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GC Galvanizes Efforts to Improve Interactions with Lawmakers

Overtime, the Governance Commission has been interacting with the Liberian Legislature in efforts to enhance understanding of the GC's work and to galvanize support for the enactment of major bills that can only become laws with legislative approval. Since the beginning of the Legislative term in January, the Commission has been interacting with the legislature's leadership including the House Speaker Alex Tylor and President Pro-Tempore Armah Jallah, both of whom have participated in recent Policy Roundtables organized by the Commission. GC has also interacted with several committees of the Legislature including:

1. Senate Committee on Autonomous Agencies and Commissions
2. The House Committee on Governance;
3. The Senate Committee on Internal Affairs
4. The Joint Budget Committee to which GC reports to and keeps appraised of its activities annually.

L/R Dr. A. Kulah, Sen.G. Tamgbah, GC.Vice Chair. E.S Mulbah, GC Chairman, Dr. Sawyer, Sen. T. Grupee, Dr. Dorliae, Dr. O .Gongar, Cllr. R.Jappah

Legislative Support Needed

At the same time, GC looks forward to legislative support for the following:
1. Assuring regular engagements with reform institutions to review, through technical committees, draft legislation on governance reform;
2. Adequate budgetary appropriation to support research, public consultations, and technical works;
3. Support to reform legislation and policies such as the draft Local Government Act, draft Corrupt Offense Act, and the draft Whistle-Blower Act.

Other on-going policy dialogues needing Legislative input include those on Judiciary reform, and the Legislative Monitoring Project. This latter project takes note of issues relating to:
▪ Attendance and participation of legislators

- Voting record
- Record on number of sessions
- Record on Committee Meetings among others

Meanwhile, the Governance Commission, in its own internal structuring, has plans to improve its interaction with the National Legislature and is in the process of organizing a mechanism for doing so. This includes setting up of its team of senior level analysts, and the Communications Director to be responsible for providing regular briefings to legislative staff, to help with scheduling quarterly meetings with Chairpersons and members of key Committees that GC interacts with.

PSRMA Works with NBC AND NIC on Reform Program

The Governance Commission's Public Sector Reform Mandate Area (PSRMA), as part of its responsibility is required to provide strategic policy advice, and work with public institutions in reviewing and clarifying their mandates and functions, and collaborating in formulation of their organizational design and along with CSA the implementation of the reform of these institutions.

Dr. Dominic Tarpeh
GC's Senior Program Manager

Engagement with NBC and NIC

Hon. Ciatta Bishop
NBC Director General

In line with this mandate, the Public Sector Reform Mandate Areas (PSRMA) under its Economic Governance Pillar, has been engaged with various public entities, now the National Bureau of Concession (NBC) and National Investment Commission (NIC) particularly looking at their overall governance structures, mandates, functions, legislations (Acts) among others. The efforts, led by the agencies themselves will lead to their more efficient performance by agreeing upon extant overlaps and how to remove them, build synergies in their cooperation and in view of the need to improve the legal and institutional framework for accelerating public private partnerships. USA-GEMS has also been providing additional technical assistance in this important work.

Hon. Etmonia Tarpeh
NIC Chairperson

The Executive Directors and technical teams of the NBC and NIC, PSRMA's involvement over the period has led to the following reforms:

i) Provision of strategic policy, legal advices and options resulting in to the validation of the draft NBC 2015 Act which highlights:

- Bringing the state own enterprises under the domain of the NBC;

- Redefining, adjusting and realigning the structures, functions, roles and responsibilities of the National Bureau of Concessions and State Enterprises in the proposed Act "To Create the National Bureau of Concessions and State Enterprises";

ii) Reviewing, analyzing and recommending appropriate policy and legal advices and options to better align the internal NIC Secretariat which includes:

- Proposing an amendment to the 2010 Act creating the NIC with focus on redefining and adjusting the roles and responsibilities of the Chairman and Executive Director; the amended version of the NIC 2010 Act spells out new leadership structure of the NIC.
- Redefining and realigning the structure, functions, roles and responsibilities of the internal NIC Secretariat;

Dr Sawyer Addresses NARDA'S 9th Annual Conference
Corina Hotel, Sinkor on June 11, 2015

Topic: MAKING SPACES FOR CITIZENS:
Democratizing National Governance through Government, Civil Society and Citizens Partnerships

Governance Commission Chairman Dr. Amos C. Sawyer delivering keynote address

I bring you greetings and best wishes from the Governance Commission and I want to thank you for inviting me to be your keynote speaker on this occasion of your Annual Members Assembly. Let me start with a confession: When I read your letter of invitation signed by your chairperson Ms. Desterlyn Allen, I found the theme of your Assembly this year irresistible--MAKING SPACES FOR CITIZENS!

What do we mean by making spaces for citizens?

Democratic governance goes beyond the participation of ordinary people in presidential and legislative elections, important as the electoral process is. Democratic governance has to do with citizens participating in the decisions that control their lives and shape their future: in neighborhood and community organizations, township councils and school boards, and the range of social, economic and cultural institutions that shape and implement our development agenda and national life. Participation is critical to effective citizenship. If we are not participants, we are then subjects destined to suffer or enjoy as others control our lives and our future. This is the

importance of making spaces for citizens. How do we ensure effective participation by citizens? There are numerous strategies but all are likely to have the same essential elements.

Building citizens-controlled organizations
We must build broad-based and inclusive citizens-controlled organizations. To do so, we must have a good understanding of the demography of society so that we know who we are as a people. For example, in Liberia today we know that about 70 percent of our population is 35 years old and under. So we must develop and utilize institutional structures for the inclusion of this group (youth) within our decision-making processes, especially those decision-making institutions and processes that impact their lives and shape their future.   We also know that about 50 percent of our population is female. The full participation of females in decision-making processes is indispensable to democratic governance and development. If females are not fully included we deprive our society of the inputs of half of its human resources and productive potential.

We know that as densely populated as Monrovia and its environs are, yet **70 percent of Liberia's population lives outside Monrovia and its environs.** We therefore know that participatory institutions of governance must be established and functioning at every level of governance and in every region of our country.

So we can immediately see that **democracy and development** cannot be sustained in Liberia without the participation of youth and women—and I may add groups such as the disability community and the vulnerable, and not without **decentralization.**

Therefore we need to ensure that the base of participation in our system of governance must be broad if participation is critical to citizenship; and citizens must function as governors in order to sustain our processes of democratic governance and development. **Broad-based inclusive governance** means a bit more than a good spread of individuals participating in diverse organizations around the country. It also has to do with how effectively those organizations perform.

We at the Governance Commission are of the view that in order to perform well as organizations participating in governance, **civil society organizations** must be, among other things, (a) properly organized and properly managed; (b) public-spirited; (c) empowered with knowledge and (d) able to form and sustain partnerships in governance.

Proper organization and internal management
The first critical element of proper organization is to have clear rules of membership—so that it is known who members are, how individual or groups become members and what are the costs and benefits of membership. It is also important to have very clear operational rules: these are rules that create the various positions in the organization, determine how they are filled and the reporting relationships among them. There must be effective mechanisms for conflict resolution and a credible sanctions regime. Accountability and transparency must be ensured within the organization—keeping good records, including financial records and audited accounts. There are also rules that determine how an organization should be nested in and relate to its external environment. All of these must be clearly constructed and implemented.

We hear too often that many civil society organizations are not engaging in proper internal organizational management and transparent practices themselves; yet they demand these of

others, especially government. The old maxim that charity begins at home should ring true today. Civil Society Organizations that do not demand internal accountability and demonstrate transparency in their own operations lack the moral standing to demand accountability and transparency of the government and others. Such organizations diminish the value which CSOs should bring to the management of public affairs.

Public-spirited

Another element of effective performance in governance is **public-spiritedness**. Some may argue that civil society organizations should be seen to be making sacrifices and being altruistic. I am among those who take a slightly different view. I believe that CSOs must pursue their self-interest. But I follow Alexis de Tocqueville in defining self-interest. In his *Democracy in America* Tocqueville argues that there is **self-interest** and there is **self-interest properly understood. Self-interest** leads us to seek to achieve all for ourselves in isolation of others, forgetting the common good. This is what the mathematicians call a zero-sum game—striving to gain all for one's self while ignoring the interests of others. When we pursue self-interest in this way, we might win in the short-run but we are all losers in the medium to long term.

Self-interest properly understood, Tocqueville tells us, is the pursuit of self-interest in ways that serve the interest of others while serving one's own interest. He argues that there is a common point at which by serving others one does good to one's private advantage and together with others one contributes to sustaining the common good while benefiting one's self. To be public-spirited, civil society organizations must know when they serve themselves by serving others and, therefore, how to create or seek a win-win situation for ourselves and others. Civil society organizations that demand pay for participating in the fight against ebola or in promotion of constitutional reform, for example, may as well call themselves private businesses and not civil society organizations because they have an improper perception of the common good and of their role in sustaining what is considered the common good. They have an improper understanding of self-interest.

Please don't get me wrong. I am not suggesting that CSOs should not seek to mobilize resources to pay their staff, fund their activities and defray other expenses. Of course they should. However, payrolls and operational budgets should be funded through resource mobilization strategies designed for those purposes. This links us back to ensuring proper organization and management which includes effective resource mobilization strategies. It also links us forward to the importance of knowledge empowerment and building effective partnerships.

Knowledge Empowerment

The capacities to generate knowledge and to disseminate information are the greatest assets a civil society organization can have; therefore they need to have strong analytic and professional capacity. CSOs, especially those that are NGOs, are of better service to their causes when they are focused, specialized, and grounded in generating and disseminating knowledge and information. For example, the more knowledge a community-based organization generates about itself, its needs and its capabilities and the environment within which it operates, the better equipped it will be to properly address its challenges. Let's face it, **advocacy without depth of knowledge is hallow and can be easily ignored.** A CSO that focuses on a particular area of public affairs and acquires in-depth knowledge of that area is far likely to be taken more

seriously than those that do not. The command of knowledge endows advocacy with authority and gives substance to policy making and implementation.

When CSOs are able to sustain their command of knowledge in their areas of interest, they grow to become highly respected by others, including the government.   Unfortunately there are instances in which CSOs try to become all-purpose organizations. In such cases, they cannot continue to develop their expertise in a specific area of focus. **The tendency in such cases is to jump superficially from cause to cause in pursuit of donor funding without building expertise in any particular area.** My sense is that civil society organizations that take the time to develop their capabilities in an area of interest and to remain focused on that particular area of interest are more likely to receive sustained support as well as build trust among those they serve. So it is in the long term interest of CSOs that want to provide good service over time to invest significantly in subject-matter training and not simply in the general skills of advocacy.

Forming Partnerships

Practitioners and theorists alike have told us that governance is a partnership between government, civil society organizations and the private sector, all functioning under the political leadership of the government, and each recognizing that there are areas in which the others can be more competent. For example, it is known that government is typically not as good as civil society organizations in activating local communities and monitoring the delivery of services; and civil society organizations are not as good as the private sector in running market institutions; and neither civil society organizations nor the private sector is as good as government in providing security protection and overall direction for the society.   So it takes a combination of the state which provides the protection and direction for the society, the private sector that is better at running markets and civil society organizations that know very well the

Cross session of the NARDA member organizations at the 2015 Assembly

spaces in which ordinary people live their lives, working together to make a society work in the interest of its people. It is such partnerships that give meaning to democratic governance after elections.

Looking more closely into the nature of governance partnerships among government, the private sector and civil society, one can find a range of partnership opportunities that can advance the wellbeing of ordinary people.

Horizontal partnerships

There are opportunities to form or strengthen horizontal relationships among CSOs so as to develop economies of skill in the delivery of services and thereby reduce costs. NGOs that provide community health services are better off working together and expanding their coverage than working separately and protecting turf. CSOs that provide complementary services can also be more effective when working together in partnerships. A close link between CSOs engaged in literacy at the community level and those who provide community health services can increase the tools for sustaining wellbeing. Those who do literacy work and those who are involved in microcredit schemes provide reinforcing services to local people. NARDA is an excellent example of horizontal partnerships among CSOs. I want to congratulate NARDA for its innovative organizational arrangement and its high level of service to local communities in Liberia.

We at the Governance Commission are encouraging the development of horizontal partnerships to strengthen local governance in areas of healthcare, education and the economy, among others. In addition to providing economies of skills, horizontal links can provide opportunities for aggregation. For example, if health posts are working together, they may be able to serve larger numbers of people through their collaboration and the aggregation of the needs of such a network of health posts increases and makes more visible the demand for a hospital. The same can be said about schools. Several primary or elementary schools working in collaboration might acutely demonstrate the need for a secondary school because of the aggregation of their collective outputs.

Vertical partnerships

Some civil society organizations are nested in hierarchical relationships with international non-governmental organizations. These relationships need to be carefully examined and monitored because they can easily breed **dependency and control** which undermine efforts for self-reliant development.

Partnerships with government

A partnership with government is the most important relationship civil societies can form to ensure good governance. The partnership between the Liberian government and civil society organizations is at the core of good governance in Liberia. To its credit, the Government of Liberia is accustomed to engaging civil society through processes of consultations. And to their credit, civil society organizations are always ready to engage with the government.

The Governance Commission is dedicated to ensuring the strengthening of this indispensable relation. To us at the GC, **current relationship between the Liberian government and civil society organizations is** *ad hoc* **and much too often opportunistic on both sides.** The

relationship has the potential of being far more productive to both parties than it is today. Today, the government typically consults civil society and local communities when public buy-in is considered by the government to be helpful to policy formulation and implementation. It is rather selective in its decision for consultation. Quite often the consultations are designed to enlist civil society's involvement in information dissemination, recognizing the effectiveness of some civil society networks among local people.

Civil society organizations are themselves opportunistic when engaging government. It is not infrequent when civil society organizations are supported by foreign donors and international partners to engage in "sensitization workshop" which are essentially meetings organized to nudge the government toward certain policy directions. Even if they seem to be growing, these engagements between the government and civil society organizations are essentially ad hoc and sporadic. **They are not structured and obligatory.** The only obligatory relationship that now exists between civil society organizations and the government is a **regulatory relationship** and not a **policy consultative relationship.**

 The Governance Commission in partnership with the Ministry of Finance and Development Planning, working with some civil society organizations is dedicated to transforming the nature of the relationship between government and civil society. Instead of maintaining a relationship that is ad hoc and sporadic, we look forward to a relationship that is structured and obligated to policy consultations. We seek to create a policy platform on which scheduled policy consultations, perhaps once a quarter, will take place between clusters of civil society organizations working in a particular area and the appropriate government agencies. In a way, the Ministry of Finance and Development Planning has created the basis for such a standing policy platform through the Liberia Development Alliance and the various pillars of the Agenda for Transformation. What is needed is to enshrine this arrangement in policy, making it obligatory. We can also have an **Annual Government—Civil Society Policy Forum** in which the Government and Civil Society can together assess governance challenges in a range of areas and frame an approach to collaboration over the year.

How do we seek to build this partnership? The Governance Commission, the Ministry of Finance and Development Planning and some civil society organizations are already engaged in a process leading to the establishment of such a policy platform. The process was first initiated by civil society organizations themselves in 2006. The idea at the time was to revisit the NGO registration requirements of the then Ministry of Planning and Economic Affairs. The effort was broadened in 2010 when the GC became involved in the discussion, moving it beyond issues of NGO and CSO registration and regulation to the conception of a GoL-CSO partnership in governance.

Since the GC's involvement, **there have been three major developments. First,** a directory of civil society organizations has been produced in collaboration with the National Civil Society Council. Though not comprehensive, this directory maps out an extensive range of civil society organizations operating in all parts of Liberia. Along with the directory is the analysis of baseline data on CSOs. The directory and baseline data analysis are important because they provide a clear picture of the landscape of CSOs. This is an important point of departure.

The second development toward the forging of a new policy to guide GoL-CSO relations is the commissioning of a study that involves a review of the current relationship between CSOs and

the government, including a review of the NGO guidelines. We are pleased that this exercise is being supported by USAID and the African Development Bank, and is scheduled for completion in August.

We are hoping that civil society organizations that would like to have a more productive working relationship with government—a relationship in which government recognizes and accepts the contributions of CSOs while respecting their autonomy—will continue to cooperate in this endeavor so that before the end of the year the Government of Liberia and Civil Society Organizations would agree on a compact that will structure and guide their governance partnership.

The third development since the GC became involved with CSOs is the establishment of the CSO Council and Secretariat. The GC was supported by USAID in this initiative. Today the Council has offices and its first corps of elected officers are about to end their tenure.

A structured approach to GoL-CSO policy consultations will have many benefits for both government and civil society. For government, it will provide a structured framework through which civil society can share information and advance policy recommendations from the vantage point of local communities and those outside government. It will also enable the government to have a clear sense of which civil society views are informed and authoritative, and therefore, which civil society organizations to consult on specific policy issues. It will reduce forum shopping in policy collaboration with government.

For civil society, this arrangement will provide a clear and reliable path to participating in the making and implementation of public policy. It will eliminate reliance on uninformed sources and speculations about the issues and intentions of government. And it will demonstrate to all the importance of support to civil society organizations, especially in building their capacity. For both government and civil society it will assist in building trust, improving transparency, and enhancing good governance.

So this is one way in which our government and our civil society organizations can together deepen our democracy and sustain our development. And at the end of the day, this structure of partnership in governance, if properly nurtured, will rise to the level of an international best practice.

In closing, Madam Chairperson, let me congratulate NARDA for the fine work it has done over the years and let me wish you well during your deliberations.

Thank you.

Kokoya people want Superintendents to be Elected not Appointed

Harry Greaves

Over several years now the GC has been working with government institutions and local communities in establishing decentralization and law and practice. Below we provide an account of what local people can do to promote decentralization within the current laws and opportunities available to them. We print the account from Kokoyah as provided by Harry Greaves a son of Kokoyah. We thank him for this account as we invite others to tell us their story of decentralization:

Citizens of Kokoyah Statutory District have proposed a new rural governance model project which supports the election of Superintendents so that they are answerable to an elected local council. An example is the election of the district Superintendent of Kokoya in December, 2013, in Kokoya district. In December, 2013, the people of Kokoya Statutory District decided to implement this system wherein their superintendent will be elected rather than appointed by the President of Liberia. The decision was intended to make the office of Superintendent more accountable to electorates. The idea behind this proposal developed when the then Kokoya District Superintendent, (name withheld), was allegedly accused of embezzling and absconding with US$60,000 donated to the district by a logging company.

According to Mr. Harry Greaves (former LPRC Managing Director) who himself was involved with the pilot project during the administration of Chairman Gyude Bryant, noted that Kokoyah was used for the implementation of the project (which also supported decentralization) and encouraged villagers move into larger towns, thereby building the critical mass necessary for government to better provide social services and infrastructure.

At a November 24, 2013 mass meeting held in Botota, Kokoya District, a citizen-appointed fact finding committee noted that in order to ably address the issue of corruption/mismanagement of public funds, local leaders such as Superintendents should be elected by the people and therefore answerable to them.

Kokoyah Statutory District consists of 4 clans: Boinwein, Senwein, Kokoyah and Tukpablee. When the district was attaining statutory district status, Boinwein and Senwein were merged into Boinsen sub-district. Kokoyah and Tukpablee are each sub-districts. Included in the election process for Superintendent was the **citizens' electoral college** of 45 electorates (15 elected by citizens of/from each sub-district), which would vote on behalf of their constituents. *"The voting was crude: lining up behind their chosen candidate, but it worked."*

On Election Day at a Botota church, electorates walked many miles (sometimes overnight) for an opportunity to elect their superintendent. The presiding officer, Harry Greaves, noted that he had

remained neutral during the entire election process (neither nominating, canvassing for, nor supporting any of the candidates).

According to Mr. Greaves, nominations were allowed from the floor and the emerged winner, Mr. David Wamah of Tukpablee, had nominated himself from the floor. *"The candidate for my sub-district, Bonwein, the largest in terms of population, who lost the election for superintendent but was elected development superintendent by unanimous consent was Mr. Quoi Wamah. He won because of an act of true leadership by the Paramount Chief of Kokoyah sub-district, who withdrew his candidate because he foresaw that his almost certain victory would have generated enormous hard feelings".*

The then alleged corrupt district superintendent has since been suspended while the citizens continue to pursue his prosecution for embezzlement and restitution of said money, if found guilty.

A Glance at the Governance Commission

The Governance Commission originally established as the Governance Reform Commission, by the 2003 Abuja Peace Accord. It was intended to address Liberia's governance challenges which contributed to or were exacerbated by the 14 year civil war. As we all know, the years of the civil conflict left behind a complete breakdown of governance institutions and processes in Liberia. Amid violent conflicts already weak and often dysfunctional governance institutions broke down. The governmental arrangement and positions, including civil service positions, were parceled out to armed groups as a condition for ending the war and establishing the framework for peace and democratic governance.

The main task assigned the Governance Reform Commission by the 2003 Accra Peace Conference was to review the structure, institutions and processes of governance in Liberia and advance policy recommendations and implementation strategies to establish a system of good governance—governance that is accountable, transparent, participatory and responsive to the interest of the Liberian people in the provision of public goods and services.

The Governance Reform Commission was renamed Governance Commission by a National Legislative Act on October 9, 2007. The Act mandates the Commission to design and recommend policy measures and implementation strategies necessary to establish an inclusive, participatory, just, accountable system of government: a system based on meritocracy that promotes and adheres to the rule of law, manages the people resources effectively and is capable of delivering basic services in a transparent manner and equitable manner.

GC therefore established **five mandate areas** (with specific mandates) to address the issue of governance (a real development challenge at the time). These mandates among other things include:

- **Political and Legal Reforms/Decentralization**: Consolidate and deepen democratic governance and promote people-centered development by implementing a program of decentralization over a ten year period, commencing with the de-concentration of functions of central ministries and agencies to the counties. The Deconcentration Implementation Strategy is a strategy adopted by 12 Ministries and 2 Agencies for the deconcentration of service delivery functions to county offices under the supervision of the office of the county superintendent and county council;

- **Public Sector Reforms:** Enhance responsiveness, effectiveness, and efficiency in public sector service delivery by completing mandates and functions reviews, restructuring of public institutions, establishing a Civil Service Commission, and developing a policy and implementation strategy on the privatization of state-owned enterprises.

- **Civic Engagement, National Identity and Visioning:** Strengthen government-civil society relations by developing a Government-CSO policy and a CSO directory; support the establishment and capacity development of a CSO National Council and an independent CSO secretariat; contribute to the development of a civic education policy and implementation strategy; and contribute to the development of a "shared" long-term development vision and sequel national identity and reconciliation plans.

- **National Integrity Systems:** Contribute to the institutionalization of transparency, integrity and accountability in governance at national, regional and local levels through the assessment of the anti-corruption strategy; work with CSOs and the National Legislature in the enactment of various anti-corruption instruments beginning with the establishment of the

Liberia Anti-Corruption Commission and the establishment of the National Integrity Forum along with the creation of appropriate tools such as an integrity barometer, the enactment of the Code of Conduct and a range of laws, including the Freedom of Information Act which when fully implemented can make a difference in promoting integrity in public service.

- **Monitoring and Evaluation, Research & Publications:** Supports policy reviews and the development of policy options, the development of a government-wide M&E framework, the institutionalization of monitoring and evaluation in governance, and the production of research and publication of annual governance reports and other policy studies. The GC's mandate to monitor and evaluate has emphasis on the governance performance of public institutions, especially with respect to the outcomes of public institutions, the extent to which the processes and outputs of public institutions enhance good governance: accountability, transparency, participation, and equity in the provision of public goods and services.

Much of the policy work of GC has been focused its general mandate : the formulation of policy recommendations and implementation strategies in the areas of decentralization, public sector rationalization and reorganization (reform) for the establishment of a national system of public integrity and a more effective involvement of ordinary Liberians through civil society and community based organizations becoming partners with government in the production and ownership of public goods and services.

Important gains have been made in the promulgation of a national policy on decentralization and the crafting of a draft Decentralization Act, rightsizing government, and assuring a more efficient civil service workforce. The statute establishing GC cedes to it the responsibility to monitor and evaluate the performance of governance institutions, examine the overall architecture of governance and the nature of the performance of institutions which constitute the infrastructure of governance in Liberia.

While important steps have been taken in developing policy recommendation, implementation strategies and the establishment of institutions, GC's work in monitoring and evaluation is gaining pace. One of the major responsibilities of GC's Monitoring and Evaluation Mandate Area is to lead efforts to produce the annual government performance report as required by Statute. Our first initiative of the production of an annual government performance report is the **"GC Annual Government report 2013: Delivering Education and Health Services to the people"** and as the first, we opted to cast our sight on only two important service delivery institutions of government - the Ministries of Education and Health in the delivery of services in keeping with the mandate and functions. MERP also published findings regarding Liberia's preparedness for the National Vision 2030 which, if properly planned, assures of an economically transformed society. This publication is titled "**Reaching the Middle Income Country Goal: The Human Capacity Issues".**

Achievements within the last 3 years

Formulation of some policies that resulted into the establishment/strengthening of some public institutions including the Gender, Children and Social Protection, the Ministry of Health; Local Government Act (LGA) -an Act to create local governments and provide a legal and regulatory framework for the implementation of decentralization in Liberia presently before President Sirleaf; the passage into law of Liberia's Code of Conduct, among others, as well as the public sector reforms currently underway to help civil servants own the deconcentration phase of the decentralization program, a new phenomenon in Liberia.

Production of reading materials/holding of National Conference

1. The Governance Commission (in collaboration with the Ministry of Education) produced a **National Curriculum on Citizenship Education** to be taught in Liberia schools (K-12 grades);
2. Publication of **National Civil Society Directorate** that includes all civil society organizations addresses in Liberia and their area of focus;
3. Publication of the Governance Commission Annual Governance Report - 2013:**Delivering Education and Health Services to the people;**
4. Publication of findings regarding Liberia's preparedness for its National Vision 2030 which, if properly planned, assures of an economically transformed society. This publication is titled "**Reaching the Middle Income Country Goal: The Human Capacity Issues;**
5. **National Symbols Review Project** (an information booklet).

In another development, the Governance Commission plans to step up its interaction with the National Legislature in consensus building efforts aimed at (a). Facilitating other government's reform programs; and (b).Recommending and enacting laws that address present day realities such as the **Local Government Act** otherwise **known as LGA which supports decentralization** – a new phenomenon in Liberia.