

Civil Service Agency

Public Sector Modernization Project



Governance
Commission



Description of Project

The Government of Liberia, in recognition of the need to restructure and strengthen the Civil Service as a means to attract and retain the best cream of professionals in the public sector, initiated a process of consultation with key development partners which culminated in the formulation of a Public Sector Modernization Project (PSMP). The PSMP is aimed at restructuring and right sizing; pay and pension reform; managing human resources; developing leadership and gender equity in the Civil Service.

The consultation process commenced in 2011 but the PSMP became effective in February 2015. Prior to the commencement of the PSMP, the Civil Service Agency initiated a number of programs to put in place a stable and professional workforce through the Civil Service Reform Strategy. Modest progress was made in revitalizing key Civil Service Management. A Pay Reform Strategy, developed in 2010, provided the basis for grading Civil Servants; progress has been made in restructuring employees records through biometric technology; a Human Resource Information Management System has been launched to manage both the payroll and personnel records; there has been increased collaboration among key stakeholders, namely the Civil Service Agency (CSA), Governance Commission (GC) and the Liberia Institute of Public Administration (LIPA).

Objectives and Approach:

The project is designed to continue with the implementation of the Civil Service Reform Strategy. With funding support from a number of development partners, including USAID through its Governance and Economic Management (GEMS) project, the World Bank through funding from the State and Peace Building Fund (SPF), the Government of Liberia is seeking to improve pay and performance management in seven participating ministries and to strengthen payroll management in the Civil Service. The seven participating ministries includes the following; Ministry of Finance and Development Planning, Ministry of Health, Ministry of Education, Ministry of Justice, Ministry of Information, Culture and Tourism, Ministry of Internal Affairs and Ministry of Foreign Affairs. The following ongoing work in the public sector reform is expected to provide the basis upon which successive efforts will be based.

- Restructuring and Right Sizing - realigning ministry portfolio with core government functions, implementing restructuring and de-politicizing the Civil Service through the

appointment of Principal Administrative Officers (PAO) and implementing the redirected Workers program;

- Pay and Pension Reform - undertaking pay reform, developing a job classification system and reviewing and reassigning pension administration.
- Managing Human Resources - establishing discipline and control, adopting progressive HR policies, building HR institutional capacity and strengthening capacity building within the Civil Service.
- Developing Leadership - increasing opportunities for leadership training and integrating the short term capacity building program such as the Senior Executive Service.
- Gender Equity in Civil Service - mainstreaming gender equity, devise an affirmative action for women in training, establish a civil service-wide sexual harassment policy and deploy gender officers in Ministries, Agencies and Corporations.

Project Components:

Component One: Improve Pay Management

This component addresses two key functional problems relating to salary levels: (i) the challenge of the Civil Service to attract and retain competent managerial and professional staff and (ii) low levels of motivation and engagement among existing civil servants which undermines individual work effort.

This component aims at carrying out a program that enables the civil service to attract and retain competent managerial professional staff and to boost motivation and engagement among civil servants, including: (i) to facilitate improved wage bill management and (ii) provide a clear and fair basis for accountability for results among civil servants.

The project supports the following activities:

1. Support the ongoing mapping of civil servants into appropriate grades
2. Conduct a comparative remuneration survey
3. Revise HR policy manual to include pay administration and grading procedures
4. Train CSA staff in key HR functions
5. The development of a pay strategy
6. Conduct information awareness campaign.

Expected results to be achieved:

- A. Improved alignment of grades to jobs performed by civil servants
- B. Improved fairness in the remuneration structure by eliminating discretionary allowances enjoyed by some civil servants
- C. Improved awareness of civil servants regards salaries, allowances and benefits, specifying eligibility for any allowances which cannot be consolidated with salaries

Component Two: Strengthened Payroll Management

This component will address two functional problems: (i) the lack of effective payroll discipline that has facilitated entries into the payroll without due process and (II) weak establishment control leading to escalating wage bill.

This component aims at carrying out a program that establishes accurate civil service payroll and ensuring predictability in the wage bill including (i) to establish and maintain a clean, accurate and complete Civil Service payroll and (ii) to ensure predictability in the government's wage bill through the frequent monitoring of payroll exits and entries.

The project (component) supports the following activities:

- Preparation and dissemination of HR planning procedures
- Identification of staffing requirement
- Strengthening of personnel records and issuance of biometric cards
- Decentralization of HRMIS in at least four CSA outreach centers
- Independent payroll and HR system audit by General Auditing Commission
- Train ministry staff in payroll management functions
- Complete cleaning and updating of personnel files for all employees so that all civil servants will have complete electronic files

Results to be achieved through this component:

- Parity between the personnel listing and the payroll based on authorized positions in the budget.
- Payroll integrity as a result of the strengthening of the CSA's capacity to control and oversee payroll entries.

Component Three: Improved Performance

This component addresses one functional problem. That is, the challenge of management to hold staff accountable for their performance in ensuring service delivery. It will also address an

important structural problem namely, overlapping mandates and weak management structures for the Civil Service.

This component aims at carrying out a program which enables selected ministries, agencies and commissions to focus on performing their core functions and establishing performance and accountability standard among civil servant.

This component is comprised of two subcomponents and supports the following activities:

Sub-Component 3.1: (Organizational Development)

- Mapping of existing organization structures and revision of current organizational re-design model.
- Conducting mandates, function and organization review of participating ministries
- Undertaking organizational diagnostics of each ministry (including staffing and skills gaps).
- Preparation of legislation to amend structure and functions of ministries

Sub-Component 3.2: (Human Resources Management)

- Supporting the implementation of performance management in the civil service
- Supporting the implementation of a policy framework for Civil Service Management in participating ministries
- Supporting training and career development
- Developing a policy framework for establishing a Civil Service Commission
- Developing a policy framework for the appointment of Principal Administrative Officers.

The results to be achieved through this component includes:

- Appropriate mandates defined for each of the ministries
- Organizational structure aligned with that mandate
- Participating ministries have instituted a system for measuring the performance of their staff
- Gender issues are mainstreamed into the mandates and functions of participating ministries.

Component Four: Project and Program Management

The objective of this component is to support the coordination and delivery of project inputs and overall implementation program. In addition to general project management, the component will support monitoring and evaluations including surveys and third party verification, procurement and financial management as well as institutional capacity building of three key implementing agencies. Key activities include:

- Project Coordination
- Communication and Change Management
- Monitoring and Evaluation
- Fiduciary Compliance and Management