



# SYNERGY

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## ***Dr. Sawyer Launches Job Description Catalogue & Performance Management Manual***

Governance Commission's Chairman Dr. Amos C. Sawyer wants heads of Ministries, Agencies and Commissions to develop vested interest in both the job description catalogue and the performance management manual developed by the Civil Service Agency with support from USAID-GEMs to enhance the efficiency of their respective institutions.



At the launch of the Job Description Catalogue and the Performance Management Manual held at the Monrovia City Hall on May 20, 2016, Dr. Sawyer noted that the documents are essential tools in gaining protection and ensuring suitable career paths.

*"That is how we ensure that our performance is recognized and compensated. And so, there is a vested interest from within the public sector documents from where we work".*

Dr. Sawyer launched the documents on behalf of President Ellen Johnson Sirleaf.

According to Dr. Sawyer, Civil Service reform is not new to Liberia as this has been attempted in the past but the intrusion of what he described as **"the patronage system"** had been a hindrance in achieving the anticipated results. He observed that efforts need to be made to protect internal processes and procedures to ensure adherence to the two documents. Dr. Sawyer pointed out that as the country moves closer toward general and presidential elections in 2017, the tripod consisting of Governance Commission (GC), Civil Service Agency (CSA) and the Liberia Institute for Public Administration (LIPA), needs to strategize and come out with innovative messages that will get the buy-in and pledges of politicians and political parties so that they respect and abide by the reforms that are ongoing in public service.

Also speaking at the ceremony, Civil Service Agency Director General Dr. Puchu Bernard disclosed that a total of 3,500 job descriptions have been developed for all positions in Liberia's public service and accordingly classified in accordance with the job descriptions.



**Dr. Puchu Leona Bernard -Director General—CSA**

*"We have begun to train, mentor and coach Human Resource Directors and created extensive awareness amongst Assistant Ministers and Deputy Ministers for full utilization and compliance with the documents".*

Dr. Bernard noted that, while the job descriptions catalogue is a valuable aide to employees and their supervisors in clarifying the roles and responsibilities of the positions, they are also useful for merit-based recruitment processes, employee training preference and development, as well as performance management.

In conclusion, CSA Director General Dr. Bernard emphasized that the achievement of the 2030 Sustainable Development Goals as well as the Medium Term Agenda for

Transformation depend on creating a professional and highly motivated workforce that is responsive to public needs.

Dr. Bernard thanked President Sirleaf for her support to the CSA, stirring the affairs of the national development agenda, and introducing cross-cutting reforms aimed at delivering quality service and improving the lives of the Liberian people.

Also making remarks at the ceremony was USAID Mission Director Dr. Anthony Chen. Dr Chen says a professional civil service is indispensable to ensuring that the citizenry enjoys the benefits of living in a modernized society.

*"It is at the center of providing the public the social services that are essential to ensuring that the State performs its end of the social contract".*

According to Dr. Chen, **USAID views good governance as** the hallmark on which developments such as good policy making, efficient public service delivery and use of public resources and accountability are built.

*"Only when we have good governance can we then build the foundation for sustainable growth and poverty reduction. The overriding objective has been to put in place systems, processes and institutions such as the Liberian civil service to ensure public sector accountability, transparency and efficiencies that are essential to good governance".*

This story originally from CSA has been modified by GC.

### ***LSEI implements World Bank project in Collaboration with GC to train CSOs***

The **Liberia Social Enterprise Incubator (LSEI)**, an initiative to assess and build capacity for **social enterprise (SE)** innovation in Liberia, has completed a two day training workshop (May 25-26, 2016) for Civil Society Organizations in this Country. The training was held under the theme "The Liberia Social Enterprise Initiative: Transforming Communities through Sustainable Business Models. The training workshop is an initiative of the World Bank Social Enterprise Innovations Lab and the World Bank Liberia Country Office, and was facilitated by Dr. Kelly Ann Krawczyk from Auburn University, (USA). It was held at Bella Casa Hotel in Sinkor.



The May workshop is the second of two workshops intended to help participants learn business fundamentals and improve their strategic thinking. The first was held on April 27-28, 2016. The trainings helped build the capacities of participants to emerge from the workshops with a draft business plan that demonstrates social impact growth and long term financial sustainability.

Topics covered during the trainings include Who can become a social entrepreneur; the study of social enterprise; non-profits versus business; identifying/known and creating ideas to meet community needs; market and strengths, weaknesses, opportunities and threats (SWOT) analyses; product and service description; developing marketing and operations plans; communicating and promoting your brand; accounting equations and mechanics among others.



The concept of Social entrepreneurship and social enterprising are new to Liberia and could pose serious challenges to small businesses particularly those that have been dependent on grants, donors and hand-outs. LSEI agrees that this social innovative is new to Liberia but that it seeks to identify and work with both active and social entrepreneur, youth organizations corporations, individuals and promising innovators

that fit its definition of social enterprise.

Other objectives of LSEI include, through a business plan competition, awarding seed funding to the top three submissions of promising social innovative organizations that attended the training and involved with promoting a social innovation that addresses local challenges, and has the potential to benefit the community; and increasing awareness of social enterprise and entrepreneurship to strengthen institutional knowledge, capacity for, and application of SE to facilitate service delivery throughout Liberia.

The second LSEI workshop training was held in collaboration with the Governance Commission (GC). Workshop participants included employees from the Ministries of Agriculture and Youth and Sports, GC, with an array of Civil Society organizations making up the bulk of the beneficiaries.

In opening remarks Governance Commission Officer in Charge Mrs. Catherine Karmo who proxy the Executive Director Stephen Manley noted that though social enterprise is new to Liberia it will surely introduce a new dimension geared towards empowering participants – GC staff and others from the MACs and civil society – and new areas of fundraising. Mrs. Karmo commended organizers of the May training workshop including facilitator Kelly Ann



At the end of the two-day workshop, participants, in various remarks, commended organizers of the workshop including GC for providing new ideas and funding sources through Social Enterprise

Initiatives. They also commented on the relevance of such trainings to the sustenance of their various institutions.

### ***USAID-GEMS Turns over Documents to GC to form Part of its Repository***

The United States Agency for International Development's Government Economic Management Support project commonly known as USAID-GEMS is rounding up its operations in Liberia. USAID-GEMS-Liberia, a government partnership arrangement, has been very instrumental in providing capacity building support to selected government ministries, agencies and commissions (MACs). The idea



was to help these MACs develop policies, procedures and implementation mechanisms that would build and/or improve capacity to enhance performance in the economic governance areas of financial, human resource, concessions and asset managements, procurement, monitoring and evaluation, and the use of information technology to increase worker efficiency, and the introduction of an e-facilitated national payment system.

As part of its winding down time-table, on Wednesday May 18 2016, USAID-GEMS handed over a number of its major working project documentations, including training manuals and reports of its five year work in Liberia, to the Governance Commission in Sinkor to form part of the Commission's repository.

Speaking at the handover ceremony at the Governance commission, Victoria Cooper-Enchia, Chief of party of the USAID GEMS project reiterated that the objective of the project is to support government institutions in capacity building, the handling of new tools and software that sharpens employee skills to handle difficult work situations, and making deliverables easier, manageable and more work friendly. The handover program was to also review the level of satisfaction from the end user and partner (GC), and to share experiences on the project success stories as it finally closed in June 2016.



**Mrs. Cooper-Enchia** said over the years, USAID GEMS's engagements considered capacity building trainings and the use of accounting software as essential to making record keeping, information sharing using open source software, format and reporting more secure and easy to do. She noted that USAID GEMS partnership work with GC concentrated in the areas of Finance, ICT, Assets registry, Human Resource, Procurement, Maintenance, and Monitoring & Evaluation which together participating employees described as very successful and timely in their work and individual skill improvement.

Receiving the USAID-GEMS project documentation package, Governance Commission Chair Dr. Amos Sawyer commended the leadership of USAID-GEMS for their commitment to assisting government institutions, including the GC, improve employees' skills and enhance production/outputs. He observed that USAID GEMS project was timely and has added to the knowledge base development of the Commission which, in turn, has also increased institution-building opportunities, skill development and positive impact on the overall performance of the institutions' staff.



Dr. Sawyer made special reference to the project methodology used, describing it as very effective and a *"consensus building tool that promotes good working relationship which brings a special kind of positive change to the work place"*.

The Commission's employees who directly benefited from the **capacity** building programs with heavy concentration from the Administrative arm of GC expressed overwhelming successes in their performance as a result of the USAID GEMS engagements. During the feedback session, these units explained how the trainings and equipment have positively affected their outputs.

**Finance Unit commended** USAID-GEMS for providing Accounting Policy Manual and accounting software (QuickBooks) hands-on trainings, which have enhanced their work in financial transaction and reporting.

**The ICT Unit** also commended USAID-GEMS' project leadership for providing trainings in critical areas such as a). Cisco Certified Network and Associate (CCNA); b). Cyberoam Certified Network and Security Professional (CCNSP); c). Microsoft (Small Business Server) Network Administration; and d). ITEL (Service Desk). The availability of hardware equipment such as Server, computers, printers and Cyber-room were impactful in that they helped improve staff skills in:

1. Troubleshooting; 2. Networking; 3. Cyber-room Configuration; 4. Sharing and/or networking of Printers; 5. Basic computer repairs; and 6. Maintaining GC's electronic equipment.

USAID-GEMS also held a 4-day training workshop for ICT of the selected MACs it had been working with in May, 2016 on the topic "Website improvement plan". Several MACs took advantage of the training which broadened their knowledge on website establishment, security, international systems for assessing website presence, content among others, and the writing of proposals to solicit funding for website improvement.

### **Procurement Unit**

For its part the Procurement Unit expressed gratitude to USAID-GEMS for quality training received during their interactions and period of mentoring, making specific references to the following:

1. Assisted the Procurement Unit (PU) to customize the standard bidding process; 2. Filing of procurement documents;
3. Prepared checklists for compiling procurement records;
4. Reviewed the Internal Procurement Guidelines prepared by the unit and introduced Framework Contract Agreement currently being utilized by the unit.

## Human Resource



*Acting HR Mohamed Konneh*

The Human Resource Unit noted that USAID-GEMS contributed immensely to the Unit's re-examination of personnel documentations assuring up-to-date general profile building in:

- Performance Management System;
- Performance Evaluation Appraisals Form;
- HR's software for documentation; and
- GC's Organizational Chart Structure and Staff Job descriptions.

Introduction and availability of these documents have in many ways made the Unit proactive and more focused on human resource management and development issues so as to meet international standard.

## Operations Unit



*Abel Glaysuah*

The Operations Unit includes the Maintenance, Asset Registry and Driver teams. According to the Unit, USAID-GEMS trainings did enhance staff skills and outputs. The trainings resulted to **drivers** assuring the daily logging of registered miles covered and fuel usage, and timely reporting of car issues, including periodic maintenance/servicing; **Maintenance team** has improved asset registry process and procedure; coding asset location by serial number; and proper disposal and tracking of GC assets using the new user registry. USAID-GEMS also provided a Generator Maintenance Training Manual to the Unit with hands-on directive and mechanical maneuvering trouble shooting techniques, as well as information on periodic and preventive maintenance of the GC generator. The USAID-GEMS project ends in June 2016.