

CSA

REFORM

NEWSLETTER

March 2016

Public Sector Modernization Project

Multi-Donor Support Mission Concludes Review Visit



Dr. Puchu Leona Bernard -Director General—CSA

President Ellen Johnson Sirleaf in 2015 and is aimed at introducing systems that support effective governance structures that are capable of attracting and retaining the best professionals and technocrats.

The delegation included Mr. Smile Dem Kwawukume, Senior Public Sector Specialist at the World Bank and Task Team Leader, Ms. Gracia Buenacamino, Public Sector Reform Advisor at USAID and Mr. Charles Lawrence, National Project Officer at the Swedish Embassy in Liberia.

The mission visited key participating Ministries,

Cont. on page 5

A joint donor support and review mission from the World Bank (WB), Swedish International Development Agency (SIDA) and the United States Agency for International Development (USAID) concluded a week-long reviewed mission in February to assess the performance and progress in the implementation of the Public Sector Modernization Project (PSMP).

The PSMP was launched by

Project Oversight Committee Receives Commendation

The Senior Public Sector Specialist at the World Bank and Project Team Leader, Mr. Smile Dem Kwawukume has commended the Project Oversight Committee (POC) for providing the strategic direction for the Public Sector Modernization Project over the last twelve months. The commendation was contained in remarks made at the Governance Commission during a visit of the Donor Review and Support Mission.

Cont. on page 4



**Mr. Smile Dem Kwawukume
Senior Public Sector Specialist—WB**

PMS AIMS TO IMPROVE EFFICIENCY IN GOVERNMENT, SAYS MRS. WANNEH CLARKE-REEVES

The Deputy Director General for Human Resource Management at the Civil Service Agency Mrs. Wanneh Clarke-Reeves says the objective of the Performance Management System is to establish a high performance culture within the civil service of the Republic of Liberia. She said, the system is aimed at improving performance effectiveness and to foster a collaborative and information exchange between employees and supervisors as well as enhancing employees capacity.

Speaking at a one day validation gathering held at a local hotel in Monrovia, Mrs. Reeves noted that several training sessions and consultative forums have been held involving the various stakeholders to ensure that HR supervisors and managers are fully acquainted with the performance appraisal tools.

She stated further that "the civil service has been plagued with mediocre performance over the years especially during the period of the

civil crisis. This new system will hold us accountable to perform our responsibilities. As we are working to improve wages for civil servants, you must perform effectively in order to benefit from higher wages".

Mrs. Reeves concluded by noting that when the policy comes into force, people will be rewarded for working harder and wages will be commensurate with the tasked performed.

Also speaking at the validation workshop, the Deputy Chief of Party at USAID-GEMs, Mr. Mohamed Jawara noted that "USAID -GEMs is delighted to be collaborating with the Civil Service Agency in developing a new performance management system. The PMS is being introduced by the CSA to improve the work culture and performance of civil servants in line with the expectation of the government". He stated that CSA has, over the past year, piloted the performance management system across MACs



Mrs. Wanneh Clarke-Reeves
Deputy Director General for
Human Resource Management

and USAID GEMs continues to support the initiative of building the capacity of Human Resource Directors to fully understand the various processes involved in evaluating the performance of subordinates.

In her presentation at the

Cont. on page 6

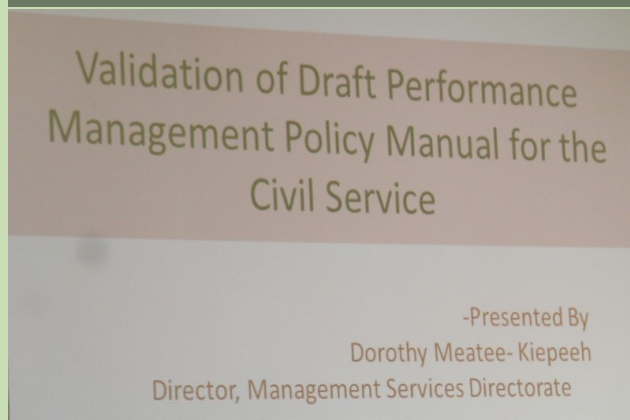
Inside This Edition...

- Multi-Donor Support Mission Concludes Review Visit1
- Project Oversight Committee Receives Commendation1
- PMS Aims To Improve Efficiency In Government, Says Mrs. Wanneh Clarke-Reeves2
- Review Mission Presents Finding7
- Project Coordinator Commands Colleagues ..6
- Internal Reform Committee, *a significant asset in the public sector reform initiative*10
- CSA Service Delivery Charter - *what you need to know*
- Frequently Asked Questions



Mr. Mohamed Jawara
Deputy Chief of Party USAID-GEMs Project

PMS Validation Workshop in Pictures



Project Oversight Committee Receives...

He said, as part of the project financing agreement, "a donor support mission is to visit the project every six months to review the progress and have discussion with the key actors involved with the implementation of the project and to determine the bottlenecks and challenges and how collectively we can mitigate them and move forward".

Speaking further, Mr. Kwawukume noted that the project should concentrate mainly on the deliverables as set out in the project appraisal document. "Deliverables of the project will be measured by the results framework and that activities of the project should be in line with the indicators and deliverables and not take on activities for the sake of undertaking them, but ensuring that activities are focus and they lead to an output that can be measured".

Results from the first review mission rated the project as marginally satisfactory because the agreed indicators were not fully achieved. However, "our encouragement is that work needs to be expedited across the various project components as we move from marginally satisfactory to satisfactory. This is one challenge that I would like to throw out to the Project Oversight Committee and the Technical Committee", he concluded.

Also making remarks, the National Project Officer at the Swedish Embassy in Liberia, Mr. Charles Lawrence reaffirmed the commitment of Sweden to supporting the Public Sector Modernization Project.

He said, while this support remains unwavering, the migration crisis affecting Europe has had some consequential shift in allocated resources designated for international development.

"The resources that have been committed for 2016 will be reduced which may have some minor effects on the 2016 work plan. Of the 15.1 million dollars committed for 2016, 8 million dollars will be made available and the remaining will be rolled-over to the 2017 workplan".

Mr. Lawrence informed the Project Oversight Committee that the Swedish Embassy has already communicated with the World Bank on this decision and the World Bank has consented to stepping up its contribution to support the 2016 work plan and this latest decision will have no effect on the smooth implementation of the project implementation.

Also making remarks, the Public Sector Reform Advisor at the United States Agency for International Development, Ms. Gracia Buencamino said USAID will continue to build synergies with the World Bank and other development partners for the successful outcome of the project. She noted with satisfaction, the technical contribution of USAID through the Governance Economic Management Support project which continues to serve as the foundation to the Public Sector Modernization Project.



Mr. Charles Lawrence
National Project Officer
Swedish Embassy in Liberia



Mr. Smile Dem Kwawukume
Senior Public Sector Specialist—WB



Ms. Gracia Buencamino
Public Sector Reform Advisor—USAID

Multi Donor Support Mission...

Agencies and Commissions involved in the implementation of the various components of the Public Sector Modernization Project including the Civil Service Agency, Governance Commissions, Liberia Institute of Public Administration, Ministry of Finance & Development Planning, Ministry of Education, Ministry of Internal Affairs, Ministry of Information, Cultural Affairs and Tourism and the Ministry of Foreign Affairs.

At the official welcoming and briefing session with the Project Oversight Committee held at the Governance Commission, the Director General of the Civil Service Agency Dr. Puchu Leona Bernard expressed delight that the implementation of the PSMP has moved steadily since the project was launched by the President of the Republic of Liberia, Madam Ellen Johnson Sirleaf in February 2015.

She named major progress in the areas of Biometric enrollment of over six thousand employees previously on supplementary payrolls of ministries and agencies, the development of job descriptions and classification for all categories of employees in the employed of government with the corresponding classification and grading system, the creation of a systematic filling system within the participating MACs that will allow for One Employee-One File, which will contain all employment documentation.

On the Performance Management System and Policy, Dr. Bernard noted that "the CSA has been collaborating with LIPA to conduct training for Human Resource Managers and Specialists including

supervisors to ensure that they fully understand the processes and procedures in conducting quarterly and annual reviews".

She thanked the donor partners for the level of support provided to the project in the last twelve months and expressed the commitment that the CSA will continue to provide technical support to MACs that are involved with the implementation of the PSMP.

Also speaking at the POC meeting, the Director General of the Liberia Institute of Public Administration, Mr. Oblayon B. Nyemah noted that "training has been ongoing for the last three months for directors, supervisors and human resource specialists and participants are demonstrating tremendous interest in the training process. We are on course with the training component and have already completed four of the six circles". He welcomed the relocation of the World Bank project (PSMP) office in Liberia, noting that this will enhance the advisory and support role of the Project Team Leader.

Speaking earlier at the meeting, Dr. Othello Gongar, Commissioner responsible for Monitoring, Evaluation & Research at the Governance Commission welcomed the review and support mission, noting that "the the review comes at a very critical period in the history of the country. We are facing a series of transitional activities with the winding down of the United Nation Mission in Liberia and the general and presidential election. This is the first time since 1944 that a sitting president will be handing power over to an elected president" he noted.

Dr. Gongar noted that it is important that all Liberians support the transitory activities to ensure that the reform of public institutions are sustainable and can be successfully rollover to the next administration. He hope that the review mission will identify the gaps and make the necessary recommendations to ensure that efforts that are being finance remains sustainable.



Dr. Othello Gongar, Commissioner in Charge of Monitoring, Evaluation & Research at the Governance Commission

Continued from page 2

PMS Aims to Improve Efficiency

validation workshop which was attended by over 60 participants, the Director of the Management Services Directorate at the Civil Service Agency, Mrs. Dorothy Meatee-Kiepee stated that the major aim of the PMS is to establish a high performance culture within institutions for improving performance effectiveness and results, developing employees and facilitating communication as well as information exchange between employees and supervisors. "The goal of the system is to optimize the output and quality of performance of all civil servants, thereby improving the overall performance and service delivery of public institutions".

Some of the key objectives of the system includes; empowering civil servants to achieve superior standards of work performance by providing clear expectations about their roles and accountabilities; support civil servants and their supervisors in identifying the knowledge and skills required for performing their jobs efficiently and effectively; promote personal growth and career advancement of civil servants by helping them acquire the desired knowledge and skills; create a basis for administrative decision-making, including strategic planning, succession planning, promotions and merit-based pay increments and to boost the performance of all civil servants through empowerment, motivation and implementation of an effective reward system.

When validated and endorsed by the cabinet, the PMS will operate under the key principles of Accountability and Ownership, Transparency and Equity and Fairness and Justice.

Project Coordinator Commands Colleagues



Mrs. Patience Coleman-Beyan
Director CSRD / Project Coordinator—PSMP

The Director of the Civil Service Reform Directorate and Coordinator of the Public Sector Modernization Project (PSMP), Mrs. Patience Coleman-Beyan has commended managers of the various components and sub-components of the PSMP for the hard work and dedication exhibited in the first twelve months of the project implementation.

Speaking at the Project Oversight Committee meeting held with donor partners from the World Bank, SIDA and USAID at the Governance Commission, Mrs. Coleman-Beyan noted that the first few months of the project was dedicated to procuring the

right inputs and putting together the right team to move the project forward.

"We created awareness with the various ministries so that the IRCs fully understand their roles and responsibilities. This was necessary because in the absence of a full knowledge of the project, it becomes difficult for full comprehension and implementation".

With the completion of the preparatory phase, "we must now concentrate on tangible deliverables considering the targets and results framework enshrined in the Project Appraisal Document".

Review Mission Presents Findings



Mission wrap-up session held at LIPA with members of the Tripod (GC, CSA, LIPA) in attendance

The Senior Public Sector Specialist at the World Bank, Mr. Smile Dem Kwawukume, says the Public Sector Modernization Project should be seen as a capacity building project which will allow participating institutions to undertake various activities to strengthen their capacity.

Speaking at the wrap-up session of a week-long review and support mission, Mr. Kwawukume noted the excellent coordination between the Civil Service Agency, Liberia Institute of Public Administration and the Governance Commission, with each institution clearly providing leadership on specific components of the reform project.

He emphasized the importance of Monitoring and Evaluation, noting that "the project has specific indicators, results-based framework and targets which have been clearly outlined. Therefore, all activities should be aligned to those specific issues and indicators and this will call for constant monitoring of the targets and indicators.

The review mission also noted the importance of sequencing of activities to ensure that priority is given to specific activities that leads to other activities so that they are all linked together. On the project restructuring, the review mission noted the need to restructure the project because earlier targets as stated in the project document could not be met due to the delay in the effectiveness of the project which was

due to exogenous factors such as the Ebola pandemic.

On the technical assistance for the pay reform, the mission noted the need for an implementation plan to accelerate the process which has been stalled. The mission rated the work of Component One, as it relates to the development of Job Description, very high noting that the 11 participating MACs have all been completed. On the issue of One-Employee-One-File, the review noted that substantial progress has been made at the national level but staff at the county level files are still outstanding and this deliverable needs to be met by June 2016.

On Component Two of the project, referencing the biometric Identification Card, the mission admonished the project team to accelerate all pending procurement issues for the four regional centers managed by the Civil Service Agency.

On the issue of the rollout of the Performance Management policy, the mission anticipates that particular attention will be paid to the development of the departmental workplan which will serve as a tool for evaluating employees' performance along with their job description.

Mr. Kwawukume who presented the mission's findings, confirmed receipt of the project annual progress report and noted the progress in various project components and sub-components but said more needs to be done before the next review mission in six months at which time he expects the performance and implementation ratings to improve significantly.

Pictorial of Visit of Donor Review Mission to The Governance Commission



Pictorial of Visit of Donor Review Mission to MFDP



Pictorial of Visit of Donor Review Mission to MOE



Pictorial of Visit of Donor Review Mission to MICAT



Mr. Andrew Tehmeh
Deputy Minister for Administration



Mrs. Patience Coleman-Beyan
Director CSRD & Project Coordinator PSMP



“The Civil Service Agency is committed to providing quality services to both our internal and external customers by meeting and exceeding their expectations and needs”

INTERNAL REFORM COMMITTEE ...

descriptions have been developed for positions at the central office which is being review by the CSA and USAID GEMs for final validation".

About 90% of the One-Employee-One-File exercise has been completed and the same exercise has also been extended to the other counties through the office of the Deputy Ministry for Administration. Also, about 28 persons have attended the performance management course at LIPA. The attendees included 4 assistant ministers. A meeting was also held with the Governance Commission on preparedness for the conduct of a Mandate & Function review.

The Ministry of Internal Affairs has a total workforce of 6,500 across the country with 393 assigned at the central office.

The Ministry of Foreign Affairs, in its briefing to the review mission, noted that the ministry has a total workforce of 686 of which 276 worked in the Foreign Service. According to the Director of Human Resources, Mr. Jacob Williams, data collection is presently ongoing and once that is completed, the process of performance evaluation and appraisal will commence in honest. This, he said, has been placed in the ministry's workplan and will be completed in July 2016.

He admitted that prior to the launched of the PSMP, the ministry, like most government institutions, had no mechanism or systems in place for employee performance evaluation. "Senior directors have benefitted from training from LIPA in Performance Management and we have been holding meetings with the various unit heads to fast track the implementation of the PMS. Additionally, the first draft of the job description was completed and sent to the CSA and was later returned to the ministry for validation", he concluded.

CSA Employees undergo Report Writing, Change Management & Communication Training



Mrs. Wanneh Clarke-Reeves Deputy Director General for Human Resource Management

In an effort to improve and strengthen the culture of reporting, especially on project activities and the CSA strategic plan, the HR Policy Planning, Research, Monitoring and Evaluation (HRPPRM&E) Directorate

organized a two-day capacity building workshop to discuss the expectations and obligations of all directorates involved in providing services to the public.

The workshop was attended by representatives from the Civil Service Agency, Governance Commission and the Liberia Institute of Public Administration. It was held at the LIPA training room in Monrovia.

Continued on page 16



Pictorial of Visit of Donor Review Mission to Min. of Internal Affairs



Pictorial of Visit of Donor Review Mission to Min. of Foreign Affairs



GENDER CORNER

The issue of gender equity in the workplace has gathered international attention and governments around the world are making frantic effort to accord equal opportunities to especially women, who for many years, have been relegated to nominal positions in the governance of the State and the State resources.

The Civil Service Agency, as the national Human Resource institution in the country, is involved in the campaign of encouraging equal opportunity employment and mainstreaming gender related activities within the various institutions with particular emphasis of the participating MACs in order that all are treated with due respect irrespective of sex or affiliation.

In addition to the setting up of gender specific desks in the ministries and agencies, the CSA gender project is also collaborating with LIPA in training women under a project activity referred to as "Women in Leadership". This flagship initiative encourages women participation in social, economic and political activities.

As part of the CSA's gender initiative, a team from the CSA recently formed part of activities marking the observance of International Women's Day which was officially celebrated in the port city of Buchanan in Grand Bassa County. The observance was held under the auspices of the Ministry of Gender, Children and Social protection.



Civil Service Agency representation at the International Women's day in Buchanan, Grand Bassa County

Meanwhile, the Gender Focal point at the Civil Service Agency, Denise Suah is in New York, the United States of America to participate in the 60th session of the United Nations Women Empowerment Conference. The conference brings together hundreds of delegates from across the globe to discuss and strategize on alleviating the obstacles that affects women participation in political and governance .

processes.

While in New York, Mrs. Suah is expected to meet with gender focal points from other African and European countries to forge mutual ties and exchange experiences on several issues relating to women's active involvement in decision making processes in their respective countries.

**Gender Equity & Leadership
Development: We are On Course**

I'm Proud To Be A Civil Servant

Public Sector Modernization Project

CSA Employees' undergo ...

Delivering the opening address, the Deputy Director General for Human Resources Management at the CSA, Mrs. Wanneh Clarke-Reeves emphasized the importance of report writing especially in stating the relevant facts and being able to grasp the key concepts about the various projects being implemented under the Public Sector Modernization Project. She noted that "with the development and rollout of the CSA Service Delivery Charter, we have committed to providing effective and efficient services. Hopefully, we will alleviate the delay in reporting the activities of the various Directorates in making our quarterly and annual reports" she noted.

Mrs. Reeves who proxy for CSA Director General Dr. Puchu Leona Bernard, stated that the leadership at the CSA has strived on numerous occasions to communicate the necessary changes taking place as part of the reform process in order to avoid any misunderstanding or complication.

She charged the workforce to embrace the change and reform process, emphasizing that change in the public sector must start with us and this requires commitment and dedication.

Making a presentation on Change Management, the USAID-GEMS's CSA Advisor, Mr. Mashuk Ali Shah said, the CSA has been able to complete the Strategic Plan that directs and guides the Agency for a three year period, developed and launched the Civil Service Delivery Charter, produced the Performance Management Systems and held 36 Internal Reform Committee's Meetings. On his expert opinion on achievements at the Civil Service Agency, Mr. Shah indicated that the Agency has achieved a lot in (10) months on its deliverables and encouraged the staff to continue to exert that positive attitude for the acceleration of the public sector reform initiative.

Mr. Mashuk however stressed human behavior as one of the remaining hindrances to the overall change that the CSA is pursuing. He said the system demands "We change now or perish forever".

Also speaking on the concept of Report Writing, Mr. Saa David Nyumah, Deputy Director of HRPPRM&E, indicated that when writing a report one must ensure that the report informs, explains and persuades for same to be accepted as a good report.

For his part, the Communications Consultant, Anthony Selmah noted the need for a more coordinated internal and external communication to

Improve efficiency in the business processes at the CSA and the participating ministries and agencies. He named the use of available technologies such as text messaging, intranet emailing system and other social media platforms as the way forward for improving both internal and external communications.



CSA SERVICE DELIVERY CHARTER - *what you need to know*

The Civil Service Agency, in late 2015, launched its Service Delivery Charter which clearly delineates the quality of services the CSA intends to render to civil servants and the public in general and to ensure optimal utilization of limited resources. The Charter, according to a CSA documentation, explains the CSA's mandated services and is aimed at improving the service delivery culture; enhancing performance of civil servants; reinforcing the commitment between partners, to service delivery improvement, for the benefit of all citizens and to strengthening the culture of transparency and openness.

In a disaggregated format, the CSA Service Delivery Charter reinforces the roles and responsibilities of the Senior Management Team and all functional Directorates within the agency. The services provided by the **Office of the Director General** of the CSA shall include; issuance of policy statement to the public; signs and delivers civil servants appointment letters; grants political leave to civil servants aspiring for elected offices; deletes dismissed civil servants names from the payroll and rewards and sanctions civil servants.



Mr. Othello Weh
DDG Administration

The Deputy Director General for Administration provides oversight and strategic guidance on administration and finance and assist the Director General to answer public questions related to Civil Service Policies.



Mrs. Wanneh Clarke Reeves
DDG HRM

The Deputy Director General for Human Resource Policy provides oversight and strategic guidance for Human Resource Policy; signs and communicates the grievances committee's decision for civil servants; provides oversight on HR Guidelines for planning and budgeting to MACs; assist the DG in answering public questions related to Civil Servants Policies during Open Accountability day and other programs and functions.



Mr. Alfred Drosaye
PAO—CSA

The **Principal Administration Officer** provides technical support and supervision to all directorates and signs administrative instructions and provides guidance for quality implementation and reporting.

“The Civil Service Agency is committed to providing quality services to both our internal and external customers by meeting and exceeding their expectations and needs”

INTERNAL REFORM COMMITTEE , *a significant asset in the public sector reform initiative:*

The Internal Reform Committee is the driving force behind the public sector reform initiatives in the various participating ministries, agencies and commissions. The IRC was established to keep the institutions focus on the deliverables agreed in the project appraisal document and to accelerate the implementation of the various targets. As a results-based project, participating MACs will be awarded US\$40,000 under the Disbursement Linked Indicator (DLI) upon completion and verification by a third-party of each component under the project and the Government of Liberia will receive US\$400,000.

Some of the issues associated with the DLI include: complete Job Description for each employee, quarterly and annual performance appraisal of employees; One-Employee-One-File containing all employment documentation such as Personnel Action Notices, Letters of Employment, academic certifications, curriculum vitae and job descriptions.

The composition of the IRCs includes key policy makers in the MACs headed by the Deputy Minister or Deputy Director General for Administrations, Assistant Minister for Administration, Human Resource Directors and Supervisors, Communications Specialists amongst others.

During a recent donor mission to assess the performance and implementation of the PSMP, five IRCs in participating ministries provided updates on the reform activities. The ministries visited by the mission include the Ministries of Finance and Development Planning, Education, Internal Affairs, Foreign Affairs and Information, Cultural Affairs and Tourism.

The Deputy Minister for Administration at the Ministry of Finance and Development Planning, Mr. Edward Eesiah said significant progress has been made in developing the One-Employee-One-File and the file system is working effectively.

"All employees have been issued employment letters and the performance evaluation forms have been distributed to supervisors. Some units have already submitted their annual performance planning details for consideration by the IRCs", he noted.

He said, against the earlier projection of 675 employees, the MFDP currently has 620 employees who have been fully documented and the ministry

is collapsing the present 80% USD and 20% LD salary to introduce a uniform pay system in the ministry. As a means of motivation, Mr. Eesiah noted that the MFDP intends to award the best performing staff as a means of motivation.

For operational effectiveness, the MFDP has deployed 5 Regional Development Officers in the five regions of the country with one County Monitoring Officer in each of the 15 political sub-divisions.

At the Ministry of Information, Cultural Affairs and Tourism, the Deputy Minister for Administration, Mr. Andrew Tehmeh noted that MICAT has a total of 287 staff members and files have been completed for 241 employees and the development of job description for all positions are in the concluding stages.

"We have developed departmental work-plans and the quarterly performance review. Of the 130 personnel not on payroll, 85 have already been assessed and of that number, 71 have passed the criteria and we are working with the Civil Service Agency to regularize their status".

The Ministry of Education is one of the largest ministries among the participating MACs. During the visit of the donor review mission, the Deputy Minister for Administration, Mr. Aagon Tingba noted that there are 388 positions at the central office in Monrovia including 15 County Education Officers and 98 District Development officers on the payroll of the ministry.

Forty four (44) staff at the central office are to be retired while another 88 are to be separated from the ministry. There are currently 18,000 teachers in the employed of the Ministry of Education around the country.

The meeting at the Ministry of Internal Affairs was presided over by the Assistant Ministry for Administration, Mr. Momolu S. Johnson. Mr. Johnson informed the review mission that his ministry is working in collaboration with the CSA in conducting the closure of Supplementary Payrolls for both the central office and the leeward counties. In a special PowerPoint presentation, "a performance appraisal awareness exercise is completed and about 115 job

Continued on page 12



Ms. Retta Vincent
Director, Employment Services

The Employment Services Directorate (ESD) provides four key services; Merit-based recruitment process; development of job description, classification and grading of jobs and examination and certification and updates ministries/agencies' personnel list through the Personnel Action Notice process. The ESD provides the following services on a daily basis: registers candidates for CSA exams and administers the exam in Monrovia and the rural counties in conjunction with Rural Outreach and Decentralization; verify personnel cost on PANs with salary; offers annual leave, process and analyze monthly attendance reports of MACs; administers annual manpower hearings, approves establishment and annual personnel listings.



Mrs. Dorothy Kiepeeh
Director
Management Services

The Management Services Directorate (MSD) primary objective is to assist MACs to continuously strengthen their institutional capacities to enable them deliver efficient and effective services. The Performance Management System is a central part of MSD functions. The Directorate ensures that PMS standards are straightly followed across the Civil Service; offers hands-on coaching, mentoring in PMS for MACs; provides technical support to develop and implement civil service procedures, approaches and systems across MACs; publish client satisfaction survey report and communicates the results to the public and organize Open Accountability Day to increase awareness and ensures transparency of CSA activities.



Mr. Alexander Bassey
Acting Director— Biometric /
HRMIS

The Human Resource Management Information System (HRMIS) / Biometrics Directorate provides three services. These include, (i) biometric enrolment/registration and verification of all civil servants and the issuance of biometric identification cards, (ii) Human Resource Records Management & Storage and (iii) HRMIS/IT services and reports generation. The HRMIS Directorate also provides the following services: answers civil servants questions relative to payroll issues; provides payroll summaries to MACs on demand and re-prints lost or damaged biometric ID cards for civil servants.



Mrs. Mahdea George Belleka
Director –Pay, Benefits &
Pension

The Pay, Benefits and Pensions Directorate (PBP) is responsible for ensuring that civil servants are properly rewarded and remunerated. The Pay, Benefits and Pension Directorate collaborates with HRMIS and Employment Services to effectively manage and administer Civil Service Payroll and Pension. The Directorate is responsible to receive and analyze pay and benefit cases along with pension cases; provide pre-retirement counseling; respond to allotment request for pension benefits; respond to written correspondence related to pay and pensions; provide processing of government employees on pension payroll and provide issuance benefits to civil servants.

“The Civil Service Agency is committed to providing quality services to both our internal and external customers by meeting and exceeding their expectations and needs”



Mr. George Wah
Director
HRPPRM&E

The **HR Policy Planning, Research, Monitoring and Evaluation (HRPPRM&E)** provides services in HR and workforce policy and planning, strategic planning and budgeting, as well as monitoring and evaluation. The Directorate also provides strategic human resources advice and plans for the Civil Service; provides guidance on HR policy, strategies and procedures to departments; provide technical support in developing M&E systems and framework; provides civil service statistical data to policy makers and other users; provide guidelines on developing M&E plan and helps define indicators for MACs; provides empirical findings on policy implementation in the civil service and feedbacks to customers through client-value survey on services.



Mrs. Patience Coleman-Beyan
Director—CSRD / Project Coordinator—PSMP

The central function of the **Civil Service Reform Directorate (CSRD)** is to coordinate, facilitate and provide leadership for public sector reform across the government. Other Key services of the CSRD includes support to implementing agencies (CSA, GC, LIPA); providing assistance to Project Component Managers in finalizing concept notes and budget for all programs; supports and process all program requests under approved work plan; coordinates the hiring of consultants and procurement of goods under projects; plans and executes all events associated with reform - manage by the CSA; provides general operational support to consultants, acknowledges consultant's deliverables and ensure consultant's knowledge transfer activities; ensure inter-ministerial, donors and civil society relations with reform activities and provides technical know-how to ensure communication and change management activities under the reform project.



Mr. Alfred Sayon
Director—Career Management & Training

The **Career Management & Training Directorate (CMTD)** provides three key functions as follows; (i) conduct capacity needs assessment at the CSA and guide CAN across MACs, (ii) develop internal CSA capacity development plan and guide MACs to develop their own CDP and (iii) develop and coordinate career management programs across the civil service. the following services are provided on a daily basis: collaborates with LIPA to conduct short and long term training; enhance the capacity of training coordinators across MACs; provide assistance to MACs to conduct training needs assessment and the development of capacity building plan; coordinate with MACs to setup Career Management teams and establish Succession Planning Policy.



Mr. George T. Wilson III
Director—General Administration & Finance

The **General Administration and Finance Directorate (GAFD)** is responsible for the internal administration of the CSA. It ensures the efficient and effective administration of the day-to-day operations of the CSA. The directorate provides to CSA staff, all required support on a daily basis which includes; administrative services, personnel services, financial services, procurement & transportation services, IT/ICT services, security and maintenance services.



The **Rural Outreach & Decentralization Directorate (RODD)** is responsible for the coordination of CSA activities in the counties through the four regional offices. The RODD coordinates the administration and issuance of CSA test clearance at regional and county levels; coordinates the enrolment and issuance of biometric ID cards at the regional and county level; review and compare payroll and personnel listing to identify irregularities/inconsistencies at regional and county levels for correction; facilitates and coordinates the implementation of PMS at the regional and county levels and provides counseling to prospective retirees at the regional and county level as identified by Pay, Pension and Benefits Directorate.

“The Civil Service Agency is committed to providing quality services to both our internal and external customers by meeting and exceeding their expectations and needs”

What do you know about the Public Sector Modernization Project?

Frequently Asked Questions...

(1) What is PSMP?

The Public Sector Modernization Project (PSMP) is designed to improve pay and performance management in participating ministries and strengthen payroll management in the civil service of Liberia. This project is a continuation of the GOL Civil Service Reform strategy - "Small Government, Better Services" launched in 2008, which continues to guide the government's civil service reform agenda.

(2) What will the PSMP address?

The project is expected to address key functional problems in the areas of Pay Management, Payroll Management and Performance Management.

Component 1: Improving Pay Management

This component is aim at enabling the civil service to attract and retain competent managerial and professional staff and to boost motivation and engagement among civil servants, which includes:

- improved wage bill management, and providing a clear and fair basis for accountability for results among civil servants

Component 2: Strengthening Payroll Management:

This component aims at establishing an accurate civil service payroll and ensuring predictability in the wage bill. This involves:

- establishing and maintaining a clean, accurate and complete civil service payroll and ensuring predictability in the government's wage bill through frequent monitoring of payroll exits and entries.

Component 3: Improving Performance:

This component will enable selected ministries, agencies and commissions (MACs) to focus on performing their core functions and establishing performance and accountability among civil servants. This component will support the ministries as they:

- focus on performing their core functions and establish performance and accountability standards among civil servants.

(3) How will these components be achieved?

These components will be achieved through the following supporting activities;

Component 1:

- ongoing mapping of civil servants into appropriate grades;
- conducting a comprehensive remuneration survey;
- revising HR policy manual to include pay administration and grading procedures;

Frequently Asked Questions...

- training CSA staff in key HR functions;
 - developing a pay strategy; and
- conducting information awareness campaign.

Component 2:

- preparation and dissemination of HR planning procedures
 - identification of staffing requirements;
 - strengthening of personnel records and issuance of biometric cards;
 - decentralization of HRMIS in at least four CSA outreach centers;
 - conducting independent payroll and HR systems audit by the General Auditing Commission;
 - training of ministry staff in payroll management functions;
- complete cleaning and updating of personnel files for all employees so that all civil servants will have complete electronic files.

Component 3:

a. Sub-component 3.1 (*Organizational Development*):

(i) mapping of existing organization structures and revision of current organizational re-design model; (ii) conducting mandates, function and organization review of participating ministries (iii) undertaking organizational diagnosis of each ministry (including staffing and skills gaps); and (iv) preparation of legislation to amend structure and functions of ministries.

Sub-component 3.2 (*Human Resource Management*):

(i) supporting the implementation of performance management in the Civil Service; (ii) supporting the implementation of a policy framework for Civil Service management in Participating Ministries; (iii) supporting training and career development; (iv) developing a policy framework for the appointment of Principal Administrative Officers.

4. What is the approved timeline of the PSMP?

The project is expected to be implemented within the period of five years from 2015 - 2019. It is designed to ensure long term strengthening of the Liberian public sector.

The design aims to reverse the short term approach that has characterized the sector in the years after the conflict. All the four components are designed to ensure that government agencies have only the required structures and staff necessary to deliver on their mandates; the payroll contains only employees who have been ascertained as eligible civil servants and that movement between and within grades is transparent and based on a clear structure.

5. Who is Involved?

Several government ministries are involved. These include: the Ministry of Education (MOE), Ministry of Finance and Development Planning (MFDP), Ministry of Internal Affairs (MIA), Ministry of Justice (MOJ), Ministry of Health (MOH), Ministry of Foreign Affairs (MFA), Ministry of Information, Cultural Affairs and Tourism (MICAT). Together, these ministries account for 26,000 civil servants; nearly 75 percent of the entire civil service. The selection is based on a composite score with the following variables: (i) size of ministry and (ii) willingness to reform.

6. Who's funding the PSMP?

The total cost of the project is estimated at 12 million and the contributing partners/donors are USAID, SIDA and World Bank



PMS Workshop at Rose Garden Plaza



TRIBUTE TO A “UNSUNG HERO” IN THE LIBERIAN MEDIA JUSTIN LUMEH—Public Relations Officer—CSA

The Civil Service Agency is greatly saddened by the loss and home going of our Public Relations Officer, Justin C. Lumeh. Family sources have reported that he died on March 17th at the Redemption Hospital in Monrovia following a brief illness. He has since been buried in accordance with his religious belief.

He obtained a Bachelor degree in Sociology in 1988 from the prestigious Fourah Bay College in Freetown, Sierra Leone. According to his associates, Mr. Lumeh was admired by his peers because of his endless smile and his ability to remain calm in solving complex issues both at school and at work.

In his public service career, Mr. Justin Lumeh served the Government of Liberia as Special Assistant to the Minister of Information, Cultural Affairs and Tourism between 2003 and 2004 and later as Assistant Minister at the same institution.

In admiration of his dedication and ability to produce tangible results, Mr. Lumeh joined the Civil Service Agency in 2006 during the administration of Dr. C. William Allen as Public Relations Officer. He served three Director Generals (Dr. C. William Allen, Mr. George Werner and Dr. Puchu Leona Bernard).

Commonly referred to as “validated” by his peers and many



The Late **JUSTIN LUMEH**
Public Relations Officer—CSA

admirers, will be missed for his work ethics, his friendly smile and his willingness to find solutions to problems relating to the work of the Civil Service Agency. “Validated”, thank you for the acquaintance and association. The CSA misses you already. May you rest peacefully in the arms of the Almighty.

**Strengthening Payroll Management Ensures
Effective Payroll Control & Reduce Risk of Fraud**

I'm Proud To Be A Civil Servant

Public Sector Modernization Project

**Civil Service Reform: An
Investment in Good Governance**

Proud To Be A Civil Servant

Public Sector Modernization Project

CSA Reform Newsletter is a publication of the Public Sector Modernization Project. For further Information, contact **the Civil Service Reform Directorate—Civil Service Agency**
Email: publicsectormodernizationcsa@gmail.com Tel: **0777-899-243 / 0885 569 922**



**Governance
Commission**