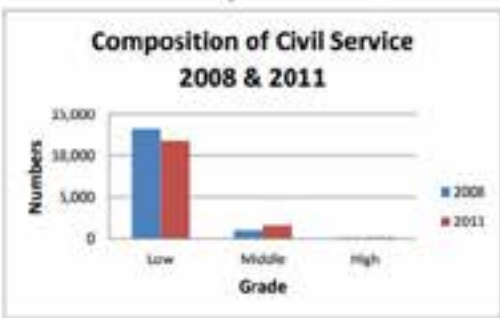
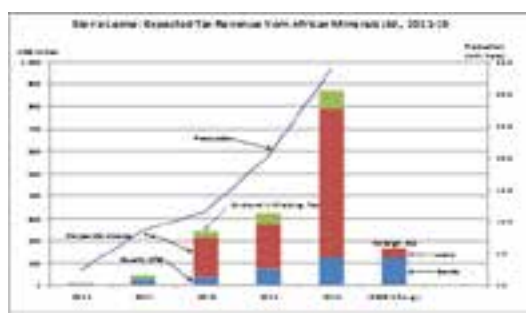




Sierra Leone Pay and Performance Project

PDIA with a small “i”

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



from “coming from above” to sitting together

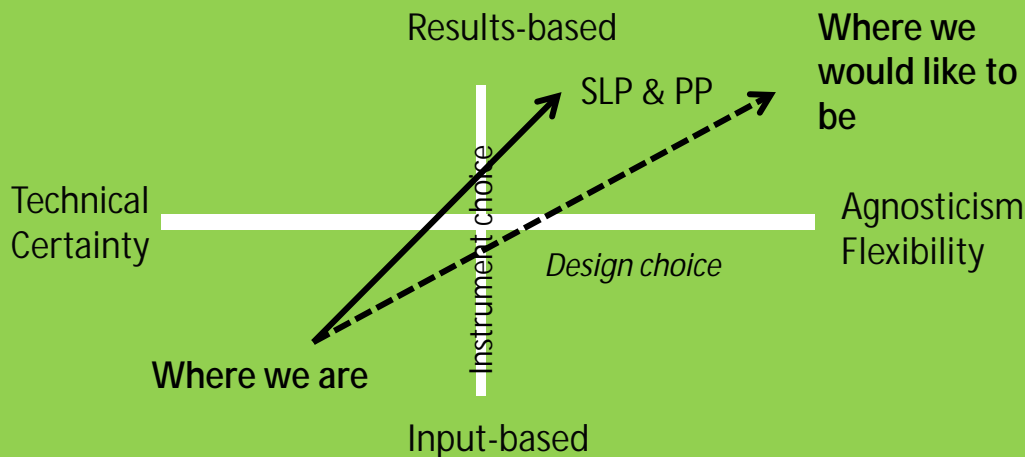
To make this work, we had to pull together players from all across government -- an unprecedented level of collaboration

PDIA with a small “i”

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.



LEARNING



International Review of Administrative Sciences, Volume 79, Number 3 September 2013



Engaging for Results in Civil Service Reforms, Policy Research Working Paper by Benjamin Roseth and Vivek Srivastava