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**The President's Delivery Team is not the 1<sup>st</sup> or only delivery architecture in Sierra Leone but has set a very high bar for service delivery in the public sector.....**

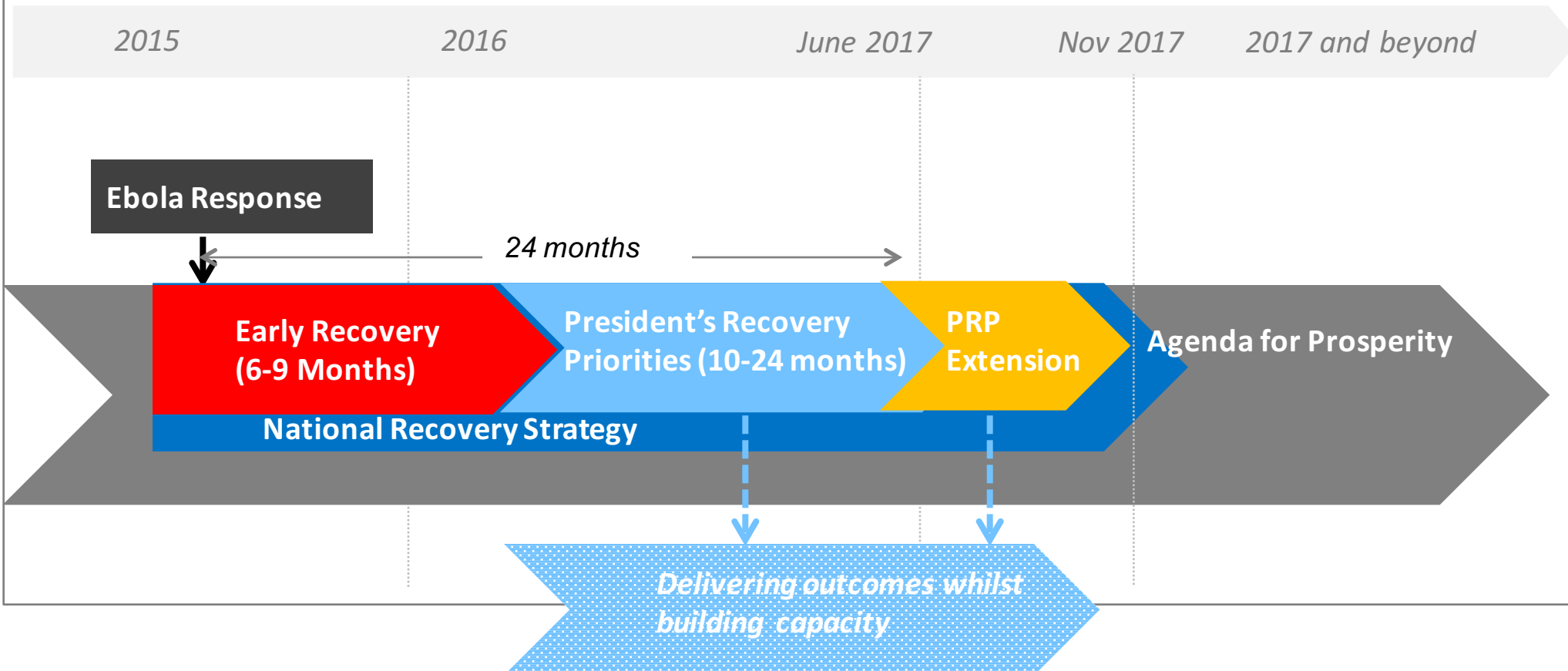


The new Government is in the process of evaluating all cross-government planning and performance management structures with the view of streamlining , harmonizing and strengthening these rather isolated systems for improved service delivery across government .

# Background and context of the President's Delivery Team (PDT)

The **President's Delivery Team** was set up to provide executive-level oversight - identifying and managing connections and dependencies to ensure the successful delivery of the country's two year Post Ebola recovery strategy across 7 sectors. The **President's Recovery Priorities** represented \$839 million of investment, a mix of new money and realigned funds, from the Government of Sierra Leone and its international development partners

## Timeline of the Sierra Leone Recovery and Agenda for Prosperity



# The PDT's portfolio was to ensure that the following Key Result Areas divided in 148 sub-initiatives were achieved by the end of the program



## Health

- Save the lives of **600 women and 5,000 children\***
- Prevent, detect, respond to epidemics and ensure **zero cases of EVD**

*\*Significant and irreversible progress to be made by June 2017 but target due to be fully met in 2018*



## Social Protection

- Ensure continuous care for **EVD-affected persons and survivors**
- Provide income support to **59,000 vulnerable households**



## Education

- **Improve learning outcomes** by training at least **40,000 teachers in core subjects and reducing overcrowding** in severely affected schools
- Institute nationwide school feeding for **1.2 million children** in all GoSL and GoSL assisted primary schools



## Private Sector Development

- **Create 10,000 jobs** across key agriculture value chains
- Support **1,000 MSMEs to increase their competitiveness**, including agribusinesses across key value chains



## Water

- Provide safe, affordable and sustainable water supply services to **600,000 people in Freetown\***
- Provide safe water supply to **700,000 people** in the provinces



## Energy

- Double access to electricity from 125,000 to **250,000 households**
- **Double the total operational power** generation capacity from 75MW to 150MW



## Governance

- **Improved service delivery and efficiency of Government spending** for recovery priority sectors



## THE PRESIDENT'S RECOVERY PRIORITIES Finance

- **Improve Property Tax revenue administration** for FCC and WARDC to increase annual property tax revenue by 15% by Dec 2018

# The President's Delivery Team utilised a delivery approach that is...

## ... grounded in clear principles

- Committed top leadership by** the President, the COS and District Council heads
- Prioritization :** Carefully selected high impact initiatives to deliver key results across 7 sectors
- Ambitious, concrete targets:** targets were aspirational but concrete and measurable
- Dedicated budgets: MDA and key Donor** budgets were aligned with delivery priorities even though there was a funding gap
- Complimentarity and mutual reinforcement:** initiatives will have multiplier effects across all sectors
- Decentralisation:** implementation and accountability at district and local levels
- Transparency and accountability:** clear and objective reporting of progress across all sectors including feedback from beneficiaries
- Sustainable empowerment:** unrelenting focus on building capabilities at all levels of MDAs

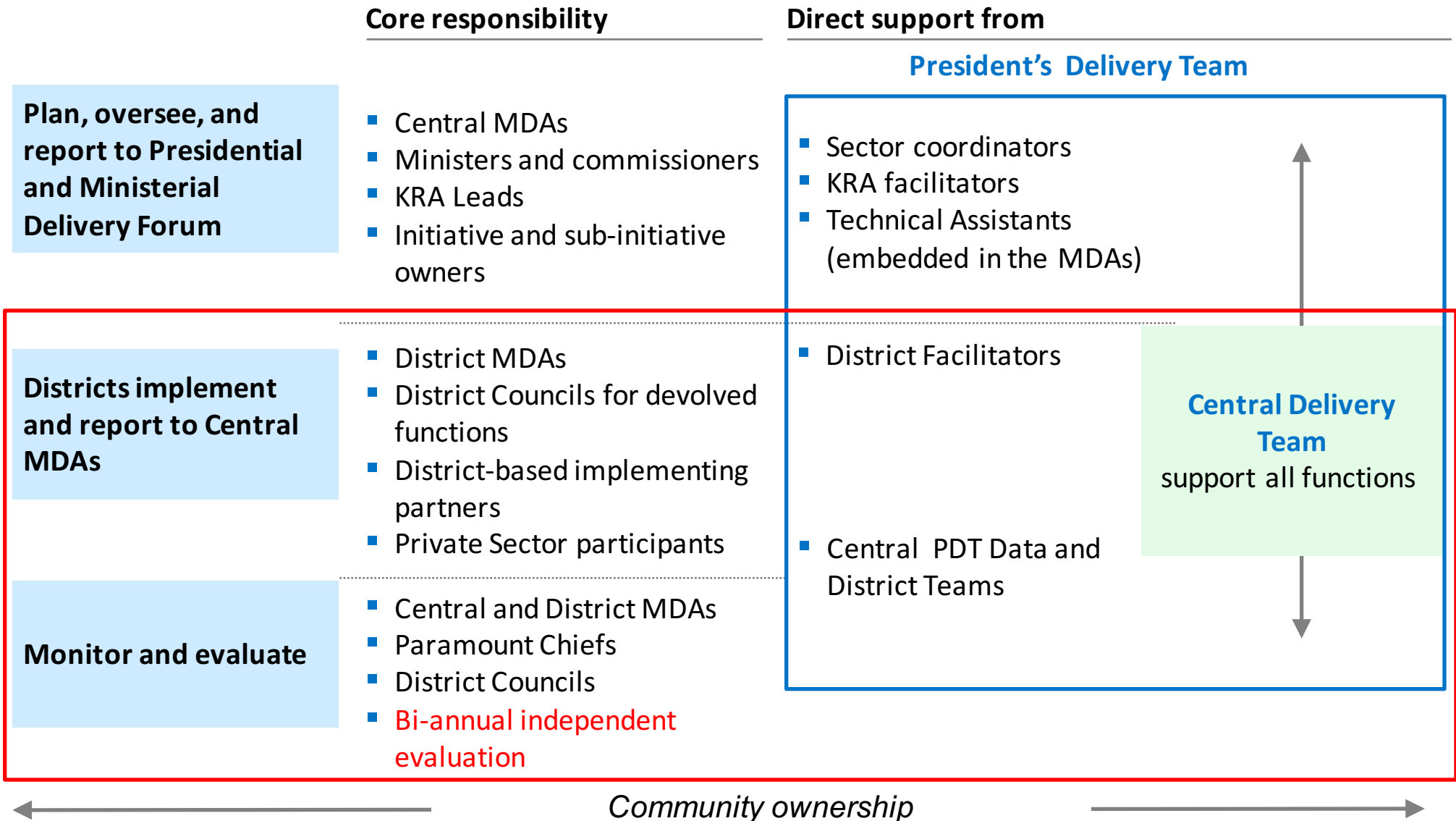
## ... and executed in 5 process steps

- Focus on a very limited number of core priorities**, with assigned budgets and targets
- Use of catalysing forces** such as intensive working sessions to focus minds, deepen plans, align budgets and address obstacles
- Established a delivery system**, adjusted existing system to reflect breadth of plans and requirement to build lasting capacity in MDAs
- Conducted robust performance management using delivery system**, monitored progress against activities and KPIs via weekly meetings and dashboards, and problem-solve issues as they arise
- Create irreversible pressure to perform**, by strengthening community engagement and deploying effective communication strategies

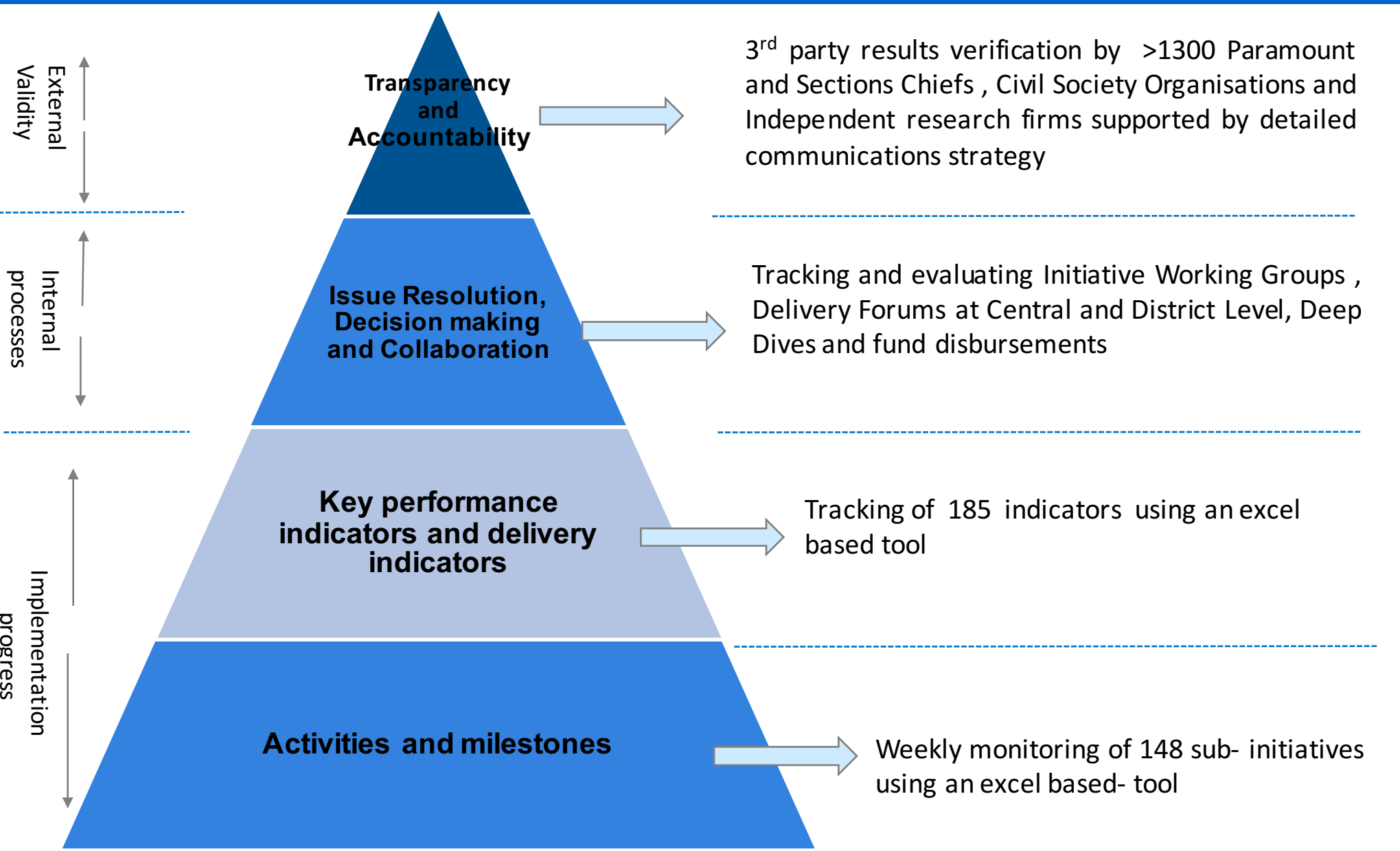


...and has track record of success in recent years

# Delivery Architecture - Decentralisation and coordination are central to the delivery approach with Government MDAs taking the lead in implementation



# Robust performance management - Implementation of initiatives tracked for completion, performance and accountability

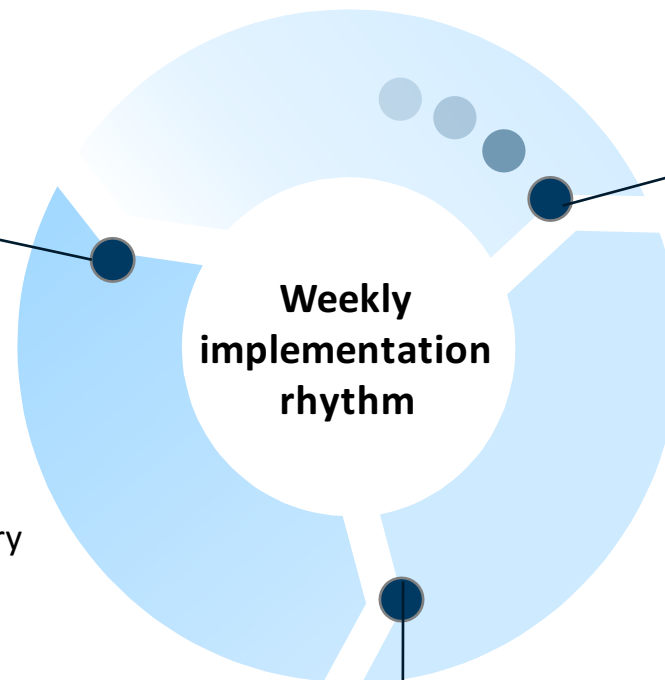


# A weekly implementation rhythm was designed to report progress and to identify, escalate and resolve issues

- MDAs:
  - Implement activities at District and Central level, directly or via Implementing Partners
  - Update activity trackers to report implementation
  - Resolve/escalate issues affecting implementation

**Activity tracker updates submitted by MDAs**  
**Tuesday, 5pm**

- PDT aggregates MDA submissions to collate Milestones hit/missed report and create Delivery Forum outputs (e.g. milestone summary and issues for resolution)



**MDA Initiative Working Groups & District Sector Meetings**  
**Weekly** sessions held before & after Activity Tracker submission

- Post Delivery Forum, Sector Action Trackers produced and follow-up happens via:
  - HE meetings
  - Bi-lateral MDA meetings
  - Donor meetings
  - Other actions

**Presidential/ Ministerial Delivery Forum**  
**Thursday, 2pm**

## Additional mechanisms for issues identification and resolution:

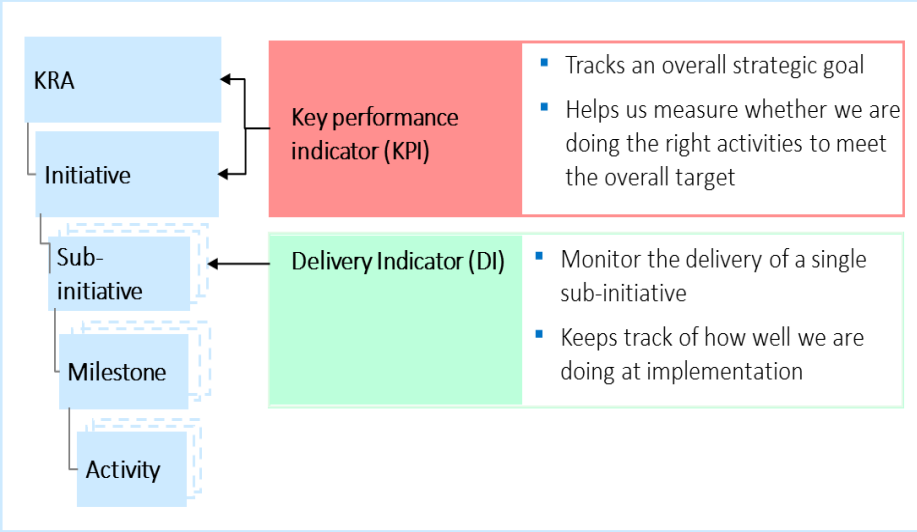
- Daily District sector specific issues log
- Fortnightly Sector Deep Dives to review milestones missed
- Quarterly Donor Deep Dives
- Funds disbursements tracker



# Weekly performance across the different measures were presented to decision makers in the form of summary ‘Dashboards’ and Spotlight slides

Each priority initiative and sub-initiative team have selected performance metrics...


*Key Performance Indicators (KPIs) and Delivery Indicators (DIs) monitor success at the KRA through sub-initiative levels*




... which are reported on regularly to track progress

*Priority initiatives and sub-initiatives show weekly progress through trackers reported at Presidential and Ministerial Delivery Forums*


With the Delivery System Tracker compliance with mechanisms as well as activities were monitored

























































Submitted on time  
75%-100%



Submitted late  
50%-74%



Extremely late  
<50%

Illustrative		Weekly Submissions				Initiative Working Groups		District Sector Meetings	
		Activity Plan	Updated Indicators	Back-up Data Due		Wks 17 <sup>th</sup> & 24 <sup>th</sup> Mar		Wks 17 <sup>th</sup> & 24 <sup>th</sup> Mar	
Health	Maternal and Child health	✓	6/28 	3/6 	4/6 				
	Resilient Zero	✓	4/17* 	N/A 	4/4 			12/14 	
Social Protection	Care for EVD-affected persons and survivors	✓	13/13 	0/2 	1/1 				
Education	Train 40,000 teachers and reduce school overcrowding	✓	5/7 	2/2 	6/6 				
	School feeding nationwide for 1.2mil children	✓	1/1 	3/4 	0 /1 			4/14 	
PSD	Create 10,000 agricultural jobs across key value chains	✓	2/3 	N/A 	3/4 			7/14 	
	Increase growth and competitiveness of 1,000 SMEs across key value chains	✓	7/7 	0/1 	4/4 			3/4 	
Water	Freetown improved access to 600,000	✓	N/A 	N/A 	3/4 				
	Provinces sustained access to >700,000	✓	3/3 	3/5 	3/3 			2/14 	
Energy	Double access to electricity to 250,000	!	4/6 	0/1 	1/1 			2/4 	
	Double total operation power to 150MW	!	3/3 	N/A 					
Governance	Improve service delivery and efficiency of Govt. spending	SLPA	!	6/6 	N/A 	1 /1 		0/5 	
		ACC	✓	14/17 	3/3 	1 /1 			
		Drug	✓	1/1 	1/4 	1/1 			
		Payroll	✓	N/A 	N/A 	1/1 			
Revenue	Improve Property Tax revenue administration for FCC and WARDC	✓	1 / 1 	N/A 	2/2 			N/A	

# District Issues Resolution Tracking – Status of Escalated Issues Log



MDA	Cumulative no. of issues since 28 <sup>th</sup> July 2016	Number of open issues as at 7 <sup>th</sup> March, 2017	RAG status as at 7 <sup>th</sup> March, 2017 <i>(based on number of current open issues)</i>	Change from previous week
Health	40	3		
MSWGCA	20	14		
Education	23	10		
MAFFS	21	4		
MTI	5	0		
Water	11	0		
Energy	11	1		
Governance	8	0		
Total	139	32		

Illustrative

# Example of a 'Pressing Issues Spotlight'



## Initiatives

### Payroll

- After 3 reviews and all feedback incorporated final report awaits ministerial approval

### School approval

- Additional 200 schools recommended for approval
- Cost implications for MoFED yet to be determined

### Classroom construction

- Site selection and verification done
- Contracts awarded and handing over of sites to contractors commences today

### School feeding

School feeding has not continued since 2<sup>nd</sup> term last academic year. Cheques have been sitting at Bank of Sierra Leone since April

## Next steps

- Acceptance and approval of PWC Report by Minister
- Handing over of comprehensive teacher database by PWC to MEST & Teaching Service Commission
- Begin the implementation of the TSC transition plan
- Submit cost of approving additional schools to MoFED for concurrence
- Classroom construction work to commence

## Risks and impacts:

### Payroll:

- Lost opportunity to redirect savings to newly approved schools and recruitment of teachers.
- Loss of Government revenue
- Risk of losing on-going donor support which is tied to implementation of items noted as next steps

### School Approval

- Existence/operations of illegal schools
- Potential compromise on quality of teaching

### School Feeding

- Negative public perception if feeding does not continue in the interim until JAM commence operations

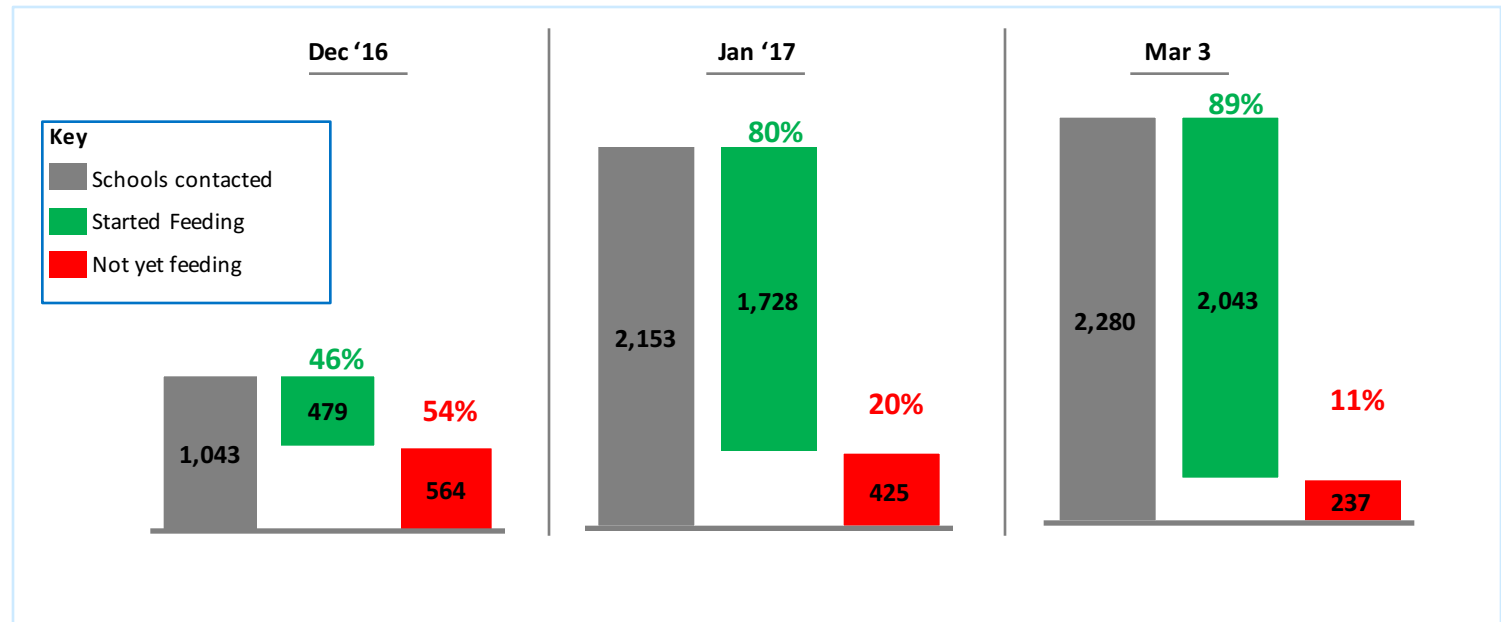
## Example of using data for problem solving

### Context

- School Feeding funds transferred to schools in December '16, but monitoring system not yet in place; urgent need to ensure schools received funds and started feeding.

### Special Data Tool

- PDT District Teams, with MEST DDEs, populated a central database to track whether confirmed schools received funds and started feeding;
- Database tracks progress of school feeding by school and location, allowing MEST to quickly sort by location, issues, and/or when schools started feeding.



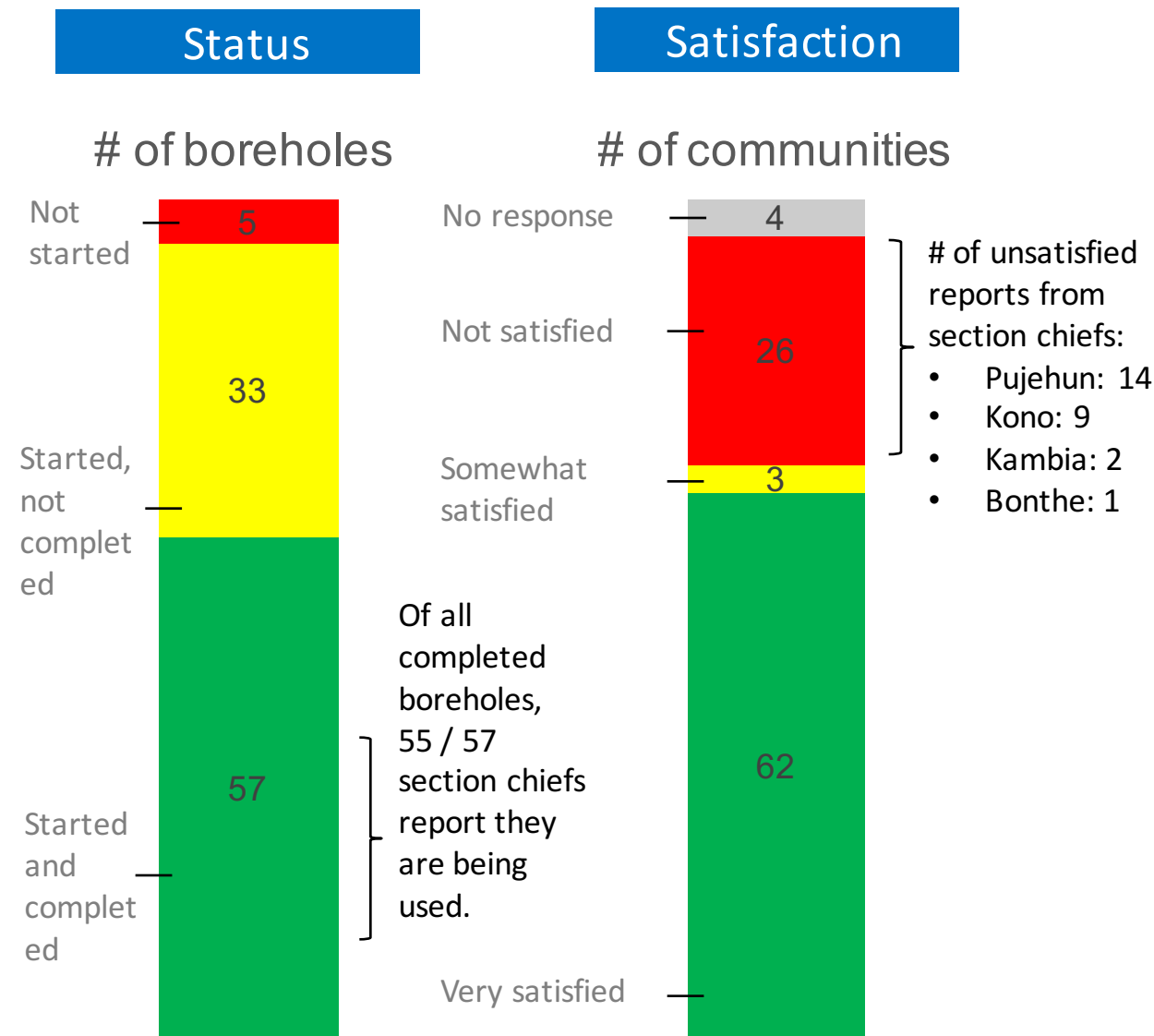
### Added Value

- In Dec '16, this system revealed that only 46% of schools certified for started feeding had started, primarily because of issues with bank transfers; after two months of problem solving using the info in the database, we are now at 89%.

### Next Step

- Embed skills and system within School Feeding Secretariat and MEST M&E for sustainability

## Section chief reporting on boreholes (February – March 15, 2017)



All boreholes were supposed to be completed by 30 Dec 2016

Analysis based on 90 section monitoring reports from 4 out of 5 districts\*



\*analysis only includes districts with >60% submissions

### Comments / Takeaways

- None of the communities in Kono reported being satisfied: 2 somewhat satisfied, 9 unsatisfied
- For 2 communities not using boreholes that have been completed:
  - Poor quality of work, substandard materials (Kono, Gbense)
  - Borehole was fenced off by private individual, preventing community use (Kono, Gbense)
- As a result of section chief reports, Pujehun MoWR / SALWACO summoned all IPs on 31 March 2017 and obtained reinforced commitment to deliver. Intense data verification process carried out from 1-5 April (see next slide)

## Section chief reporting on boreholes 1-5 April 2017 – sample projects

### Community satisfied



Location: Futa  
Section: Pejeh West  
Chieftom: Pejeh

Solar-powered borehole installed.  
Community is very satisfied.

### Community not satisfied



Location: Njala  
Section: Pullie  
Chieftom: Mano Sakrim

Section chief reports:

**“Water has bad odour and leaves traces of rust.”**



Location: Kpetema  
Section: Bapewa  
Chieftom: YKK

Section chief reports:

**“Faulty borehole with hand pump and bad odour of water.”**

Pujehun Water Directorate is working with WINGIN Heavy Duty Machine Company (IP) to resolve issues. Initial visits indicate that chiefs are happy that the DDT is following up – although all boreholes were supposed to be completed by 30 Dec 2016.



By 30<sup>th</sup> November 2017, 90% of the initiatives' were >50% complete. Some of the lessons learnt included (1/2)

### Programme Structure - How adequate was delivery structure ?

- High level of **political leadership and ownership** influenced urgency in issues resolution & service delivery
- **Fostered ownership** at MDA and local council on levels
- Intense involvement at the **local level in planning and monitoring** was **key to the success of the PRP**.
- **Integration of PRP and MDA Goals** -The integration of effort between PRP and MDA goals generated a high degree of **complementarity** in the PRP portfolio, and also stimulated interest and **timely action** on the part of MDAs to **react and respond** to PRP requests

### Accountability – How adequate was the system to promote accountability ?

**Multiple Coordination** structures to steer implementation resulted in a **'culture' of prioritisation, transparency, results and accountability at all levels**.

- Presidential Forum
- Sector Steering Committees
- Technical working Groups
- District Recovery Forums ( Chaired by District Council)
- Strong Link between district PDT and Chiefdom Authorities through Community Engagement Officer
- Delegating monitoring function to chiefs ( Section and Paramount)



By 30<sup>th</sup> November 2017, 90% of the initiatives' were >50% complete. Some of the lessons learnt included (2/ 2)

**Data and Reporting – What benefits were derived from introduction of evidence based reporting?**

- Led to greater focus on **data management** and system development
- Clear evidence of **data base and reporting systems**
- **Overreliance** on the use of observational and **anecdotal evidence** for decision making **reduced**

**Technical Support/ Capacity building- To what extent did PRP address plans to sustain achievements in system strengthening?**

- **System strengthening** was an important though **intangible deliverable** for PRP
- Embeds at MDA and district level **transferred critical planning and management skills**
- Increased **culture** of use of **data for decision making at MDA** and District levels
- Sector specific transition plans – framework for continuity

**Donor relations - An unintended positive outcome?**

- **High Degree of Responsiveness Enhanced Relations with DfID** through:
  - **advanced M and E** reporting
  - Inculcation of **task completion** culture
- Other Donors such as **USAID** and **Chinese Government** were uniformly positive

## Appendix : Structure of the President's Delivery Team

