

REPUBLIC OF LIBERIA
Governance Commission



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Commissioner Wesley Johnson



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ANNUAL REPORT
- FY 2018/2019 -
(STATE OF THE GOVERNANCE COMMISSION)

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TABLE OF CONTENTS

Content	Page
<i>Executive Summary</i>	2
<i>Introduction</i>	2
<i>Outlook of the Commission prior to my assumption of office</i>	3
PROGRAMS SECTION	4
<i>Key Program Achievements during my Tenure</i>	4
<i>The Pro-Poor Agenda for Prosperity & Development – PAPD</i>	4
<i>Political & Legal Reform Mandate Area</i>	4
<i>Public Sector Reform Mandate Area</i>	6
<i>Civic Engagement, National Identity and Visioning (CENIV) Mandate Area</i>	7
<i>National Integrity & Security System (NISS) Mandate Area</i>	8
<i>Monitoring, Evaluation, Research & Publication Mandate Area</i>	8
<i>Governance & Decentralization Resource Center (GDRC)</i>	9
<i>Gender Unit</i>	9
<i>Programs Coordination</i>	10
ADMINISTRATION SECTION	11
<i>Human Resources Unit</i>	11
<i>Finance Unit</i>	15
<i>Grants Unit</i>	16
<i>Procurement Unit</i>	19
<i>Asset Unit</i>	20
<i>Information Technology Unit</i>	20
<i>Communications Unit</i>	20
<i>Maintenance Unit</i>	22
<i>Presidential Appointee Vacancies</i>	23
<i>Conclusion</i>	23

Executive summary

This report represents the first major Annual Report of the Governance Commission following the democratic transition which ushered in the administration of President George Manneh Weah. During the 2018/2019 fiscal year, the Commission embarked on a number of reform initiatives ranging from GC internal institutional reform following an assessment of the Commission's viability and relevance to the new political dispensation of the country, to reforms at the national level. Findings derived at from the assessment conducted suggest that the Governance Commission is an institution that remains critically important to the nurturing, growth, and development of Liberia's emerging democracy. In order to enhance the performance of the Commission's mandate and functions, the leadership decided to embark on the internal reforms it carried out during the course of the year.

The Commission conducts its functions under five main program areas referred to as Mandate Areas which include: 1. Political & Legal; 2. Public Sector; 3. Civic Engagement, National Identity & Visioning; 4. National Integrity & Security Systems; and Monitoring & Evaluation, Research & Publication. Through each of these Mandate Areas, the Commission was able to make substantive reform contribution to national development. The GC played a fundamental role in the development and implementation of the new Administration's Pro-Poor Agenda for Development and Prosperity (PAPD). As a part of this role, the Commission serves as the Pillar Champion of Pillar 4 (Governance & Transparency) which has two pillars – 1. Building a More Capable State, and 2. Reducing Corruption. The Commission's work on the PAPD generated a number of reports which contributed to the Annual Report of the PAPD 2018/2019 fiscal year.

Introduction

The Governance Commission as the government of Liberia's premier governance reform policy think-tank has achieved numerous critical milestones since its establishment in 2007. Much of the GC's work has been focused on the formulation of policy recommendations and implementation strategies with respect to establishing a national system of public integrity, decentralization, public sector rationalization/reorganization, institutionalizing rigorous monitoring and evaluation practices, and expediting the more useful involvement of ordinary Liberians in the production and ownership of public goods and services.

Outlook of the Commission prior to my assumption of office

My assessment of the Commission prior to, and immediately upon assuming office revealed that:

1. The Commission did remarkably well in carrying out its mandate and functions under the stewardship of my predecessor – Dr. Amos C. Sawyer;
2. The Commission instituted a five-year Strategic Plan (2016 – 2021) of which a mid-term review was commissioned. The result of that review suggested a decline in the commission's outputs due primarily to limited funding as virtually all of the institution's programs have been donor funded. A resource mobilization strategy tagged "Open House" was immediately launched to address the situation but with very limited success;
3. Following the 2017 Presidential and Representative elections, a biannual Work program emanating from the Strategic Plan which was revised to align with the new Administration's Pro-poor Agenda for Prosperity and Development (PAPD) was put in place as the Commission's programs implementation framework;
4. *Human Capital*: the Commission had in place one of the highest concentration of professional staff in any public institution in the country. However some of these staff were misplace and underutilized; thus, in addition to the institution's funding challenges, the level of staff productivity could not commensurate to their level of competences;

5. *Institution image*: Given the hugeness of my predecessor's image in our national body polity, the visibility of the Commission became unavoidably engrossed in his personal image. Thus upon taking office, and being fully cognizant and respectful of his person and place in society, my team and I began working to rebrand the image of the institution independent of his'. This process is gradually taking effect both among staff of the GC and within the general public arena;

A. PROGRAMS SECTION

Key Program Achievements during my Tenure

1.0. The Pro-Poor Agenda for Prosperity & Development – PAPD

The Governance Commission is the Pillar Champion for Pillar four (Governance and Transparency) of the PAPD which has two sectors: (a) Building a More Capable State, and (b) Reducing Corruption. Sector and Pillar meetings have been convened as planned to review implementation efforts of the pillar. Updates from these efforts culminated into a number of pillar updates that were prepared for the President. At the end of the year a Pillar Annual Report was produced from these updates.

2.0. Political & Legal Reform Mandate Area

Programs under this Mandate Area are supported through the *Liberia Decentralization Support Program – (LDSP)* funded by EU, USAID & SIDA.

Key Achievements:

2.1. Carried out nationwide consultations that culminated into the drafting of an Act to establish the *Ministry of Local Government*. These efforts were done in collaboration with the Ministry of Internal Affairs and the United Nations Development Programme (UNDP) with the GC as lead Agency. The draft Ministry of Local Government Act is aligned with provisions of the Local Government Act of 2018. Upon its passage into law by the Legislature, the Ministry of Internal Affairs will transition to *Ministry of Local Government* and

align its mandate and functions with the Local Government Act of 2018. The Ministry of Local Government shall be responsible for providing executive oversight of local governments, specifically in their management of balanced socio-economic development programs, empowerment of local communities, strengthening of the delivery of social services, and the promotion and delivery of good governance, including popular participation, inclusiveness, transparency, accountability, and access to justice at local levels.

- 2.2. Completed a *Revenue Sharing Formula* for Central and Local Governments in Liberia under the Decentralization frameworks. The main objective of the Formula is to propel sustainable fiscal decentralization under the Government's Pro-Poor Agenda for Prosperity and Development (PAPD). Furthermore, the formula-based revenue allocation process that the Revenue Sharing Formula will bring about will ensure *equity* in, and foster better planning and more predictability in local government financing in Liberia;
- 2.3. Developed a *Standard Operation Manual* for the County Service Centers established in all 15 counties of the Republic. The main objective of the Manual is to improve efficiency, effectiveness and accountability in the service delivery efforts of the County Service Centers. This effort was achieved jointly by the Governance Commission, the Ministry of Internal Affairs and the United Nations Development Program in Liberia with the Governance Commission as lead agency. Five hundred copies are being printed for distribution to the County Service Centers across the country.

Outstanding Interventions:

- 2.4. The first leg of the LDSP project which lasted for five years phased out in 2018 was audited in 2019 and got a one-year extension to March 2020. Currently there is an on-going collaborative effort among the GC, MIA and

development partners aimed at designing a new program to continue support of the government's decentralization program.

3.0. Public Sector Reform Mandate Area

This Mandate Area's programs are under the Public Sector Modernization Project funded by IDA, USAID & SIDA. Implementation under this project has been stalled for some time based on the slow release of project funds. This project is coordinated through the CSA and managed by the World Bank. During the period under review, the GC successfully conducted Mandate and Functions Reviews (MFRs) of the following institutions:

- 3.1. *Ministry of Internal Affairs (Proposed Ministry of Local Government):* The Governance Commission worked with the Ministry of Internal Affairs to conduct a reform assessment of the latter. Following the assessment, a comprehensive legislation to establish the Ministry of Local Government was drafted. This Act proposes a restructured plan for the anticipated new ministry which is in sync with the Local Government Act;
- 3.2. *The Liberia National Tourism Authority:* The Commission also drafted and submitted a legislation to establish the Liberia National Tourism Authority (LNTA). This legislation emanates from the mandate and functions review assessment done on the Ministry of Information, Culture and Tourism. The Act seeks to establish an autonomous entity which will focus on the development and promotion of the tourism sector in Liberia;
- 3.4. *The National Aids Commission (NAC):* The existing Act establishing the National AIDS Commission was reviewed by the GC, and that was followed by the conduct of a mandate and functions review on the National AIDS Commission. A restructuring plan for NAC and recommendation were submitted to the Board of the National AIDS Commission. The restructured

NAC will give the entity a new mandate and specific core functions as the nation's lead in the fight against the AIDS pandemic.

Policy Dialogues

3.5. Conducted a one-day high level Policy dialogue on “*Integrating Value Addition into Small-Scale Agriculture for Sustained Domestic Revenue Growth*”. The dialogue brought together a core of agriculture experts, past and present officials, University professors and the media;

3.6. Developed and published a Policy Brief which came out of the Effective Management of Artisanal and Small-scale Mining (ASM) policy dialogue. This dialogue heralded the revenue leakages in the system as well as potential mitigating measures government can take to strengthen and make the sector a lot viable.

3.7. *Outstanding Activities*

Under the PSR Mandate Area, the Commission is engaged with the Ministry of:

3.7.1. **Foreign Affairs** regarding the drafting of Legislation to reform the Ministry;

3.7.2. **Labor** regarding the drafting of Legislation to reform the Ministry;

3.7.3. **Justice** regarding the validation of the Ministry's Mandate and Function report;

3.7.4. **Agriculture** to conduct Mandate and Function review assessment and subsequently drafted a legislation for a restructured ministry.

3.0. Civic Engagement, National Identity and Visioning (CENIV) Mandate Area

4.1. As part of its efforts to bring government and Civic Society together around public policy issues, the GC under the leadership of the CENIV Mandate Area developed and launched Governance Half Hour (GHH) Radio Talk-Show in 2009 to sensitize and educate the Liberian people about some of the

Commission's work. The program is being rolled out through ECOWAS Radio;

4.2. Through its effective capacity building support to the National Civil Society Council of Liberia (NCSCL), the Governance Commission facilitated the conduct of election for the NCSCL; civil society organizations from the 15 counties were invited to participate in the electoral process in Gbarnga, Bong County thus resulting in the election of a new NCSCL leadership for a three (3) year term. This effort brought to an end a long standing conflict among the NCSCL which has impeded its ability to effectively engage with national policy issues.

4.3. *Outstanding activities*

4.3.1. National History Project: the re-writing of a comprehensive and an inclusive people's history of Liberia;

4.3.2. Citizenship textbook: Efforts underway to collaborate with MOE to write and print textbooks for grades 1-12

4.3.3. Engage with National Civil Society Council of Liberia (NCSCL) to produce vol. II of the CSO directory

4.3.4. Efforts are being made in collaboration with NCSCL to finalize and validate GOL-CSO implementation strategy

4.3.5. Plans are underway to conduct the first GOL-CSO annual summit

5.0. National Integrity & Security System (NISS) Mandate Area

5.1. Developed a *framework for the conduct of public awareness* on the National Code of Conduct. Framework is currently being implemented. (Much effort is outstanding);

6.0. Monitoring, Evaluation, Research & Publication Mandate Area

6.1. No tangible result has been achieved by this Mandate Area during the period under review. However, existing Concept Notes for the: (a) publication of the 2018/2019 Annual Governance Report (AGR), and (b) proffering of an Act to curb Illicit Substance trafficking and abuse were reviewed/revised.

6.2. *Outstanding Activities*

6.2.1. The 2018/2019 Annual Governance Report;

6.2.2. Research work leading to the Illicit Substance Trafficking and Abuse Act;

6.2.3. Development of a National M&E Framework and Policy

6.2.4. Effort to Strengthen the National Commission on Higher Education (NCHE) by separating the Regulatory function from the Accreditation function. This is to be done in collaboration with the PSR Mandate Area as it has an implication for the Mandate and Functions Review of the NCHE.

7.0. *Governance & Decentralization Resource Center (GDRC)*

7.1. The Commission has successfully established a *Governance & Decentralization Resource Center* that is equipped to provide an online digital, and physical library services to the public on governance issues in Liberia;

Outstanding/On-going Activities:

7.2. Developing of a comprehensive database of all public documents

7.3. Up-loading of key GC data on server

7.4. Identifying, engaging, and mobilizing financial resources from various foundations to support the Resource Center.

8.0. Gender Unit

8.1. A GC institutional Gender Policy has been successfully developed and is currently at the Printing Press.

Outstanding/On-going Activities:

- 8.2. Routine in-house gender related trainings for staff
- 8.3. Gender policy compliance monitoring and reporting.

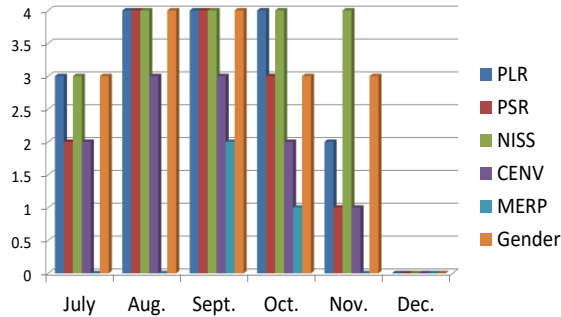
9.0. Programs Coordination

One fundamental discovery I made upon assuming office at the Commission was the absence of an effective mechanism to coordinate all programs. The Commission had in a mechanism referred to as Project Accountability Team (PAT). Essentially the mandate of the PAT was to review and identify project resource needs, apply acquire resources to projects, and account for the use of those. This framework was supposed to serve as a platform for the Grants Unit and the program outfits of the Commission to interact. Instead it over the years became a talking shop and I have received not report on its achievements prior to my appointment to the GC thus giving rise to our decision as a Commission to abolish it.

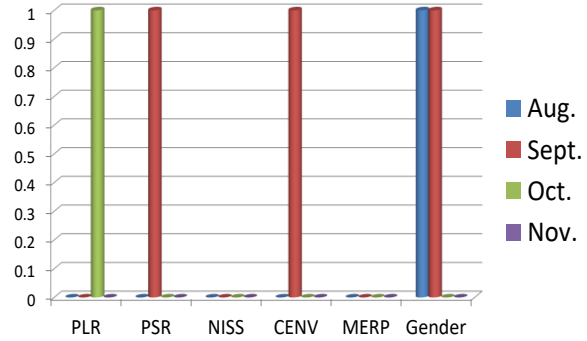
The need therefore to look among existing staff of the Commission for someone with strong coordination skills and results oriented drive became imperative. Upon a careful search, Mr. McNeil M. Wilson, Policy Analyst was identified and appointed to the Office of the Chairman and assumed this responsibility robustly. He developed a mechanism he tagged “Results Oriented Reporting Framework” which require all program and administration departments/units to provide weekly and monthly updates for the Chairman’s office in particular, and the entire Commission in general. This framework has been greatly useful in aiding the Chairman with relevant and up-to-date information that guides the process for finding solutions. Due to Mr. Wilson’s effectiveness he was officially appointed as GC Programs Coordinator.

Below is a picture of programs updates and outcomes in 2019:

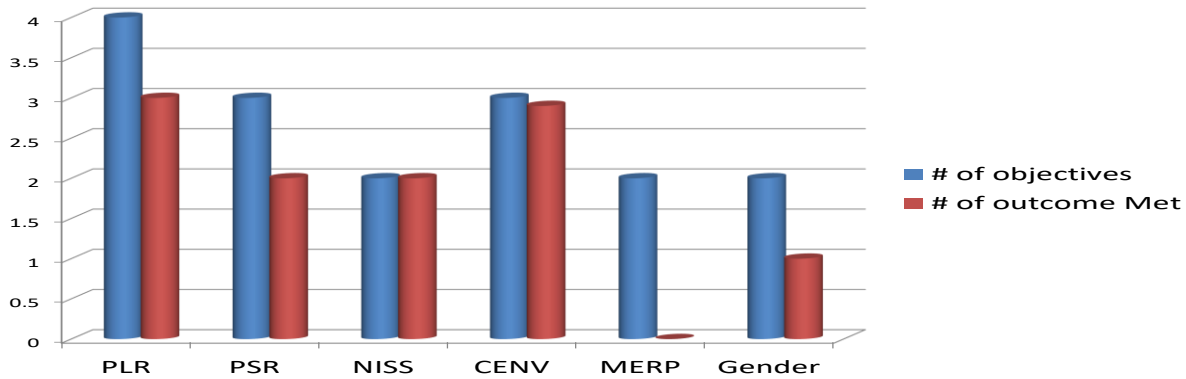
of Weekly Updates Submitted per Month



GC Monthly Program Updates



**# of Outcomes Met per MA/Unit
(October 1, 2019 to December 18, 2019)**



B. ADMINISTRATION SECTION

1.0. Human Resources Unit

1.1. Hired staff

During the period under review, the Commission hired six (6) staff members including two (2) President’s Young Professionals – (PYPs), who were also incorporated as full employees of the GC. The 6 include:

- 1.1.1. Alexander F. Flomo, - (former PYP assigned the GC) recruited as Research Officer and assigned to the PLR Mandate Area;

- 1.1.2. Tarlicee T. Walawulu, (former PYP assigned the GC) recruited as Research Officer and assigned to the NISS Mandate Area;
- 1.1.3. Hugh P. Bladee, Communication Officer;
- 1.1.4. Saralyn Y. Gibson; Associate Resource Center & Gender Coordinator/ Policy Analyst 3;
- 1.1.5. Roland C. Gondor, Research Officer CENIV Mandate Area;
- 1.1.6. Alphonso Hilton (former GC security) – Janitor.

- The above hiring was primarily replacement based, as a result of the vacant positions created by the retiring and turnover of some staff of the commission.

1.2. Promoted/transferred staff

The 2018 Staff Performance Evaluation documents were reviewed by the Board of Commissioners, in which some staff got promoted based on their exceptional performances and some transferred.

1.2.1. List of promoted staff

- 1.2.1.1. Danroy Dixon – Policy Analyst 1 / Program Manager (Public Sector Reform Mandate Area);
- 1.2.1.2. McNeil M. Wilson – Policy Analyst 1 / GC Programs Coordinator (Chairman’s Office);
- 1.2.1.3. Monroe Outland – Acting Program Manager (Civic Engagement, National Identity & Visioning);
- 1.2.1.4. Ms. Esther Metzger - Director of Staff Counselling/Administrator (Office of the Chairman);
- 1.2.1.5. Actebeeson Nyemah - Policy Analyst 1 / Acting Program Manager (Political & Legal Reform Mandate Area);
- 1.2.1.6. Youngor Johnson-Nah – Policy Analyst 1 / Gender, Governance & Decentralization Resource Center Coordinator;

1.2.1.7. Cecelia Flomo - Policy Analyst 1 (Political and Legal Reforms Mandate Area);

1.2.1.8. Gebeh Doteh - Policy Analyst 1 (Civic Engagement, National Identity & Visioning);

1.2.1.9. Mamuna Kamara - Policy Analyst 1 (National Integrity & Security Systems Mandate Area);

1.2.1.10. Alexander Mulbah - (Public Sector Reform Mandate Area)
- Policy Analyst 1

1.2.2. Transferred staff

1.2.2.1. Ruthie Dorley – Transferred from Finance Unit to Grants Unit as *Grants Officer*;

1.2.2.2. Bernice Mensa – Transferred from Procurement Unit to PSR Mandate Area as *Research Officer*;

1.2.2.3. Emmanuel Rennie - Transferred from Finance Unit to MERP Mandate Area as *Research Officer*.

1.3. Staff Performance Management

- Staff Performance Management System documents have been distributed for the last quarter covering October to December, 2019;
- Staff Evaluation instruments are in circulation covering January to December, 2019;
- Updating personnel files with the necessary credentials and other relevant documents as required is at 100%;
- Staff attendance was strengthened and enforced by 99% as a result of our daily attendance tracking.

1.4. List of retired staff members:

1.4.1. Mr. Dusty Wolokolie, Senior Policy Analyst/Program Manager, Public Sector Mandate Area;

1.4.2. Mr. George Cooke, Program Manager, Civic Engagement Mandate Area;

1.4.3. Mona Smith, Policy Analyst 1, M&E;

1.4.4. Jeremiah Witherspoon, Policy Analyst 2 - Chairman's Office;

1.4.5. George Bryant, Janitor assigned to Civic Engagement Mandate Area;

1.4.6. Tamba Foko, Driver (Fleet).

1.5. Resigned (turnover) staff:

1.5.1. Roosevelt Sackor, Driver assigned to Chairman's Office;

1.5.2. Sekou Kamara, Grants Officer, assigned to Grants Office;

1.5.3. Hawah Howard-Willis, Research Officer, assigned to M&E.

1.6. Staff in training:

1.6.1. Ibrahim Albakari Nyei – Ph.D (University of London, UK) - Year of departure for studies: 2017;

1.6.2. Janice J. Pratt – Ph.D (University of Luxembourg) - Year of departure for studies: 2019.

1.7. Staff absent/not frequent to work due to ill health

1.7.1. Mr. Mathias Korpue – Research Officer assigned to the PSR Mandate Area has been sick. His sickness has kept him beyond the time frame allowed for under the Civil Service Standing Order. The HR Unit is expected to apply the Civil Service rule in this case.

1.7.2. Mr. Matthew B. Kollie, Jr. – Program Manager, MERP Mandate Area has been sick and been away from work beyond Civil Service Standing Order would allow for. He has shown up at the office briefly on about two occasions and left. His Mandate Area has become effectively redundant.

The Civil Service Standing Order will need to be applied in his case.

1.8. Workforce Outlook

Total number of:

- turnover staff:3
- male staff.....49
- female staff.....18
- workforce currently at the GC.....**67**

1.9. An Outstanding Professional Impropriety Issue:

Before I took over as Chairman of the Commission, the GC in collaboration with CSA and LIPA had well advanced with efforts under the Public Sector Modernization Project (PSMP). As part of that effort, Cllr. Bornor Varmah, a staff of the Governance Commission was contracted to draft pieces of legislation aimed at legitimizing outputs and recommendations from mandate and functions review (MFR) exercises of Ministries, Agencies, and Commissions that the GC had completed. Cllr. Varmah was to also draft legislation for the establishment of the Civil Service Commission (CSC) and legislation for the establishment a proposed *Principal Administrative Officer (PAO)* portfolio. A full contract payment of sixty thousand United States dollars (US\$66,000.00) had been made to Cllr. Varmah but to date he has not completed the assignment. It is my understanding that CSA raised issues with Cllr. Varmah being in the full employ of government and at the same time taking government contract paid for by a government partner (the World Bank). I did not get the clear understanding of how that was resolved. I encourage the new Chairperson follow these up.

2.0. Finance Unit

Upon the receipt of the first harmonized reduced salaries; we requested the finance office to work with the MFDP through the LIMPAC office to have the employees

reclassified. This was done and it resulted to an upward adjustment in salary for staff.

- 2.1. In the same vein, we asked the finance office to work with LIMPAC to have employees who were retired and those who resigned replaced on the payroll. Similarly, employees who were promoted/reclassified during my tenure receive salary increments commensurate to their job descriptions;
- 2.2. We worked diligently through the Finance Office to ensure that allotments for the payments of salaries were received and GC employees were among the first to in government to receive their salaries.

3.0. Grants Unit

3.1. Inception Activities

Organized and executed a donor acquaintance meeting to introduce GC new chairman (ai) to the donor community and strengthen partnership relations. All of the below documents were developed or obtained to aid this initiative

- 3.1.1. Strategic Engagement of Donors and Funding Sources 2019
- 3.1.2. Summary Activities of GC's Joint Work Plan
- 3.1.3. *Chairman's profile*: A disc was prepared for the partners' meetings which contained, the GC Act, GC Strategic Plan 2016 - 2021, costed activities of GC's activities 2019 – 2021 and the Chairman's profile. Meetings were held with ECOWAS, SIDA, OSIWA, UN WOMEN, USAID- LEGIT, AfDB, UNDP and the UN Special Representative.

3.2. Resource Mobilization Activities: Implementation & Results

- 3.2.1. USAID-LEGIT funding earlier procured for the setting up of a repository of governance data expired during the long

transition of a Chairman to the GC. On January 12, 2019, the grant was renewed and signed off on by the new Chairman following several meetings held with USAID-LEGIT. *The amount was in the tune of \$61,675,000.00 for the establishment of a Governance and Decentralization Resource Center.* Additional funding was obtained under this project from USAID outside of the original funding which covered the cost of remodeling the resource center and other activities. This project will phase out in January 2020.

3.2.2. *“Broadening the Public Discourse Platform on Natural Resource Governance & Revenue Mobilization project” (280K) currently funded through the IPFMRP project office at the MoFDP established the Economic Governance Unit, provided financial support for an additional support staff to the GC and supports several other activities. During the course of this period, additional funding was sourced under this project in the tune of 65K for the inclusion of communication and information dissemination activity. This project will phase out in June 2020.*

3.2.3. *Result Achieved:* Establishment and launched of a Governance and Decentralization Resource Repository within the GC containing both a physical as well as an online platform.

3.2.4. *President Ellen Johnson-Sirleaf’s Legacy Project: The aim of this project is to serve as a Knowledge Building and Knowledge Movement tool. It will be the first of its kind Africa for others to emulate, and could be an important resource for researchers.*

With a two hundred thousand dollar grant from the African Development Bank AfDB, the project is implemented by the Angie Brooks International Center – ABIC. Given GC’s established relationship with the AfDB which ABIC did not have, an agreement was reached among the AfDB, ABIC, and the GC to use the GC AfDB funded Economic Governance project as a conduit (though they are two separate projects) to situate the Legacy Project Secretariat at the GC. The direct role of the GC has been to track the movement of expenditure against implemented activities. Everything else about the Legacy Project was managed at the Ministry of Finance & Development – MFDP. The project has two volumes: 1. A compendium of Speeches by President John-Sirleaf; and 2. Achievements and Challenges experienced during her Administration.

3.2.5. Outstanding Activities

3.2.5.1. Efforts to secure funding Under the *Broadening the Public Discourse Platform on Natural Resource Governance & Revenue Mobilization project*, for four remaining dialogues, two of which will be spread out to other program areas, 2 policy studies, a CSO activity and communication dissemination activity which will happen within the first quarter of 2020;

3.2.5.2. Follow-ups with OSIWA are scheduled for a \$291,793.00 grant proposal on *“Strengthening the Policy and Regulatory Environment for Effective Governance of Artisanal mining, Agricultural Concessions and its Effects on Women, Land and Food*

Security” and submitted to that institution and still awaiting feedback. This proposal is focused on M&E/AGR but also cuts across several mandate areas.

4.0. Procurement Unit

Item No.	Package Code	Contract Package Description	Procurement Method	Actual contract value	Name of Supplier/Contract/Consultant/Service Provider	Contract Progress Status(Amount Paid)	Remark
4.1.	IFB No. GC/SBA/N CB/001/1 9/20	Security Guard Services	NCB	\$21,000.00	Benjah Security Guard Service, Inc.	None	Firm Hiring Process Completed
4.2.	IFB No. GC/RFQ/0 01/19/20	Vehicle Spare Parts	RFQ	\$1,050.00	Auto Link Liberia	None	Business Entity Hired
4.3.	IFB No. GC/SBA/RFQ/05/19 /20	Repair & Maint-Services of Non-Residential Building	SBA/RFQ	\$1,500.00	Dennis H. Yollah Business Center	None	Business Entity Hired
4.4.	IFB No. GC/RFQ/0 02/19/20	Cleaning Materials	RFQ	\$1,006.00	None	None	Pending the actual budget ceiling from MFDP
4.5.	IFB No. GC/SBA/RFQ/001/1 9/20	Stationery	RFQ	\$2,500.00	None	None	Pending the actual budget ceiling from MFDP
4.6.	IFB No. GC/SBA/RFQ/002/1 9/20	Vehicle Insurance	RFQ	\$1,650.00	None	None	Pending the actual budget ceiling from MFDP
4.7.	IFB No. GC/SBA/RFQ/003/1 8/19	Repairs & Maintenance Services ICT	RFQ	\$1,000.00	SETUUP, Coconut Plantation, Mamba Point	\$300.00	Business Entity Hired
4.8.	IFB No. GC/SBA/RFQ/004/1 9/20	Event Catering	RFQ	\$1,000.00	None	None	Pending the actual budget ceiling from MFDP

5.0. Asset Unit:

GC Asset Registry is attached to provide detailed information on the status of various types of GC assets.

5.1. The GC Staff transportation bus was damaged in the custody of Mr. Boima Porte Deputy Chief Driver of the GC. Disciplinary action on count of negligence is still pending. Mr. Port was asked by the Commission to provide two written reports – one from himself and the other from the Police. He has produced his personal report, while the Police report is still pending.

6.0. Information Technology Unit:

6.1. This Unit supports the work of the GC by ensuring efficient and effectivity Internet connectivity, and as well as provide other ICT support services to the institution. Prominent among its outputs during the period under review is the setting up of the ICT component of the GC Governance & decentralization Resource Center;

6.2. Currently the GC is challenged with lack of Internet due to unpaid debt to LIBTELCO. The Motherboard of the server being used by the finance section is damaged due to power overflow, and is currently under repairs.

7.0. Communications Unit

7.1. Achievements

During the period under review, the unit embarked on a number of activities aimed at informing the public about the work and achievements of the Commission. The following are key highlights:

7.1.1. Worked with a HAK Technology (a consortium on Digital Tech located on Benson & Mechlyn streets, Monrovia) to set up GC's Digital online Library.

- 7.1.2. Collaborated with a number of Newspapers and Radio stations to communicate the changes and showcase achievement in the Commission's work to the Public. The program provides clear, consistent messages that delivered in "one clear voice." under the GC's Radio communication strategic action plan. The radio program carried out a sustained stakeholders' engagement through radio in the Integrity space with focus on educating the public on the implementation of the National Code of Conduct and activities being implemented in the Public sector modernization project, Civic Engagement and National Identity and Visioning and the Monitoring and Evaluation of governance across the national spectrum.
- 7.1.3. The GC's *Good Governance Hour*: This is a Radio program (talk-show) designed by the Commission and hosted on ECOWAS Radio to bring out the issues of governance, discuss and find solutions to Liberia's governance problems; it seeks a clear record of events of our past and envisions a developing Liberia that is democratically well-structured.
- 7.1.4. The e-governance portion of the Commission's communication strategy is focused on web-based activities. This portion of our activities was expended on through the creation of specific portals for exhibiting the Commission's work and reaching out for a more sustained engagement. The GC's documentary portal: www.governancecommissionlr.org/document is an addition page to the official GC website, easily accessible on the

website for enhances public knowledge about the Commission. The Governance and Decentralization Resource Library is part of GC's e- governance platform. This platform helps increase visibility on the benefits of Policies and the PAPD country plan.

8.0. Maintenance Unit

8.1. Office Building Lease Agreement:

The lease Agreement between the Governance Commission and the property (GC office building) owner expired on June 30th, 2019. The cost of that was fifty thousand United States dollars (US\$50,000.00) which has fully paid to the property owner by the government of Liberia;

- 8.2. As part of that agreement, the property owner was to renovate (re-roof, paint both inner and outer parts of the building, replace the corroded and damaged iron window and door bars);
- 8.3. Re-roofing has been done; but other aspects of the renovation have not yet been done;
- 8.4. The property owner is requesting for the next agreement the amount of seventy-five thousand United States dollars (US\$75,000.00) on grounds that it cover expenses incurred from the renovation work;
- 8.5. It is the Governance Commission's opinion that carrying out renovation on the building as part of an agreement reached, is not a justification for a fifty percent (50%) increase in the next lease agreement;
- 8.6. The Governance Commission has written a formal communication to the General Services Agency (GSA) for negotiation of a new lease agreement with the property owner;
- 8.7. The new Administration of the Governance Commission will need to follow-up with GSA for conclusion of the new lease agreement.

9.0. Presidential Appointee Vacancies

9.1. The leadership of the Governance Commission comprises of five Commissioners one of whom is the Chair and another (preferably the opposite sex) as Vice Chair. With my exit as Chairman, the Commission has only two Commissioners - Amb. Wesley Johnson and Com. Elizabeth Dorkin. The former's tenure expires the first quarter of 2020.

9.2. Also the Commission has an Executive Director who is the Head of Administration. The ED serves on the Board of Commissioners of the GC as Secretary and a non-voting member. The current Executive Director (Mr. Stephen S. Manley's) tenure has expired and the name of Ms. Cecelia Flomo, Policy Analyst 1 at the PLR Mandate Area has been found suitable by the Board of Commissioners to assume that responsibility. Ms. Flomo's name has been forwarded to the Presidency by the Board for consideration for the post.

NOTE: Notice about the three vacant Commissioner Positions as well as the vacancy for an Executive Director are currently before the President of the Republic of Liberia, and will need to be followed up.

Conclusion

The one-year period of my Chairmanship at the Governance Commission was characteristic of enormous opportunities for the reform work on our governance system as country. These opportunities both for the Governance Commission in particular, and our country in general, are anchored first to the mandate of the Commission, and then to the tremendous work of my predecessors which we have been able to build on.

The Governance Commission holds a unique and important place on the African continent as an exclusive premiere government public policy think-tank entity. Given that democracy is a system that is constantly evolving, governance under this system must constantly be reformed to meet the demands of the day – this makes the work of the Commission not just permanent but ever demanding! The GC must continuously be empowered to play the role of a Convening Authority on governance issues, bringing together national stakeholders to address various types of governance challenges. This task rests principally on the shoulders of the Chairman/Chairperson backed by his/her Board of Commissions. A significant part of success in steering the affairs of the Commission is tied to a concerted effort aimed at motivating and maintaining the highly professional staff of the institution.