



Public Sector Modernization Government of Liberia

(June 30, 2014)

Civil Service Reform

3 Framework Questions

I. Where are we?

- Status quo

II. Where do we want to go?

- Our vision

III. How do we get there?

- Agenda setting, the approach, strategy
 - Public Sector Modernization Project



I. Where are we? Status Quo

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

- President Ellen Johnson Sirleaf



The Three Woes of the Civil Service

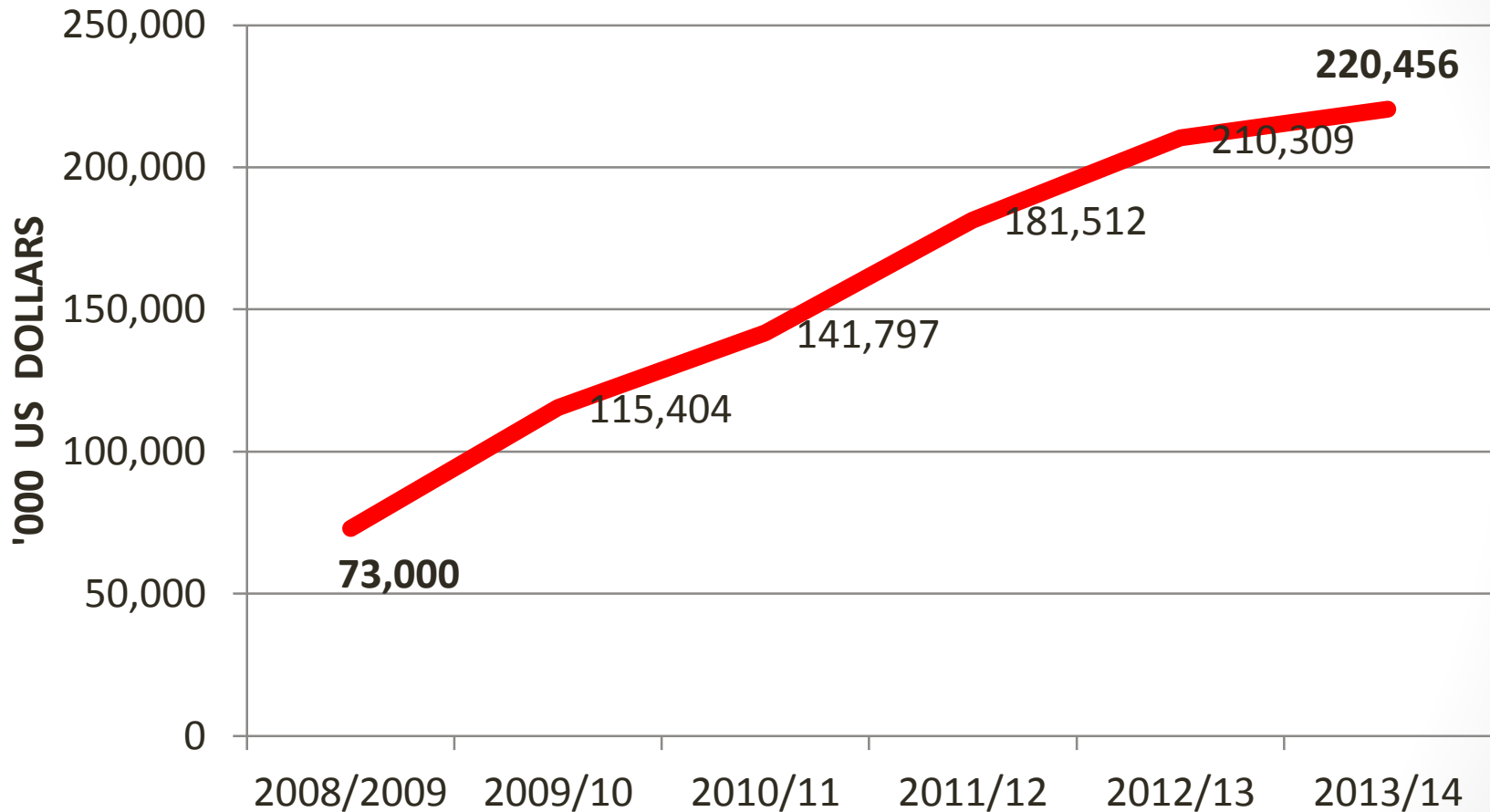
| Not Regularized | Low Performance | Unsustainable Wage Bill |
|---|-------------------------------|--------------------------------|
| Illegitimate employees work in government institutions and take pay | Low capacity and productivity | Ghost workers |
| Positions, grade, pay misclassified | Shortage of skills and talent | Bloated bureaucracy |
| Lack of job descriptions | Demotivated workforce | Inequity in pay |

An example of irregularities in Civil Service

| Position | Grade | Body | Rec ords | Avg. Base | Position | Grade | Body | Records | Avg. Base | Position | Grade | Body | Records | Avg. Base |
|-------------------|-------|------|-------------|--------------|----------------|-------|------|---------|--------------|--------------------|-------|------|---------|--------------|
| Accountant | | | | | Cleaner | | | | | Comptroller | | | | |
| | E2 | X | 1 | 185 | | E1 | X | 1 | 125 | | E2 | X | 1 | 185 |
| | | X | 1 | 173 | | P4 | X | 1 | 165 | | | X | 1 | 185 |
| | | X | 1 | 185 | | | X | 1 | 125 | | | X | 1 | 187 |
| | E1 | X | 2 | 175 | | P3 | X | 1 | 125 | | | X | 1 | 185 |
| | P4 | X | 1 | 165 | | P1 | X | 1 | 145 | | | X | 1 | 185 |
| | | X | 9 | 157 | | | X | 1 | 145 | | | X | 1 | 185 |
| | | X | 1 | 165 | | | X | 3 | 125 | | | X | 1 | 185 |
| | | X | 1 | 165 | | TAS3 | X | 4 | 136 | | | X | 1 | 185 |
| | P2 | X | 2 | 138 | | TAS2 | X | 7 | 131 | | E1 | X | 1 | 175 |
| | P1 | X | 1 | 145 | | | X | 5 | 126 | | | X | 1 | 175 |
| | | X | 1 | 145 | | TAS1 | X | 10 | 125 | | P1 | X | 1 | 145 |
| | | | | | | | X | 21 | 125 | | | | | |
| | | | | | | | X | 8 | 125 | | | | | |
| | | | | | | | X | 1 | 125 | | | | | |
| | | | | | | | X | 4 | 125 | | | | | |
| | | | | | | | X | 3 | 125 | | | | | |

Substantial mismatch in position, grade, and pay

Rising Wage Bill



Three-fold increase in 5 years

II. Where do we want to go?

Vision

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

– Pillar IV of the Agenda for Transformation

**A REFORMED GOVERNMENT THAT WILL
SHOULDER THE COUNTRY'S DEVELOPMENT AND
SUSTAIN THE PEACE**



Public Sector Modernization Project (CSA, LIPA, GC)

Leadership, Engagement, Communication

0. Regularize Civil Service

I. Optimal Size

Public Sector
Modernization

II. Pay Reform

III.
Professionalization of
the workforce



Project support/cost/donors

| Source | Amount (USD) |
|---|------------------------|
| International Development Association (IDA) | \$2 million |
| US Agency for International Development (USAID) | \$5.04 million |
| SWEDEN Swedish Intl. Dev. Cooperation Agency (SIDA) | \$3.67 million |
| Total | \$10.71 million |

Leadership, Engagement, Communication

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

➤ 5 Cabinet meetings and 2 assignments

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

➤ Tripartite leadership: GC, LIPA, CSA

➤ 2 Donor Update Forums

➤ 1 Media and Intellectual Centers Engagement Forum

➤ 1 Legislative Engagement Forum



0. Regularize Civil Service

Objective: To align Civil Service operations and current practices with established policies and procedures.

- CSA is identifying all non legitimate employees in GOL.
- CSA is putting civil servants in proper grades, pay, and positions



I. Optimal Size

Objective: To determine the size of the Civil Service for most effective and budget-conscious service delivery

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



I. Optimal Size

Securing the payroll

1. Reduce number of individuals who have access to payroll

Before: Many individuals had access to payroll

Now: Select few have entry

Civil Service Management Module

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

2. Separated management and processing of payroll

- The CSA manages payroll
- The MoF processes payroll

“Those who cut the checks cannot also decide who receives the checks.”

II. Pay Reform

Objective

Reform the pay system to increase equity, transparency, competitiveness, and affordability



Pay Reform Activities

✓ *High-Level Wage Bill Task Force*

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

✓ *Pay Specialist*

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

✓ *Grading Consultant*

- Develops job titles
- Identifies position, grading, and pay discrepancies

III. Professionalization of the workforce

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

- ✓ *Principal Administrative Officer (PAO):* De-politicized Civil Service with protected institutional memory
- ✓ Approved by HE: Merit-based Recruitment and Selection Process Manual
- ✓ Final draft: Performance Management System Handbook



RECAP: Civil Service Reform

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RECAP: Public Sector Modernization Project (CSA, LIPA, GC)

Leadership, Engagement, Communication

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Actions to get to the finish line

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



A better government lies ahead

Thank you. Any questions!

