The government of Sierra Leone was in a tight fiscal situation, but expecting to get rich...

In terms of performance, the Sierra Leone public service was boxing below its weight. There was an almost totally “missing middle” and no link between pay and performance.

The solution

A results-based financing program with a TA component that was expected to:

- **Predictably provide fungible resources** to the government provided it stuck to its commitments and delivered
- **Promote coordination** by bringing together the various players needed for making a PSR program work
- **Focus attention on three areas** in which the government had a declared commitment – *pay reform, performance management and recruitment to key positions/missing middle*
- **Left it to the counterparts to develop the Program** and to identify key milestones and results

To make this work, we had to pull together players from all across government -- an unprecedented level of collaboration
The Bank’s result-based financing instrument is more effective than a DPO or traditional investment financing for achieving real change in PSM.

...however, this labor intensive and costly — do we have the appetite?

It provided scope for some iteration but not as much as would be desirable.