

FIRST QUATER MONITORING REPORT ON IPAS COMPLIANCE

BY CIVIL SERVANTS
IN THE WESTERN AREA



9th – 22nd March, 2021



REETOWN

SUPPORT TO THE GOVERNANCE SECTOR IN SIERRA LEONE



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INTRODUCTION

This report is based on monitoring of target setting of MDAs in the Western Area. The exercise started on the 9th March and ended 22rd March, 2021. The Performance Management Directorate team comprised of the Director, Performance Management who was the Team Lead, the Deputy Secretary, Senior Monitoring and Evaluation Officer, Senior Assistant Secretary, Assistant Secretary and a driver.

PURPOSE OF THE VISIT

Individual Performance Appraisal System (IPAS) is an annual exercise that runs from 1st January to 31st December each appraisal year. In late December, 2020 and early January 2021, correspondences were sent across MDAs informing them to set their 2021 Individual Performance Targets for Civil Servants and Contract Officers in Grades 1 to 10 not later than 15th January, 2021.

On the 2nd March, 2021, another correspondence was sent across MDAs with an attached schedule of Performance Management Team's visit to track progress in respect of 2021 Individual Performance Target Setting for Civil Servants and Contract Officers in Grades 1 to 10 for effective and efficient service delivery.

IPAS is predicated upon the principles of work planning, setting of mutually agreed targets, feedback and finally reporting. It is linked to other critical functions such as placement, staff development, career progression, incentives and sanctions.

Coordinating and monitoring implementation of these targets and the entire Individual Performance Appraisal System (IPAS) in the Sierra Leone Civil Service is a critical component of the Performance Management System in the human resource management functions

The purpose of the visit was to engage Civil Servants across MDAs on IPAS and track progress made in the respective MDAs on target setting and to promote "MDA Ownership", experience sharing, increase understanding of the IPAS implementation, challenges facing the MDAs, and also to increase transparency and accountability of the MDAs.

SPECIFIC OBJECTIVES

The specific objectives include:

- Update on the status of the targets setting
- The administrative structure of the IPAS
- The functionality of MPAC across MDAs
- To manage expectations of the MDAs
- To assess first quarter IPAS implementation
- Identify and resolve potential challenges on the implementation of IPAS may encounter

TARGET GROUP

IPAS targets all Civil Servants and Contract Staff in Grades 1 to 10 across MDAs

Courtesy calls on:

During the visit, the monitoring team paid courtesy calls on the Permanent Secretaries, Deputy Secretaries and Human Resource Officers of various MDAs. The Performance Management Monitoring Team held meetings with Human Resource Officers to inform them about the purpose of visit. Thirty-seven MDAs in the Western Area were visited. (See Annexes).

HIGHLIGHTS OF OPENING CEREMONY MEETING

MDAs Engagement Meeting:

There were brief meetings held at each MDA visited. The meetings were chaired by the Human Resource Officers, Deputy Secretaries and in some cases the Permanent Secretaries.

In these meetings, the Director of Performance Management who is also the team lead from HRMO briefed members about the purpose of the visit, the need to have a functional Ministerial Performance Appraisal Committee, the consequences of not complying with targets setting and the status of IPAS,

The host MDAs thanked the team from HRMO for the monitoring visit. The host MDAs furthered that the compliance level was increasing but the commitment was low because majority of the staff expressed dissatisfaction over the low and huge salary disparities. They said they have set targets on several occasions but they were neither assessed nor given feedback by their supervisors.

They also stated that for IPAS to succeed HRMO and the Leadership of the Civil Service need to sanction poor performers and reward good performers.

At the end of the meetings, MDAs had clear understanding of the purpose of the first quarter monitoring, their roles and responsibilities on targets setting and IPAS as a whole.

MONITORING CRITERIA

The HRMO IPAS Monitoring Team looked at certain criteria that are not limited to the following:

- The functionality of the Ministerial Performance Appraisal Committee (MPAC)
- The compliance level of targets setting and the Performance Management Policy and Guidelines
- The commitment of Civil Servants and Contract Officers in Grades 1 to 10 to the Individual Performance Appraisal System (IPAS)
- Assessment of staff that have set 2021 targets.
- The SMART level of the targets set by Civil Servants and Contract Officers in Grades 1 to 10

FINDINGS AND OBSERVATIONS:

SN	MDA	FINDINGS	CHALLENGES
1	Ministry of Agriculture and Forestry	<ul style="list-style-type: none"> • Good number of staff at HQ have set targets for 2021 (See annex A) • Compliance level is increasing • Majority of targets verified were SMART 	<ul style="list-style-type: none"> ▪ There is still lack of commitment by some officers. ▪ More training on IPAS needed.

		<ul style="list-style-type: none"> • Leadership support to IPAS is improving • The Ministerial Performance Appraisal Committee is not functional • Salary disparities’ across MDAs pose serious challenge to IPAS implementation • A large number of staff still need training on IPAS 	<ul style="list-style-type: none"> ▪ Poor motivation
2	Ministry of Health & Sanitation	<ul style="list-style-type: none"> • Awareness on IPAS is increasing among staff especially when it is now tied to the Annual Vacation Leave • An encouraging number of staff have set targets for 2021 (See annex A) • Compliance level has improved as 5057 officers had set targets compared to the previous year with 1100 • Majority of targets assessed lacked the SMART features • Leadership support to IPAS is improving 	<ul style="list-style-type: none"> • A large number of staff still lack the knowledge in target setting • Late release of funds to support the implementation of IPAS • No funds for training on IPAS • IPAS activities are not factored in the MDAs budgets • Salary disparities
3	Ministry of Lands and Country Planning	<ul style="list-style-type: none"> • Good number (124 out of 273) of the staff set targets for 2021 (See annex A) • Compliance level is increasing • Commitment is low due to low remuneration and salary disparity. 	<ul style="list-style-type: none"> ▪ Lack of functional Ministerial Performance Appraisal Committee ▪ Lack of proper working tools

		<ul style="list-style-type: none"> • Majority of the targets assessed lack the SMART features • Leadership support to IPAS is improving • The Ministerial Performance Appraisal Committee is not that functional 	
4	Ministry of Mines & Mineral Resources	<ul style="list-style-type: none"> • Good number of staff at headquarters have set targets for 2021 (See annex A) • Commitment level is still low due to lack of rewards • Compliance level is improving • Majority of the targets verified were SMART • Leadership support to IPAS is improved • Lacks functional Ministerial Performance Appraisal Committee. 	<ul style="list-style-type: none"> ▪ Low knowledge in targets setting ▪ Lack of rewards and sanctions
5	Ministry of Trade & Industry	<ul style="list-style-type: none"> • A total of 138 officers set targets for 2021 • Assigned staff refused to set targets with their supervising MDAs • Commitment is low • Majority of the officers only stated their schedule of duties instead of setting SMART targets 	<ul style="list-style-type: none"> ▪ Inadequate resources to implement set targets ▪ Lack of knowledge on SMART target. ▪ Inadequate accommodation for staff ▪ Low motivation

		<ul style="list-style-type: none"> • Compliance level is increasing 	
6	Ministry of Fisheries and Marine Resources	<ul style="list-style-type: none"> • Good number of staff at HQ have set targets for 2021 • Ministerial Performance Appraisal Committee is not functional • Compliance level has improved as compared to last year. • Leadership support to IPAS has improved. 	<ul style="list-style-type: none"> ▪ IPAS training for lower grades needed ▪ Poor motivation
7	Ministry of Local Government and Rural Development	<ul style="list-style-type: none"> • A total of 32 out of 41 staff set targets for 2021 • Commitment is low • Compliance level has increased due to the Annual Vacation Leave being tied to target setting • The Ministerial Performance Appraisal Committee exist but not functional • Assigned staff refused to set targets with their supervising ministries • Capacity of staff to set targets is low • Leadership commitment on IPAS is increasing 	<ul style="list-style-type: none"> ▪ The lack of functionality of MPAC
8	Ministry of Transport	<ul style="list-style-type: none"> • A total of 41 out of 45 officers set targets 	<ul style="list-style-type: none"> ▪ Lack of knowledge in IPAS

	and Aviation	<ul style="list-style-type: none"> • Commitment level is low • Compliance level is encouraging as compared to past years • Majority of the targets verified were not SMART • Leadership support to IPAS has improved. 	<ul style="list-style-type: none"> ▪ Poor motivation
9	Ministry of Sports	<ul style="list-style-type: none"> • A total of 26 officers set targets • Commitment is low • Compliance level has improved as compared to previous year. • Majority of the targets verified were not SMART • Tailored-made training needed on IPAS for officers • The Ministerial Performance Appraisal Committee had met once • Leadership commitment to IPAS has increased. 	<ul style="list-style-type: none"> • Weak knowledge on target setting • Low motivation • Lack of reward and sanctions
10	Ministry of Youths Affairs	<ul style="list-style-type: none"> • A total of 62 out of 84 officers set targets • The Ministerial Performance Appraisal Committee not functional • Contract staff do not show commitment to 	<ul style="list-style-type: none"> ▪ Lack of working tools ▪ Poor motivation ▪ Absence of feedback ▪ The conduct of mid and annual reviews

		<p>IPAS</p> <ul style="list-style-type: none"> Assigned staff refused to set targets with their supervising Ministry Officers lack equipment to carry out assigned duties Commitment is low Compliance level has increased Some of the targets verified were not SMART Leadership commitment to IPAS has increased 	<ul style="list-style-type: none"> Nonfunctional MPAC
11	Ministry of Sports	<ul style="list-style-type: none"> Good number of staff set targets for 2020 (See annex A) Commitment and compliance level is high 70% of targets verified were SMART Leadership support to IPAS is high 	<ul style="list-style-type: none"> Understaffed Poor conditions of service Lack of proper working tools
12	Ministry of Tourism	<ul style="list-style-type: none"> A total of 89 out of 96 officers set targets Training needed for the junior cadre as they lack basic targets setting skills Supervisors lack the skills to carryout reviews There is no functional Ministerial 	<ul style="list-style-type: none"> Poor conditions of service Lack of targets setting skills Commitment on the side of the supervisors on IPAS

		<p>Performance Appraisal Committee</p> <ul style="list-style-type: none"> Assigned staff do not set targets with supervisors in their duty stations Commitment is low due to lack of rewards Compliance level has increased Some of the targets verified were not SMART Leadership commitment to IPAS is improving 	
13	Ministry of Water Resources	<ul style="list-style-type: none"> A total of 61 staff out of 93 have set targets The Ministerial Performance Appraisal Committee is functional Commitment is low Compliance level has improved Some of the targets verified are not SMART Leadership support to IPAS is encouraging 	<ul style="list-style-type: none"> Lack of commitment from some supervisors towards IPAS
14	Ministry of Higher and Technical Education	<ul style="list-style-type: none"> A total of 32 out of 58 staff set targets Commitment is low due to lack of reward Compliance level is high due to linking the Annual Vacation Leave to the setting of targets Majority of the targets verified were not 	<ul style="list-style-type: none"> Lack of motivation Lack of resources to implement set targets Weak knowledge on targets setting

		<p>SMART</p> <ul style="list-style-type: none"> • Leadership support to IPAS is encouraging • The Ministerial Performance Appraisal Committee is not functional 	
15	Ministry of Basic and Senior Secondary	<ul style="list-style-type: none"> • Good number of staff set targets • Commitment is low • Compliance level is encouraging • Staff lack the skills on targets setting • The Ministerial Performance Appraisal Committee not functional • Majority of the targets verified were not SMART <p>Leadership support to IPAS is encouraging</p>	<ul style="list-style-type: none"> ▪ Lack of knowledge in IPAS for many officers ▪ Weak Ministerial Performance Appraisal Committee
16	Ministry of Social Welfare	<ul style="list-style-type: none"> • 148 staff set targets • Most staff targets are based on cut and paste from the previous year's targets without proper editing • Compliance level increased • Commitment level is low • Staff completing the whole form at one go • Most of the targets verified were not SMART 	<ul style="list-style-type: none"> ▪ Internet accessibility ▪ Inadequate staff ▪ Lack of motivation

		<ul style="list-style-type: none"> • Staff need an on-site training on target setting • The Ministerial Performance Appraisal Committee met once • Leadership support to IPAS is encouraging 	
17	Ministry of Works and Public Assets	<ul style="list-style-type: none"> • A total of 148 officers have complied with target setting • Commitment low • Compliance level has improved as compared to the past year • The Ministerial Performance Appraisal Committee is not functional • Majority of the targets verified were not SMART • There is conflict of role on who should supervise who • Leadership support to IPAS is encouraging 	<ul style="list-style-type: none"> ▪ Conflict of roles among supervisors ▪ Most of the lower cadre is illiterate ▪ Knowledge gap for some supervisors in IPAS ▪ Poor motivation ▪ Weak MPAC
18	Ministry of Labour and Social Security	<ul style="list-style-type: none"> • Good number of staff have set targets • Majority of the targets verified were not SMART • Commitment level low • Compliance level is encouraging 	<ul style="list-style-type: none"> ▪ Lack of knowledge in IPAS

		<ul style="list-style-type: none"> • Leadership support to IPAS is encouraging 	
19	Ministry of Foreign Affairs and International Cooperation	<ul style="list-style-type: none"> • There is no functional Ministerial Performance Appraisal Committee • A good number of staff have set targets • Most of the targets verified were not SMART • Staff lack the skills on targets setting • There is need for training on target setting for all the categories of staff • Leadership commitment on IPAS is encouraging 	<ul style="list-style-type: none"> ▪ Lack of knowledge in target setting and conducting appraisal
20	Office of the Vice President	<ul style="list-style-type: none"> • Contract staff are not committed to target setting • The Ministerial Performance Appraisal Committee is not functional • Compliance from the lower cadre is low since they have top level management influence • Majority of the targets verified were not SMART • Leadership support to IPAS is very encouraging 	<ul style="list-style-type: none"> ▪ Top level management influence on lower cadre ▪ Nonfunctional MPAC

21	Cabinet Secretariat	<ul style="list-style-type: none"> • A total of 40 officers have set targets out of 48 • Compliance level has improved as compared to past year • Some of the targets verified were not SMART • Leadership support to IPAS is very high 	Delay in the release of allocation
22	Office of the President	<ul style="list-style-type: none"> • Good number of staff have set targets • Commitment and compliance level is high • Some of the targets verified were not SMART • There is need for a functional Ministerial Performance Appraisal Committee • Staff trained on IPAS are cascading the training to other officers • Leadership support to IPAS is high. 	<ul style="list-style-type: none"> ▪ The lower cadre are not killed in targets setting
23	Ministry of Defence	<ul style="list-style-type: none"> • Compliance level improved • Lack printing materials for IPAS • Majority of the junior cadre is highly illiterate • The Ministerial Performance Appraisal Committee is not functional 	<ul style="list-style-type: none"> ▪ Lack of resources to implement set targets

		<ul style="list-style-type: none"> • Knowledge on IPAS has improved • Some officers still have challenges in setting SMART targets • Majority of the targets verified were SMART • Leadership support to IPAS is improving 	
24	Ministry of Internal Affairs	<ul style="list-style-type: none"> • Most of the targets verified were not SMART • Lack of funds to implement targets set • Compliance level is improving • Leadership support to IPAS is encouraging • Lack proper working tools/equipment 	<ul style="list-style-type: none"> ▪ Inadequate resources ▪ Lack of proper working tools
25	Immigration Department	<ul style="list-style-type: none"> • Lack of commitment due to salary disparities and lack of reward • Some officers lack the knowledge on IPAS • Some officers set targets, conduct mid and annual reviews at the same time • Assigned staff do not set targets with their supervising agency • Leadership commitment is encouraging 	<ul style="list-style-type: none"> ▪ Lack of reward for hard work ▪ Salary disparity
26	Ministry of Energy	<ul style="list-style-type: none"> • All 55 staff complied with IPAS • There is no functional Ministerial 	

		<p>Performance Appraisal Committee</p> <ul style="list-style-type: none"> • Commitment level is low • Leadership support to IPAS is high 	
27	Ministry of Justice	<ul style="list-style-type: none"> • The team visited the Ministry but the officer in charge was not readily available to provide information as at that time 	
28	Ministry of Finance	<ul style="list-style-type: none"> • A good number of staff complied with IPAS • Commitment level is low • Some forms not signed by the supervisors • Majority of the targets set were not SMART • The Ministerial Performance Appraisal Committee is not functional • Officers set target and carry out review at the same time • Officers lack skills in setting SMART targets • A good number of officers do not comply • Leadership support on IPAS is high 	<ul style="list-style-type: none"> • Lower grades are illiterate • Most staff are not committed

29	Office of the Administrator and Registrar General	<ul style="list-style-type: none"> • Some officers set targets but the forms were not signed by both the supervisors and appraisees • The indicators were not clearly stated in the forms 	<ul style="list-style-type: none"> ▪ Knowledge gap in IPAS
30	National Fire Force	<ul style="list-style-type: none"> • Most of the targets set were in soft copies • The Ministerial Performance Appraisal Committee is not functional • Printing equipment and stationery challenges • Onsite training needed on IPAS • Most of the targets verified were not SMART • Leadership support to IPAS is encouraging 	<ul style="list-style-type: none"> ▪ Knowledge gap in setting targets and conducting appraisal
31	Accountant General's Department	<ul style="list-style-type: none"> • Compliance rate is encouraging. 	<ul style="list-style-type: none"> ▪ No challenges
32	Ministry of Planning and Economic	<ul style="list-style-type: none"> • 97 officers complied with IPAS • The Ministerial Performance Appraisal 	

	Development	<p>Committee is not functional</p> <ul style="list-style-type: none"> • Most of the targets verified were not SMART • The leadership commitment to IPAS is encouraging 	
33	Ministry of Gender and Children’s Affairs	<ul style="list-style-type: none"> • Some of the targets set were not signed by the supervisors • Issue of staff not knowing whether they are in the Ministry of Gender and Children’s Affairs or the Ministry of Social Welfare • Majority of the targets verified were not SMART • Leadership support to IPAS is very high 	<ul style="list-style-type: none"> ▪ No challenges
34	Public Sector Reform Unit	<ul style="list-style-type: none"> • Majority of the staff set targets • Commitment and compliance level is high • Majority of the targets verified were SMART • Leadership support to IPAS is very high 	
	Government Printing Department	<ul style="list-style-type: none"> • Most of the staff are not committed to IPAS • Training on target setting needed • Late disbursement of funds from the Ministry of Finance 	<ul style="list-style-type: none"> ▪ Lack of commitment from officers

35	Human Resource Management Office	<ul style="list-style-type: none"> • Most of the staff have set targets • Refresher training on target setting is needed for both senior and junior cadres • Staff do not set targets on time • Majority of the targets verified were not SMART • There is functional Ministerial Performance Appraisal Committee 	<ul style="list-style-type: none"> ▪ Lack of commitment from staff ▪ Weak knowledge in targets setting
36	Ministry of Information and Communications	<ul style="list-style-type: none"> • Majority of the targets set were not SMART • Commitment from staff is low due to poor remunerations • Weak knowledge in targets setting • No functional Ministerial Performance Appraisal Committee 	<ul style="list-style-type: none"> ▪ Supervisors are not committed to the process
37	Ministry of Political and Public Affairs	<ul style="list-style-type: none"> • Commitment of staff is low due to poor remunerations • No functional Ministerial Performance Appraisal Committee • Weak knowledge in targets setting • Majority of the targets set were not SMART 	<ul style="list-style-type: none"> ▪ Late disbursement of allocation

WHAT WORKED WELL?

- The Director, Performance Management Directorate being the team lead

- The warm reception from heads of MDAs
- The early notification of MDAs
- The commitment of the Director General, HRMO and the general leadership of the Civil Service

LESSONS LEARNED

- ❖ Target setting without reward or sanctions will lower commitment level of staff
- ❖ Most Civil Servants are not committed to the process
- ❖ The disparities in the salary will undermine the process
- ❖ Late disbursement of funds affects the implementation of targets set
- ❖ Majority of the supervisors lack the skills on target setting and conducting appraisal
- ❖ The non-functionality of the Ministerial Performance Appraisal Committee affects the implementation of IPAS

DELIVERY CHALLENGES

- Commitment of staff due to salary disparities.

CONCLUSION AND RECOMMENDATIONS

- The Director General, HRMO to conduct leadership meetings to enforce the need for functional Ministerial Performance Appraisal Committee in all MDAs,
- To conduct further training for Human Resource Officers and focal persons on IPAS across MDAs,
- The heads of MDAs to increase on their commitment on the IPAS process,
- The Ministry of Finance to release budgetary allocation early enough to enable IPAS implementation at MDA level,
- More training needed across MDAs to enable officers to fully understand the essence of IPAS on public service delivery,
- The leadership of the Civil Service to speed up the salary harmonization process
- The leadership of the Civil Service to introduce rewards and sanctions on IPAS

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