

NEWSLETTER PSMP

Public Sector Modernization Project



Project Oversight Committee

(L to R) Dr. Amos C. Sawyer, Chairman, Governance Commission,
Dr. Puchu L. Bernard, Director General, Civil Service Agency,
Hon. Oblayon B. Nyemah, Director General, Liberia Institute of Public
Administration

Highlights:

- Performance Management System Manual launched
- Job Description Catalogue for 3,500 Jobs completed
 - LIPA Awards 314 Certificates
- Governance Commission Intensifies Mandate & Functions Review
 - CSA Interactive Mid-Year Forum with MACs

AUGUST 2016

EDITORIAL

SUSTAINING PUBLIC SECTOR REFORM IN LIBERIA

The Government of Liberia, following the 2005 general and presidential elections, conducted a scoping study of the existing human capacity within the public service to determine the level of readiness in delivering the government's development agenda. The study identified capacity gaps and the need to leapfrog the public service through practical short-term measures.

With support from multi-donor partners, the government initiated three short term capacity development projects including the Liberia Emergency Capacity Building Support Project/Fund, (LECBS), Transfer of Knowledge Through Expatriate Nationals (TOKTEN) and the Senior Executive Service (SES).

The three short-term capacity development projects ignited the reform in the public sector. With the inclusion of professional Liberians on the three capacity development projects, and the development of the Civil Service Reform Strategy, significant changes got underway in the public service including "Right Sizing" the civil service; introducing biometric technology to determine a predictable wage bill and cleaning the over-bloated payroll.

Building on the successes recorded from the Civil Service Reform Strategy, the government sought additional multi-donor support to address other fundamental issues through the Public Sector Modernization Project (PSMP).

The PSMP was launched by President Ellen Johnson Sirleaf in 2015 and the project seeks to address the public sector reform through four operational Components and two Sub- Components. The first Component involves the creation of One file per employee containing all relevant documents, awarding of employment letters to all employees to establish legitimacy of tenure; creation of job description with appropriate grading and classification and reducing the disparity between the payroll and the personnel listing.

The second project Component has to do with reforming the payroll to allow the government to have a full knowledge of the wage bill for the civil service. This component seeks to achieve this through the closure of Supplementary payrolls, biometric enrollment and issuance of biometric identification cards to all vetted civil servants as well as updating all records through the CSA electronic platform.

The third Component which is implemented by the CSA, LIPA and GC emphasizes improved performance in the workplace. Under this component, the

Governance Commission ensures the alignment of Mandates and Functions of all participating ministries in accordance with the statute that created them while the Liberia Institute of Public Administration provides training in performance management system for efficient performance appraisals for all employees.

Comparatively, the PSMP is more extensive in its operation and addresses the key indicators of good governance as well as ensure a clean payroll that has integrity and is protected from all forms of corrupt interferences. However, the question of sustaining the reform beyond the 2017 election is a major concern to the Project Oversight Committee. At the June 2017 POC meeting held at the Governance Commission offices in Sinkor, the POC put forward an intermediary strategy to begin a dialogue with all political leaders and presidential aspirants, and to get their buy-in and expressed commitment that indeed the gains that have been made will be respected and sustained after the election.

We want to applaud the POC for the farsighted approach in building a civil service that is responsive to the development needs of the country. We call on all would-be presidential candidates to make an open declaration and public commitment that sustaining the reform will be a priority and the progress that is being made will continue unhindered. Anything contrary to this posture will see a retrogression in the reform and this will not auger well for our beloved country which is swiftly gaining a foothold amongst the comity of nations.

The PSMP was launched by President Ellen Johnson Sirleaf in 2015

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POC Reviews Progress on Project Implementation



Dr. Puchu L. Bernard, Director General
Civil Service Agency

way to conduct a verification mission to the fourteen counties outside of Monrovia to document the progress especially for ministries with huge presence outside of Montserado County.

The POC reaffirmed its commitment to improving the project rating from "Moderately Satisfactory" to Satisfactory during the next review mission which is expected



Dr. Amos C. Sawyer, Chairman
Governance Commission

The Project Oversight Committee (POC) of the Public Sector Modernization Project held its regular meeting on Monday, June 13th at the offices of the Governance Commission in Monrovia under the Chairmanship of Dr. Puchu L. Bernard, Director General of the Civil Service Agency.

Present at the meeting were Dr. Amos C. Sawyer, Chairman of the Governance Commission, and Mr. Oblayon B. Nyemah, Director General, Liberia Institute of Public Administration, along with the technical teams from member institutions of the "tripod".

The POC expressed satisfaction over the implementation of the public sector reform project especially as it relates to the nationwide biometric enrollment process and the vetting of people on the Supplementary payroll from the Ministries of Education, Health and Internal Affairs.

The Chairperson informed the committee that additional data entry clerks have been hired to accelerate the consolidation process. Another milestone mentioned is the creation of One Employee One File for all participating ministries. It was noted that the participating ministries are nearing completion of the files in the central offices and efforts are under-



Hon. Oblayon B. Nyemah, Director
General, LIPA

to get underway in the fourth quarter of 2016.

On the issue of capacity, the POC noted the importance of building in-house capacity across the tripod to handle technical responsibilities

pertaining to the project. "This sought of capacity, when fully developed, will reduce the pressure on resources and allow for other priorities to be funded".

With the progress reported across the three operational Components of the project, the POC will shortly organize a multi-stakeholder conference at which time achieving ministries will be awarded the amount of US\$40,000 under a World Bank financing arrangement referred to as Disbursement Linked Indicator (DLI) while the Government of Liberia will receive US\$400,000 for each Component achieved.



Members of the Public Sector Technical Team at GC (R-L) Dr. David Kialain, Dusty Wolokolie, Catherine Karmo, Monroe Outland, Danroy

JOB DESCRIPTION CATALOGUE & PERFORMANCE MANAGEMENT MANUAL LAUNCHED



Dr. Anthony Chen
USAID Mission Director

USAID Mission Director Dr. Anthony Chen says a professional civil service is indispensable to ensuring that the citizenry enjoys the benefits of living in a modernized society. "It is at the centre of providing the public the social services that are essential to ensuring that the State performs its end of the social contract".

Dr Chen said, USAID views good governance as the hallmark on which developments such as good policy making, efficient public service delivery, efficient use of public resources and accountability are built. "Only when we have good governance that we can build the foundation for sustainable growth and poverty reduction. The overriding objective has been to put in place systems, processes and institutions such as the Liberian Civil Service to ensure public sector accountability, transparency and efficiency that are essential to good governance".

Dr. Chen made the observation at the launched of the Job Description Catalogue and the Performance Management Manual recently at the Monrovia City Hall.

Speaking on behalf of President Ellen Johnson Sirleaf at the launch

of the Job Description Catalogue and the Performance Management Manual held at the Monrovia City Hall, Dr. Sawyer noted that the documents are an essential tool in gaining protection and ensuring a suitable career path. "That is how we ensure that our performance is recognized and compensated. And so, there is a vested interest from within the public sector in the public service. We should do our best to protect the integrity of these documents from where we worked," he noted.

Dr. Sawyer informed the audience that Liberia has tried civil service reform in the past but the intrusion of the patronage system in the larger political environment has

needs to strategize and come out with innovative messages that will get the buy-in and pledges of the politicians and political parties that they will respect and abide by the reforms that are ongoing in the public service.

Also speaking at the ceremony, the Director General of the Civil Service Agency Dr. Puchu Leona Bernard said a total of 3,500 job descriptions have been developed for all positions in the public service and the positions accordingly classified in accordance with the job description.

"We have begun to train, mentor and coach Human Resource Directors and created extensive awareness amongst Assistant



USAID GEMS Consultants and participants in foreground at the ceremony

been a hindrance in achieving the full results. He observed that efforts needs to be made to protect the internal processes and procedures to ensure adherence to the two documents.

He said, as the country moves closer to the general and presidential elections in 2017, the tripod consisting of Governance Commission, Civil Service Agency and the Liberia Institute of Public Administration,

Ministers and Deputy Ministers for full utilization and compliance with the documents", she indicated.

Dr. Bernard stated that, while the job descriptions catalogue is a valuable aide to the employees and their supervisors in clarifying the roles and responsibilities of the positions, they are also useful for merit-based recruitment processes, as well as performance management.

CSA Teams Complete One-Employee-One-File Verification Mission to 15 Counties

The much acclaimed "One Employee-One File" nationwide verification and support mission got underway in mid-June. The "One Employee-One File" is a milestone under Component One (**Improve Pay Management**) of the Public Sector Modernization Project. The Employment Services Directorate at the Civil Service Agency is the driver of this project component and the Directorate has been working with all participating ministries including the Ministries of Finance & Development Planning, Health, Education, Internal Affairs, Justice, Foreign Affairs and Information, Cultural Affairs & Tourism, in helping them to create and maintain an organized filing system for each employee in their respective agencies.

The One-Employee-One- File exercise requires all participating ministries to organize an individual filing system for every employee on the approved personnel listing. Each employee's file is required to contain a checklist of items including Employment Letter, Job Description, Academic credentials, Curriculum Vitae, pass port size photos, and approved Personnel Action Notice amongst others.

In a project update submitted by the Project Coordinator of the Public Sector Modernization Project, Mrs. Patience Coleman Beyan, at the June 2016 Project Oversight Committee (POC) meeting held at the Governance Commission, the POC, comprising of the Civil Service Agency, Governance Commission and Liberia Institute of Public Administration, noted with great satisfaction, the progress made in creating and maintaining files in the central offices of the participating ministries. With the level of success reported by the participating ministries in the central offices, the project implementation team



Ms. Yei Ann Lankah and team in Voinjama, Lofa County (R - 1)

embarked on a three-week nationwide verification and support mission to ascertain the level of work done by ministries with employees in the counties. The participating ministries with presence outside of Montserrado County includes; Health, Internal Affairs, Education and Justice.

Four teams from the CSA were deployed in the counties and followed by two additional supervisory teams. The objective of the second tier team was to further verify the completeness of the existing files.

This exercise is necessary because upon the completion of the files in the participating ministries, a third party verification team will visit to randomly select and inspect files and once it is established that the files are organized and arranged in accordance with the agreed checklist, each of the participating ministries will receive a cash donation of Forty Thousand United States dollars (US\$40,000.00) and the Government of Liberia will receive Four Hundred Thousand United States Dollars (US\$400,000.00) under a World Bank program referred to as Disbursement Linked Indicator (DLI).



Mr. Augustus Kamara and team in Zwedru, Grand Gedeh County (R - 2)

LIPA Certificates 314 Supervisors — Completes Performance Management Training

The Liberia Institute of Public Administration (LIPA) has awarded certificates to 314 Supervisors including Human Resource Directors and Assistant Ministers following the successful completion of a twelve-week training in Performance Management System.

The training focused on identifying key results areas for Ministries, Agencies and Commissions (MACs), setting performance goals and key performance indicators, monitoring performance and identifying performance gaps.

Speaking at the certification program held in the auditorium of the University of Liberia recently, the Director General of LIPA Mr. Oblayon B. Nyemah commended the honorees for committing their time to the training, noting that capacity building is a continuous process which has enormous benefits. He reaffirmed LIPA's commitment to its three key functions of training, research and consultancy, noting that the institute is fortunate to have skilled, talented and well capacitated facilitators who are capable of impacting knowledge at any time they are called upon.

The keynote speaker at the ceremony, Mrs. Wanneh Clarke Reeves, Deputy Director General for Human Resource Management at the Civil Service Agency, thanked LIPA for the proactive leadership style which is transforming the Institute.



LIPA Deputy Director General presents certificate to Ms. Mariama Kamara, LIPA - PSMP Focal point

She noted that the Government of Liberia recognizes that the performance of civil servants is directly related to the delivery of services to its people. Hence, it instituted the Performance Management System in 2015 as part of the Civil Service Reform Strategy.

Mrs. Reeves said, the Performance Management System provides the framework for managing efficiency in the workplace and rewarding excellence. It also helps to establish clear performance expectations and provides the tools to conduct mid-year reviews and annual appraisals.

Providing statistical background of the trainings, the Focal Person for the Public Sector Modernization Project at LIPA, Ms. Mariama Kamara said prior to the commencement of the training in Performance Management in 2015, a mapping exercise conducted by the Institute identified 429 persons with supervisory responsibilities across 11 MACs and at the end of the twelve weeks training, 314 supervisors successfully completed the training.

She mentioned that participants benefitted from twenty five contact hours and this represents a significant collaboration between LIPA and the participating MACs. "Out of the 314 honorees, 118 female, representing 37.5% of the total number, were certificated". This she said represents significant progress in the Female in Leadership Development program under the Public Sector Modernization Project.



Partial view of participants at the certification program

Table of PMS Mapping Exercise and Training Statistics

No.	Name of MAC	Total No. of Trainees	No. of Females	No. of Males	No. Per Mapping Exercise
1.	CSA	34	14	20	41
2.	LIPA	18	6	12	9
3.	MICAT	40	13	27	33
4.	MIA	21	5	16	37
5.	MOJ	52	24	28	14
6.	GC	9	2	7	16
7.	MOFA	29	11	18	23
8.	MOH	18	8	10	48
9.	MFD	17	7	10	123
10.	MOE	59	23	36	58
11.	MOS	17	5	17	27
	TOTAL	314 (73.1%)	118 (37.5%)	196 (62.4%)	429

Photos from PMS Certification Program



Hon. Jarso Jallah Saygbe, DDG Training makes a presentation at the ceremony



Hon. Charles Jarret, DDG Research, presents certificates to participants



AFRICAN PUBLIC SERVICE DAY

Theme: The Role of Public Service In Stimulating Economic Development and Growth In Liberia



Amb. Beng Yela Augustine Gang

Liberia joined the comity of African Nations in observance of June 23, 2016 as African Public Service Day, a day set aside by the 6th Conference of African Ministers of public/civil service held in Sandton, Johannesburg, South Africa in October 2008.

The annual events in observance of African Public Service Day in Liberia is led by the Civil Service Agency. A major highlight of the observance, in addition to the issuance of a proclamation by the President of the Republic of Liberia, is the recognition of the services of civil servants and public servants who make countless contributions to economic growth.

The continental theme for 2016 is "Public Governance for Inclusive Growth; Toward the Africa we Want". In Liberia, a national theme; "The Role of Public Service in Stimulating Economic Development and Growth in Liberia", was adopted and a formal program around this theme executed.

Following a splendid parade of more than 300 civil servants representing various government ministries, agencies and commissions, beautifully attired in white and green t-shirts with matching face-caps, the civil servants

converged at the Paynesville Town Hall for the execution of the formal in-door program.

The orator of this year's ceremony, His Excellency Beng Yela Augustine Gang, Ambassador of the Republic of Cameroon accredited to the Republic of Liberia, extended special thanks to civil servants for the tremendous contributions they make each day to keep the wheel of the economy functioning.

He noted that civil servants have a responsibility to serve as "foot soldiers" in propagating the essence of good governance and accountability. He stressed the need for continues training of civil servants in fields that are relevant to the development of the country.



**Ms. Sandra Roberts
Civil Servant Of The Year 2016**

Each year at the observance of African Public Service Day, one civil servant is singled out and recognized as Civil Servant of The Year for exhibiting exceptional services above and beyond their prescribed scope of duty and proven evidence that the service has clearly contributed to institutional growth and development.

The Civil Service Agency employs a participatory process each year in

the selection of the Civil Servant of the Year. The process begins with a communication to all public institutions to nominate one or two persons who meets the criteria. Following the submissions, a selection committee evaluates the various entries and qualifies the persons to be honored.

For 2016, Ms. Sandra Roberts, Director, Human Resource Management Bureau, Ministry of Post and Telecommunication was qualified by the selection committee as the candidate for recognition as Civil Servant of the Year.

In a citation read by the Civil Service Agency Deputy Director General for Administration Hon. Othello K. Weh just before the presentation of cash award in the amount of One Thousand United States Dollars (US\$1,000.00) and a certificate of appreciation, Ms. Roberts is credited for breaking a major syndicate in the Ministry of Post and Telecommunication involving the disappearance of money from the personal bank accounts of dead employees of the ministry. Her action prompted an urgent investigation by the commercial bank and upon establishment of the facts, the accounts of the dead employees were replenished providing access to the deceased relatives due benefits under the ministry's benefit scheme.

In an exciting posture, Ms. Roberts paid special tribute to her parents who instilled the values of honesty and integrity into her and to her friends and workmates who continue to inspire and motivate her in executing her responsibilities.

She challenged civil servants to continue to serve the nation with integrity,



noting that their collective action could potentially transform the delivery of services to the larger society. She noted that every civil servant has a responsibility to contribute in every way possible in the revival of the nation's

economy and the development of the country.

Speaking earlier in introductory remarks, the Director General of the Civil Service Agency, Dr. Puchu L. Bernard, thanked President Ellen Johnson Sirleaf for the issuance of the Proclamation declaring June 23, 2016 as a

working holiday in observance of African Public Service Day. This she said, emphasizes the government's recognition of the importance of motivating public servants to excellence and devotion to duty.

Observance of African Public Service Day In Pictures



Just before the parade, Civil Servant proudly upholds the banner



Civil Servants parading from ELWA junction



Members of the Diplomatic Corps



CSA Senior Management Team



Presentation of cash award to Ms. Sandra Roberts



Presentation of certificate of appreciation to Ms. Roberts



In-door program at Paynesville Town Hall

GOVERNANCE COMMISSION INTENSIFIES MFR

The Governance Commission (GC) is a leading member of the Project Oversight Committee (POC), the body mandated by the Project Appraisal Document of the Public Sector Modernization Project to ensure the smooth implementation of the various Components of the public sector reform.

Established by an Act of the National Legislature in 2007, the GC's core mandates includes formulating policy recommendations and implementation strategies, in collaboration with relevant government and non-government institutions, for the advancement of good governance as well as monitor and evaluate the performance of Liberia's governmental institutions and processes with a view to recommending measures designed to strengthen them.

The GC's Core Mandates are implemented through five mandate areas: Political & Legal Reforms; Public Sector Reform; Civic Engagement; National Identity and Visioning; National Integrity Systems; and Monitoring, Evaluation, Research and Publication.

Under the PSMP, the GC is responsible for the implementation of sub-Component 3.1 which deals with Organizational Development. According to the Project Development Objective, the GC is responsible to conduct Mandates and Functions Review of all participating ministries (MOE, MOH, MoFA, MOJ, MFDP, MICAT, MIA) to avoid overlapping mandates and functions and to improve efficiency in government institutions and service delivery in the public sector.

The Commission is presently conducting a rigorous staff skills assessment and analysis within the participating MACs, and this exercise is supported by Continental Consultants Limited, a renowned consultancy Firm from Ghana. The firm which is represented by its Vice President, Ms. Linda Poku Adu, was hired under the project to

strengthen the institutional capacity of the GC in the rollout of this responsibility.

The GC technical team, comprising of Dr. David Kialain, Senior Consultant, Monroe Outland, Policy Analyst and Danroy Dixon, Policy Analyst, has visited several Internal Reform Committees (IRCs) along with the Continental Consultant who is leading the MFR in collaboration with her Liberian counterparts. As part of her function, the International consultant will transfer knowledge to the Liberian technical team to enable them conduct subse-



Ms. Linda Poku Adu - VP, Continental Consultants Ltd

quent Reviews of Mandates and Functions of government institutions. In addition to the mandate of the GC under the PSMP, the institution has a broader responsibility in the national reform process outside of the project.

A review of the Mandates and Functions of the Ministry of State for Presidential Affairs, Ministry of Foreign Affairs and Ministry of Labor are nearing completion. The review and analysis includes the existing vision and mission statements, the core values and new emerging functions, new organizational structure including systems and processes and a new optimal staffing pattern.

Within its Core Value system, the GC has succeeded in assisting the government efforts in establishing integrity institutions including the Liberia Anti-Corruption Commission, the Law Reform Commission, Land Commission, Development of the National Security Sector Reform Strategy, the Liberia Anti-Corruption Strategy, the Judiciary Reform Strategy Paper and the Issues Paper on Legal and Judicial Reforms in Liberia.

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GC Technical Team with Continental Consultant at the MPW (R to L) Danroy Dixon, Linda Poku Adu, Monroe Outland & Dr. David Kialain

HRMIS Biometrically Enrolls Over 30,000 Civil Servants

Component Two of the PSMP is concerned with Strengthening Payroll Management and addresses two functional problems. The problems include the lack of effective payroll discipline that has facilitated entries into the payroll without due process and the weak establishment control leading to escalating wage bill.

According to the Project Development Objective, this component aims at carrying out a program to establish civil service payroll and ensuring predictability in the wage bill, including (a) to establish and maintain a clean, accurate and complete Civil Service payroll and (b) to ensure predictability in the government's wage bill through the frequent monitoring of payroll exits and entries.

The key activities under this project component are as follows; preparation and dissemination of Human Resource 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; and complete cleaning and updating of personnel files for all employees so that all civil servants will have complete electronic files.

The focal implementer of this Component at the CSA is the Human Resource Management Information System (HRMIS). The Directorate is established as a Human Resource Database Management Center to provide more accurate basis for planning and forecasting human resource demand and supply and strategic decision making. The three services provided by the Directorate includes biometric identification and enrollment of all civil servants; payroll data storage and management as well as automation of HRM processes through an HR & Payroll system.

To date, the Directorate has built electronic files and biometrically enrolled 30,571 employees (2010—2015).

About 3,000 names on the payroll who were identified as either ghost, duplicates or misrepresentation were deleted from the payroll between 2014-2016. Early this year, the Government of Liberia Supplementary Payroll Verification Exercise undertaken by the HRMIS in collaboration with Employment Services shows that 6,283 Supplementary Workers were verified and biometrically enrolled from a total of 7,568 on the payroll.

The Directorate has built electronic files and biometrically enrolled 30,571 employees.

Table I: Nationwide Verification data Analysis (Jan—Feb) 2016

No.	Descriptions	Total No.
1	Vetted and Certified MOE Supplementary Employees	1,810
2	Vetted and Certified MIA Supplementary Employees	1,232
3	Documented MOE Supplementary Employees	295
4	Documented MIA Supplementary Employees	144
5	Fake Document	210
6	Insufficient Documents	1,023
7	No WAEC Certificate	1,019
8	Provided AA, B or C Certificate but no WAEC	1,134
9	Below High School	130
10	MOE No Shows	1,184
11	MIA No Shows	393
12	MIA Regular Replaces	402
13	MOE Regular Replaces	207
14	Supplementary Employees Certified but OverPaid	19

CSA Regional Officers Workshop Held in Gbarnga

Decentralization and de-concentration are important priorities of the Liberian government. The policy is aimed at providing access to government services to people in the counties. The government has taken measures in establishing Service Centers in several parts of the country in support of this initiative.

Consistent with this national priority, the Civil Service Agency established four Regional Service Centers in Tubmanburg, Bomi County, Gbarnga, Bong County, Buchanan, Grand Bassa County and Zwedru, Grand Gedeh County. Collectively, the four Regional Service Centers provides human resource support to ministries with civil servants in the regions.

Considering the enormous challenges the Regional Offices are confronted with on a daily basis, the Civil Service Agency through the Public Sector Modernization Project supported a three day capacity building workshop for all CSA Regional Officers in the provincial city of Gbarnga in Bong County.

The workshop reviewed key documents that are essential to the ongoing public sector reform taking place. Some of the documents reviewed at the workshop includes the Human Resource Policy Manual for the Civil Service, Standing Order and Code of Conduct, Performance Management processes, timelines and meeting targets.

The section was formally opened with a presentation by the Deputy Director General for Human Resource Management at the CSA, Mrs. Wanneh Clarke Reeves.

Retrospectively, the Civil Service Reform Strategy (CSRS) was launched in 2008 under the theme, “smaller government, better service”. The strategy consisted of six components: (I) Restructuring and Rightsizing

(II) Pay and Pension Reforms; (III) Improving Service Delivery; (IV) Human Resources Management; (V) Developing Leadership; and (VI) Gender Equity in the Civil Service. With support from the World Bank, Swedish Government and USAID, the government redesigned the strategy to support the

implementation the Public Sector Modernization Project (PSMP), which is expected to reenergize and expedite civil service reforms. Unlike the CSRS, the PSMP has three components: (I) Improve Pay Management; (II) Strengthened Payroll Management; and (III) Improved Performance.



CSA Regional Office (Zwedru, Grand Gedeh County)



CSA Regional Office (Gbarnga, Bong County)



CSA Regional Office (Tubmanburg, Bomi County)

TWG ENDS RETREAT IN BUCHANAN

A three day retreat organized by the Technical Working Group of the Public Sector Modernization Project (PSMP) ended on Saturday, April 30, 2016 in the provincial city of Buchanan in Grand Bassa County. The retreat was attended by over 40 representatives from participating ministries (Health, Internal Affairs, Education, Justice, Finance and Development Planning, Information, Cultural Affairs & Tourism & Foreign Affairs) in the PSMP and representatives of the Civil Service Agency, Governance Commission & the Liberia Institute of Public Administration.

Addressing delegates at the opening session of the retreat, the Director General of LIPA Mr. Oblayon B. Nyemah, Sr. stressed the importance of team building and networking amongst the members of the Technical Working Group for the acceleration of programs and activities of the PSMP, noting that "the envisaged reforms within the public sectors are achievable but we need to remain committed and we must begin to build synergies especially in areas that requires joint collaboration and



**Hon. Oblayon B. Nyemah, Sr.
Director General of LIPA**

programming".

He urged participants to utilize the opportunity afforded by the retreat to critically review the agreed project workplan with specific focus on deliverables and targets set for implementation in the second quarter of 2016.

For his part, the Superintendent of Grand Bassa County, Hon. Levi Demah said the selection of Buchanan for such an important planning and evaluation retreat is significant because the county has served as the corridor for very important decisions that have successfully aided in the transformation of the country.



**Hon. Levi Demah
Superintendent, Grand Bassa
County**

As a former beneficiary of the Senior Executive Service (SES), a capacity building project implemented by the Civil Service Agency during the early years of the current government, Hon. Demah revealed that a transformed and modernized civil service will go a long way in changing the business processes in government and the Liberian people and the international community will develop a greater appreciation of services offered by the government.



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

Also making remarks, the Director of the Civil Service Reform Directorate and Project Coordinator of the Public Sector Modernization Project, Mrs. Patience Coleman-Beyan thanked her colleagues for mustering the courage and determination to be in Buchanan to participate in such an important planning and implementation retreat. She stressed the importance of teamwork in meeting project milestones and targets.

She said, as a results-based project, the onus is on all component managers to work assiduously, considering the need to sequence project activities in a manner and form that will show clear results as enshrined in the annual workplan. "Our objective here is to unpack cluster activities in the workplan and show clearly what we intend to implement and to provide clear timelines for the implementation of activities.

The first day of the retreat focused on the various activities in the workplan and working together in separate groups, the component managers and Directorates with responsibilities under each component critically reviewed the planned activities for the second quarter of 2016.

At the second day sitting, the Internal Reform Committee (IRC) from the Ministries of Health, Education, Internal Affairs, Justice, Finance and Development Planning, Foreign Affairs and Information, Cultural Affairs & Tourism presented their work-program for the second quarter. The participating IRCs also informed the delegates at the retreat of the various dates for the holding of IRCs meeting.

In her closing statement, Mrs. Coleman-Beyan informed the various participating ministries that a technical committee from the CSA will be visiting the various IRCs to provide support where necessary for the acceleration of the reform. She described the IRCs as the agents of change in delivering the needed results.

CSA Completes Mid-Year Interactive Forum With MACs

The Civil Service Agency has completed the 2016 mid-year interactive forum with Human Resource Supervisors and Assistant Ministers representing various Ministries, Agencies and Commissions (MACs).

The 2016 mid-year forum is aimed at engaging the relevant government institutions that are piloting the Public Sector Modernization Project. In a crowded conference room at a local facility in Sinkor, Monrovia, the Director General of the Civil Service Agency, Dr. Puchu L. Bernard said the forum is intended to update Human Resource Managers and Assistant Ministers on the progress of ongoing public sector reforms taking place across government.

Directors and Acting Directors from the nine Directorates (Employment Services; Management Services; HR Management Information System; Pay, Benefits and Pension; HR Policy Planning, Research; Monitoring & Evaluation; Civil Service Reform; Career Management & Training; General Administration and Finance, Rural Outreach & Decentralization) within the CSA provided updates on the mandates, achievements for 2015 to June 2016 as well as the next steps.

The Civil Service Agency, along with the Governance Commission and the Liberia Institute of Public Administration, is implementing the Public Sector Modernization Project, a project that seeks to review the mandates and functions of government institutions, provide requisite training for civil servants in areas that increases efficiency, and applying the merit based system in addressing the issues of Improved Pay Management, Strengthened Payroll Management and Improved Performance in the civil service.

Following the nine presentations, the participants, comprising of Human Resource Supervisors and Assistant Ministers, shared experiences on how they are piloting the reforms, especially as it relates to One Employee One File, completing the first and second circles of performance appraisal of employees and the closure of supplemental

payroll to allow government to have a clear and predictable national wage bill.

In closing, the CSA vowed to continue the dialogue as a way of enhancing efficiency in the civil service and building a civil service that can attract and retain the best Liberians.



Dr. Puchu L. Bernard
Director General



Mr. Othello K. Weh Deputy
Director General Adm.



Mrs. Wanneh Clarke Reeves
Deputy Director General HRM



(L to R) Alfred Drosaye, Alexander Bassey, Shadi Baki, Darlington Smith & George Wah



Mahdea George Belleka, Extreme Left and Retta Vincent, Extreme Right



Cross section of participants at the interactive forum

CSA BEGINS TEST REVISION AND AUTOMATION

The Civil Service Agency has concluded arrangements with a Liberian owned IT consultancy firm, Integrity Consultants, to revise and automate the Civil Service examination administered to Liberians desirous of seeking employment with the GoL. The revision and automation is funded through the Public Sector Modernization Project.

The Civil Service Agency administers about 80 different paper-based examinations tailored to specific jobs and positions within the civil service.

According to the agreement, Integrity Consultants will revise and automate all of the exams within the period of ninety days. The firm will also develop a proprietary software

and provide training for the test administration team at the CSA to ensure continuity and sustainability of the process.

Speaking at the launch of the revision and automation process, the Project Coordinator of the Public Sector Modernization Project, Mrs. Patience Coleman-Beyan, said the occasion was remarkable owing to the fact that since the reconstitution of the Civil Service Agency in 1973, this will be the first attempt at introducing a computer-based examination to prospective civil servants.

She cautioned the revision and automation team to exhibit the highest degree of confidentiality in the exercise of their duties, noting that "the CSA attaches great importance to this exercise and Integrity Consultants must ensure that all rules of privacy and non-disclosure are respected to the letter".

She thanked the management of Integrity Consultants on behalf of the Project Oversight Committee, noting that the award of the consultancy to Integrity Consultants for such a major undertaking speaks volumes of the professional skills development of Liberian entities and firms.



Project Coordinator Patience Coleman Beyan launches Test Automation



Employment Services Directorate representatives at the launched



Edith L. Davies & Ramsey W. Summon



Representatives of Integrity Consultants with Mr. George Wilson at far right



Cynthia K. Andrews



Governance Commission

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