly advocate to the Head of the Civil Service, to ensure that officers in Grade 11 and above, include in their PTT as a target, 100% compliance with PAS directives for all staff under their supervision for each appraisal year.
5. 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.
6. Expand the scope of IPAS implementation monitoring visits to cover not only MDAs in the Western Area but the districts where the greater majority of Civil Servants work. This can help to further strengthen the culture of performance management in the Civil Service.
7. Strongly recommend for HRMO Staff Recognition and Reward Mechanism particularly for employees of the year, to be based on outstanding performance commencing 2025

8. Head of the Civil Service in collaboration with other key stakeholders consider having a cut-off line on signing the PTTs of Civil Servants in Grade 11 and above.
9. The need to review the Performance Management Policy of 2016, to address emerging issues and related matters

6. NEXT STEPS

1. Preparation of the Director's Performance Contract (PTT) and Setting of Targets for other staff in the directorate for 2025 appraisal year
2. Carry out monitoring visits across MDAs for 2024 Annual IPAS reviews and the Setting of Targets for 2025
3. Conduct refresher IPAS training for staff of HRMO in Grades 1-10
4. Carry out monitoring visits across MDAs for the conduct of 2025 IPAS Mid-year and Annual IPAS reviews
5. Conduct on-site/tailor-made IPAS trainings based on requests from MDAs
6. Conduct IPAS refresher training for Civil Servants across the regions and the Western Area
7. Collaboration with Cabinet Secretariat to counter-sign the PTTs of officers in Grade 11 and above
8. Organise 2025 end of year reward ceremony for outstanding performance for staff of HRMO, including assigned HRO across MDAs.
9. Conduct special IPAS monitoring of health facilities in the Western Area.
10. Collaborate with the Directorate of Training to liaise with the Ministry of Foreign Affairs and International Cooperation for training opportunities specifically on performance management for staff of the directorate
11. Preparation of DPM 2025 annual report.