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## Editorial Statement

This edition of The Civil Servant comes on the heel of democratic elections in Liberia. Civil Servants, as we know, consist of that segment of the public service that keeps the wheels of the bureaucracy turning. They preserve the institutional memory of government institutions and ensure that as administrations change, the systems, processes and procedures that ensure efficient service delivery to the people remain intact. This is a huge responsibility and must be taken very seriously.

There is, of course, a clear distinction between elected and appointed public servants on the one hand, and on the other hand, civil servants who come to public service through a merit-based selection process. The latter group is encouraged to focus on the impartial implementation of public policy and procedures whilst the former group, particularly the elected officials, focus on the formulation of laws and regulations. Appointed officials, i.e. cabinet, junior cabinet and local government leaders serve at the pleasure of the President and are the key functionaries responsible to ensure that policies of the Administration in power are translated into action and bear concrete results.

As we approach elections, we urge all civil servants to go out and exercise their political franchise by voting for the candidates of their choice. We urge them also to be mindful of their role as civil servants and not to confuse their right to vote with their responsibility to remain impartial enforcers of the public trust.

The cover story in this edition showcases the participation for the first time of our civil servants in Africa Public Service Day. We intend to make this an annual event when we generate a sense of identity and accelerate the level of awareness of the rapid reform of the public service in appreciation and recognition of public servants for outstanding service.

Our lead story calls attention to the Code of Conduct for Public Officials, A Code of Conduct for All Public Officials that has been lingering in the National Legislature for over three years. We are asking the public to prevail on their respective Legislators to pass the Bill so that it can become law. This Law will guide the behavior of public officials and strengthen our quest for accountability and transparency in government.

Our next article is a reminder of the continuation of our Civil Service reform initiatives and the various activities we are involved in to improve the delivery of service to the public.

Mr. Samuel George Macfoy is a former civil servant who has reached the ripe old age of 100 and we are pleased to pay him homage in this issue.

Thanks to Jeremiah Kringar Harris for his guest article titled: "Civil Service reform: One Man's Perspective." We welcome other guest contributors.

The reader is invited to meet and get acquainted with our Civil Service reform Directorates staff on page 9 of this issue and read about some of their achievements on subsequent pages.

Our center spread is a pictorial of some of our activities since the last issue. We are proud of our partnership with the Japan International Cooperation (JICA) in our Ethical Leadership Training Program, which will train 30 civil servants in Ghana in Ethical leadership and these 30 will in turn train other Liberian civil servants.

You can read about our partnership with the Ministry of Finance as regards the Integrated Financial Management Information System (IFMIS) on page 18. The CSA is responsible for the HRMIS (Human Resource Management Information System) component of the program.

We invite you to read the full publication and provide feedback to our editorial staff.



*Dr. C. William Allen*

# A Code of Conduct for All Public Officials

Since 2006, the Liberian Government has oriented a substantial level of its focus on addressing the factors associated with the national delay in achieving good governance. Some of these challenges include, but are not limited to, the misuse of power by some public officials, the long tradition of centralization of government services, the social economic gaps, concerns of accountability and transparency in the conduct of business and affairs of government, and the need for all to embrace a shared national vision to reduce the effects of poverty on the Liberian people. To address the underlying challenges associated with these factors, the Government of Liberia has developed a Code of Conduct for Public Officials and Employees of the Three Branches of Government of Liberia and its Parastatals.

The importance of the Code of Conduct to the emergence of a “New Liberia” has consequential implications for civil duties and responsibilities, decency and the dignity of work. The Code of Conduct, when passed into law, will address issues of conflict of interest, sexual harassment in the workplace, bribery, and gifts that have the potential to compromise

*The Code of Conduct, when passed into law, will address issues of conflict of interest, sexual harassment in the workplace, bribery, and gifts that have the potential to compromise work ethics. It enshrines the principles of good conduct, including integrity, selflessness, accountability, transparency, honesty, non-discrimination, confidentiality, discipline, and diligence. It emphasizes the constitutional and civic responsibilities of all, including respect for the laws of the State, influence of official action for undue advantage, respect for all the rights of others, confidence in government, conflict between personal beliefs and work-related duties, representation of local or foreign governments and non-governmental organizations.*

work ethics. It enshrines the principles of good conduct, including integrity, selflessness, accountability, transparency, honesty, non-discrimination, confidentiality, discipline, and diligence. It emphasizes the constitutional and civic responsibilities of all, including respect for the laws of the State, influence of official action for undue advantage, respect for the rights of others, confidence in government, conflict between personal beliefs and work – related duties, and representation of local or foreign governments and non-governmental organizations.

The Code of Conduct enjoins the Government of Liberia, through heads of ministries and agencies, to reward public servants who show good ethical conduct in compliance with the Code. The Government of

Liberia, as laid down in the Constitution and operationalized by relevant laws, is committed to providing a working environment that is safe, healthy, satisfactory, and ensure equal pay for work of equal value. The President has pledged her personal commitment and the collective resolve of the Government of Liberia to the full implementation of the Code of Conduct. The Civil Service Agency agrees with the President in calling upon the citizenry “to join the government as stakeholders in the combined struggle toward re-establishing ethical mores and standards for the efficient and effective discharge of civil duties and responsibilities with decency and dignity in the New Liberia”.

Please petition your legislators to pass the Code of Conduct into law.

## CIVIL SERVICE REFORM: SMALLER GOVERNMENT, BETTER SERVICES

Funding for the CSRS has come from a number of international partners, including the World Bank, the United Nations Development Programme (UNDP), the United States Agency for International Development (USAID), the African Capacity Building Foundation (ACBF), the United Kingdom’s Department for International Development (DFID), and the Swedish Government, while the Governance Commission (GC), the Liberia Institute for Public Administration (LIPA) and the Civil Service Reform Directorate (CSR D) collaborate as a technical working unit to manage the strategy.

The six key components of the CSRS are Restructuring and Rightsizing; Pay and Pension Reforms; Improving Service Delivery; Human Resources Management; Developing Leadership; and Gender Equity in the Civil Service.

The central hub of the CSRS is the Civil Service Reform Directorate (CSR D), which became operational on July 1, 2009. It is administered by three professionals recruited through the Senior Executive Service (SES). Mr. Oblayon Blayon Nyemah heads the CSR D. Mr. Patrice Poka Weah and Mr. George T. Wilson, III, Management Specialists, assist Mr Nyemah in running the CSR D.

The general functions of the CSR D are facilitating and coordinating civil service reforms in government entities, sensitizing and informing stakeholders, including donors, about civil service reforms, serving as Secretariat to the Inter-Ministerial Committee, liaising with the Governance Commission(GC) to coordinate joint CSA/GC-led activities on the restructuring and rightsizing component of the reform, liaising with Internal Reform Committees (IRCs) of

ministries, agencies and commissions, and identifying, anticipating and managing risks to the process of implementation .

The Directorate, through its leadership, serves on the Secretariat of the Governance and Rule of Law (GRL) Pillar of the “Lift Liberia” or Poverty Reduction Strategy (PRS), and represents the Civil Service Agency (CSA) at all sub-pillar meetings to discuss and provide updates on



*Biometric Staffers reviewing “One Employee, One file Forms*

deliverables of the Agency and other government entities.

Notable initiatives undertaken by the CSR D, thus far, include the induction of Internal Reform Committees (IRCs) of six ministries and the CSA on September 10 and 11, 2009. Ministries inducted were Public Works, Labour, Youth & Sports, Health & Social Welfare, and Information, Culture & Tourism.

The objectives of the induction were to stimulate and enhance the IRC’s awareness of the reform process, introduce and inform the committees about the Inter-Ministerial Committee-approved framework for the mandates and functions review, provide a clear understanding of the roles and responsibilities of the committees, and create greater public awareness

on the general Civil Service Reform Process, specifically the restructuring component.

### RESTRUCTURING AND RIGHTSIZING

Restructuring and rightsizing are regarded as the first element of the Civil Service Reform and lay the foundation for all other courses of action. They seek to clearly define and streamline government so that it focuses on policy-making, regulation, and guidance-giving while encouraging active partnership with non-governmental actors to undertake functions for which they are best prepared.

Restructuring and rightsizing, it is anticipated, will eventually lead to aligned portfolios of ministries, agencies and commissions with national strategy for reconstruction and development; it will also lead to clearer and more focused mandates and functions in which there are no overlaps, duplications and inconsistencies, enhanced public-private partnerships in service delivery for which non-governmental actors are better suited, and improved quality of life of the people and identification of capacity needs.

### PAY AND PENSION REFORM

Pay and grade reform for civil servants is another aspect of the Civil Service Reform geared toward

improving the pay and grade system, properly identifying and defining the various grades and classifications of civil servants throughout the country.

This exercise, closely linked to all key areas of the reform strategy, involves working with the Biometrics Division of the CSA to sort and weed out 'ghosts' workers and 'duplicates' through the collection of relevant data at all interventions in the reform process.

Along with an ongoing re-documentation exercise, a policy document guiding issues of pay and grade for civil servants is also being developed. The re-documentation exercise envisages civil servants pay based on merit and performance.

Already, civil servants have seen gradual increases in pay at different levels as the budget permits, with minimum civil servants monthly salary presently standing at L\$7,200.00 as opposed to L\$850.00 in 2006.

The pension component of the civil service reform process is aimed at improving pension benefits of all civil servant pensioners and/or retirees, thereby setting the stage for new pension laws and practices that will enhance better incentives for beneficiaries.

A review of present laws and administrative practices regulating pension benefits has been instituted for corrective actions where necessary. A strategy document is presently being developed to prioritize pension benefits and administration and guide its implementation.

Benefits for pensioners and/or retirees are significantly more than four years ago when some pensioners received monthly remunerations as low as L\$100.

#### **CAPACITY-BUILDING**

Building the capacity of Liberians during this post-war era is crucial to the nation-building process.

Efforts in this direction have seen the recruitment of expatriate nationals under the Transfer of Knowledge Through Expatriate Nationals (TOKTEN) Program, the designing of the Senior Executive Service (SES) and the implementation of the President's Young Professional Program for the purpose of absorbing talented young Liberians into government service.

To date, TOKTEN has been successful in recruiting Liberians from home and abroad who have made, and continue to make, significant strides toward capacity-building initiatives, while the LECBS can boast of 36 persons occupying high-level government positions with leadership roles in implementing and monitoring the Poverty Reduction Strategy.

From July 6-8, 2009, a three-day Training Workshop on Capacity Enhancement Needs Assessment, attended by almost thirty civil servants from Member States of the Mano River Union (Liberia, Sierra Leone and Guinea) was held in Monrovia.

The Liberia Institute of Public Administration (LIPA) conducted the training, with topics including Organizational Performance, Organizational Capacity, Remedial Action Plans and Identification of Capacity Gaps, among others.

#### **RURAL OUTREACH**

The Civil Service Outreach Program (CSOP) is yet another reform initiative intended to ensure that activities of the Civil Service will not be limited to Monrovia and its environs but extended to other parts of the country.

It is also intended to reduce the movement of civil servants from other parts of the country to Monrovia. One practical demonstration of this is the administration of Civil Service Examinations in counties other than

Montserrado.

Under the Rural Outreach Program, the country has been demarcated into four regions covering the fifteen (15) political sub-divisions (counties). Region I covers Bong, Nimba and Lofa, while Region II comprises Grand Gedeh, River Gee, Maryland, Sinoe and Grand Kru. Region III covers Bomi, Cape Mount and Gbarpolu, while Region IV encompasses Grand Bassa, Rivercess and Margibi. Rural Montserrado is administered by the CSOP Coordinator's Office in Monrovia.

On January 8, 2010, the first Regional Office was inaugurated in Gbarnga, Bong County, with Vice President Joseph N. Boakai serving as Keynote Speaker. Plans are also underway for the establishment of three other such offices, with discussions already nearing completion for the acquisition of premises in Bomi, Grand Bassa and Grand Gedeh Counties.

#### **TOKTEN**

The Transfer of Knowledge Through Expatriate Nationals (TOKTEN) is a multi-pronged capacity development initiative designed by the Government of Liberia (GOL) and UNDP. It operates under the auspices of the CSA.

The program began on May 1, 2006, following the signing of a Memorandum of Understanding (MOU) between GOL and UNDP. It is a global UNDP mechanism for tapping on expatriate nationals who, for one reason or another, migrated to other countries and achieved professional success, and mobilizing them to undertake short-term consultancies in their countries of origin under United Nations sponsorship. TOKTEN programs have been implemented around the world for more than thirty (30) years.

## **FORMER CIVIL SERVANT CLOCKS 100**

**M**r. Samuel George Macfoy, arguably the oldest living former Liberian Civil Servant, recently observed his 100th birth anniversary with his wife of over 50 years, Mrs. Gladys Macfoy, in

Following completion his studies there and attaining a number of Advanced Level Certificates, he went on to earn a certificate in bookkeeping.

Shortly thereafter, he returned to Liberia, settled in Monrovia,

and tenure of C. Abayomi Cassell as Attorney-General (Minister of Justice).

He began his public service career at the Justice Ministry as Bookkeeper, thereafter rising through the ranks as Chief Accountant, Director of Finance & Operations, and finally as Assistant Minister for Finance and Operations until his retirement in the aftermath of the 1980 coup d'etat.

A staunch Episcopalian, Mr. Macfoy was a faithful member of Trinity Cathedral, Monrovia, until he left Liberia for the United States. At the Cathedral, he served as Director of the Junior Choir, Financial Secretary, Treasurer and Member of the Cathedral Chapter. Currently, he is an active member of St. Philip's Cathedral in Newark, where he resides.

Fraternally, Mr. Macfoy is a 33 degree Member of the Grand Lodge of Masons, Republic of Liberia, in which he is Past Master, St. John's Lodge #3. He is also Past District Grand Master of Odd Fellows, and Past Master, United Brothers of Friendship (UBF).

President Ellen Johnson Sirleaf, Grand Master of Orders of Distinction of the Republic of Liberia, during an Investiture Program marking the nation's 163rd Independence Anniversary on July 21, 2010, conferred the distinction of Knight Great Band, Humane Order of African Redemption, upon Mr. Macfoy in recognition of his services to the nation and as a Distinguished Senior Citizen.

The Civil Service Agency joins legions of others in wholeheartedly wishing Mr. Macfoy God's continued blessings and heartfelt congratulations.



*Mr. Samuel George Macfoy*

the American city of Newark, New Jersey.

Mr. Macfoy, born in Greenville, Sinoe County, on May 1, 1910, left Liberia with his family at an early age for Freetown, Sierra Leone, where he enrolled at the C.M.S. Grammar School, a prestigious secondary institution of learning.

sought and obtained employment with CFAO, a well-known French mercantile firm, where he worked for eight years.

Mr. Macfoy entered public service at the Central Office of the Department of Justice (Ministry of Justice) during the administration of President William V.S. Tubman

# CIVIL SERVICE REFORM: One Man's Perspective

BY JEREMIAH J. KRINGAR HARRIS (Guest Writer)

The Civil Service Agency (CSA) is responsible for administering and managing the activities of most public service employees. In view of this, its tentacles are spread throughout the bureaucracy of government. The Agency plays a vital role in the employment of personnel who staff the various departments of government. These individuals are called civil servants. Significantly, to ensure competence and efficiency, the CSA must screen, test and approve all potential government employees other than presidential appointees and elected officials.

Given Liberia's recent emergence from many years of civil war, the Agency is tasked with restructuring and restoring order to the bureaucracy, the mainstay of the government's day-to-day operations. This is indeed an extraordinarily tall order.

After the collapse of organized government in Liberia, the bureaucracy, like all facets of our society, fell into a state of virtual disarray. However, thanks to the

intervention of the Economic Community of West African States (ECOWAS) and other major international stakeholders, peace began to eke its way back into our national existence with the timely negotiation of a truce which led to the formation of a series of transitional governments.

It should be noted that because of the brief duration of these transitional governments, together with their factional orientations, the restructuring of the Civil Service could not proceed in a manner that would ensure functional efficiency. Each faction deliberately bloated the Civil Service with its supporters irrespective of qualification. Additionally, the already sad state of efficiency in the Service was further compromised by corrupt officials who created thousands of 'ghost workers.'

Following her ascendancy to the presidency in 2006, Madam Ellen Johnson Sirleaf appointed Dr. C. William Allen as Director-General of the Civil Service Agency. Since his appointment, Dr. Allen has made a conscientious effort to lead

and reform the Civil Service. He inherited a service that was inherently oversized, grossly inefficient and dysfunctional. As such, attempting to reform an establishment that had become a child of the disorganized and overly corrupt era of civil conflict necessitated the introduction of measures that would be politically unpopular. The Civil Service had been deliberately bloated with a mishmash of incompetent and unqualified individuals, some of whom never saw the top of a desk, needless to say a government office. To make matters worse, many employees on government payrolls were non-existent.

Rightsizing this oversized bureaucracy was the first major challenge that stood in the path of the new Director-General. However, the years of neglect and decline brought on by almost a decade and a half of warfare dictated that reform be an inherent aspect of the national agenda for rebuilding the war-scarred nation. The brain drain had been massive and attempts had to be made to arrest the hemorrhaging in order

to facilitate a speedy process of rebuilding and reconstruction without hindrance. Of course,

the Civil Service. One of them is the Rural Outreach Program which, among other things,

*Additionally, programs such as the Senior Executive Service (SES) and the Transfer of Knowledge Through Expatriate Nationals (TOKTEN), which are geared toward capacity-building, have become mainstays in the Civil Service Reform Program. These programs, over the years, have been basically funded and promoted by UNDP, the World Bank, USAID, the United Kingdom, Sweden, Humanity United, the Open Society Initiative for West Africa (OSIWA), the Governments of Germany and Greece and other collaborating partners.*

this entailed the application of the appropriate mechanism that would heal this massive national wound.

As it turned out, the first order of business on Dr. Allen's agenda was to deflate the bloated service. As a consequence, scores of long service and non-productive Civil Servants, as well as others who did not enter the service properly, were either removed or retired. Moreover, the names of non-existent workers were slashed from payrolls. Thereafter, the thorough screening and testing of all potential Civil Servants once again became important and necessary steps in the process leading to possible employment in government.

Although the struggle to reform the Civil Service is still ongoing, the reforms introduced by government and spearheaded by Dr. Allen have brought vast improvements to the system.

Several other important initiatives have been introduced as part of efforts to improve

attempts to bring the Civil Service to civil servants outside Monrovia through the holding of nationwide workshops and seminars, as well as the administration of tests in the various counties, rather than having everyone come all the way to Monrovia to perform routine undertakings.

Additionally, programs such as the Senior Executive Service (SES) and the Transfer of Knowledge Through Expatriate Nationals (TOKTEN), which are geared toward capacity-building, have become mainstays in the Civil Service Reform Program. These programs, over the years, have been basically funded and promoted by UNDP, the World Bank, USAID, the United Kingdom, Sweden, Humanity United, the Open Society Initiative for West Africa (OSIWA), the Governments of Germany and Greece and other collaborating partners.

Liberia is now rapidly moving forward with rebuilding all aspects of its war-shattered

society. To successfully implement its agenda, the government needs a vibrant, competent and qualified cadre of Civil Servants. Any recourse to past practices of selecting Civil Servants through partiality, partisanship and nepotism would decelerate the pace at which this nation is striving to reconfigure itself.

The blindly politicized patronage system of previous years is certainly anathema to good governance and would curb the gravitation towards a modernized and professional Civil Service as envisaged by President Ellen Johnson Sirleaf. This nation cannot return to the disruptions of the past two decades of its history. Liberia has now changed for the better and the Civil Service must reflect this national trend. The reforms must continue for Liberia to press on with its historic role as Africa's beacon of hope.

**ABOUT THE AUTHOR:** Jeremiah J. Kringar Harris is a former Assistant Minister of Foreign Affairs for Afro-Asian Affairs, Assistant Minister of Foreign Affairs for Public Affairs, and Assistant Minister of Information, Culture & Tourism. Most recently, Mr. Harris was Coordinator/Supervisor at the Baltimore Washington International Airport (BWIA) in Baltimore, Maryland, U.S.A. A 1968 graduate of Cuttington College (now Cuttington University), he is also a prolific commentator on issues of national concern.

## MEET THE REFORM DIRECTORATE STAFF

**T**he government of Liberia has developed, adopted and launched a Civil Service Reforms Strategy (CSRS) to reform the Civil Service. The goal is to transform the Civil Service into a competent, professional, motivated and accountable service. The ultimate goal is effective service delivery to the people in a manner that improves their quality of life. The CSRS is built around six components: restructuring and rightsizing pay and pension reform, improving service delivery, human resources management, developing leadership, and gender equity in the civil service. The reform department is headed by Mr. Oblayon Blayon Nyemah. Below is the profile of Mr. Nyemah and three of his staffers.

### OBLAYON BLAYON NYEMAH, SR. HEAD OF DIRECTORATE

Oblayon Blayon Nyemah, Sr., the Directorate's Head, has over 10 years experience in policy formulation and design, in addition to seven years experience in project design, management, implementation and evaluation, among



other professional proficiencies.

His duties include, but are not limited to, the overall coordination and management of the technical, financial and administrative functions of the Civil Service Reform Directorate, the development of work plans, and budgets to facilitate the implementation of the Reform Strategy and the building of durable partnerships with stakeholders and development partners.

Happily married with five children, Mr. Nyemah holds a Bachelor of Science Degree in Economics from the University of Liberia (1996) and a Master of Science

Degree (MSc.) in Project Management from St. Mary's University of Minnesota, Minneapolis, Minnesota, U.S.A. (2004).

A versatile and multi-talented individual, Mr. Nyemah also has two certificates in Diplomacy, one in Mid-Level Career Diplomacy from the Foreign Service Academy, Islamabad, Pakistan (1995), and another in Diplomacy & Globalization from the Foreign Service Institute in Cairo, Egypt (1999) through training acquired whilst a Senior Research Analyst at the Foreign Ministry in Monrovia.

### PATRICE P. WEAH MANAGEMENT SERVICES SPECIALIST



Patrice Pokar Weah, 44, is a third-year student at the Louis Arthur Grimes School of Law, University of Liberia (UL), and the holder of a Bachelor of Arts Degree in Political Science, also from UL.

Immediately prior to joining the Reform Directorate, he was Chief of Staff in the Office of Grand Kru Senator Blamoh Nelson (2006-09) and Secretary to the Chief of Mission at the Liberian Embassy in Pretoria, South Africa (2003-04).

A crusader and political activist, Mr. Weah, while in South Africa, was President/Organizer of the Association of Liberians in Southern Africa (ASOLSA) from 2002 to 2004 and, before that, Secretary-General of the Political Science Students Association, and Standard Bearer and President of the University of Liberia Students Union (ULSU).

He also dabbled in politics as a legislative candidate from Grand Kru County in the 2005 General and Presidential Election, and has published a number of literary works, including Student Agitation and Government Suppression: An Analysis of Student-Government Conflict (1986-1989); The Diplomacy of Reconstruction: A Renewed

Dimension of our Foreign Policy in South-East Asia, and The Search for Leadership in Liberia: A Problem for Nation-Building (BA Thesis).

### GEORGE T. WILSON, III MANAGEMENT SERVICES SPECIALIST



George T. Wilson, III, an accomplished young individual, holds a Bachelor Degree in Business Administration from the University of Liberia (1998) and a Master's Degree in Educational Administration (M.Ed.), also from the University of Liberia (2003).

Before joining the Reform Directorate, he had long and varied experience in academia, specifically at the African Methodist Episcopal University (AMEU), having served there as Director of Procurement; Instructor, Management Department, College of Business and Public Administration; Administrative Assistant to the Vice President for Administration, Dean of Admissions, Records & Registration and Representative of the University to the West African Examinations Council (WAEC), as well as several other positions, between 1998 and 2009.

A staunch member of the Eliza Turner Memorial AME Church, Mr. Wilson presently serves as a Member of the Church's Steward Board, as well as Minister of Music. He was also a Member of the Trustee Board from 2001 to 2007.

During the heat of the war, he was a Cub Reporter with the Torchlight and New Times Newspapers.

Happily married with three children, Mr. Wilson has excellent computer knowledge and spends most of his leisure time playing the organ.

## SOME MAJOR ACHIEVEMENTS OF THE CSRD SINCE ITS INCEPTION



*l-r* PATRICE P. WEAH, MANAGEMENT SERVICES SPECIALIST, OBLAYON BLAYON NYEMAH, SR. HEAD OF DIRECTORATE AND GEORGE T. WILSON, III., MANAGEMENT SERVICES SPECIALIST

**T**he Civil Service Reform Directorate was established in July of 2009 with the recruitment of three professionals under the Senior Executive Service (SES) Program, to serve as the human locomotives to propel the reform initiatives of the Government of Liberia as enshrined in the Civil Service Reform Strategy document adopted in June of 2008. Since then, the Directorate has continued to demonstrate the muscle necessary to achieve the desire goals of the Strategy by the

interconnectedness, coordination and supervision of five thematic areas, namely: Restructuring and Rightsizing, Pay and Pension Reform, Improving Service Delivery, Human Resource Management, Developing Leadership, and Gender Equity in the Civil Service. In this direction, it has made significant progress in improving service delivery by the reform of our public administration system which remains the single central and pivotal driving force of the Agency. With a little over two years of rigorous

work, monumental benchmarks have been set to place the reform agenda of the Government on an irreversible path. Some of these gains made so far are catalogued as follows:

- Coordinated with a Biometric Center that ensures the removal of duplicates and ghost workers on the payroll of Government thus reducing the wage bill significantly and identified the number of bonafide government employees. The biometric system has been linked to the Integrated Financial Management Information System (IFMIS);
- Harmonized various pension laws that offers attractive post-service benefits to retired employees;
- Completed wage administration that encapsulates ten grades instead of previous fifteen grades with various steps in each to allow for progressing and seniority in the civil service and where the minimum monthly wage of a civil servant stands at US\$ 100.00.
- Completed Mandates and Functional Reviews (M&FRs) of four ministries (MOL, MOA, MOC, MPW) and the Civil Service Agency in close collaboration with the Governance Commission ;
- Began engaging with the Ministries of Foreign Affairs, Health and Social Welfare in the conduct of their M&FRs processes;
- Spearheaded the formulation of a Re-directed Workers' Program Strategy document that caters to the needs of civil servants who could be separated from the labor force as a result of the restructuring and rightsizing exercise;
- Conducted Capacity Building and training workshops in different areas of the reform aimed at enhancing the performance of civil servants for effective and efficient service delivery;
- Conducted specialized training of Civil Service staff in merit-based appointment standards and procedures;
- Inducted the Internal Reform Committee (IRC ) of some ministries in preparation for the Mandates and Functional Reviews( M&FRs) to familiarize them with the approach and methodology adopted by

***The CSRS has made significant progress in improving service delivery by the reform of our public administration system which remains the single central driving force of the Agency.***

both Governance Commission and the Civil Service Agency;

- Strengthen support and enhance awareness for the passage of the Code of Conduct for Public Servants at the level of the 52nd National Legislature;
- Provided immense support in the institutional/ agency involvement with regional bodies such as the Conference of African Ministers of Public/Civil Service (CAMPS), African Association for Public Administration and Management (AAPAM), African Training and Research Centre in Administration for Development (CAFRAD), and the Association of African Public Service Commissions (AAPSComs);
- Encouraged and strengthened the hosting of the first African Public Service Day on June 23, 2011;
- Successfully hosted an Inter-Ministerial Committee (IMC) meeting on Civil Service Reform for the final validation of the Re-Directed Workers' Strategy Document;
- Encouraged the push for capacity building within the Civil Service in line with the Civil Service Reform Agenda including the merit-based appointment training exercises;
- Serving as Secretariat for the Inter-Ministerial Committee, and co-coordinating of stakeholders meetings;
- Working toward the full development of cadre of Human Resource Personnel within the Civil Service .

## ***Three-Day Visit Of A High-Power Delegation From The Federal Civil Service Commission (FCSC) Of Nigeria – A Pictorial***



*(L-R) Amb. Ahmed Al-Ghazali FCSC Chairman, with Dr. C. William Allen, CSA Director-General*



*Dr. Allen in conversation with Amb. Al-Ghazali*



*Nigerian delegation poses with CSA officials*



*Nigerian delegation interacting with Public Service Joint Committee*



*Dr Allen making welcome remarks*



*Amb. Al-Ghazali responding to welcome remarks*



*Amb. Al-Ghazali and Dr. Allen signing Joint Communique*



*Amb. Al-Ghazali and Dr. Allen exchange documents after signing ceremony*

# Human Resource Training Pictorial



*CSA Employment Service Director, Madam Retta Vincent, making a statement at the workshop*



*A cross-section of HR Directors listening to Dr. Julie Brown-Annan, one of the facilitators*



*CSA PRO, Justin Lumeh, in a chat with Madam Vincent as Dr. Julie Brown-Annan looks on*



*participants at the Human Resource Training workshop*



*Mrs. Lovetta Sendolo, Director, HR Policy Planning, M&E Directorates, listens keenly to a facilitator*



*HR specialist, Sam Sowah, making a presentation*



*Another view of participants*

# Liberia Celebrates Public Service Day



*Partial view of diplomats and government officials at the program*

Liberia joined many countries in Africa to celebrate “Public Service Day” on June 23, 2011.

The day was set aside by African Ministers of Public Service to appreciate the good work of civil servants across the continent and attract more innovation within the public sector. The day also looked at a framework to appreciate the progress and integrations made to form a long-term view on transforming governance and public administration in Africa. The focus point

was on Service Delivery and Development, Human Resource, Information and Communication, Technology and Public Service,

Organizational and Institutional Development, Budget, Finance and Resource Mobilization and Monitoring and Evaluation. Liberia, as Co-chair on the chapter on Post Conflict and Reconstruction, in observation of the day, hosted a formal program that began with a parade followed by an indoor program at the Samuel K. Doe Sports Complex in Paynesville, outside Monrovia.

The day came as a result of a long-term strategy paper that seeks to present members states and other stakeholders with a consultative and decision platform to assess the transformative processes taking place globally and locally within the Public Administration and establish collective and individual interventions to achieve excellence in public administration service delivery among African Union members state.

The demands placed on African Public Administration in relation to its available resources continue to be daunting. In view of the socio-



*Mr. Oblayon Blayon Nyemah “directs” AFL marching band at the SKD Sports Complex*

economic circumstances of many African member-states, African populations increasingly demand and expect public servants to implement active, transparent and well managed public policy with a strong social emphasis. The challenge is to build capable public administration systems that respond to political realities and social conditions for the African continent.

Hence the Public Service Day in Liberia reflected on and



*Mrs Lovetta Sendolo, Director, HR Policy Planning, M&E Directorates, CSA serving as MC*

looked at the many challenges faced in postwar Liberia. In line with improving service delivery

and strengthening capacity building in the public sector, Liberia, as a member of the African Governance and Public Administration, supports the public administration reform approach that has emerged and



*A cross section of Civil Servants at the program*

is currently unfolding across member states. There is a commitment toward shaping and reshaping systems in accordance with the contextualized realities and challenges and an acceptance that specific values are needed to set standards fundamental to effective public administration.

Some countries need to build basic administrative capacity to ensure administrative efficiency, while others require more advanced skills for managerial services in the information age. Intervention to address capacity constraints range

from focused training courses to long-term education and learning programs. The context of success and utility of these interventions vary according to context. Therefore, there is a growing need to increase

willingness to experiment with less conventional modes of developing human potential, such as internships, action learning, mentoring, coaching, and executive support.

In a nutshell, the Public Service Day, first time ever celebrated in Liberia, sends a signal that the Liberian government is prepared and willing to improve service delivery and support human development through capacity building and is committed to a substantive, normative, and technical cooperation work of public administration.

# Dr. Olaopa Speaks on Reform

## At Public Service Day Celebration

“Reform does not really imply total innovation, rather, it attempts an improvement of what is already on the ground” Dr. Tunji Olaopa said.

Dr. Tunji Olaopa, is the Permanent Secretary Career Management Officer, the Presidency Office of the Head of the Civil Service of the Nigerian Federation, Abuja, Nigeria.

Speaking at the celebration of Public Service Day Dr. Olaopa said reform in any sector involves restructuring, reorganizing, modification, improvement and adjustment of a system to meet the growing needs of its people and delivering that entity from a less desirable state to a more desirable and functional state.

“In the first sense, reform needs to be carried out to restore an organization when it has fallen below what it was originally designed to be. To reform is therefore to improve the organization in question by removing errors that have crept into its modus operandi and structure,” Dr. Olaopa noted.

He mentioned that the issue of reforming entails identifying that a particular sector has a fault, and identify the best means through which the faults can be rectified and taking necessary steps to ensure that the reform is implemented adding that adjustment to meet original conception plays a part.

Making specific reference to Africa and Liberia, Dr. Olaopa said that a good example which helps illustrates proper reform is an average public service sector in most African countries. “The sector

as a result of various events after independence, derailed from the path of professionalism on which it was set by the colonialists”. This he said is a contemporary effort directed at repositioning the public sectors on the continent on the path of professionalization.

Speaking on other aspects of reform, Dr. Olaopa noted that apart from rectifying errors in an organization and correcting them through a comprehensive reform program, repositioning an organization in order to better situate it for the institutional demands of the future counts.

The repositioning reform he said comes in and becomes necessary when an organization enlarges its vision/mission and needs to implement some innovative ideas for which the structure(s) on ground is/are inadequate. The structure he maintained may be squeezed to reduce excesses.

Giving specific references, Dr. Olaopa said “There can be enlargement of the public service’s scope, or the restructuring of some of its Ministries and Agencies’ departments. Reform that has this motive of repositioning as its underlying principle is undertaken in order to accommodate certain new scopes of business which were not part of the original intent for which the organization was founded”.

Following the Pollitt and Bouckaert approach to reform, Dr. Olaopa agrees that reform involves the deliberate changes to the structures and processes of public sector organizations with the objective of



*Dr. Tunji Olaopa*

getting them to perform better.

The Permanent Secretary, however, said that the need to reform is borne out of the need for government to better meet the needs and aspiration in the society through the use of management reforms to reshape the role of the state and its relationship with citizens.

He said for reform to work, states have to improve the performance of government workers, increase the flexibility that government workers have to do their job while maintaining their fidelity to government policies, redesign government services in an attempt to regain citizens trust; define their new relationship with an increasing global community where neither economics or social policies could be pursued in isolation.

*See chart on Page 23*



REPUBLIC OF LIBERIA  
**MINISTRY OF FOREIGN AFFAIRS**  
 MONROVIA, LIBERIA

**A  
 PROCLAMATION  
 BY THE PRESIDENT**

**WHEREAS**, the African Union 6th Conference of African Ministers for Public Service Champions meeting held in Nairobi, Kenya, 2010, adopted June 23rd of each year as African Public Service Day to reflect on the gains and challenges of service; and,

**WHEREAS**, the Legislative Act approved on May 11, 1972 by the Forty Fifth regular Session and published July 19, 1973, repealed the Public Employment law and amended the Executive Law and created in lieu therefore, the Civil Service Agency; and,

**WHEREAS**, the Civil Service Agency since its enactment has impacted its purpose nationally and established relations with continental bodies; and,

**WHEREAS**, this year 2011, National Public Service Day will be celebrated under the theme: **Civil Service Reform: “An Investment in Good Governance”**; and,

**WHEREAS**, the purpose of this day is to generate a sense of identity and accelerate the level of awareness of the rapid reform of the Public Service and appreciation of, and recognition of Public Servants for outstanding service.

**NOW THEREFORE; I ELLEN JOHNSON SIRLEAF**, President of the Republic of Liberia, by virtue of the Authority in me vested, do hereby declare and proclaim the **23rd day of June, 2011** as a **National Public Service Day**, to be observed throughout the Republic as a **Working Holiday**.

Further, I do request that all Government Ministries and Agencies and Bureaux concerned, to join the Civil Service Agency in executing appropriate programs befitting the occasion.

**GIVEN UNDER MY HAND AND SEAL OF THE REPUBLIC OF LIBERIA, IN THE CITY OF MONROVIA, COUNTY OF MONTERRADO, THIS 23RD DAY OF MAY, IN THE YEAR OF OUR LORD, TWO THOUSAND AND ELEVEN AND OF THE INDEPENDENCE OF THE REPUBLIC, THIS 164TH.**

**ELLEN JOHNSON SIRLEAF  
 PRESIDENT OF THE REPUBLIC OF LIBERIA**

**BY ORDER OF THE PRESIDENT  
 TOGA GAYEWEA McINTOSH (PhD)  
 MINISTER OF FOREIGN AFFAIRS**

**GoL Goes Full Blast with Financial Management Through Technology**

**-As CSA, MOF Become First to Use IFMIS**



*Pres. Sirleaf and Dr. Allen listen at the launch of IFMIS*

The Government of Liberia (GoL), through the Ministry of Finance, has gone full blast with the introduction of a financial management system, through the use of modern technology.

The initiative, Integrated Financial Management Information System (IFMIS), is a budget management and accounting system being implemented through the Ministry of Finance to improve Public Expenditure Management processes, enhance greater accountability and transparency across Ministries and Agencies.

According to the Finance Ministry, IFMIS is designed to make use of modern information and communication technologies to help GoL plan and use its financial resources more efficiently and effectively. “The GoL IFMIS solution is the latest version of the Free Balance Accountability suite comprising the following modules : Performance, Management, Public Financial Management, Treasury Management, Public Expenditure Management, Receipts Management and Civil Service Management.

**IFMIS’ SCOPE OF COVERAGE**

According to the Ministry of Finance, a phased implementation approach has been adopted in order to ensure smooth transition from the semi-automated and manual systems currently used in Ministries and Agencies.

The first phase, which began in March 2009 and expected to end February 2012, is being implemented by the Ministry of Finance and the Civil Service Agency (CSA). “Connectivity will also be provided to the General Services Agency (GSA) and General Auditing Commission (GAC)

for fixed assets management and auditing purposes, respectively,” a document on IFMIS says.

The document further says: “IFMIS will also be interfaced with the Integrated Tax Administration System (ITAS), Central Bank of Liberia banking system, CSA Biometric System and Debt Management System with the [Ministry of Finance] Expenditure Department.” Plans for the second phase will involve rolling out the IFMIS to the other Ministries and Agencies and implementation of the Fixed Assets and inventory Management modules. During this phase, the Finance Ministry asserted that the e-Procurement module will also be developed by the Ministry in consultation with the Public Procurement and Concessions Commission (PPCC).

**THOSE CONTRACTED TO SUPPLY IFMIS**

Two institutions, FreeBalance, Inc, which will supply the IFMIS application and would be responsible for installation, integration, testing, commissioning and providing the related support services for the IFMIS application, while Amytech Data System is handling the supply of the entire hardware infrastructure (servers, printers, switches, UPS, air conditioners, etc, including installation of the Local Area Networks (LANs) and the Wide Area Network (WAN), respectively.

**FUNDING SOURCE FOR IFMIS**

The Finance Ministry said the GoL obtained external funding from the World Bank and Swedish International Development Agency (Sida) to cover the costs for acquisition and installation of hardware, software and related support services and IT network infrastructure to

support the system. “Other related to site preparation such as limited civil works and renovations are financed by the GoL,” the Ministry said.

**IFMIS IMPLEMENTATION MANAGEMENT TEAM**

The financial management system is made up of a Project Management Team (PMT) and Project Steering Committee (PSC), which membership comprises of representatives from CSA, GSA CBL, GAC, IFMIS Project Manager, users and supplier(s). The PSC is chaired by the Deputy Minister for Expenditure and Debt Management (DME) while the PMT is chaired by Assistant Minister for Expenditure and Debt Management. The PMT members, include Comptroller and Accountant General, Deputy Comptroller General, the Director General of Management, Project Manager, PFM Reform staff, Change Management Advisors, Functional and ICT Specialists together with their government counterparts, and heads of workgroups. The workgroups include Training and Change Management, Audit and Security, ICT Application Implementation, Budget Implementation, Human Resource/ Payroll Implementation



*Dr. Allen (l) Comptroller General John B.S. David (m) and Finance Min. Ngafuan at the IFMIS launch*

and Procurement and Contract Management, while CSA, GSA and GAC are members of the PMT.

**BENEFITS EXPECTED FROM IFMIS IMPLEMENTATION**

Among the benefits expected to be accrued from the implementation of the IFMIS software are timely and online information; more accurate reports, better decision making and ease of consolidation of information.

During the period under review, the Division of Testing administered Civil Service examinations to 444 candidates. The exams were conducted in three categories: Regular, Special and Rural, covering clerical, administrative, fiscal, technical and professional competencies. Of the 444, a total of 237 (139 males and 98 females) passed, while 207 (130 males and 77 females) failed.

Of the 301 who took the Regular Exams, 223 were males while 78 were females. Of this number, 119 males and 49 females passed, while 104 males and 29 females failed.

Special Exams were administered to 118 persons in compliance with special requests from the Ministry of Finance and the Royal Institute of Secretarial Science (RISS). Of the 36 employees of the Finance Ministry (27 males and 9 females), 17 males and 5 females passed, while 10 males and 4 females failed. A total of 82 persons (all females) from the RISS sat the exams, of whom 43 passed while 39 failed.

Rural Exams were conducted in Robertsport, Grand Cape Mounbt County, with a total of 25 candidates (19 males and 6 females) sitting. Three males and one females passed, while 16 males and 5 females failed.

Also during the period under review, six CSA employees were honorably retired following dedicated services rendered over various tenures. Those retired (in order of length of tenure) were D. Gbe Nimely (37 years); Ralph Diggs (36 years); George Mulbah (31 years); James Keah (27 years); Philip K. Kovolo (26 years), and Samuel Dempster (12 years). We thank them all for their hard work.

In line with the capacity-building initiative of government, the CSA, over the past few years, has provided school subsidies to deserving employees wishing to enhance their academic profiles. One bebeneficiary, Michael Mason, Pension Analyst, this year graduated from the African Methodist Episcopal Zion University (AMEZU) with a Bachelor of Arts Degree in Public Administration.

A four-member delegation comprising senior officials of the Federal Civil Service Commission (FCSC) of



*Recent graduates at the CSA from various Universities*

Nigeria, in June, paid an official visit to Liberia as guests of the CSA.

While in Monrovia, the delegation, headed by Ambassador Ahmed Al-Ghazali, Chairman of the FCSC and Regional Vice President of the Association of the African Public Services Commissions (AAPSComs), held discussions with Vice President, Joseph N. Boakai, as well as the Chairman and Members of the National Legislature's Joint Commission on Public Service.

At the end of the visit, it was disclosed that Liberia had begun the process of applying for membership into AAPSComs. The decision to join the continental organization, according to CSA Director-General, Dr. C. William Allen, is in consonance with the Agency's desire to expand the adoption of best practices in public service administration.

It was also agreed that Liberia learns and implements as much as possible from the Nigerian experiences in the processes, methodology and outcomes of public service reform, with focus on pension reform, biometric identification system and staff exchanges.

Other members of the delegation included Dr. A.M. Yabani, FCSC Commissioner; Mr. M.T. Yabani, FCSC Deputy Director, and Mr. D.U. Ahmed, Personal Assistant to Ambassador Al-Ghazali.

## Summary on the Ethical Leadership Training Program



*Mrs. Wanneh Clarke Reeves, Career Management & Training, Director, CSA*

The Civil Service Agency and the Japan International Cooperation Agency (JICA) signed a Memorandum of Understanding in 2010 in which JICA agreed to train thirty (30) Civil Servants in Ethical Leadership.

Twenty civil servants were selected to participate in the Ethical Leadership Training program to be hosted in Ghana. The first batch commenced training on September 19, 2011 and will return to Liberia on October 7, 2011. The second group will begin training on November 14, 2011 and will return to Liberia on December 2, 2011. Beneficiaries of this initiative, according to the agreement, will train their colleagues upon return.

The purpose of the Ethical Leadership training is to equip the Civil Service with competent, ethical leaders who have the skills and the appropriate professional predisposition to function as change agents in their various agencies and ministries. The agreement provides for JICA to train more civil servants in Ethical Leadership in 2012.

# Profile



**Dr. Puchu Leona Bernard**

**D**r. Puchu Leona Bernard, is a highly skilled multi-talented professional with extensive hands-on experience in commerce, humanitarian service, government, law, education and agriculture. Early this year, she became Deputy Director General for Human Resource Management and Policy at the Civil Service Agency.

Dr. Bernard, an articulate communicator, is also self-motivated and able to set effective priorities to achieve immediate and long term goals.

She has wealth of experience in developing countries and those in transition, such as Cote d'Ivoire, Sierra Leone, Senegal, Kenya, Zambia, Jamaica, Haiti, Trinidad, Guinea, and Liberia.

Fluent in French and proficient in German, Dr. Bernard earned a Bachelor of Science Degree (Magna Cum Laude) in Business and Finance from North Carolina Central University, Durham, North Carolina, U.S.A., in 1975, a course of

study which took her two and half years to complete.

In 1990, she earned a LL.B degree, with concentration in contracts and domestic relations, from the Louis Arthur Grimes School of Law, University of Liberia. Four years later, she was awarded a Graduate teaching Assistantship at Howard University, Washington, D.C, USA., from where she earned a Master of Arts degree in French Linguistics in 1996, as well as a Ph.D in Development and Public policy in 2004.

Dr. Bernard's professional career covers a plethora of endeavors. In the humanitarian field, she serves as a member of the Disaster Team of Red Cross of the national capital area in Washington, D.C. operating shelters and providing other services to victims of fire and other disasters in the Washington metropolitan area as well as to evacuees of Hurricane Katrina. She also liaised with other Red Cross agencies to assist in connecting Liberian Civil War

victims to family members in the United States as a member of the Wologessi Welfare Foundation in Gaithersburg, Maryland, U.S.A., and Monrovia, Liberia.

In academia, she was French Professor and Language Resource Coordinator at Howard University between 1996 and 2004. Before that, she served as Principal of College Aime Cesaire in Abidjan, La Cote d'Ivoire, where she coordinated and approved schedules and curricula for 1,981 students and over 80 teachers and staff members. Also in La Cote d'Ivoire, she worked with that country's Education Ministry to develop questionnaires for English national exams.

In the legal arena, Dr. Bernard worked with the Horace & Horace Law Firm in Monrovia from 1989 to 1990. As an attorney-at-law there, she represented plaintiffs and defendants in general litigation cases, negotiated insurance settlements, investigated and analyzed issues in cases of relevance in domestic relations, and assisted in arbitration settlements and conciliations.

In government, Dr. Bernard was Assistant Minister of Finance for Revenues from March 1987 to July 1990, during which time she coordinated three bureaus to ensure efficiency of operations, among other responsibilities. She also acted as Minister of Finance in June and July, 1990.

At the Rubber Corporation of Liberia, she served as Chairman of the Board of Directors for three years (1987-90), at which time she negotiated with major stakeholders to re-establish and reorganize the corporation and its rubber processing plant.

In the private sector, Dr. Bernard was Operations Manager of Yes Transport Service, Inc., the largest private transport corporation in Liberia, from 1985 to 1987, while before that (1980-81), she was Manager of Le Diamant Rose in Abidjan, La Cote d'Ivoire, where she actuated and implemented promotional events to generate additional business for the US\$14 million jewelry enterprise.

Since joining the CSA family, Dr. Bernard's rich academic background, interpersonal skills, and commitment to excellence have all endeared her to her co-workers.

# Rightsizing improves Civil Servants' take Home

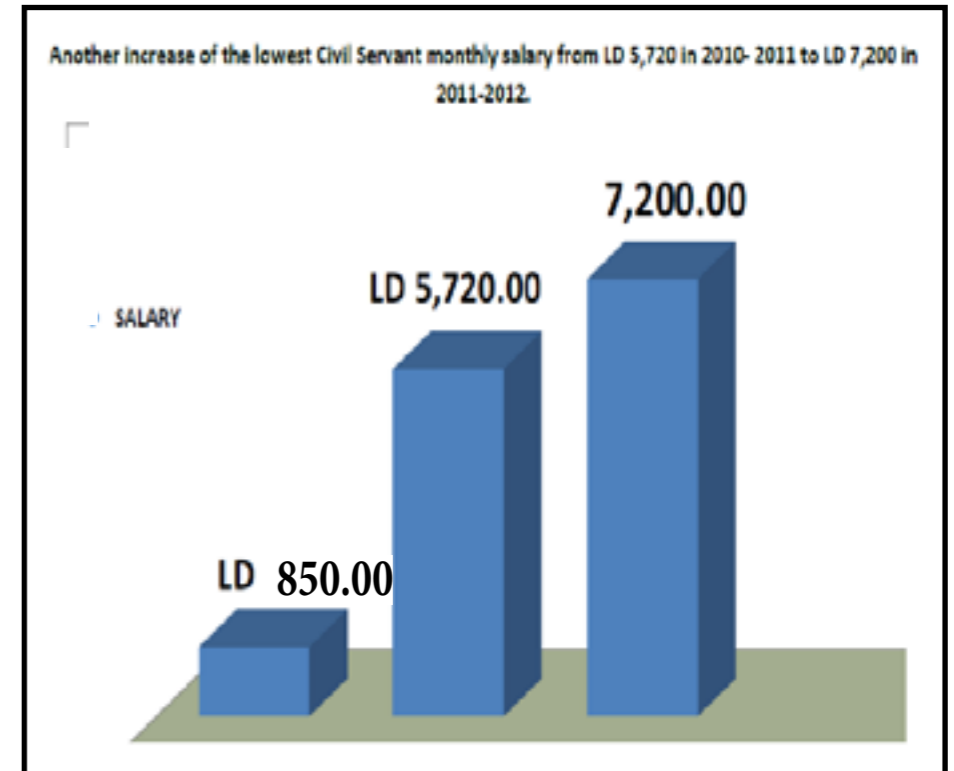
**S**tatistics have shown that the monthly wages and other benefits of civil servants have sharply increased since the introduction of the "Rightsizing" exercises initiated by the Unity Party-led government with the Civil Service Agency (CSA) playing a lead role.

The CSA, through the government's Rightsizing programs, was able to identify more than 8000 ghost names on government payroll in various ministries and agencies. It made appropriate decisions in adjusting the payrolls to give way for the reduction in the work force and put in place mechanism for salaries and other benefits increment.

The Rightsizing Policy, which was welcomed by the various Ministries and Agencies, enabled the CSA, in collaboration with the Ministry of Finance, to deal with various payrolls holistically and help strengthen the unaffected work force initiating productivity and effectiveness.

The Rightsizing policy also identified duplications of functions. The policy also helped the CSA to initiate reforms aimed at pensioning long-serving employees with honor, providing them with what observers called the sharpest increment in pension benefits ever in Liberia's history. The CSA thereby states that: "Presidential intervention gave rise in the minimum pensioners' pay from as low as twenty-seven Liberian dollars in 2005 to 1,027 in 2011." As revenue improves, government is poised to increase the pension benefits. Pensioners also got a one-time, lump-sum separation benefit ranging from USD 350-USD 1000 depending on tenure.

As part of the government's effort



in "making papa to come home," as promised by President Ellen Johnson Sirleaf. For 2011, the Government, through the CSA, is also proud to report that the monthly wage of the lowest paid civil servant has been increased from 850 Liberian dollars to 5,720 Liberia dollars a more than 400 percent increment. In the 2011 National Budget, the amount has been increased to 7,200 Liberian dollars.

With this increment the lowest paid civil servant is now able to have a bank account meaning he or she can negotiate for loan, thus improving the living standard of his or her family.

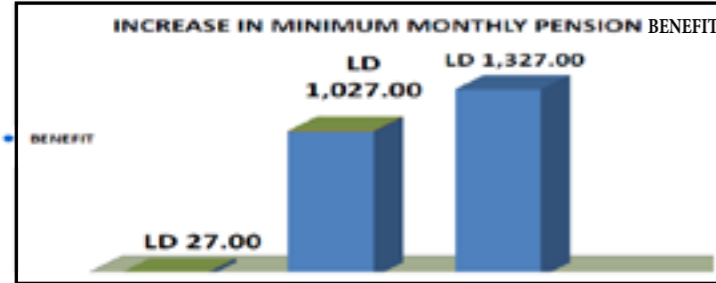
Interestingly, with the reduction in work force and keeping the promise of putting the interest of the people first, the CSA for 2011 has worked with the Ministry of Finance and other relevant government agencies to adhere to the Presidential order of

increasing the pension benefit from 27 Liberian Dollars to 1,027 Liberian Dollars. For the 2011 budget, that amount has been increased by 100 Liberian follars.

Before the seating of the Unity Party government, the need for teachers and health care workers was alarming. Most parts of the 15 political subdivisions of the Country were either without teachers or health care practitioners. Considering this and in line with providing the best services to the Liberian people, the CSA applauds President Ellen Johnson Sirleaf and her lieutenants for putting the future need of Liberians first and prioritizing education and health care. To date, more than 8,000 teachers and over 2,000 new healthcare workers have been added to the government payroll.

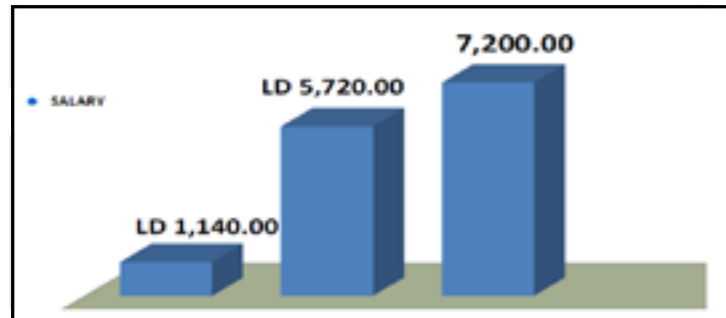


Another increase in the monthly pension benefit from LD 27.00 to LD 1,327.00

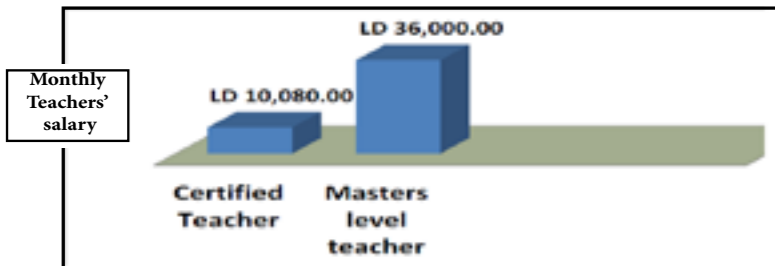


Presidential intervention gave rise in the minimum pensioners' pay from a low of twenty-seven LD in 2005 to LD 1,027 in 2011. The 2011-2012 Budget saw an increase of additional LD 300 on the average monthly pension benefit. As revenue improves, government is poised to increase pension benefits. Pensioners also get a one-time, lump-sum separation benefit ranging from US\$ 350 – US\$ 1,000 depending on tenure.

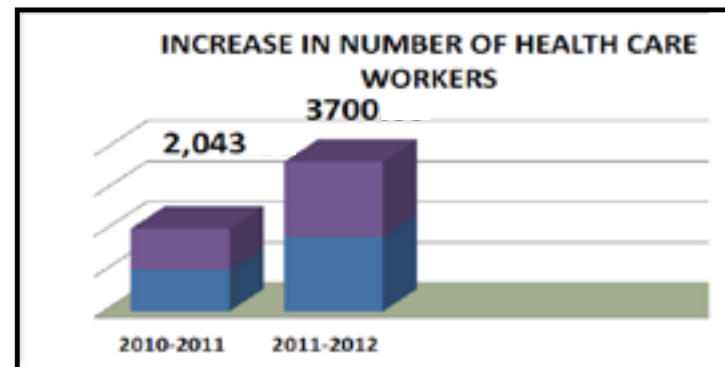
Another increase of the lowest Civil Servant monthly salary from LD 5,720 in 2010-2011 to LD 7,200 in 2011-2012.



Over 8,000 new teachers added to the payroll; the lowest monthly pay for a certified teacher is LD 10,080, while master level teachers lowest salary as of the current budget is LD 36,000.



2,043 new Health Care Workers absorbed on to the GOL payroll in 2011. As of August 2011, there were 3,700 health care workers in Liberia - increase of 1,657 healthcare practitioners.



### Key CSA Achievements since 2006

1. Improved working conditions for Civil Servants.
2. Transportation for most Civil Servants.
3. Improved service delivery.
4. Direct deposit of salary for most Civil Servants.
5. Civil Servants have more access to bank loans.
6. 2,000+ Civil Servants enrolled in Employee Biometric program.
7. Decentralization – CSA Rural Outreach Program established 4 new field offices in Gbarnga, Zwedru, Buchanan, and Tubmanburg.
8. Increased access to government services: number of people leaving rural areas to seek services in Monrovia reduced as a result of decentralization of CSA.
9. Savings to Civil Servants in terms of transportation costs and loss of time on jobs.
10. Government recruitment process more merit-based.
11. Mandate and functional reviews have ensured institutional control and supervision, allowing supervisors to interact directly with staff on the job to increase (quality) productivity.

### Notable Contributions to the Fight against Corruption

12. Increased Civil Servants salary
13. Reduced “who knows you”.
14. Focus on “what you know and skills”.
15. Personnel Action Notices (PANs) process no longer contingent on extraneous conditions/requests.
16. PAN forms are now free.
17. CSA testing administration improved with no testing fees.
18. CSA’s ongoing collaboration with MoF to conduct Pension Audits, thereby removing “ghosts” from pension payroll.
19. Biometric enrollment is ensuring reduction in multiple paychecks being claimed fraudulently by one employee.
20. Improved screening process of submitted credentials leading to reduction in number of fraudulent credentials/documents.
21. Tremendous push for the passage into law of the “Code of Conduct” for public servants.

# CSA Improves Service Delivery ---By Decentralizing its Activities---



Vice President Joseph Boakai Opening CSA Regional Office in Gbarnga, Bong County

In its quest to improve service delivery, the Civil Service Agency (CSA) has embarked on de-centralizing its operations.

The CSA recognizes that its activities are centralized in Monrovia and its environs. As a result, the CSA established the Rural Outreach Program with

the objective of decentralizing for effective and efficient service delivery across Liberia.

The process of de-centralization integrates four regions: **Region 1** is comprised of Bong, Nimba and Lofa Counties with head office in Gbarnga.

**Region 2:** integrates Grand Gedeh, River Gee, Maryland, Sinoe and

Grand Kru Counties with head office in Zwedru. **Region 3** is made up of Bomi, Grand Cape Mount and Gbarpolu Counties with head office in Tubmanburg, while **Region 4** covers Grand Bassa, Rivercess and Margibi Counties with headquarter in Buchanan.

Below is a breakdown of the decentralization process.

In Zwedru, a rented building is being renovated to accommodate the regional office for the entire southeastern region. At the same time, land area has been identified on the administrative grounds for the construction of the Agency's sub-office.

### REGIONS AND OFFICE STATUS

REGION	COUNTIES	HEADQUARTERS	CURRENT OFFICE	FUTURE OFFICE
I	Bong, Nimba and Lofa	Gbarnga	In a rented building	Negotiation for land ongoing
II	Grand Gedeh, River Gee, Maryland, Sinoe and Grand Kru	Zwedru	In a rented building	Land identified
III	Bomi, Grand Cape Mount and Gbarpolu	Tubmanburg	Temporary space in the Administrative building	Construction ongoing – at roof level now
IV	Grand Bassa, Rivercess and Margibi	Buchanan	Temporary space in the Administrative building	Land identified