

REPUBLIC OF LIBERIA

CIVIL SERVICE AGENCY

Annual Report

1st January- 31st December 2013



Submitted by

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Executive Summary

The Civil Service Agency is independent from all other Ministries and Agencies of Government and serves as the central government agency responsible for managing the civil service. It is responsible for improving the human resources, service delivery, effectiveness and efficiency of the Service, which entails planning human capacity needs, recruitment and selection, training and development, performance management, and career development of civil servants. Additionally, the CSA provides policy advice to the Government of Liberia in key areas of the Civil Service including organization, staffing, pay and benefits, pension, conditions of service and human resources development. Ultimately, the CSA ensures that the Liberian civil service is competent, professional, motivated and meets the workforce needs of the Government, and delivers quality, efficient services to the people of Liberia.

In addition to fulfilling its mandate, the Civil Service Agency has taken on the responsibility of spearheading, in coordination and conjunction with the Governance Commission (GC) and the Liberia Institute for Public Administration (LIPA), civil service reforms. As a result, the Civil Service Agency has assumed increased responsibilities and duties, including personnel analysis, pay and grade analyses, and drafting new HR policies aimed at professionalizing the civil service workforce.

The Executive Summary highlights the key activities and achievements of the Civil Service Agency in 2013. It reviews the four Strategic Management Offices as well as their Directorates, the programs run by the Civil Service Agency to bring talented, highly qualified Liberians into the Government, Staff Development, and, lastly, the Civil Service Reforms.

The Executive Summary, as well as the full Annual Report, demonstrates the high level of work and output of the CSA.

PART I: CIVIL SERVICE AGENCY – YEAR IN REVIEW

Strategic Management Offices

The Annual Report examines the activities and accomplishments of the four Strategic Management Offices as well as the Directorates that fall under them: the Office of the Director General, the Office of the Deputy Director General for Human Resource Management and Policy, the Office of the Deputy Director General for General Administration, and the Office of Public Sector Manager.

The Office of the Director-General is responsible for supervising and directing the administration of the affairs of the Civil Service Agency. This year a new Director-General, Hon. George K. Werner, was named to the position. Former Director-General, William Allen, stepped down to assume an Ambassadorship to France. Hon. Werner is supported by a Senior Technical Advisor, Mr. Gbovadeh Gbiliala, who assumed his post in July 2013. Mr. Gbiliala provides technical expertise and advice to the Director General and ensures that the CSA Directorates operate in a productive and unified manner.

The Office of Deputy Director General for Human Resource Management and Policy is responsible for increasing the efficiency and effectiveness of the public service and ensuring the rights of civil servants are properly protected. In addition to the activities within the office

proper, it is also mandated with overseeing three Directorates: (1) Rural Outreach; (2) Human Resource Management Information System (HRMIS), and (3) HR Policy Planning and Monitoring & Evaluation. These three Directorates play a critical role in ensuring that the CSA reaches its mandate. Key accomplishments include discovering 199 employees on Government payroll who receive monthly salaries from the Government but are either ghost workers, have abandoned their job, are fraudulently overpaid, or who have been deleted from the payroll but are working and need to be re-activated. Biometrics, which is one component of HRMIS, has enrolled over 75 percent of the civil service workforce and in December sent teams to the counties to enroll civil servants outside Monrovia. Further it has delivered Biometric ID cards to twenty-four Ministries and Agencies. The HR Policy Planning and Monitoring & Evaluation is working diligently to make sure that HR policies are properly implemented across the government.

A third Strategic Management Office is the Office of Deputy Director General for General Administration, which is responsible for overseeing and managing the day-to-day operations of the Civil Service Agency. This office supervises the functions of the Division of Personnel, the Division of Finance and Administration, the Division of Records and Leave, the Procurement Unit, and the Division of Maintenance. The Civil Service Agency conducted an analysis of its workforce in 2013 and is pleased to report that CSA employees are professional and highly qualified. Approximately 93 percent of the CSA staff showed up regularly and on time to work. Further, 45 percent of the staff fall into the “Professional” category. There are many highly qualified staff at the Civil Service Agency with 62 employees, or 45 percent, holding at least a first degree. Forty-three employees, or 31 percent, are still in school, pursuing their first degree. The remaining 33 employees, or 24 percent, have other qualifications. The analysis indicates, however, that there is a gender imbalance at the CSA in that 51 employees are female (37 percent of total staff) while 86 employees are male (63 percent of total staff). In fact, there are only three offices that have more female employees than male – the Recruitment and Testing Division, the HRMIS Directorate, and the Selection Division. The remaining offices have more males than females, and the Maintenance Division has eleven employees, all of whom are male. The Annual Report also documents the budget and expenditures of the Civil Service Agency. The Fiscal Year for the Government of Liberia begins on July 1 and ends on June 31, therefore the report includes data from July to December 2013. In 2013, the budget was not passed until October 2013, and the Civil Service Agency was not operating on full capacity until November. As such for July, August, September, and October, all CSA expenses were either Personnel Expenditure or Goods and Services. In this period, the CSA spent a total of \$402,217 USD. Of this, \$250,032 USD was spent on Personnel and \$152,185 USD was spent on goods and services.

Lastly, the Office of Public Sector Management is directly responsible for administering the pension law of Liberia and maintaining employment records of all classified civil servants who retire. The Office held nineteen pre-retirement counseling workshops for the 357 civil servants eligible for pension, calculated costs to pension eligible staff, and drafted a brochure to inform civil servants of the financial support they can expect to receive from the Government upon their retirement. The Public Sector Management also supervises the Management Services Directorate, Career Management and Training Directorate, and Employment Services Directorate. These Directorates have had a busy year. Some of their key accomplishments include assuming payroll management for the entire civil service workforce, providing training opportunities for qualified civil servants, and establishing an

effective performance appraisal system to ensure quality, professional performance of all civil servants.

The Search for Top Talent

The Government of Liberia seeks to bring highly qualified ex-patriot professionals back to Liberia. To this end, there is the Senior Executive Service (SES) Program and the Transfer of Knowledge Through Expatriate Nationals (TOKTEN) Program, both of which are administered and managed by the Civil Service Agency. In addition, the Government of Liberia sends Liberian students abroad to train with world experts in key strategic fields, including Engineering, Health, Agriculture, Education, and Public Administration. Currently the GoL is funding at least 320 through bilateral and other scholarships. When the students return to Liberia, they are mandated to serve in the Government of Liberia and bring with them the skills, training, and cross-cultural awareness that they gained while abroad.

Staff Development

Over the past year the Civil Service Agency leadership has also worked on staff development. This has included sending employees abroad for short training seminars and workshops and recognizing outstanding staff members through ceremonies and staff appreciation.

PART II: CIVIL SERVICE REFORMS

The Civil Service Agency is spearheading the Public Sector Modernization Project, in coordination and conjunction with the Governance Commission (GC) and the Liberia Institute for Public Administration (LIPA). The reforms are focusing on three key issues: optimizing size of government, reforming pay, and professionalizing the civil service workforce. The CSA has developed a communication strategy and has engaged key stakeholders through education and information Forums. In addition, the CSA has taken the lead on dissolving the Ministry of National Security and redirecting the civil servants, and has begun looking into the strategic long-term plans for what the Civil Service Agency should look like in the future. This section describes each of these aspects of the reforms in more detail below.

Key Issues

The Civil Service Agency, in consultation with other key Ministries, including the Ministry of Justice, has developed a roadmap in an effort to reduce the size of government. First, the GoL will pension and retire all eligible staff. Second, the GoL will separate contractors and consultants. That is, when contracts end, contractors will either be terminated or absolved by government. Third, the GoL will offer voluntary separation packages. Lastly, the fourth phase of the roadmap will focus on Redirected Workers. The Civil Service Agency has determined that there are over 4,500 civil servants who will be eligible for pension and retirement in 2014, 2015, and 2016 and this will cost the government approximately \$8 million USD in pension and social security benefits, as well as a one-time handshake package (USD) given to the pensioners on the day of their Honoring Program. The costs associated with the remaining three phases are still being determined, although the Civil Service Agency estimates that the full roadmap will cost the GoL a minimum of \$25 million USD.

In addition, the Civil Service Agency is working on pay and grading reform. With the support of the World Bank and USAID, two consultants were hired – Ms. Jana Orac and Mr. Paul Nartey – in September and in October, respectively, to carry out thorough, detailed analyses

and to develop strategies for implementation. The pay reform is expected to be developed and implemented by the end of 2014, while the grading reform in 2015.

The third component of the reforms is to professionalize the workforce. The Civil Service Agency is in the process of drafting several HR policies which will be implemented next year. In addition, the civil service examinations are being updated to better gauge the skills and competencies of candidates.

Awareness Campaign

The Civil Service Agency knows that its communication strategy to inform and educate the public and key stakeholders of its activities and progress related to the civil service reforms is crucial. As such, it has developed a simple communication strategy with four talking points: *why* the reforms are important; *how* the reforms will be implemented; *what* the reforms are; and *when* the reforms will go into effect. In addition, the Civil Service Agency held in late November a Donor Update Forum with the donor community, and will hold in mid-December a Media and Intellectual Forum on Public Sector Reforms with key media outlets and representatives from Intellectual Forums.

Ministry of National Security

According to the Security Reform Act of 2013, the Ministry of National Security needs to be dissolved. As such the Civil Service Agency has taken the lead on redirecting the MNS employees. CSA HR personnel have held three counseling sessions with MNS staff to inform them of the policies and procedures. Further, CSA has met with other security agencies to determine how many MNS employees could potentially be redirected to those agencies.

What will the Civil Service Agency look like in the future?

Part of the reform process will also look at what the Civil Service Agency should look like in the future. That is, what type of structure does Liberia need to manage its civil servants? This question was partially answered from a team of Nigerian experts, led by Dr. Goke Adegoroye, who spent two weeks at the Civil Service Agency to get a better sense of the Civil Service Agency and options for restructuring. In Dr. Goke's report, he suggested a series of recommendations, which are currently under review by CSA leadership to determine the feasibility of implementing them. Among his suggestions, include "unbundling" the Civil Service Agency to create a Civil Service Commission of Liberia and a Salary and Wages Secretariat. He has also suggested drafting a framework for a new Civil Service Agency that would consolidate the remaining mandate of the current CSA and would emphasize capacity assessment, career development, and grooming leaders. Dr. Goke emphasized that LIPA needs to be revamped and made into the Capacity Building Strategy of the Government of Liberia. Lastly, Dr. Goke suggested conducting a government-wide competency assessment of all middle and management level officers as well as examining the newly developed 10-grade job classification within the context of the existing jobs/positions in the Liberian civil service.

PART III: NEXT STEPS

In 2014 the CSA seeks to provide even better, more efficient services to the civil servants. In addition to completing the day-to-date tasks that form the mandate of the CSA, all staff will also work toward making the reforms a reality. As such, the CSA has developed a work plan that outlines key activities and accomplishments that it expects to achieve in 2014 and a timeline.

Introduction

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In addition to fulfilling its mandate, the Civil Service Agency has taken on the responsibility of spearheading, in coordination and conjunction with the Governance Commission (GC) and the Liberia Institute for Public Administration (LIPA), civil service reforms. Although the reform process officially began nearly six years ago, little progress of note had been made. In mid-2013 renewed momentum and enthusiasm for the reforms were felt across government. As such, the Civil Service Agency has taken on increased responsibilities, including personnel analysis, pay and grade analyses, and drafting new HR policies aimed at professionalizing the civil service workforce.

This Annual Report for 2013 is divided into five (5) sections and highlights the key activities and achievements of the Civil Service Agency in 2013. It reviews the four Strategic Management Offices as well as their Directorates, the programs run by the Civil Service Agency to bring talented, highly qualified Liberians into the Government, Staff Development, and, lastly, the Civil Service Reforms. The Report concludes the activities and accomplishments of the report and provides a brief projection of 2014.

Part I: Strategic Management Offices

The Civil Service Agency is divided into four (4) Strategic Management Offices: The Office of the Director General, the Office of the Deputy Director General for HR Management and Policy, the Office of the Deputy Director-General for General Administration and Finance, and the Office of Public Sector Management.

Office of the Director General

The Office of the Director-General is responsible for supervising and directing the administration of the affairs of the Civil Service Agency. This year, a new Director-General was named, Hon. George K. Werner, who officially took office in July 2013. Former Director-General, Hon. William Allen, stepped down to become Ambassador to France.

As the reforms across government have gained momentum, the office of the Director General has assumed additional responsibilities and duties. To help with the reforms and to ensure that they remain on track, the Soros Foundation has funded two Public Sector Modernization Fellows, Honoré Tchou and Nora McGann, for a year-long fellowship. The Fellows assist the

Director General in the work that the CSA is doing to push the reforms along. The Fellows are also collaborating closely with local staff to build capacity and competencies.

In addition, Hon. Werner is supported by a Senior Technical Advisor, Mr. Gbovadeh Gbiliala, who assumed his post in July 2013. He provides technical expertise and advice to the Director General and ensures that the CSA Directorates operate in a productive and unified manner.

Office of Deputy Director General for HR Management and Policy

The Directorate of Human Resource Management and Policy is responsible for increasing the efficiency and effectiveness of the public service and ensuring the rights of civil servants are properly protected. In addition to the activities within the office proper, it is also mandated with overseeing three Directorates: (1) Outreach; (2) HRMIS, and (3) HR Policy Planning and Monitoring & Evaluation.

The HR Management and Policy Directorate conducted interviews for top management positions in Government, drafted and approved job descriptions for classified positions in the Civil Service, addressed grievances of civil servants, processed Personnel Action Notices (PANs) and Personnel Listings, and prepared follow-up training modules for the Sexual Harassment Investigative Committees.

Since July 2013, the GoL Payroll is handled through the Civil Service Management System (CSMS) by the Civil Service Agency, however, new employment PANs are still sent to the Ministry of Finance for approval before being placed on the payroll. Direct replacement lists with PANs are vetted at the CSA with reference to the concerned Institution to stop the flow of government funds to those no longer in its employ and replacing them with the rightful employee now in the position. The Directorate received 2,843 Personnel Action Notices (PANs) for processing between October 2012 and November 2013. 1,559 were processed for new employment while 1,156 PANs were for direct replacement. The remainder, seventeen (17), were transfers and promotions from one position to another. All of the Personnel Action Notices were forwarded to the office of the Director-General for approval before being sent to the Department of the Budget, Ministry of Finance to be added to Government payroll.

The Department of Human Resource Management and Policy sent a memorandum to remind Ministries and Agencies to submit hard copies of their Personnel Listings for the Fiscal Year 2013/2014 to the Civil Service Agency for processing, immediately after the passage of the Budget. Where during the latter part of the 2012/2013 fiscal year response was enthusiastic, with Listings from LIPA, CDA, LISGIS, Transport, State, Justice, Health, Posts and Telecommunications, Commerce, Gender and Development, Internal Affairs, Labour, Planning and Economics, Public Works, CNDRA, AITB, WRTTI, Lands, Mines and Energy and Finance, response up to the end of November 2013 has been very slow, with Listings from only 4 institutions.

The HR Management and Policy Directorate also held two workshops throughout the year. The first workshop was held in July in collaboration with IFMIS. The purpose of the 2-day workshop was to educate key stakeholders of the schedule to implement the Civil Service Management (CSM) platform. The second workshop was held on September 24, 2013, with HR Directors and Assistant Directors to discuss with them a series of topics including HR

Components of Restructuring Ministries and Agencies, Fleet Management, Biometric Mop-Up, Performance Management, Standing Orders, SES Exit Strategy, and Personnel Listing and Payroll Match-up.

Judgment of a complaint filed by the Aggrieved Workers of the Paynesville City Corporation before the Ministry of Labour was forwarded to the Labour Court on appeal. The decision was in concurrence with the Ministry of Labour. The case reached the Supreme Court and the final decision was in favor of the Aggrieved Workers. The Supreme Court ruled that the Judge of the Labour court erred in supporting the decision of the Ministry of Labour, and that the Ministry of Labour did not have jurisdiction over the workers of the Paynesville City Corporation, but rather, they fall under the jurisdiction of the Civil Service Agency since they are part of a Government institution and are not exempt. On October 16, 2013, the Deputy Director-General for Human Resource Management and Policy requested clarification of the Ruling handed down by the Full Bench of the Supreme Court in the case: *The Aggrieved Workers of Paynesville City Corporation (PCC) versus the Management of Paynesville City Corporation*. It was confirmed by the Chief Justice that all Ministries and Agencies not exempted under the Civil Service Agency Act, are subject to the regulations of the Civil Service. However as quoted in Section 66.17: “No person shall be admitted to the Civil Service or certified as eligible for original Appointment unless he/she shall have passed a competitive examination.” The Deputy Director General was reminded of the exemption list of Section 66.15 of the Civil Service Act. She was ordered by the Chief Justice of the Supreme Court to ensure implementation of the order per instruction or state why she should not be held in contempt.

The Board of Appeal was established in 1973 by the Act that created the Civil Service Agency and is responsible, among other things, to adjudicate grievances in the Civil Service. Under this Board, an Examining Committee determines the merits or de-merits of a case before forwarding it to the Board of Appeals. During this reporting period, the Examining Committee received 45 cases, 20 of which have been resolved, 5 were abandoned, and 20 are pending.

Table 1: Appeal Cases By Ministries And Agencies 2013

No.	Complainant	Defendant	Nature	Status
1.	Rudolph Vanwen	Ministry of Finance	Wrongful dismissal	Resolved
2.	E. Roland Myers	Ministry of Finance	Wrongful dismissal	Resolved
3.	GarzeawuKokulo et al	Ministry of Gender & Development	Wrongful dismissal	Resolved
4.	Ranoe S. Konah	Ministry of Finance	Wrongful dismissal	Pending
5.	Samuel T. Maximore	Ministry of Justice	Wrongful dismissal	Pending
6.	Benjamin C. Tarbleh, Sr.	Ministry of Finance	Wrongful dismissal	Pending
7.	George Manneh	Ministry of Public Works	Wrongful dismissal	Pending
8.	Leona V. Krah	Ministry of Public Works	Suspension	Resolved
9.	John Summerville	General Services Agency	Wrongful dismissal	Resolved

No.	Complainant	Defendant	Nature	Status
10.	Georgia K. Moore	General Services Agency	Wrongful dismissal	Resolved
11.	Robert Borley	General Services Agency	Wrongful dismissal	Resolved
12.	Aaron A. Kollie	General Services Agency	Wrongful dismissal	Resolved
13.	James S. Gaye	General Services Agency	Wrongful dismissal	Pending
14.	Hawa E. Nyuma	General Services Agency	Wrongful dismissal	Pending
15.	P. Nixon Davis	General Services Agency	Suspension	Pending
16.	Gbelee Dennis	Ministry of Finance	Wrongful dismissal	Pending
17.	Ayesattu Keita	CNDRA	Transfer & compulsory annual leave	Resolved
18.	Michael Gibson	CNDRA	Transfer & compulsory annual leave	Resolved
19.	Sam Fahnbulleh	CNDRA	Transfer & compulsory annual leave	Resolved
20.	Ebenezer A. Borbor et al	CNDRA	Familiarize parties with Regulations	Resolved
21.	Dr. Joseph Gayflor	MCSS	Deleted from the payroll	Resolved
22.	Johnson K. Toe	MCSS	Wrongful dismissal	Pending
23.	Jerry B. Nyangbeh	MCSS	Salary withheld	Pending
24.	Elijah G. Freeman	MCSS	Suspension	Resolved
25.	Varney S. Kolo	MCSS	Transfer	Abandoned
26.	Koayekheh B. Tarwoe	MCSS	Transfer	Abandoned
27.	Zac S. Deranamie et al	Ministry of Labour	Termination of Services	Pending
28.	David Woyea, Jr.	Ministry of Labour	Termination of Contract	Resolved
29.	Mohammed S. Sheriff	Ministry of Labour	Notice of Termination	Pending
30.	John S. F. Morlu, Sr.	Ministry of Health	Transfer	Pending
31.	Peter N. Parker	Ministry of National Defense	Wrongful dismissal	Abandoned
32.	John Chea	Judiciary	Wrongful dismissal	Pending
33.	Edward Greenfield	Judiciary	Wrongful dismissal	Pending
34.	Andrew Johnson	Judiciary	Wrongful dismissal	Pending
35.	James Z. Gayflor	Office of the Vice President	Suspension	Resolved
36.	Archiebald Browne, III	Ministry of Lands, Mines & Energy	Suspension	Pending

No.	Complainant	Defendant	Nature	Status
37.	Genevieve Anderson	Ministry of Finance	Suspension	Resolved
38.	PCC Aggrieved Employees	Paynesville City Corporation	Wrongful dismissal	Pending
39.	Helena M. Pajibo	Ministry of Health	Wrongful dismissal	Pending
40.	Ben Garway	Judiciary	Wrongful dismissal	Abandoned
41.	Borbor Tue-Chea	Ministry of Education	Salary placed on hole	Pending
42.	D. Othello Siaty, Sr.	National Commission on Higher Education	Wrongful dismissal	Resolved
43.	Edna N. Seboh Gibson (Mrs)	Ministry of Youth & Sports	Transfer & salary reduced	Abandoned
44.	Gray M. Zuu	LRRRC	Wrongful dismissal	Resolved
45.	Prince Jallahbah	Land Commission	Wrongful dismissal	Resolved

Budget Hearing at the National Legislature

The House Committee on Ways, Means, and Finance to the Expenditure invited the Director General for the Civil Service on hearing on the 2013/14 draft budget on Wednesday, July 3, 2013. On behalf of the Director-General of the Civil Service Agency, the Deputy Director-General for Human Resource Management and Policy lead a team to defend the Civil Service Agency budget at the Capitol Building.

Recruitment

The Deputy Director-General for Human Resource Management and Policy was asked by the Director General to head 7-person Multi-Stakeholder Vetting Committee for the selection processes of the Deputy Managing Director for Finance at the Liberia Water and Sewer Corporation, and the Executive Director, National Elections Commission. The vetting was carried in out in September 2013 and the selected candidates' names were forwarded to the President of the Republic of Liberia for subsequent appointment.

The Deputy Director General for Human Resource Management and Policy on July 17, 2013, worked with the Governance Commission and other stakeholders on the Transition and Movement Plan of the Liberia Revenue Authority. She represented the Director General on the Technical presentation on the Liberia Revenue Authority and Ministry of Finance and Development Planning on June 21, 2013, at the Royal Hotel, Monrovia to highlight the conditions, which have given rise to these two organizations.

Rural Outreach Directorate

Under HE President Ellen Johnson-Sirleaf's leadership, the Civil Service Agency has adopted the Civil Service Rural Outreach Program (CSROP). CSROP aims to ensure that rural candidates seeking employment with the Government of Liberia have equal access to the recruitment process. CSROP is responsible for informing and educating rural civil servants on the role and functions of the Civil Service Agency, monitoring service delivery in rural areas, and reviewing and comparing Payroll Registers and Personnel Listings to ensure that only bonafide civil servants receive pay. CSROP also educates civil servants on their own roles, responsibilities and rights under the Civil Service Act.

There are four regional offices located in Gbarnga, Bong County, Zwedru, Grand Gedeh County, Tubmanburg, Bomi County, and Buchanan, Grand Bassa County. The Gbarnga Office (Region I) comprises Bong, Nimba and Lofa counties, while the Zwedru Office (Region II) is made up of Grand Gedeh, River Gee, Maryland, Grand Kru and Sinoe counties. The Tubmanburg Office, which is Region III, consists of Bomi, Grand Cape Mount, and Gbarpolu counties. Grand Bassa, Rivercess, and Margibi counties make up Region IV with head office in Buchanan. Each of the regional offices is headed by a regional officer.

The Regional Officers play a critical role in ensuring that the Civil Service Standing Orders are upheld in leeward counties and that employees on government payroll actually work and fulfill their mandate. The Regional Officer in Grand Gedeh County submitted a quarterly report to the CSA central office that outlines the discrepancies between the payroll listings for MoH, MoE, and MIA, and the situation on the ground. Below is a concise summary of the key findings:

	Ministry of Health	Ministry of Education	Ministry of Internal Affairs	TOTALS
Ghost workers	3	68	20	91
Multiple names on the payroll	0	29	0	29
Abandoned but still on Payroll	12	39	0	51
Deleted from Payroll but working and need to be re-activated	0	26	0	26
Fraudulently overpaid	2	0	0	2
TOTALS	17	162	20	199

The Civil Service Agency has taken immediate appropriate action and has written a letter to each of the Ministers of these Institutions informing them of the discrepancies found and what action the CSA has taken.

The Tubmanburg Regional Office Building Project was funded by the Government of Liberia under the project budget at the cost of approximately two hundred and fifty thousand United States dollars (US\$250,000.00) inclusive of furnishing. This office building comprises five office rooms, a conference hall, a testing hall, kitchen, toilets, car porch, etc. The premises are completely fenced, with a paved landscaping yard, a water tower and a power house. Upon completion of the project early this year, Her Excellency President Ellen Johnson Sirleaf dedicated it on July 25th during this year's 166th Independence Anniversary celebrations in Tubmanburg, Bomi County. Mr. Francis G. Wolobah, the Regional Officer for Region III currently runs this office. Former Director-General, Dr. C. William Allen, spearheaded the project, which was generously funded by the Ministry of Finance as well as the Ministry of Public Works, which provided architectural and engineering support, and our partners (SIDA, USAID and World Bank) who funded the furnishing of offices.

During the reporting period, the CSROP was able to coordinate test services to civil servants in leeward counties. The Test Team from the central office was led to six (6) counties including Grand Gedeh, River Gee, Grand Kru, Maryland, Sinoe and River Cess. A total of three hundred and sixty (360) candidates participated in the examinations with Maryland

County producing thirty-five percent (35 percent) of that number. Results of the examinations show that only **71** out of **360 candidates** passed, representing **19** percent.

HRMIS Directorate

The Directorate of HRMIS manages and coordinates the personnel records management and the biometric identification system. It is established as a Human Resource Database Management Center to provide more accurate basis for planning and forecasting human resource demand and supply and the required HR inputs for strategic decision-making. The HRMIS Directorate is responsible for digitizing all HR records as well as developing, implementing, and maintaining HR databases.

The HRMIS Directorate has two sections, the Personnel Records Management section and the Biometric Identification section. The primary function of the Classified Personnel Records & Database Unit is to maintain personnel records of all classified civil servants. This function is implemented using a database management information system. The human resource database management system is maintained by the Personnel Records Development & Maintenance Unit. The secondary function is to file important documents such as copies of all employment documents including Personnel Employment forms, Personnel Action Notices (PANs), amongst others. The primary function of the Section is to enroll and verify fingerprint information as well as capture facial recognition information. This highly advanced system is meant to uniquely identify persons. Each personnel captured would be verified by comparing that person's biometric information against all other personnel within the system. The secondary function of the Section is to produce, issue, and maintain biometric identification cards for all civil servants.

Biometric Identification

The objective of Biometrics – that is, computerizing HR records – is twofold. First, it enables the government to gain control of the payroll, and second, it allows the government to identify legitimate and illegitimate employees. Biometrics is working hard to computerize the HR records of employees in **27** Ministries & Agencies. Given the number of employees in the Ministry of Education (**19,000+** on the payroll), the effort has been a joint collaboration between CSA, MoE, and FHI 360, and supported by USAID. The accomplishments outlined in this report reflect the **27** institutions in the CSA mandate.

The accomplishments of Biometrics to date are significant – enrolment in Biometrics for individuals on both the regular and supplementary payrolls has increased significantly, and employees in 24 Ministries & Agencies now have Biometric ID cards. Biometrics has also succeeded in capturing information for nearly all pensioners/retirees (non-Armed Forces of Liberia) and more than 2055 individuals have been removed from the payroll, which has saved the government an **estimated \$1.6 million USD**.

- **Database:** **25000** employee files are in the system while **7829** forms still need to be processed. It is estimated that Biometrics has succeeded in capturing **76** percent of the workforce in the Ministries & Agencies in its mandate. There are two surges, one in Monrovia and the other planned for the counties that will enroll more than **98** percent of the workforce by the end of January 2014.
- **Cleaning the Payroll:** More than 2055 individuals have been removed from the payroll, which has saved the government an estimated **\$1.6 million USD**.

- **Supplementary Payroll:** Biometrics and other relevant information of **6800** individuals on Supplementary Payroll have been captured. This is a significant achievement given that there are **8000** total on Supplementary Payroll.
- **Non-AFL Pensioners:** There are a total of 10548 non-AFL Pensioner files, and Biometrics has succeeded in building **9275** of them (~90 percent of total).
- **ID Cards:** Biometric ID cards have been printed and delivered to **24** Ministries & Agencies.

Civil Service Management System

The Civil Service Agency's effort to implement a Human Resource Management Information System (HRMIS) and Payroll system has now concluded successfully with the commissioning of Civil Service Management System (CSMS) module of the Integrated Financial Management Information System (IFMIS). This milestone was achieved in July 2013 thus automating, for the first time since CSA's inception, its human resource management and payroll management processes. As of July 2013, all Civil Servants (Regular and Supplementary) employees are paid through CSMS, which has largely been successful in processing the Liberian dollar payroll and making sure that civil servants are paid on time. To date, CSA analysts and Ministry of Finance EDP staff have been trained on the use of the system.

The submission of Personnel Listings and Personnel Action Notices (PANs) to CSA for approval is strictly enforced. There is no personnel addition to the Liberian dollars payroll without the completion of these processes. Additionally, working closely with the Biometrics Unit of the HRMIS Directorate, employees on dual payrolls (Regular and Supplementary) are being identified and removed.

HR Policy Planning and Monitoring and Evaluation (PPM&E) Directorate

The PPM&E Directorate has two core responsibilities. First, it is responsible for researching and developing HR policies that accurately reflect the values and priorities of the Government of Liberia. Second, it is responsible for monitoring and evaluating the implementation of those policies across the Government. In 2013 this Directorate worked diligently to make sure that HR policies are properly implemented across the government.

Office of Deputy Director General for Administration

The Office of Deputy Director General for General Administration oversees and manages the day-to-day operations of the Civil Service Agency. Some of its key accomplishments over the past year include analyzing the personnel records of employees at the Ministry of Education to ensure that they hold the necessary qualifications and certificates to teach Liberian youth, and drafting a roadmap for the fleet management policy that the GoL is assessing.

In addition, this Office supervises the Finance and Administration Directorate as well as the Division of Personnel, the Division of Records and Leave, the Procurement Unit, and the Division of Maintenance.

Personnel Division

This section of the report reports on the employees of the CSA, including their titles, qualifications, gender distribution of the staff, and leave taken by the employees throughout the year.

There are currently **137** employees at the Civil Service Agency, most of whom are stationed in the Central Office. Due to insufficient space at the main office, the Civil Service Agency runs two annexes. Annex One, located on MacDonald Street, houses the Biometric Program and Annex Two, located on Carey Street, houses the Senior Executive Services’ offices. The Agency has also established four Outreach stations in the leeward counties to provide quality service delivery to the civil servants who are based in the other parts of the country. The Regional Offices are located in Bong County, Bomi County, Grand Bassa County, and Grand Gedeh County. Presently, the Agency has six (6) employees in the Regional Offices.

This section reviews the titles of CSA staff as well as their qualifications and gender distribution of the Agency.

Category	Number
Employees assigned to Central Office	
Employees assigned to Regional Offices	6
Employees assigned at Annex One	9
Employees assigned at Annex Two	
Total employees	137
Positions according to personnel listing	159
Vacancies	22

Titles of CSA staff

Many CSA staff are in the “Professional” category (61 out of 137, or 45 percent) while there is only one employee each with the titles “Principal Head”, “Comptroller”, and “Public Relations Officer”.

Position	Employees
Appointed Positions	3
Principal Head	1
Directors	6
Assistant Directors	7
Comptroller	1
Public Relations Officer	1
Senior Administrative Assistant	2
Administrative Secretary	11
Professional	61
General Clerical	14
General Categories	30
TOTAL	137

Qualifications of CSA Staff

Only one employee at the CSA has obtained a PhD, while **62** employees hold at least first degrees (45 percent). There are also 43 employees who are still in school, pursuing their first degree. The qualifications of the remainder of the CSA employees (**33, or 24** percent) are either below that or other.

The gender makeup of the CSA employees based on qualifications is also known for those employees pursuing degrees or with higher degrees. The PhD holder is female while 5 employees with Masters are male and 4 are female. Although more males have higher degrees, more females (**27** or 20 percent of all CSA employees) have first degrees than males (**19**, or 14 percent). Lastly, more males (**18**) are pursuing first degrees than females (**15**). The gender distribution for the other employees with other qualifications is unknown.

The table below summarizes the qualifications of CSA staff.

Degree	Employees	Male	Female
PhD	1	0	1
MA	9	5	4
MA (Candidate)	1	1	0
First Degree	46	19	27
AA	5	2	3
College Senior	12	18	15
College Junior	6		
College Sophomore	13		
College Freshman	12		
Diploma/Certificate	21		
Senior High School	6		
Junior High	2		
Other	4		
TOTAL	137		

Gender Distribution of CSA Staff

Although the table above divides the CSA employees by qualifications as well as gender, this section looks at the gender distribution within each of the offices of the CSA.

Of the **137** employees at the CSA there are **51** females (37 percent) and **86** males (63 percent). There are only three offices that have more females than males – the Recruitment and Testing Division, the HRMIS Directorate, and the Selection Division. The remaining offices at the Civil Service Agency have more males than females. The Maintenance Division with an all-male work staff of **eleven** employees, is the largest office at the CSA with only males.

Gender Distribution of CSA Offices

Division	Male	Female	Total
Office of the Director-General	5	4	9
Office of the Deputy Director-General/Adm.	4	1	5
Office of the Deputy Director-General/HRM	4	2	6
Office of the Principal Director	3	3	6

Division	Male	Female	Total
Administration & Finance	1	0	1
Finance Division	3	2	5
Personnel & Welfare Division	2	2	4
Procurement Division	2	0	2
IT Service Division	4	0	4
Record & Documentation Division	4	4	8
Transport division	7	0	7
Maintenance Division	11	0	11
Security Division	3	0	3
Recruitment & Testing Division	4	8	12
Welfare & Leave Division	1	2	3
Pension Division	2	2	4
Management Services Division	2	2	4
Classification, Selection & Standard Division	0	2	2
Human Resource Management Information System (HRMIS)	2	7	9
Planning Division	4	1	5
Manpower Division	2	3	5
Selection Division	2	6	8
Classification and Standard Division	6	1	7
Outreach program	8	1	9
Total	86	51	137

Records and Leave Division

This section of the report describes the attendance, annual leave, maternity leave, sick leave, transfers, appointments, employments, and study leave granted during the period under review at the Civil Service Agency.

Attendance

In 2013 there were 210 working days. If every employee were present every working day there would be 28,980 presences. However, according to the attendance records during this period, a total of 27,026 presences were recorded which shows that there were some lapses due to illness, leaves, travels, out of town assignments, among others. Absences reduced to 6.74 percent and presence increased to 93.26 percent this year as compared to last year's 91.62 percent presences and 8.38 percent absences respectively.

Annual Leave

Annual Leave was granted to nineteen employees from January 1, 2013 to October 31, 2013. Those granted leaves were:

No	Name	Sex	Start Date	End Date	No of Days
1	Augusta Moulton	F	January 3, 2013	January 16, 2013	10
2	Teddy D. Tougekey	M	February 8,	February 28,	15

			2013	2013	
3	Horatio William	M	February 6, 2013	February 24, 2013	15
4	ForkpahAcquay	M	March 1, 2013	April 1, 2013	20
5	PitahWeah	M	March 1, 2013	March 25, 2013	15
6	Betty Zakamah	F	March 1, 2013	March 25, 2013	15
7	Tonnia Barbour	F	March 29, 2013	April 25, 2013	20
8	Fatu K. Zeon	F	March 29, 2013	April 18, 2013	15
9	J. Alice B. Reeves	F	April 2, 2013	April 23, 2013	15
10	Miatta E. Smith	F	July 5, 2013	August 5, 2013	20
11	Precious Massaquoi	F	April 25, 2013	May 16, 2013	15
12	Roseline Ola Barco	F	March 14, 2013	April 11, 2013	20
13	Plenseh V. Mongou	F	May 3, 2013	May 31, 2013	20
14	Esther K. White	F	June 3, 2013	June 23, 2013	20
15	Emma B. Sele	F	July 1, 2013	July 29, 2013	15
16	Doris M. Florkiah	F	July 1, 2013	July 10, 2013	10
17	Henry Kpangbai	M	July 1, 2013	July 12, 2013	15
18	Musu Sharman	F	July 1, 2013	July 29, 2013	20
19	Greg Bedell	M	July 1, 2013	July 29, 2013	20

Maternity Leave

Two female employees took maternity leave of two (2) months during the period under review.

No	Name	Sex	Start Date	End Date	Maternity Extended	No of Days
1	Augusta Moulton	F	Jan. 16, 2013	April 19, 2013	X	60
2	Musu L. Kerkula	F	Jan. 8, 2013	March 8, 2013	X	60

Sick Leave

Except for a few days of excuses given to three employees because of ill health, no one was officially granted sick leave during the period under review.

Transfer

One employee was transferred from the Civil Service Agency to the Liberia Institute of Public Administration (LIPA). The employee involved is:

No	Name	Sex	Former Position	Transferred Position
1	Beford Quie	M	Office Attendant	He was transferred to LIPA

Dismissal

One employee was dismissed for job abandonment during the period under review. The employee is:

No	Name	Sex	Date
1	Lemuel Cooper	M	Jan. 4, 2013

Appointment

Hon. George K. Werner was appointed by HE President Sirleafas the new Director General of the Civil Service Agency. Hon. Werner replaced the former Director General, Dr. C. William Allen. Hon. Werner took office in August 1, 2013.

Replacement

One employee replaced another employee who was dismissed as a result of job abandonment.

No	Name	Sex	Date
1	DanielArku	M	Feb. 1, 2013

Study Leave

Presently, there are two employees on study leave.

No	Name	Sex	Duration	Location	Discipline
1	Cecelia Woods	F	2007-2015	China	Medical
2	Sonkarlay J.Y. Weamie	M	2013-2016	China	IT

Finance and Administration Directorate

The National Budget for 2013/2014 was not passed until October 2013. However, the Ministry of Finance disbursed to the Civil Service Agency some amount to settle special expenditures such as Basic Salary, General and Special Allowances, Foreign Travel Expenses, Fuel and Lubricants for vehicles and generators, stationery, and necessary printing.

For the first four (4) months of the Fiscal Year – that is, July, August, September, and October – the Agency received from the Department of Budget, Ministry of Finance **\$402,217 USD**. Of this, **\$250,032 USD** was spent for Personnel Expenditure and **\$152,185 USD** was spent on goods and services.

Department/Program	Personnel Expenditure (USD)	Goods and Services (USD)	Total Cost (USD)
Classification, Selection & Standard	15,660	2,836	18,496
Public Employment	16,402	4,596	20,998
Planning & Manpower Management	16,764	3,132	19,896
Rural Civil Service	4,289	14,536	18,825

Outreach			
Administration and Management	196,917	127,085	324,002
Total	250,032	152,185	402,217

Personnel Expenditures were spent on basic salary and allowances. The basic salary was current since July 2013 but special allowance was set at zero during the budget formulation due to the Ministry of Finance's policy that only Political/Presidential Appointees receive compensation under this category. Measures are being taken to move all other staff (previously compensated from Special Allowance) to General Allowance. For the months of July, August, September, and October, the CSA was able to pay all staff who benefit from Special Allowance.

As the table above indicates, the CSA spent **\$152,185 USD** in goods and services during the reporting period. This was spent on foreign travel, fuel and lubricants, stationery, printing of Personnel Action Notices (PANs), and other activities.

Foreign Travel

Six CSA staff were sponsored by the Government of Liberia to travel abroad.

- Denise Jallah-Suah went to Ghana as part of the Trainer of trainers (ToT) program for the Ethical Leadership for Quality Productivity Improvement Course sponsored by the Japanese International Cooperation Agency (JICA) from 1st to 15th September 2013;
- Mr. Alfred Drosaye and Mrs. Kormasah K. Sherman to Beijing, The People's Republic of China to participate in a seminar on Public Administration for Civil Servants of African Countries from 3rd to 23rd September 2013;
- Dr. Puchu Leona Bernard and Mr. George T. Wilson, III traveled to Tangier, the Kingdom of Morocco to represent the Civil Service Agency at a High Level Seminar on Reform, Innovation and Modernization of Public Administration and General Statuses of the Public Service in Africa from 7th to 9th October 2013;
- Miss Nyemade T. Bedell to Arlington, Virginia, USA to attend an American Management Association refresher course titled *Strategies for Developing Effective Presentation Skills* from 30th September to 2nd October 2013;
- Hon. Othello K. Weh also traveled to Arlington, Virginia, USA to attend an American Management Association MBA course from 28th October to 1st November 2013.
- Hon. George K. Werner, the Director-General, traveled to Botswana to attend the Annual Innovation Africa Summit from October 15 to 17, 2013; he also went to the Kenya School of Government in Nairobi, Kenya to attend a Seminar on Public Service Performance from September 18-23, 2013. He further traveled to Rwanda to attend the conference on Panelists Review of Panel Members of African Ministers of Public Service. In November, he attended the OSIWA meeting in Nigeria. Finally, In October 28-31, he attended a course on Policy Development and Management in Durban, South Africa.

A second area of CSA's expenditures is for fuel and lubricants. In July 2013 **\$13,729.90 USD** (thirteen thousand seven hundred & twenty-nine United States Dollars, ninety cents) was used to procure **1,949.28** gallons of gasoline and **1,325.89** gallons of diesel for use by the CSA

fleet and generators respectively. In August 2013 there was a moderate increase to **\$15,706.13 (Fifteen Thousand Seven Hundred & Six United States Dollars Thirteen cents)** for **2,364.02** gallons of gasoline and **1,296.52** gallons of diesel. In September and October the amount of gasoline purchased and cost decreased to **\$13,731.66** (thirteen thousand seven hundred & thirty-one United States Dollars, sixty-six cents) to purchase **1,903.91** gallons of gasoline and **1,295.35** gallons diesel respectively.

Third, the CSA spent **\$9,000 (Nine Thousand United States Dollars)** to purchase assorted stationery for the office from July to October 2013.

Fourth, Production and distribution of Personnel Action Notices (PANs) is also a part of the duties and responsibilities of the Finance Section. During the period under review, a total of 622 sets of Personnel Action Notices were produced and distributed across MACs.

No.	Institution	Sets	Remarks
1.	Civil Service Agency	89	On behalf of other institutions
2.	Ministry of Education	6	
3.	Ministry of Transport	8	
4.	Liberia Institute of Public Adm.	5	
5.	Ministry of Lands, Mines & Energy	20	
6.	Ministry of Labour	10	
7.	Ministry of Public Works	20	
8.	Drug Enforcement Agency	17	
9.	National Fire Service	9	
10.	Agriculture Industrial Training Bureau	4	
11.	General Services Agency	18	
12.	Monrovia Consolidated School System	90	
13.	Liberia Institute of Statistics & Geo-Information Service	5	
14.	Ministry of Health & Social Welfare	3	
15.	Ministry of Youth & Sports	2	
16.	Ministry of National Security	15	
17.	Judiciary	1	
18.	Ministry of Finance	1	
19.	Justice - Central	10	
20.	Ministry of Internal Affairs	109	
21.	Ministry of Commerce	100	
22.	Ministry of Planning & Economic Affairs	10	
23.	Corporative Development Agency	12	
24.	National Traditional Council	25	
25.	House of Senate	1	
26.	Ministry of Posts & Telecommunication	7	
27.	House of Representatives	25	
	Total PANs printed and distributed	622	

Lastly, the Finance Section, for the period under review, also produced the statement of receipts and payment of cash for the Civil Service Agency covering the fiscal period: 1st July 2012 to 30th June 2013. In compliance with the PFM Law of 2009, both hard and soft copies of this instrument have been sent to the Office of the Comptroller and Accountant General of the Ministry of Finance.

Office of Public Sector Management

This Office is responsible for administering the pension law of Liberia and making sure civil servants advance in their careers according to merit and seniority on a competitive basis. It is also responsible for maintaining employment records of all classified Civil Servants who retire.

Public Sector Management also supervises Management Services Directorate, Career and Training Directorate and Employment Services Directorate. The Head of the department is the Principal Administrative Officer.

Employment Services Directorate

The Employment Services Directorate is responsible for coordinating, overseeing, and managing the entry, exit, and career development of all civil servants. This includes administering civil service examinations, filling vacancies, processing Personnel Action Notices (PANs) for new employees, and managing the pay, benefits, and pensions for civil servants.

Payroll

Now in its third month, the Employment Services Directorate has succeeded in administering the payroll on time for the entire civil service. Civil Servants are paid on the 15th day of each month.

Pension/Retirement

The Department of Public Employment at the CSA administers the Pension Laws of Liberia as it relates to civil servants. According to the Pension Law, all civil servants are eligible to receive a pension from the Government of Liberia after either reaching 65 years of age or serving 25 years. The amount that each civil servant will receive depends on the last monthly salary and the number of years served.

During the year under review, **357** employees (**235** males and **122** females) were recommended for retirement and pension benefits. Workshops for the prospective pensioners were held for **19** Ministries and Agencies in Montserrado County in January and February 2013. A pension brochure has been developed and will be distributed in all future pre-retirement counseling sessions.

In 2013 the Government of Liberia spent **\$738,091 USD** in monthly pension payments, and the total cost of **\$190,950 USD** was spent in one-time Handshake Packages.

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No.	Ministry/Agency	# of Persons	Annual Pension Allowance LD	Pension Allowance USD	Handshake Package
1.	Post & Telecommunication	5	115,820	1,608.61	1,900
2.	Gender	2	58,000	805.55	700
3.	National Investment Commission	2	89,398	1,241.63	700
4.	Center for National Documentation & Records Agency	2	939,599	13,049.98	700
5.	Monrovia Consolidated School System	6	316,846	4,400.63	3,750
6.	John F. Kennedy Medical Center	34	1,664,778	23,121.9	17,900
7.	Agriculture	6	94,975	1,318.68	4,150
8.	National Security Agency	9	461,316	6,407.16	3,500
9.	Commerce	6	255,914	3,554.36	3,250
10.	General Service Agency	18	582,888	8,095.66	8,850
11.	National Security	9	358,720	4,982.22	3,650
12.	Foreign Affairs	1	82,800	1,150.00	1,000
13.	Liberia Refugee Repatriation, Resettlement Commission	6	35,111,760	4 87,663.30	2,100
14.	Finance	84	3,815,767	52,996.76	45,300
15.	Health & Social Welfare	134	7,766,655	1 07,870.20	76,300
16.	Monrovia City Corporation	30	1,239,805	17,101.00	14,700
17.	Internal Affairs	1	82,800	1,150.00	1,000
18.	Transport	1	30,488	423.44	500
19.	State for Presidential Affairs	1	82,800	1,150.00	1,000
	Total:	357	\$45,630,319	\$738,091.00	\$190,950

The Government of Liberia spent **US\$5,605,593.00** from January to November 2013 for General Pension.

This year approximately **294** cases of pension benefits have been processed through the National Social Security & Welfare Cooperation. A total of **148** pension allowances were reduced by 50 percent in keeping with **Section (d)** of the Pension Law, and **210** death benefits processed through NASSCORP.(See Table below).

Months	Pension benefit NASSCORP	Death benefits NASSCORP	Reduced by 50 percent
January	75	50	
February	11	17	21
March	24	19	16
April	33	13	8
May	17	18	20
June	19	18	17
July	13	9	9
August	16	16	10
September	19	14	11
October	21	10	6
November	22	12	8
Total	270	190	139

Testing Division

The mandate of the Testing Division is to enhance and ensure merit in the selection process into the Civil Service. Entrants must be tested to prove that the candidate is qualified and competent to serve in government.

During the period under review, **1,933** candidates registered and sat the Civil Service Examinations, **1,268** of whom were males and 665 were females. Of the **1,268** Male candidates, **548** successfully passed in the various examinations while **720** failed. Also, **295** female candidates passed in the various examinations and **370** failed.

Although, these tests were developed in the late 70s, the validity and reliability are still strong. The large failures in these tests can strongly be attributed to the weak educational system in the country. There are efforts underway to revise the tests, or develop new ones, and computerize them. This means that in a few years from now, candidates writing the tests must possess computer skills like others do around the globe.

Summary of 2013 Civil Service Examinations

	Passed	Failed	Total
Male	548	720	1,268
Female	295	370	665
Total	843	1,090	1,933

Management Services Directorate

The Management Services Directorate is responsible for management reviews, performance appraisals of civil servants and audits. The primary objective of this Directorate is to assist Institutions to strengthen their capacities to enable them to deliver efficient and effective services. As part of its core functions, this directorate launched the Performance Management System Handbook in March of 2013. Since the launching of the PMS handbook, workshops have been held with Human Resources Directors across Government to create awareness and explain the Appraisal System. Three institutions were selected to pilot the PMS. Those institutions are the Civil Service Agency, the Ministry of Transport, and the General Services

Agency. Employees of these three entities have completed the Employees' Self- Evaluation process.

Career Management and Training Directorate

The Career Management and Training Directorate ensures that employees have the proper skillset to fulfill their job functions. The Directorate oversees and monitors employee training and identifies individuals who would benefit from additional training in order to carry out their tasks more efficiently. The Directorate also provides career counseling to civil servants. The Directorate had a busy and productive year in 2013. It organized and collaborated with UNDP to conduct a one-day experience sharing forum for TOKTEN beneficiaries, the objective of which, was to bring past and current beneficiaries in a round table to share their experiences, success stories, and challenges and lessons learned. The Directorate also developed a skills assessment tool for analysts at the CSA to determine their proficiency in using a computer.

Part II: The Search for Talent

Senior Executive Service (SES)

The Senior Executive Service (SES) Program was created as an immediate response of the GoL to the capacity crisis that Liberia experiences. The aim of the SES is to develop a cadre of top public servants who are properly trained and technically qualified, professionally motivated, adequately compensated, and reform-minded. The SES stems directly from Government's determination to enhance public service capacity toward the achievement of its strategic goals and sustainable development objectives. This SES Program fills critical positions in the Liberian Civil Service, which is part of the Government's efforts to reform the Civil Service by attracting top talent. The SES provides an opportunity for establishing a re-energized Civil Service in Liberia.

The SES has supported national capacity by integrating highly-qualified people in twenty-two (22) government ministries and agencies. Among their many accomplishments, SES recruits have contributed to the development of viable systems, effecting of reforms, building teams and providing strategic leadership. Furthermore, in addition to undertaking substantive policy and operational analysis to produce related documents, the professionals have been involved in more training and mentoring roles, in the re-profiling of departments and units. SES recruits have co-facilitated training sessions on key competencies for improving local governance in all 15 counties. Ministries with SES recruits have developed strategic plans, reviewed mandates and are implementing restructuring programs with staff lists, job descriptions and reselection of staff, consistent with the comprehensive civil service reform strategy. SES recruits co-drafted and worked on four regulations, GMO's Labeling Regulations, GMO's contained use Regulations, GMO's Trans boundary Regulations and GMO's Regulations for the EPA as well as provided technical support in the drafting of the Local Government Act and the Liberia National Tourism Authority. Lastly, SES recruits have conducted a Gap Analysis of MoE Payroll Data Set at MoE, CSA, MoF and GAC in collaboration with MoE Personnel and Payroll Management Sub-component Team.

Professionals recruited by ministry/agency to date

No	Ministry/Agency	Professionals
1	Ministry of Finance	2
2	Civil Service Agency	6
3	Governance Commission	1
4	Ministry of Agriculture	3
5	Liberia Institute of Statistics & Geo-Information Services	2
6	Ministry of Health	2
7	Office of the Legal Advisor to the President	1
8	Ministry of Information	1
9	Ministry of Youth & Sports	2
10	Monrovia City Cooperation	1
11	Ministry of Transport	2
12	Ministry of Planning & Economic Affairs	15
13	Ministry of Lands, Mines & Energy	2
14	Ministry of Justice	2
15	Ministry of Gender & Development	1
16	Ministry of Public Works	7

No	Ministry/Agency	Professionals
17	Ministry of Commerce	2
18	Office of the Vice President	1
19	Center for National Documents & Records Agency	1
20	Ministry of Posts & Telecommunications	2
21	Land Reform Commission	1
22	Supreme Court of Liberia	2

There are three primary problems that exist. First, there is a low level of acceptance and ownership of the program by recipient ministries and agencies. Ministries and agencies that benefit from the program are expected to provide the required working environment and logistical support needed, however this is often a problem. Second, the program requires monthly, quarterly and annual reports from all SES professional; however, reporting on time has been a problem. There is a need for a change in attitude so that adequate and timely documentation performance success stories of the program can be done. Third, funding for this program is being phased out at the end of 2013. While the Government of Liberia has agreed to fund **\$1 million USD** for the program, this is insufficient to cover the entire cost of running this critical program. As a result, the future of the program is uncertain.

Transfer of Knowledge Through Expatriate Nationals (TOKTEN)

Another initiative aimed at enhancing efficiency and effectiveness in the civil service and the public sector as a whole is the government's capacity building development program, the Transfer of Knowledge Through Expatriate Nationals (TOKTEN). The United Nations Development Program (UNDP) and the United States Government have committed **\$3.8million USD** to the TOKTEN project since its inception in 2006.

Scholarships for Liberian Students

Sending highly qualified Liberian students abroad is a key aspect of the Government of Liberia's strategic thinking to build a vibrant and robust economy. The students are pursuing various degrees in a wide range of subjects, including Health, Education, Engineering, Agriculture, and Public Administration. This year, **32** Liberians have returned home with the skills, training, and cross-cultural awareness they gained while abroad. In 2013, the Scholarship Department at the Civil service Agency succeeded in bringing three new countries on board to host Liberian students – Nigeria, Botswana, and Thailand. Second, the department successfully interviewed and vetted all candidates for scholarships.

Bilateral Scholarships Current Beneficiaries

COUNTRY	NO. OF STUDENTS	FIELD OF STUDIES
Australia	39	Food Security/Agriculture, NaturalResource Management (including mining related fields), Water& Sanitation, Health (including HIV/AIDS), and Public Policy (including public sector reform, trade and diplomacy)
India		
Italy	4	Geology, PetroleumEngineering,Management Engineering, Computer Engineering,
China	81	Aircraft Engineering, Environmental Engineering,Electrical Engineering, Structural Engineering, Mechanical Engineering, Mining Engineering, Geotechnical Engineering, & Architectural Engineering Meteorology, Civil Engineering, Information Technology (IT), Chemical Agriculture, Education (Pedagogy), and Natural Resource/Environmental Law, Information Technology (IT), Agriculture, Medicine.
Cuba	4	Agricultural Engineering, Clinical Bio Analysis, and Electrical Medicine.
Egypt	27	Islamic studies, Comparative Religious studies, Arabic language, Commerce (1 person only), & Sharia Islamiya (Islamic Jurisprudence).
Morocco	96	Computer Science, Information Technology, Medicine, Nursing, Geology
Namibia	5	Engineering, Land Survey/Land MGT & Rangeland Resources Management.
Philippines	1	Agri-statistics
South Africa	3	Engineering, Mathematical Sciences
Turkey	6	International Relations & Politics, Mining Engineering, etc.
United States	3	Accounting and Biological Sciences.
TOTAL	301	

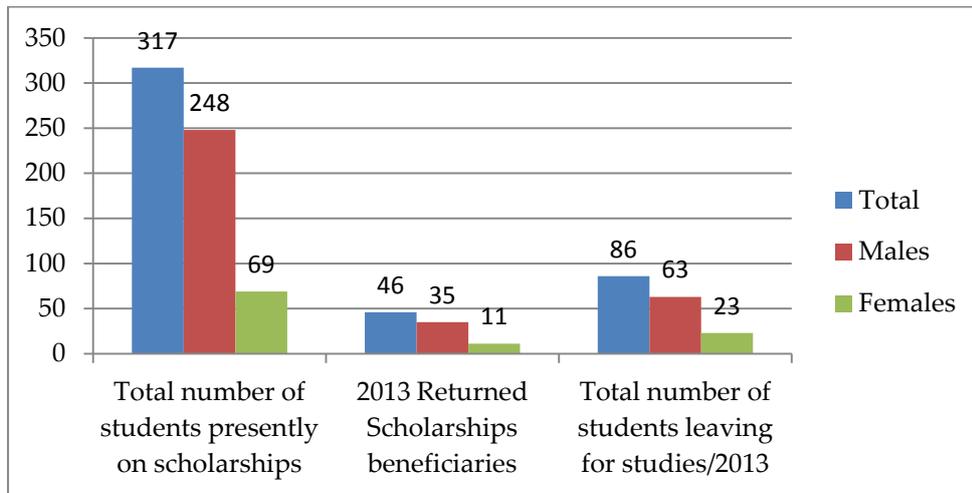
Returned Bilateral Scholarships' Beneficiaries Since 2010

COUNTRY	2010	2011	2012	2013	TOTAL
China	18	14	12	24	68
Morocco	8	10	2	7	27
Cuba	2				2
Russia	20				20
Italy		5			5
Australia		1		9	10
United States		1		1	2
TOTAL	48	31	14	41	115

Students Eligible For 2013/2014 Scholarships

Country	No. of Students	Fields of Study
Australia	15	Food security/Agriculture, Natural Resource Management (including mining related fields), Water & Sanitation, Health (including HIV/AIDS), and Public Policy (including public sector reform, trade, and diplomacy)
Botswana	23	Teacher's Education, Agriculture, Geological Engineering, Vocational & Technical Education, Mining Engineering, Construction Engineering, IT
Turkey	2	Economic Development & Growth, Biology
USA	2	Communications (Psychology)
China	17	Environmental Engineering, Electrical Engineering, Structural Engineering, Mechanical Engineering, Mining Engineering, Geotechnical Engineering, and Architectural Engineering, Meteorology, Civil Engineering
Morocco	10	Computer Science, Information Technology, Medicine, Nursing, Geology,
Nigeria	9	Petroleum Engineering and Materials Science & Engineering
Thailand	18	Rural Development Management, Sustainable Agriculture, Renewable Energy, Natural Resources & Environmental Engineering, Ecology, Environmental Science, Food Science, Pharmacy, Public Health, etc.
TOTAL	104	

Gender Distribution of Bilateral Scholarships



In addition to Liberia Bilateral Scholarships program, the Civil Service Agency also manages CSA Subsidy/Local Scholarship Program. For the fiscal year 2012/2013, a total of thirty (30) employees benefited from this program. The beneficiaries ranged from high school to masters level as well as computer programs. Of the thirty persons, twenty-eight were males while the remaining two were females.

Part III: Staff Development

The Civil Service Agency leadership is dedicated to the developing the skills and competencies of its staff. As such over the past year the CSA has sent certain key staff abroad for training. In addition, the CSA recognizes outstanding staff members and awards them for making significant contributions to the work of the CSA.

Capacity Building

Over the past year CSA staff have participated in trainings on Monitoring and Evaluation in South Africa, Reform Innovation and Modernization in Morocco, Public Administration in Post-Conflict Reconstruction in Burundi, Impact Evaluation in Senegal, Public Administration in China, and Management in the United States. Among the highlights include gaining capacity on monitoring and evaluation, and learning about the most appropriate strategies and policies to be implemented to make African administrations, as well as staff regulations competitive.

Staff Recognition

In addition to sending CSA staff to trainings abroad, the CSA leadership also recognizes outstanding employees within the CSA and across government. To this end, the CSA hosted a Civil Servant of the Year 2013, Public Service Day, and Staff Appreciation for Drivers and Maintenance Workers.

Civil Servant of the Year 2013

The Civil Servant of the Year is an annual event to reward and appreciate outstanding civil servants who performed above and beyond the call of duty. Mr. Abu Kamara, Registrar of Liberia Business Registry at the Ministry of Commerce and Industry, was named Civil

Servant of the Year 2013. He was given a certificate as well as \$1000 USD at the Monrovia City Hall.

Public Service Day

The third annual celebration of African Public Service Day was held on Tuesday June 25, 2013 at the Monrovia City Hall Theater. The continental theme for this year's celebration was "African Public Service in the Age of Open Government, Giving Voice to the Citizens" while the national theme for Liberia was *Enhancing Accountability, Transparency and Integrity*. The event was well attended.

Staff Appreciation for Drivers and Maintenance Workers at the CSA

In late August 2013, the Civil Service Agency held an award ceremony for drivers and maintenance workers to show support and appreciation for their hard work. Each driver and maintenance worker at the CSA was publically recognized and given a small monetary prize. The CSA intends to hold more of these staff appreciation events throughout the year.

Part IV: Civil Service Reforms

The decline of the Liberian Civil Service began in the 1980s, largely due to political turmoil, low wages, poor motivation, and weakened capacity, all of which were accelerated and exacerbated by the onset of the civil war, which largely destroyed the institutional structure of the Civil Service. Although modest progress has been made since the initial Civil Service Reform Strategy (CSRS) was approved in 2008, the current structure of the Civil Service is plagued by a number of structural and institutional weaknesses, including low pay, poor alignment between skills and functions, inadequate human resource management processes, and weak payroll controls.

To address these issues, the Government has launched the Public Sector Modernization (PSM) Project, which aims to tackle **three key issues** in the Liberian Civil Service:

- ✓ **Optimal Size:** With nearly 35,000 civil servants on the payroll (nearly 1 percent of the Liberian workforce), the Liberian Civil Service is bloated. This part of the reform involves cleaning the payroll, removing ghost workers, pensioning/retiring eligible staff, and determining redundant workers.
- ✓ **Wage Structure and Wage Bill:** Salaries are very low, making it difficult to attract and retain the type of talented individuals needed to manage the public sector. But because the number of government employees is so large, the Government spends nearly \$220 million per year on wages and salaries for its Civil Servants, which is unsustainable. Further, the current wage and salary scheme is a complex calculation of base pay, paid in Liberian Dollars, and allowances, paid in US dollars. This part of the reform involves merging the base pay with allowances, rationalizing the pay structure, and reviewing work benefits.
- ✓ **Professionalization:** A professionalized Civil Service is necessary to ensure speedy, efficient service delivery to the Liberian public. This part of the reform requires developing a merit-based recruitment process, reviewing functions and mandates, and providing necessary training to increase capacity.

The Civil Service Agency, in conjunction and coordination with the Governance Commission (GC) and the Liberian Institute for Public Administration (LIPA), is taking the lead on making these reforms a reality.

Drivers of the Reforms

Leadership

Political will is a key component to making civil service reforms successful. In less than three months, HE President Sirleaf has held three meetings with her Cabinet, to discuss the timing, feasibility, and costs and benefits of an ambitious civil service reform program. To further gauge enthusiasm, HE President Sirleaf gave Cabinet members a comprehensive assignment to complete. The assignment was completed by 20 of 23 members and showed overwhelming support for the reforms, with few members expecting any significant resistance. In addition, the findings showed that Cabinet members preferred a collaborative approach that employs a robust HR roadmap and is backed by a strong communication strategy. Lastly, all members agreed that the Civil Service's mission must be one that is founded on merit-based and performance driven principles.

Support for the reforms is also taking root at the level of each institution (Ministry, Agency, and Commission) in the form of Internal Reform Committees (IRCs). Key personnel, such as the Deputy Minister of Administration and the HR Director, manage each IRC and are charged with implementing the reforms within their respective institutions. Mandated to collaborate closely with the Civil Service Agency (CSA), which leads the overall coordination effort across the GoL, IRCs haven added incentive to implement reforms due to a set of monitoring and evaluation mechanisms called Disbursement Linked Indicators (DLIs), which provide financial rewards to each MAC when conditions of reforms are met. With such incentives and coordination, coupled with leadership both at the presidential and institutional level, the reform process is primed to make significant headways.

Civil Service Reform Directorate

Established in 2009, the Civil Service Reform Directorate (CSR D) is responsible for coordinating the reforms across government.

The CSR D was highly understaffed for most part of the year due to the dis-engagement of the Head of Directorate, Hon. Oblayon B. Nyemah, who was appointed as Director General of the Liberia Institute of Public Administration, as well as the resignation of a Management Services Specialist, Mr. Patrice Weah. This left only one Management Services Specialist, Mr. George T. Wilson, III, to run the affairs of the Directorate. Mr. Wilson acted as Head until a new head and another Management Services Specialist in persons of Mr. Daniel F. Poawalio and Mrs. Mahdea George Belleka, respectively were recruited by the end of the year under review.

The CSR D advises and supports MACs through the Internal Reform Committees (IRCs) that have been established across Institutions, as per the requirements laid out in the Civil Service Reform Strategy. The IRCs, led by Deputies of Administration and comprised of change leaders, strive to provide guidance and technical leadership in design and implementation of the reforms, as well as monitor and evaluate implementation progress. The CSR D engages the IRCs through regular meetings to ensure that timelines are met and deliverables are in line with the reform objectives.

The CSRD also plays a leading role in liaising between the Civil Service Agency and The United States Agency for International Development Governance and Economic Management Support Program (USAID-GEMS). The USAID-GEMS supports a five-year program within various government institutions and focuses on Informational Technology (IT), Financial Management (FM), Procurement Management (PM), Asset Management (AM), and Human Resource Management (HRM). The CSRD oversees the Change Management Committees (CMCs) that are tasked with monitoring and reporting the implementation of various interventions.

Lastly, the CSRD serves as team leader for the Technical Working Group (TWG) supported by the Finish-based Non-Governmental Organization, the Crisis Management Initiative (CMI). CMI supports peace-building in post conflict countries, such as Liberia, and contributes to institutional design and development through the introduction of the Governance Architecture (GA) Methodology. The GA methodology compliments the Mandate and Function Review, a critical aspect of the Civil Service Reforms that is lead by the Governance Commission. Member institutions of TWG include the Liberia Institution of Public Administration (LIPA), and the Governance Commission (GC).

Internal Reform Committee (IRC)

Under HE President Sirleaf's leadership, the Civil Service Agency is working hard to ensure the success of the reforms. However, to bring about the real change and improvements in service delivery, each Ministry, Agency, or Commission is ultimately responsible for improving policies, procedures, and structures, and changing behaviors and attitudes. To this end, the Civil Service Agency has requested all Institutions to establish an Internal Reform Committee (IRC). The purpose of the IRC is to provide guidance and technical leadership in design and implementation, consider necessary implementation actions, as well as monitor and evaluate implementation progress. The composition of the IRC is seven (7) members, led by the Deputy of Administration. Members are change leaders who are enthusiastic about the reforms and have strong institutional knowledge.

So far, eleven Institutions have created their IRCs. The Civil Service Agency has reminded the remaining Institutions to establish their IRCs and report to the CSA with names and titles. In addition, the IRCs were given their first assignment, which was to send to the CSA the amount of in-kind allowances for Executive Positions and Directors.

Key Issues

Optimal Size

Few Ministries, Agencies, or Commissions can perform properly and efficiently with too many workers, which leads to redundancy and a bloated wage bill. Conversely, employing too little staff leaves important positions vacant and unduly burdens civil servants on the job. To address these issues, the PSM's first goal is to optimize the size of government according to each institution's mandate, function, and budget constraints. Whereas the Governance Commission—as one of three Agencies leading the reforms—has reviewed the mandates and functions of more than 12 institutions, the CSA has applied its efforts to fixing the mechanisms by which individuals enter and exit the Civil Service.

The Civil Service Agency has drafted a roadmap as a guidance to reduce the size of the government workforce. First, the CSA will identify all staff eligible for pension and retirement in 2014, 2015, and 2016. Then employees who are currently either contractors or consultants will not be extended after their current employment expires. They will either be brought over to the regular payroll or terminated. Third, employees will be offered severance packages to leave (“voluntary separation”). Last, certain employees will be deemed redundant and will be given severance packages to leave government. The matrix below summarizes the roadmap, however, the estimates are preliminary.

Proposed Roadmap for Reaching an Optimal Size

Phase	Category	Definition	Estimated Number of Employees (2014-2016)	Benefits	Procedures	Estimated Cost
Phase 1	Retirees	Age (65+ yrs) Tenure (25+ yrs) Ill Health	4,500	Pension + NASSCORP	1. Identify retirees 2. Pre-counseling 3. Honoring program, including "Handshake Package"	\$8 million USD
Phase 2	Pre-Retirement	Age (60-64 yrs)	Pending verification from CSA	1. Lump sum based on formula 2. Pension	1. Identify pre-retirees 2. Pre-counseling 3. Honoring program, including "Handshake Package"	Pending verification from CSA
Phase 3	Voluntary Separation	Anyone who volunteers to resign	Pending verification from CSA	1. Lump sum based on formula (number of yrs) 2. Attractive compensation or non-monetary package (e.g., training, scholarship)	1. Internal notification 2. Pre-counseling 3. Signing informed consent document	Pending verification from CSA
Phase 4	Contractors & Consultants	Someone who has been hired to perform work or services for the institution	Pending verification from CSA	As per contract	1. Internal notification 2. Release	Pending verification from CSA
Phase 5	Redirected Workers	Workers to be separated from the workforce due to restructuring	Pending verification from CSA	1. Lump sum based on formula 2. Redirected Program (e.g., training, counseling, small business advisory service)	1. Audit (staff, job, function) 2. Internal notification 3. Pre-counseling 4. Signing informed consent/release document	Pending verification from CSA

The Civil Service Agency is in the preliminary stages of determining costs associated with each of these phases. The analysis for the first phase – pension and retirement – suggests that there are at least **4,500 civil servants** eligible for pension in 2014, 2015, and 2016. The CSA analysis estimates that this will cost the Government of Liberia at least **\$8 million USD**. The costs of the remaining three phases are being finalized, however, the CSA estimates that the costs of the entire roadmap could reach upwards of **\$20 million USD**.

Wage Structure and Wage Bill

The current pay scheme of the Civil Service lacks transparency and neither incentivizes performance nor is able to attract or retain talent in large numbers. The lack of transparency stems from the many sources of income a civil servant receives, which includes base salary, general allowance, and in-kind allowances such as gas slips and mobile phone scratch cards—with many of these sources discretionary. In addition, the Civil Service is unable to attract and retain talent due to insufficient pay at the skilled and senior level positions. This has resulted in indispensable positions being left vacant or being filled by contractors and consultants, such as the Senior Executive Services, who receive funding from international donors.

To reform the pay scheme, the CSA has undertaken two requisite first steps. First, the CSA is working closely with the World Bank, USAID, SIDA, and the Soros Foundation to analyze the civil service pay structure in the GoL in order to consider options for consolidating the different sources of income into a rational, transparent system of pay. Second, a comparative public-private sector wage survey is set to begin shortly whose goal is to inform the pay reform strategy with data from both the public and private sector labor markets as well as the dynamics that influence wages in both realms.

The Civil Service Agency has hired Miss Jana Orac of Canada to reform pay in the public sector. This exercise, which is supported by the World Bank started in September, 2013 and it is expected to be completed by April 2013. The consultant will review, analyze and synthesize the various salary and benefits encompassing the basic salary, the special allowance, the general allowances, the scratch cards, and the fuel allowances. The pay reform exercise is expected to collapse the basic salary with the other benefits and allowances mentioned above.

Professionalization of the Workforce

Pay reform will likely incentivize performance as well as attract and retain more talent. To professionalize the Civil Service the reforms are also going to modify the way in which civil servants operate in the workplace. To achieve this, the CSA has revamped several HR manuals, including the Merit-Based Recruitment and Selection Manual as well as the Performance Management Manual.

The purpose of the Merit-Based Recruitment and Selection Manual is to ensure that only the most qualified candidate is selected for any civil servant position. Once the Manual is approved by the Cabinet, it will be introduced to all HR Directors by the CSA, and LIPA will take the lead on training the HR Directors. All civil servants positions will be required to be advertised in several forms of media for at least two weeks. A Selection Committee will be formed to interview all candidates who pass the initial pre-screening process, which ensures that the candidates are Liberian citizens, have reached the minimum age, and have no prior convictions. The CSA will work to monitor and evaluate the implementation of this new policy.

Also, in an effort to professionalize the workforce, the government has begun to appoint some heads of agencies and commissions through a merit-based selection process. The CSA has been mandated to conduct interviews and background check on candidates for due diligence.

During this period under review, the CSA recruited several high profile candidates for various positions in government. The chart below summarizes the positions and the institutions.

Institution	Positions
Ministry of Internal Affairs	15 Assistant Superintendents for Finance & Fiscal Affairs
Liberia Water & Sewer Corporation	The Managing Director & two Deputies
National Bureau of Concessions	The Director-General
Forestry Development Authority	Managing Director & Assistant Managing Director
General Auditing Commission	Auditor- General& Deputy
Liberia National Commission on Small Arms	Coordinator, Program Director, Finance Officer IT Officer, and Communications Officer
National Oil Company of Liberia	Senior Director of Finance, VP for Finance
LRRRC	Deputy Executive Director, Public & Social Affairs

Awareness Campaign

Research shows that communicating with key stakeholders is a necessary, albeit insufficient, component to make civil service reforms successful. As such, the Civil Service Agency has spearheaded a communication campaign to inform relevant parties of the reforms underway across government, accomplishments to date, and upcoming projects. In addition to posting relevant information on the CSA website and daily activities, the CSA has held one Donor Update Forum with the donor community and was hosted in mid-December a Public Sector Modernization Education Forum with media and representatives from Intellectual Forums. This section summarizes the CSA communication strategy for the reforms as well as the two Forums. This forum was officially opened and graced by Her Excellency, President Ellen Johnson Sirleaf.

CSA Communication Strategy

The Communication Strategy that the Civil Service Agency has adopted with regards to educating and informing the public and key stakeholders of the reforms is simple. Only the Director-General and two key staff will be the chief spokespeople for the Civil Service Agency. The purpose is first, to “engage, engage, engage” and use consistent messaging. The talking points will be as follows:

- *Why:* Civil Service Reforms are crucial for the growth and development of the country as well as the average Liberian.
- *How:* In what way the reforms will be implemented and how civil servants may be affected.

- *What:* The reforms are focusing on optimizing size of government, reforming pay for civil servants, and professionalizing the workforce.
- *When:* The reforms are a slow process and certain reforms will begin to go into effect in the next year.

Donor Update Forum

On November 26, 2013, the Civil Service Agency hosted a Donor Update Forum at The Marketplace to present to the donor community the progress and accomplishments to date as well as to map out the implementation phase in a coherent, coordinated manner and project the costs associated with implementing the reforms. Key stakeholders in the reforms – Civil Service Agency (CSA), Governance Commission (GC), Liberian Institute for Public Administration (LIPA), Ministry of Finance (MoF), and the World Bank – presented the progress they have made to date. The presentations were followed by questions and answers.

Director-General Werner shared with the donor community the extent of the reforms so far, particularly in the three areas of focus: optimal size, pay reform, and professionalizing the workforce. The Civil Service Agency estimates that over the next three years it will be possible to reduce the Government workforce by nearly **10,000** through pension and retirement, voluntary separation, and redirecting workers. While the costs associated with this are still being determined, the CSA estimates that it could cost upwards of **\$20(Twenty million USD)** high estimate. There is currently a pay reform consultant who is analyzing the payroll as well as conducting private sector interviews. Lastly, the Civil Service Agency has drafted a Merit-Based Recruitment and Selection Manual, which has been reviewed by USAID/GEMS and will be finalized shortly.

A representative from LIPA presented the progress made to date and the major projects underway. LIPA has chosen seven pilot Ministries where it will conduct a series of trainings focusing on Leadership, Performance Improvement, Merit-Based Recruitment and Selection, and Civil Service Orientation. Some concerns were raised regarding the general thinking across government that LIPA is not efficient and incapable of training.

The Governance Commission (GC) has made significant progress in reaching its mandate and has reviewed the mandates and functions of twelve Institutions. There are currently three Draft Acts underway for Ministry of Health & Social Welfare (MoHSW), Ministry of Justice (MoJ), and Ministry of Information, Culture, and Tourism (MICAT). The Liberia National Tourism Authority Act has been drafted and forwarded to the President. One obstacle that the GC faces, however, is no in-house legal staff in the GC. As a result, they work very closely with the Ministry of Justice, although GC stressed that the presence of an in-house lawyer would make their work faster and more efficient. Concerns were raised about the lack of legal staff at the GC particularly given their mandate to draft legislation as well as the GC's relationship with the Legal Reform Committee (LRC).

Dr. Muhula presented the proposed Disbursement-Linked Indicators (DLIs). These are nine indicators that are attached to monetary incentives when a certain target has been reached. The DLIs work at two levels – the agency level and the government level. If an agency meets a target of one of the DLIs, it will receive **\$40,000(Forty Thousand USD)** from the World Bank. When 100 percent of the participating institutions meet a specific target for a DLI, the Government of Liberia will receive **\$400,000 (Four Hundred Thousand USD)**. The

disbursed funds at both levels can only be spent on certain areas, the details of which are still under review. Monitoring and Evaluation is a crucial component of all of the reforms, but particularly the DLIs. It has been proposed that M&E of participating institutions will occur every six months to determine the progress of reaching the targets of the DLIs.

The merging of Ministry of Finance and Ministry of Planning and Economic Affairs has been signed into law and will likely be implemented in the coming months. The proposed structure of the new Ministry – to be named Ministry of Finance and Development Planning – will consist of four departments: Department of Fiscal Affairs, Department of Economic Management, Department of Budget and Development Planning, and Department of Administration. MoF administration has engaged employees to ensure that they are informed with correct information regarding upcoming structural changes.

The Forum was successful and served as a platform to update the donor community, which showed enthusiasm for the reforms. The Donor Update Forum was made possible by generous support from the World Bank. Members of the media were present.

Media and Intellectual Forum on Public Sector Reforms

The Civil Service Agency will be holding a half-day Media and Intellectual Forum on Public Sector Reforms on 19th December 2013. The purpose of the forum is to inform and educate the media and representatives from Intellectual Forums. Although sustained political will is crucial to the success of civil service reforms, research also shows that communication and messaging play an important role as well.

The Liberia Technical Working Group—GC, LIPA, and CSA—along with the Ministry of Finance, has engaged the donor community through individual meetings as well as a very successful Donor Update Forum. The Public Sector Reform Education Forum will focus on explaining *what* the reforms are, *who* are taking the lead on the reforms, *how* the reforms will affect civil servants, and *why* the reforms are important to the growth and development of the country. Key accomplishments and progress to date as well as next steps will also be discussed.

In sum, the proposed Media and Intellectual Forum on Public Sector Reforms will serve as a platform for the Civil Service Agency, Liberia Institute of Public Administration, Governance Commission, the Ministry of Finance, the World Bank, Liberia Revenue Authority (LRA), and the Ministry of Education to educate the public about the reforms, which will ultimately result in improved service delivery to the Liberian people and aid in the growth and development of the country.

Civil Service Agency Website

A key communication tool for the reforms is the CSA website, particularly for researchers, students, and others who are outside the country. In December 2013, the CSA began the process of updating all contents on the website and adding much more information with respect to the reforms. As such, there is information about the Civil Service Reform Directorate, Press Releases on relevant activities relating to the reforms, and a Library, which will hold key documents and publications on the reforms. The Civil Service Agency will update this regularly as a way to engage, inform, and educate key stakeholders to relevant activities.

Dissolving Ministry of National Security

Following the President's Directive, the Civil Service Agency began the process of dissolving of the MNS, as required by the Security Reform Act. The CSA met with HR Personnel from MNS to discuss the process of dissolving and to ensure the CSA's commitment to upholding the Standing Orders of the Civil Service. The CSA has also met with HR Personnel from other Institutions across government to determine how many employees they would potentially be interested in employing and what skills and qualifications they are looking for.

In addition to these meetings, the CSA held three counseling sessions with MNS employees. A fourth and final counseling session was scheduled for December 19, 2013. The counseling sessions have been very useful, as they were a much-needed platform for clarifying the policy that the CSA is following with regards to redirected workers but they also MNS employees the opportunity to ask questions and express concerns and frustration.

There are three categories that MNS staff can fall into: (1) Eligible for Pension/Retirement; (2) Redirected Workers Program; (3) Severance Pay. The benefits associated with each of these categories differ.

The MNS employees who are eligible for pension/retirement will follow the normal CSA guidelines. That is, they will take part in the Honoring Program where they will receive both the one-time Handshake Package as well as the one-time Thank You Package. The Pension and Social Security benefits are dependent on the number of years of service as well as last monthly salary (LD).

The second option for displaced workers at MNS is to be redirected, through the Redirected Workers Program (RWP). The Civil Service Agency recognizes that there are many employees in the Ministry of National Security who are highly qualified with much-needed skillsets that could be used in other areas of the Government. Thus, these workers could be redirected to other security agencies. Should an MNS employee be hired in another government institution, he/she will be transferred with the current salary (paid from the budget allocated to MNS for the 2013/2014 Fiscal Year). At the end of this fiscal year, the MNS employee will have to be absorbed into the budget of the new institution, which means that the Institution will have to have enough funding to employ the former MNS employee. It is possible, however, the Institution will not have enough funding to cover the employee's salary in the next fiscal year, or that the employee is no longer needed, or perhaps the employee may not pass the Probationary Interview, which is a mandatory requirement in the Merit-Based Recruitment and Selection Process. In the case that the former MNS employee is not absorbed into the Institution's budget for FY 2014-2015, the employee will be allowed to return to the CSA and pick up his/her severance check. Since in the past few years the budget has not passed until November, it is possible that former MNS employees may return to the CSA to pick up their severance checks in November. If an MNS employee opts to participate in the "Redirected Worker Program" but does not find another job within 2 months of dissolving the Ministry of National Security, they will be able to return to the CSA to apply for severance pay.

Lastly, a displaced worker at the Ministry of National Security may opt for Severance Pay. MNS employees who opt for severance pay can also look for jobs in government on their

own. It is possible that an employee can receive severance pay and be re-employed in the government. The formula to determine severance pay is:

$$1.5 \times \text{tenure} \times \text{monthly salary (LD)} + 1 \text{ month salary in lieu of notice (LD)}$$

The resulting figure is converted to USD using the official exchange rate of 72.5 LD = 1 USD.

In sum, the following matrix shows which benefits are available to the employees depending on which category they fall into.

	One-time Thank You Package	Monthly Pension Benefits	One-time “Handshake Package”	Severance Pay
Pension/Retirement	✓	✓	✓	
Redirected Workers Program	✓			
Severance Pay	✓			✓

Next Steps

The Civil Service Reforms continue to gain momentum and, as such, the responsibilities and duties of the Civil Service Agency continue to increase. The CSA has drafted a work plan for 2014 outlining in detail the activities of each month.

A question that continues to the work of the CSA is “*What will the CSA look like in the future?*,” even perhaps after the reforms. That is, what type of structure does Liberia need to manage its civil servants? This question was partially answered from a team of Nigerian experts, led by Dr. Goke, who spent two weeks in Liberia at the Civil Service Agency to explore what the options are and to get a better sense of what the civil service Agency should look like in the future. In Dr. Goke’s report on his visit, he suggested a series of recommendations, which are currently under review by CSA leadership to determine the feasibility of implementing them. Among his suggestions, include “unbundling” the Civil Service Agency to create a Civil Service Commission of Liberia and a Salary and Wages Secretariat. He then suggests drafting a framework for a new Civil Service Agency that would consolidate the remaining mandate of the current CSA and would emphasize capacity assessment, career development, and grooming leaders. Dr. Goke emphasized that LIPA needs to be revamped and made into the Capacity Building Strategy of the Government of Liberia. Lastly, Dr. Goke suggested conducting a government-wide competency assessment of all middle and management level officers as well as examining the newly developed 10-grade job classification within the context of the existing jobs/positions in the Liberian civil service.

Civil Service Reform Strategy Evaluation

The year under review saw the presentation of an evaluation report by the Subah – Belleh and Associates Management Consultant firm on the implementation of the Civil Service Reform Strategy (2008 – 2011). This presentation was done on the first of November, 2013 at the

Governance Commission, and brought together participants from the following national and international institutions:

- Swedish International Development Agency (SIDA)
- United States Agency for International Development (USAID)
- United Nations Development Program (UNDP)
- European Union (EU)
- Governance Commission (GC)
- Liberia Institute for Public Administration (LIPA)
- Civil Service Agency (CSA)
- An assortment of Civil Society Organizations (CSOs)

Supported by SIDA, the Government of Liberia commissioned an evaluation of the implementation of the CSRS document. Many thanks to the Government of Sweden for the support. The evaluation sought to establish what was achieved, what was not achieved and what lessons were learned. The participants were invited to review the draft, so that discussions on the key findings, lessons learned, conclusions, and recommendations, can be used to inform and strengthen the finalization of the report as the reform process continues. At such, an in-depth exchange of views followed the presentation, and participants made significant contributions to the process, thus informing the present draft, which would also be presented to local government officials including Superintendents and Development Superintendents, for similar review.

It can be recalled that The Civil Service Reform Strategy was launched under the theme, “smaller government, better service”. It was meant to cover a three-year period (2008 - 2011) and included 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, all toward professionalizing the civil service which was affected as a result of the civil war.

Part V: Conclusion

This report has outlined the activities of the Civil Service Agency in 2013. This report looked at the accomplishments of the Strategic Management Offices, and the Directorates that fall under each. First, the Office of the Director General has seen not only a change in leadership but has also greatly expanded its responsibilities and duties as a result of the reforms.

The Office of Deputy Director General for General Administration is responsible for managing and overseeing the day-to-day operations of the Civil Service Agency, including personnel, absences, and the budget and expenditure. This report includes the qualifications, titles, and gender distribution of CSA staff. Of the **137** employees at the Civil Service Agency, nearly half hold higher degrees. Although less than half of CSA employees are female, and there are entire departments, such as Maintenance, that do not have a single female employee. The CSA is aware of these gender imbalances, and will continue working to promote female participation in its workforce. An analysis of the Budget and Expenditures of CSA for 2013 shows that the CSA spent more than **\$400,000 (four hundred thousand USD)** in July, August, September, and October on personnel costs and goods and services. The expenditures for goods and services include foreign travel, stationery, and printing costs for PANs and other documents.

The Office of HR Management and Policy handles grievances by civil servants, holds workshops to implement HR Policies across the Government, and oversees HRMIS, Career Development, and Monitoring and Evaluation Directorates. These Directorates have been busy identify civil servants, tracking their careers through government, and promoting staff development through trainings and workshops.

This report also looked at the Government's search for top talent through the Senior Executive Service (SES) and TOKTEN Programs, which are crucial links to bringing highly qualified Liberians to the public service and help bridge the capacity gaps that currently exist, as well as the scholarships given to Liberian students to study abroad. The Government of Liberia is aware of the crucial need for human resource development to fill the enormous capacity gaps. As such, **301 Liberians** are currently being funded to study abroad to develop much-needed critical skills that they will bring back to Liberia. These scholarships are administered and managed in the Civil Service Agency.

First, this report outlined the activities, progress, and accomplishments of the Civil Service Reforms that the CSA is spearheading in coordination and conjunction with the Governance Commission (GC) and the Liberian Institute for Public Administration (LIPA). The report described why the reforms are necessary as well as the key drivers of the reforms, which include HE President Sirleaf, who has held three Cabinet Meetings devoted entirely to discussing the reforms to gauge enthusiasm as well as map out potential obstacles. The Civil Service Reform Directorate is the key liaison of the reform activities at the Civil Service Agency, and it coordinates with the Internal Reform Committees which comprise of change leaders, led by Deputy Ministers for Administration. Second, this report outlined the key issues that the reforms are focusing on – optimal size, wage structure and wage bill, and the professionalization of the workforce. Third, the report described in detail the communication strategy that the Civil Service Agency has adopted as well as the two Forum that have taken play to educate and inform key stakeholders, including donors, the media, and Intellectual

Forums, of the reforms. Fourth, the report described the tentative roadmap that has been drafted to provide guidance on how to reduce the civil service workforce. These include civil servants who are eligible for pension/retirement in 2014, 2015, and 2016; contractors and consultants; voluntary separation; and redirected workers. The CSA estimates that in 2014 there are approximately **3,000 civilservants** eligible for pension, which will cost the Government of Liberia. The Civil Service Agency is in the process of establishing costs associated with the remaining three phases of the roadmap. Fifth, the report described in detail the dissolving of the Ministry of National Security, as required by the Security Reform Act. The Civil Service Agency intends to analyze the process more thoroughly to ensure that lessons learned and recommendations are taken for the future. Lastly, the report outlines next steps associated with the activities of the reforms that will take place in 2014.

In conclusion, this report has shown that the Civil Service Agency has had a productive year in fulfilling its daily tasks as well as spearheading the civil service reforms that are underway across government. The Directors have played a critical role in making sure that the Civil Service Agency meets its mandate. The year in review also provided an opportunity to assess recommendations for improvement. Many Directors feel that the skills and competencies of their workforce need to be improved. In 2014 the Civil Service Agency will continue to work toward providing better, more efficient services to the civil servants of the Government of Liberia.

RECOMMENDATIONS

1. That the CSA should initiate the process to establishing the *Civil Service Commission of Liberia* that will take over some functions of the overburdened Civil Service Agency;
2. That GOL increase its budgetary support to the civil service Biometric Program to ensure maximum, efficient and effective results;
3. That LIPA be encouraged to reposition itself as the center piece of the Capacity Building Strategy of Government, by developing a Training Guideline that encourages Ministries, Agencies and Commissions (MACs) to relate to LIPA as the Management Development Institute (MDI) of first choice;
4. That Government considers the collapsing of civil servants base salary with allowances and standardize same across the civil service. This will give a clear picture of efforts government has made so far in the area of civil servants' salaries;
5. That as we are moving towards ownership of the program by the Government of Liberia, it is recommended that the Government, as part of its continued capacity development of the public sector, allot US\$1.4m in its Annual Budget for 2014/2015 to be used as professional service fees to pay for SES professionals assigned in ministries and agencies. This amount will be spread to the institutions to directly pay the professionals;

6. Ministries and agencies should take ownership of the SES Program by budgeting for all of their professional support for transportation, communication, furniture and other logistical support;
7. That Civil Service Examinations be updated and revised, and processes and procedures streamlined to conform to current reality;
8. That GOL respond to the staffing need of the CSA regional outreach offices budget wise;
9. That the Civil Service Reform Directorate (CSR D) be included in the CSA annual budget to ensure effective and efficient running of the directorate;
10. That training of the office staff of the Deputy Director-General for Human Resource Management and Policy be conducted vigorously to improve our human capacity in Information Technology, Office Management and Human Resource Management;
11. That serious action be taken against Ministries and Agencies of Government who failed to adhere to the Agency's decision of cases conducted; and
12. That ministries and agencies of government should stop obligating government by engaging services of individuals whose employment has not been approved by the Civil Service Agency.