Public Administration Reforms & Modernization of the Public Service

Presented by:
Liberian Delegation (CSA – GC – LIPA)
The major institutions responsible for processing public administration reforms in Liberia:

- Civil Service Agency
- Liberia Institute for Public Administration
- Governance Commission
- Law Reform Commission
Public Administration Reforms in Liberia

The major areas of Public Sector Reforms in Liberia

- Civil Service Reform Programme
  (Civil Service Agency)
- Human Resource Capacity Development Reforms
  (Liberia Institute of Public Administration)
- Institutional Development Reforms
  (Governance Commission)
- Political & Legal Reforms
  (Law Reform Commission)
Public Administration Reforms in Liberia

Civil Service Reform Programme

- What Are The Targets of Civil Service Reform?
  - Optimal Size
  - Restructure Compensation
  - Professionalization

- Public Sector Modernization Reform (PSM)
  - Restructure incentives to achieve targets
  - Four Components that propel the PSM
    - Pay Reform
    - Payroll Management
    - Organizational Reform
    - Human Resource Management
Public Administration Reforms in Liberia

Civil Service Reform Programme

Civil Service Reform is Key for Development
(Pillar IV of the Agenda for Transformation)

- Provides the right incentives for effective performance
- Mitigates malfeasance
- Strengthens our ability to govern and manage our resources effectively
- Creates a responsive government that attracts investors who create jobs.
Public Administration Reforms in Liberia

Civil Service Reform Programme

The Targets of Civil Service Reform

- Optimal Size
  - Smaller Government, Better Service
- Restructure
  - Compensation
- Professionalization
Public Administration Reforms in Liberia

Civil Service Reform Programme

Public Sector Modernization Reform: Four (4) Components

Component I: Pay Reform
Component II: Payroll Management
Component III: Organizational Reforms
Component IV: Human Resource Management

Restructures Incentives

Optimal Size
Restructure Compensation
Professionalization

Public Sector Modernization Reform
Public Administration Reforms in Liberia

Civil Service Reform Programme

Component I – Pay Reform

<table>
<thead>
<tr>
<th>Activities to restructure incentives</th>
<th>Results of Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mapping of current pay structure</td>
<td>Improved <strong>equity</strong> in civil service pay through standard salary structure</td>
</tr>
<tr>
<td>Comparative remuneration survey</td>
<td><strong>Alignment</strong> in remuneration</td>
</tr>
<tr>
<td>Conduct job evaluation</td>
<td><strong>Competitive</strong> pay for civil servants with premium skills</td>
</tr>
<tr>
<td>Ensure all civil servants are assigned to relevant grades</td>
<td><strong>Awareness</strong> of responsibilities and performance</td>
</tr>
<tr>
<td>HR policy manual</td>
<td></td>
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<tr>
<td>Train CSA staff in key HR functions</td>
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<tr>
<td>Information awareness campaign</td>
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</table>

Civil Service pay scale has been rationalized and is published
# Public Administration Reforms in Liberia

## Civil Service Reform Programme

### Component II – Payroll Management

<table>
<thead>
<tr>
<th>Activities to restructure incentives</th>
<th>Results of activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop personnel planning procedures</td>
<td><strong>Parity</strong> between the personnel listing and the payroll based on authorized budget</td>
</tr>
<tr>
<td>Complete cleaning and updating of personnel files for all employees</td>
<td>Identify legitimate employees</td>
</tr>
<tr>
<td>Train all institutions’ staffs in payroll management</td>
<td><strong>Civil Service Payroll is secure and professionally maintained</strong></td>
</tr>
<tr>
<td>Biometrically enroll all employees</td>
<td>Payroll <strong>integrity</strong></td>
</tr>
<tr>
<td>Allocate establishment posts for each ministry in HRMIS (29 ministries)</td>
<td></td>
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<tr>
<td>Compare Establishment Posts with Personnel Listings</td>
<td></td>
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<tr>
<td>Redirect civil servants</td>
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<tr>
<td>Retirement of civil servants that have attained age 65</td>
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</tbody>
</table>
Public Administration Reforms in Liberia

Civil Service Reform Programme
Component III
Organizational Reform

<table>
<thead>
<tr>
<th>Organizational Reform</th>
<th>Results of Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Map current organizational structures</td>
<td>Participating ministries/agencies will have <strong>measurable</strong> and <strong>transparent</strong> indicators of functional performance</td>
</tr>
<tr>
<td>Conduct functional review for selected M&amp;As</td>
<td></td>
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<tr>
<td>Undertake organizational assessment of each M&amp;A</td>
<td></td>
</tr>
<tr>
<td>Prepare legislation to amend structure and functions of M&amp;A where necessary</td>
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<tr>
<td>Explore options for voluntary separation programs for eligible civil servants</td>
<td></td>
</tr>
</tbody>
</table>
Public Administration Reforms in Liberia

Civil Service Reform Programme
Component IV
Human Resource Management

<table>
<thead>
<tr>
<th>Human Resource Management</th>
<th>Results of Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implement policies (manpower, merit,</td>
<td>Professional and Executive grade positions filled through merit-based recruitment and</td>
</tr>
<tr>
<td>performance management)</td>
<td>appointment in participating institutions</td>
</tr>
<tr>
<td>Training and career development</td>
<td></td>
</tr>
<tr>
<td>Recruitment and staffing strategy</td>
<td></td>
</tr>
<tr>
<td>Merit Based selection procedures</td>
<td></td>
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<tr>
<td>Policy framework for CSC</td>
<td></td>
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<tr>
<td>Policy framework for PAO (chief civil</td>
<td></td>
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<tr>
<td>servant)</td>
<td></td>
</tr>
</tbody>
</table>

Civil Service is merit-based and performance driven
Public Administration Reforms in Liberia

Human Resource Capacity Development Reform

- The human resource challenges faced by public institutions and private industries present both serious challenges to development and considerable opportunities for improvement in productivity.

- An inter-agency cross-cutting sectoral framework for reforming and enhancing public sector human resource capacity development to support institution building activities is a critical factor in our reforms approaches.

- The capacity challenge does not only emanate from the lack of skills alone. It requires reforming and redirecting capacity building as one of the effective and tested tools for positive organizational change and performance enhancement.
Public Administration Reforms in Liberia

Human Resource Capacity Development Reform

- The fundamental goal aims at professionalizing the Liberian Public Administration practices for reforming Public Service delivery and enhancing Civil Service Performance Management, by strengthening its institutional capacity for high quality services to the larger society and people of Liberia.

- The Government of Liberia is consciously committed to meeting the challenges of socio-economic and political reforms, and ensure peace and stability by systematically developing a viable public service delivery and competent civil service management through continuous capacity building and organizational development.
Public Administration Reforms in Liberia

Human Resource Capacity Development Reform

National Civil Service Training & Development Policy
A Smaller But Better Government

A national policy document for human resources capacity development and civil service capacity building management that addresses performance management system enhancement:

- Covers approaches to designing service delivery communication strategy to increase stakeholders’ involvement in the reforms;

- Facilitates pre-service orientation induction and in-service training delivery facilitation through inter-agency partnership (the LIPA and the CSA);
National Civil Service Training & Development Policy
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Public Administration Reforms in Liberia

Human Resource Capacity Development Reform

National Management Capacity Building Programmes
(Graduate Diploma & Certificate Courses - competency-based)

Professional Management Capacity Building Courses

- Project Planning & Management
- Results-Based Monitoring & Evaluation
- Professional Administration & Management
- Human Resource Management
- Public Procurement Management
- Local Government Administration
Public Administration Reforms in Liberia

Human Resource Capacity Development Reform

National Management Capacity Building Programmes
(Graduate Diploma & Certificate Courses - competency-based)

Financial Management Capacity Building Courses

- Internal Audit
- Internal Control Systems
- Supply Chain Management
- Public Sector Finance & Budgeting

General Management Capacity Building Courses

- Women in Management (WIM)
- Program Planning & Strategic Management
- Supervision, Leadership & Management
- Policy Analysis, Formulation & Implementation
- Governance, Globalization & National Development
Institutional Development Reforms:
Focus is on review of the mandates and functions of ministries and agencies of the Government to:
- Curtail wasteful duplication of functions;
- Realign mandates and functions to strengthen institutions in lieu of reforms

Methodology:
- Reforms crafted on the basis of approved framework for Mandate & Functions Review; and
- Extensive consultations and collaboration with key stakeholders:
MFR work completed leading to establishment of the following institutions:

- Ministry of Finance & Development Planning
- Liberia Revenue Authority
- Ministry of Gender & Development = Ministry of Gender, Children and Social Protection
- Ministry of Health and Social Welfare = Ministry of Health (social welfare functions assigned to Ministry of Gender, Children & Social Protection)
- Ministry of Internal Affairs = Ministry of Local Government (in lieu of Decentralization)
- Ministry of Information, Cultural Affairs & Tourism = Tourism functions assigned to a new Liberia Tourism Board
Public Administration Reforms in Liberia

Political Reforms:
* To achieve a sustainable system of modernized public administration and democratic governance; and,

* To implement a decentralized, gender-sensitive participatory and accountable system of local governance:
  - National Policy on Decentralization and Local Governance
  - The Draft Local Government Act
  - The Act to Create the Ministry of Local Government (in lieu of Decentralization)
  - Constitution Review Committee to amend the 1986 Constitution and provide for election of local political leaders and implement decentralization
Implementing reforms to promote Good Governance and achieve National Integrity

National Integrity Legislation:
- Liberia Anti-corruption Commission
- General Auditing Commission
- Public Procurement & Concessions Commission
- Land Commission
- Governance Commission
- Law Reform Commission
Public Administration Reforms in Liberia

Mechanisms for Sustaining National Integrity:

- Code of Conduct
- Freedom of Information Act
- Whistleblower Act
- National Integrity Forum
# Public Administration Reforms in Liberia

<table>
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<tr>
<th>Reform Activity</th>
<th>Objectives</th>
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<tr>
<td><strong>Code of Conduct Act</strong></td>
<td>Sets standards of behavior and conduct required of public officials and employees of the three branches of the Government.</td>
</tr>
<tr>
<td><strong>Freedom of Information Act</strong></td>
<td>Provides enabling environment in which the Press and the citizens have equal and access to public documents and records as a fundamental human right</td>
</tr>
<tr>
<td><strong>Whistleblower Protection Act</strong></td>
<td>Provides protection for anyone who discloses about actions of impropriety against the public interest in any public or private institution. Also permits whistleblowers to file claims in court for retaliation.</td>
</tr>
<tr>
<td><strong>National Integrity Forum</strong></td>
<td>Forum advocates integrity standards; provides opportunity for all stakeholders to exchange views in the fight against corruption; and advances policy recommendations to sustain good governance.</td>
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</table>
The Liberian Delegation to the CAFRAD Seminar

Hon. Yarsuo Weh-Dorliae, Commissioner
(Political & Legal Reforms/Decentralization)
Governance Commission

Mr. P. EmMersyn Harris, Deputy Director-General
(Administration & Management)
Liberia Institute of Public Administration

Dr. Puchu L. Bernard, Deputy Director General
(Human Resource Management)
Civil Service Agency

Mr. George T. Wilson, III, Acting Head
(Civil Service Reform Directorate)
Civil Service Agency
Leadership and Vision is the key to creating a better government