Public Sector Modernization
Government of Liberia

(June 30, 2014)
Civil Service Reform
3 Framework Questions

I. Where are we?
   - Status quo

II. Where do we want to go?
   - Our vision

III. How do we get there?
   - Agenda setting, the approach, strategy
     • Public Sector Modernization Project
I. Where are we? Status Quo

“… the civil service is in a deplorable state, ineffective and inefficient … the structure, policies, operations, and orientations of the civil service should be reformed”.

- President Ellen Johnson Sirleaf
# The Three Woes of the Civil Service

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<thead>
<tr>
<th>Not Regularized</th>
<th>Low Performance</th>
<th>Unsustainable Wage Bill</th>
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<tbody>
<tr>
<td>Illegitimate employees work in government institutions and take pay</td>
<td>Low capacity and productivity</td>
<td>Ghost workers</td>
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<td>Positions, grade, pay misclassified</td>
<td>Shortage of skills and talent</td>
<td>Bloated bureaucracy</td>
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<td>Lack of job descriptions</td>
<td>Demotivated workforce</td>
<td>Inequity in pay</td>
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An example of irregularities in Civil Service

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Substantial mismatch in position, grade, and pay
Rising Wage Bill

Three-fold increase in 5 years
II. Where do we want to go?

Vision
A Civil Service that is “independent, accountable, merit-based and performance oriented, well-structured public sector with improved service delivery”

– Pillar IV of the Agenda for Transformation

A REFORMED GOVERNMENT THAT WILL SHOULDER THE COUNTRY’S DEVELOPMENT AND SUSTAIN THE PEACE
Public Sector Modernization Project (CSA, LIPA, GC)

Leadership, Engagement, Communication

0. Regularize Civil Service

I. Optimal Size

Public Sector Modernization

II. Pay Reform

III. Professionalization of the workforce
## Project support/cost/donors

<table>
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<th>Source</th>
<th>Amount (USD)</th>
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<td>International Development Association (IDA)</td>
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<td>US Agency for International Development (USAID)</td>
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<td>SWEDEN Swedish Intl. Dev. Cooperation Agency (SIDA)</td>
<td>$3.67 million</td>
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<td><strong>Total</strong></td>
<td><strong>$10.71 million</strong></td>
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**Leadership, Engagement, Communication**

**Objective:** Create buy-in/ownership, set priorities and deadlines, enhance coordination, communicate to stakeholders, establish accountability

- **5 Cabinet meetings and 2 assignments**
  - Overwhelming support and collaborative framework desired
  - Robust HR strategy (HR Roadmap) and communication strategy needed
  - Performance and merit-based principles agreed upon
  - Contractors/consultants & gas/fuel/airtime listings

- **Tripartite leadership:** GC, LIPA, CSA
- **2 Donor Update Forums**
- **1 Media and Intellectual Centers Engagement Forum**
- **1 Legislative Engagement Forum**
Objective: To align Civil Service operations and current practices with established policies and procedures.

- CSA is identifying all non legitimate employees in GOL.

- CSA is putting civil servants in proper grades, pay, and positions.
Objective: To determine the size of the Civil Service for most effective and budget-conscious service delivery

- Personnel verification and biometrics progress
  - 2500 ghost names removed
  - Savings: +$4,500,000 USD (base salaries only)
  - Replacees: 1,100
    - 400 have been vetted
- Next 3-4 months: close 20+ supplementary payrolls
Securing the payroll

1. **Reduce number of individuals who have access to payroll**
   - **Before**: Many individuals had access to payroll
   - **Now**: Select few have entry

Civil Service Management Module
- Software with strong safety features; only accessed by few individuals which enhances control and accountability

2. **Separated management and processing of payroll**
- The CSA **manages** payroll
- The MoF **processes** payroll

“**Those who cut the checks cannot also decide who receives the checks.**”
Objective
Reform the pay system to increase equity, transparency competitiveness, and affordability
Pay Reform Activities

✓ **High-Level Wage Bill Task Force**
  - Co-chaired by CSA and MOF and brings other stakeholders
  - Monitor shifts in employment and personnel expenditures
  - Review structure and compensation of civil service to advance pay reform objectives in a fiscally sustainable way
  - Oversee implementation of pay reform strategy
  - **New** General Allowance Template

✓ **Pay Specialist**
  - **Medium Term Pay Reform Strategy Update**
    - **APPROVED** by Cabinet
    - Sequenced, phased approach
    - Single pay structure: predominantly salaries; very little allowances
    - Eliminates most in-kind allowances such as gas/fuel/airtime

✓ **Grading Consultant**
  - Develops job titles
  - Identifies position, grading, and pay discrepancies
III. Professionalization of the workforce

**Objective:** Operationalize performance and merit-based principles to increase effectiveness and accountability of all Civil Servants

- *Principal Administrative Officer (PAO):* De-politicized Civil Service with protected institutional memory
- Final draft: Performance Management System Handbook
RECAP: Civil Service Reform
3 Framework Questions

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   - Status quo

II. Where do we want to go?
   - Our vision

III. How do we get there?
   - Agenda setting, the approach, strategy
     - Public Sector Modernization Project
RECAP: Public Sector Modernization Project (CSA, LIPA, GC)

I. Optimal Size

II. Pay Reform

III. Professionalization of the workforce

Leadership, Engagement, Communication

0. Regularize Civil Service
Actions to get to the finish line

- Overcome our coordination challenges (collective action problems).
- Build a more robust implementation strategy that addresses not just technical challenges but also specific political economy problems.
- Align Civil Service reform with current initiatives and evolving political landscape.
- Own it!
A better government lies ahead

Thank you. Any questions!