

REPUBLIC OF LIBERIA

Public Administration Country Profile

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Department of Economic and Social Affairs (DESA)
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LIBERIA

[Click here](#) for detailed map



Source: [The World Factbook](#) - Liberia

Government type

Republic

Independence

26 July 1847

Constitution

6 January 1986 ([in brief](#))

Legal system:

Dual system of statutory law based on Anglo-American common law for the modern sector and customary law based on unwritten tribal practices for indigenous sector

Administrative divisions

15 counties

Source: [The World Factbook](#) - Liberia

Liberia is severely affected by the protracted internal conflict that erupted in the late eighties. Charles Taylor came to power by force in 1990 and was elected President in 1997. Rebel groups have been fighting to overthrow Taylor between 1990 and 1997 and again from 1999. Respect for the rule of law, democracy and human rights has been minimal on all sides. There have been reports of resources plundering (diamonds, timber), endemic corruption and ethnic problems. Following the rebels' advance in 2003 and under pressure from the international community the Government of Liberia agreed to come to the negotiation table. Peace talks held under the auspices of Economic Community of West African States (ECOWAS) have been under way since 4 June 2003.

In the framework of these peace talks a cease-fire agreement was signed between the belligerent parties on 17 June 2003. Mandated by UN Security Council no. 1497 of 1 August 2003, ECOWAS started with the deployment of a peacekeeping force on 4 August to help enforce the cease-fire. Under pressure from the international community and in accordance with the agreements reached in Accra, Charles Taylor stepped down as President and handed over power to Vice-President Moses Blah on 11 Aug. 2003. The peace talks are still ongoing in order to draw up a comprehensive peace agreement that should include the creation of a transitional government.

Source: [European Commission](#) - Political situation (edited)

1. General Information

1.1 People	Liberia	Ghana	Sierra Leone	1
Population				a
Total estimated population (,000), 2003	3,367	20,923	4,971	
Female estimated population (,000), 2003	1,685	10,513	2,530	
Male estimated population (,000), 2003	1,682	10,410	2,441	
Sex ratio (males per 100 females), 2003	100	99	96	
Average annual rate of change of pop. (%), 2000-2005	4.05	2.17	3.8	
Youth and Elderly Population				b
Total population under age 15 (%), 2003	47	40	44	
Female population aged 60+ (%), 2003	4	6	5	
Male population aged 60+ (%), 2003	3	5	4	
Human Settlements				c
Urban population (%), 2001	46	36	37	
Rural population (%), 2001	54	64	63	
Urban average annual rate of change in pop. (%), '00-'05	6.82	3.12	6.32	
Rural average annual rate of change in pop/ (%), '00-'05	4.41	1.67	3.43	
Education				d
Total school life expectancy, 2000/2001	6 ⁱ	7.3	..	1
Female school life expectancy, 2000/2001	5 ⁱ	6.7	..	1
Male school life expectancy, 2000/2001	7 ⁱ	7.8	..	1
Female estimated adult (15+) illiteracy rate (%), 2000	63.3	36.8	..	2
Male estimated adult (15+) illiteracy rate (%), 2000	29.8	19.7	..	2
Employment				e
Unemployment rate (15+) (%), 2000	1
Female adult (+15) economic activity rate (%),2000	76 ⁱⁱ	2
Male adult (+15) economic activity rate (%),2000	80 ⁱⁱ	2

Notes: ⁱ 1998/1999; ⁱⁱ 1988/1989

1.2 Economy	Liberia	Ghana	Sierra Leone	2
GDP				a
GDP total (millions US\$), 2002	564	6,021	789	
GDP per capita (US\$), 2002	171	300	151	
PPP GDP total (millions int. US\$), 2002	..	41,152 ⁱ	2,666	
PPP GDP per capita(int. US\$), 2002	..	2,050 ⁱ	509	
Sectors				b
Value added in agriculture (% of GDP), 2003	..	35.2	52.5	
Value added in industry (% of GDP), 2003	..	24.8	30.6	
Value added in services (% of GDP), 2003	..	40.1	16.9	
Miscellaneous				c
GDP implicit price deflator (annual % growth), 2003	-18.8	29.3	6.4	
Private consumption (% of GDP), 2003	..	82.9	92.0	
Government consumption (% of GDP), 2003	..	11.5	20.3	

Notes: ⁱ Estimate is based on regression; other PPP figures are extrapolated from the latest International Comparison Programme benchmark estimates

¹ [United Nations Statistics Division](#):

^a [Statistics Division and Population Division of the UN Secretariat](#); ^b [Statistics Division and Population Division of the UN Secretariat](#); ^c [Population Division of the UN Secretariat](#); ^{d1} [UNESCO](#); ^{d2} [UNESCO](#); ^{e1} [ILO](#); ^{e2} [ILO/OECD](#)

² [World Bank - Data and Statistics](#):

^a [Quick Reference Tables](#); ^b [Data Profile Tables](#); ^c [Country at a Glance](#)

1.3 Public Spending	Liberia	Ghana	Sierra Leone	
Public expenditures				3
Education (% of GNP), 1985-1987	..	3.4	1.7	a
Education (% of GNP), 1995-1997	..	4.2	..	a
Health (% of GDP), 1990	..	1.3	..	
Health (% of GDP), 1998	..	1.7 ^l	0.9	
Military (% of GDP), 1990	..	0.4	0.9	b
Military (% of GDP), 2000	..	1	1.4	b
Total debt service (% of GDP), 1990	..	6.3	2.4	
Total debt service (% of GDP), 2000	..	9.1	6.7	

Notes: ^l 1999

1.4 Public Sector Employment and Wages						
<i>Data from the latest year available</i>						
		Liberia 1991-1995	Liberia 1996-2000	Sub-Saharan Africa average ⁴ 1996-2000	Franco- phone Africa average ⁴ 1996-2000	Low income group average ⁴ 1996-2000
Employment						
Civilian Central Government ⁵	(,000)	..	17.69			
	(% pop.)	..	0.61	0.30	0.14	0.46
Sub-national Government ⁵	(,000)			
	(% pop.)	0.30	0.14	0.46
Education employees	(,000)	..	9.87			
	(% pop.)	..	0.34	0.62	0.31	0.91
Health employees	(,000)			
	(% pop.)	0.29	0.39	0.62
Police	(,000)	..	4.94			
	(% pop.)	..	0.17	0.07	0.05	0.30
Armed forces	(,000)	..	14.0			
	(% pop.)	..	0.46	0.26	0.19	0.33
SOE Employees	(,000)			
	(% pop.)	13.10
Total Public Employment	(,000)			
	(% pop.)
Wages						
Total Central gov't wage bill	(% of GDP)	6.1	5.3	5.4
Total Central gov't wage bill	(% of exp)	28.9	31.8	24.7
Average gov't wage	(,000 LCU)			
Real ave. gov't wage ('97 price)	(,000 LCU)			
Average gov't wage to per capita GDP ratio		4.8	6.2	4.4

Source: [World Bank - Public Sector Employment and Wages](#)

³ UNDP - [Human Development Report 2002](#)

^a Data refer to total public expenditure on education, including current and capital expenditures.

^b As a result of a number of limitations in the data, comparisons of military expenditure data over time and across countries should be made with caution. For detailed notes on the data see SIPRI (2001).

⁴ Averages for regions and sub regions are only generated if data is available for at least 35% of the countries in that region or sub region.

⁵ Excluding education, health and police – if available (view [Country Sources](#) for further explanations).

2. Legal Structure

Article XXI in The Comprehensive Peace Agreement Between the Government of Liberia and the Liberians United for Reconciliation and Democracy (LURD) and the Movement for Democracy in Liberia (MODEL) and Political Parties of August 18 2003 reads that an all-inclusive Transitional Government to be called the National Transitional Government of Liberia, (NTGL), is hereby established to replace the present Government of Liberia.

The NTGL shall be inaugurated and fully commence operations by 14th October, 2003 and its mandate shall expire on the third Monday of January 2006 when the next elected Government of Liberia shall be inaugurated. In Article XXII the Peace Agreement further provides for the mandate on the (NTGL):

The primary responsibility of the NTGL shall be to ensure the scrupulous implementation of this Peace Agreement. In addition to normal State functions, its mandate shall include the following:

- Implementation of the provisions of the Ceasefire Agreement;
- Overseeing and coordinating implementation of the political and rehabilitation programs enunciated in this Peace Agreement;
- Promotion of reconciliation to ensure the restoration of peace and stability to the country and its people;
- Contribution to the preparation and conduct of internationally supervised elections in October 2005, for the inauguration of an elected Government for Liberia in January 2006.

The following Article (XXIII) stipulates the structure of the NTGL. The NTGL shall consist of three branches, namely:

- The National Transitional Legislative Assembly (NTLA);
- The Executive; and
- The Judiciary.

Source: [The Accra Comprehensive Peace Agreement](#)

2.1 Legislative Branch

Unicameral in nature (National Transitional Legislative Assembly) and shall replace, within the transitional period, the entire Legislature of the Republic of Liberia. (The constitution of Liberia provides for a bicameral National Assembly which consists of the Senate (26 seats; members elected by popular vote to serve nine-year terms) and the House of Representatives (64 seats; members elected by popular vote to serve six-year terms).⁶

Women in parliament: Transitional Legislative Assembly - 3 out of 76 (4%).⁷

The NTLA shall have a maximum of Seventy-six (76) members who shall come from the following entities:

- Each of the fifteen (15) Counties.

⁶ Unless references are made to any transitional body, the gray fact boxes refer either to provisions according to the Constitution or to the last held elections as stated by [Electionworld.org](#)

⁷ [United Nations Division for the Advancement of Women \(DAW\)](#)

- The present Government of Liberia, the LURD, MODEL, the Political Parties, Civil Society and Interest Groups including the National Bar Association, the Liberian Business Organisations, Women Organizations, Trade Unions, Teachers Union, Refugees, the Liberians in the Diaspora/America and the Youth.

The formula for the composition of the NTLA shall be as follows:

- GOL -12 seats LURD -12 seats MODEL -12 seats Political Parties -18 seats Civil Society and Special Interest Groups -7 seats Counties -15 seats

Selection of members of the NTLA shall be carried out in Liberia and shall be subject to internal consultations amongst the different entities identified in paragraphs 3 and 4. The Mediation Committee from the Accra Peace Talks may be present during consultations for the selection of members of the Legislative Assembly and shall ensure that the members of the Assembly meet the criteria prescribed in Appendix 1 to Annex 2

The NTLA shall elect a Speaker to head the Assembly as well as one (1) Deputy Speaker. Guidelines for the elections are defined under Annex 2 which is attached to this Agreement and is an integral part of the Peace Agreement. The Speaker and Deputy Speaker within the NTGL shall not contest for any elective office during the 2005 elections.

The NTLA shall have responsibility for the following:

- Assuming responsibility for the country's legislative functions;
- Approving the policies and programs of the NTGL for implementation by the Cabinet;
- Encouraging and supporting the emergence of a new democratic space, particularly in the areas of human rights and freedom of expression.

8. Two-thirds (2/3) of members of the NTLA shall form the quorum for meetings of the Assembly.

9. The decisions of the NTLA shall require the approval of at least 51% of the entire membership of the NTLA.

10. The NTLA shall adopt rules of procedure for the conduct of its proceedings.

Source: [The Accra Comprehensive Peace Agreement](#)

In January 2004, The Chairman of the Transitional Government of Liberia Gyude Bryant acknowledged delays in the full establishment of the Transitional Government. He said some Cabinet Ministers and other officials of Government have not yet been confirmed by the Transitional Legislative Assembly. But he did not comment in details, reasons for the delayed confirmation of the affected government officials.

Regarding the setting up of commissions as stipulated by the Peace Accord on Liberia last August 18, in Accra, Ghana, Chairman Bryant blamed nominating parties for the delays. According to him, nominations of individuals to the various commissions were being submitted late by the nominating parties. However, Chairman Bryant said he hopes to present to the Legislature names of individuals who have been nominated to the various commission before he leaves for the donor conference in the United States in the beginning of February 2004.

Fact box:

elections: Senate - last held 19 July 1997 (next to be held 2006); House of Representatives - last held 19 July 1997

election results: Senate - seats by party - NPP 21, UP 3, ALCOP 2; House of Representatives - seats by party - NPP 49, UP 7, ALCOP 3, Alliance of Political Parties 2, UPP 2, LPP 1

The Peace Accord calls for the establishment of National Commissions such as Governance Reform Commission, Contract and Monopolies Commission, Independent National Commission on Human Rights and National Electoral Commission among others.

Source: allAfrica.com - Article on Civil Authority

2.2 Executive Branch

cabinet: Cabinet appointed by the president and confirmed by the Senate
elections: President elected by popular vote for a six-year term (renewable); election last held 19 July 1997.

According to the Peace Accord, Article XXV and XXVI, the NTGL shall be headed by a person to be called the Transitional Chairman. The Transitional Chairman shall be assisted by a Transitional Vice-Chairman.

Selection of the Transitional Chairman and Vice-Chairman shall be by consensus arising from a process of consultations undertaken by the accredited delegates and observers to the Peace Talks. The selection procedure is defined in Annex 2 to this Agreement.

Fact box:
chief of state and head of government:
President Gyude BRYANT (since 14 October 2003).

The positions of Chairman and Vice-Chairman shall be allocated to the Political Parties and the Civil Society. The Chairman and Vice-Chairman, as well as all principal Cabinet Ministers within the NTGL shall not contest for any elective office during the 2005 elections to be held in Liberia.

The NTGL shall maintain the profile and structure of the Executive Branch of the present Government of Liberia.

The mandate of the Cabinet shall include:

- Implementation of the decisions of the NTGL;
- Conduct of the usual activities of government ministries;
- Initiation of policies and recommendation of same to the Transitional Chairman for approval.

Source: [The Accra Comprehensive Peace Agreement](#)

Historically, the doctrine of separate but equal branches of government enshrined in the Liberia Constitution has historically not worked in practice as expected. The absence of a vibrant multi-party system made the incumbent President the key player in legislative matters. Given its pre-eminent position and wide discretionary power, the Presidency incrementally encroached into the other branches of governance and appropriated a wide range of administrative, judicial and political initiatives.

Source: [UNDP - National Human Development Report 1999](#)

2.3 Judiciary Branch

Supreme Court, criminal courts, appeals court and magistrate courts

According to Article XXV in the Peace Accord, the Judiciary shall be the third organ of the NTGL. Its structure shall remain unchanged.

Immediately upon the installation of the NTGL, all members of the Supreme Court of Liberia i.e. the Chief Judge and all its Associate Justices shall be deemed to have resigned.

Under the NTGL, all new judicial appointments shall be made by the Chairman of the NTGL and approved by the NTLA. Nominations for such judicial appointments shall be based on a shortlist of candidates for each position recommended by the National Bar Association, including the female lawyers.

The Chief Justice and all Associate Justices within the NTGL shall not contest for any elective office during the 2005 elections to be held in Liberia.

Source: [UNDP - National Human Development Report 1999](#)

The judiciary is divided into four levels, with the Supreme Court at the apex. All levels of the court system in Monrovia, including the Supreme Court, functioned sporadically. The Government's efforts to revitalize the court system outside of Monrovia continued to be hindered by a lack of trained personnel, a lack of infrastructure, and inadequate funding. Although judges were (2001) assigned throughout the country, in some cases they were unable to hold court due to lack of supplies and equipment. Traditional forms of justice administered by clan chieftains remained prevalent in some localities

Beside the Supreme Court, there are the criminal courts, appeals court and magistrate courts in the counties. There also are traditional courts and lay courts in the counties. Trial by ordeal is practiced in various parts of Liberia. The basic unit of local government is the Town Chief. There are clan chiefs, paramount chiefs, and district commissioners. Mayors are elected in principal cities in Liberia.

Source: [U.S. Department of State - Background Notes](#) & [U.S. Department of State - Human Rights Practices](#)

The Chief Justice of the Supreme Court of Liberia has cautioned judges, magistrates and lawyers against deviating from judicial and professional standards in the legal system. (14 January 2004). He pointed out that the ultimate ideal of the Supreme Court in these transitional periods, is to win a reputation that the most untutored litigant who is unable to afford the means of obtaining counsel will feel confident to appear in person at the Bar.

Touching on other issues of concern to the Judiciary, Justice Cooper indicated that one of the priorities of his administration will be the training of Justices of the Peace, Magistrates as well as Sheriffs, Bailiffs and other court personnel in various parts of the country. He said the Bench will seek to establish conditions that will attract to the Judiciary both male and female lawyers and other professionals who may want to engage in such public service to improve the quality of service to the people.

Source: [allAfrica.com - Article on the Judiciary](#)

2.4 Local Government

Liberia is divided into 15 counties, each of which should be headed by a Superintendent. At the moment, the UN peacekeeping force is gradually deploying into the rural areas in an effort to take security control from the various rebel factions who had occupied them prior to the signing of the comprehensive Peace Accord.

In January 2004, Chairman Bryant said that he would not appoint any civil administration in the various sub-political division until it is advisable that he could travel in those areas.

Source: [allAfrica.com - Article on Civil Authority](#)

Historically, the Liberian State has had a highly centralized political structure and weakened administrative governance at the base. This has adversely affected local governance, empowerment and participatory development at the district and rural levels. The 1948 interior regulations adopted by the government, ostensibly to acknowledge, respect and preserve cultural practices of the non-settler groups, perpetuated a system of parallel administrative governance by ensuring that various levels of chieftaincy officials were elected to perform duties alongside the District Commissioners. However, it was appointed representatives of the President who exercised administrative, legislative and judiciary powers. The interior regulations also retained cultural practices biased against women's rights, under customary laws, property and inheritance rights, and allows trial by ordeal.

In the 1970s, the administration of President William R. Tolbert attempted to modernize the system of administrative governance and facilitate local empowerment through the vertical decentralization of government institutions. This decentralization plan called for the dilution of administrative decision-making through the dispersal of power to local offices of central government ministries and the establishment of county, district and village development committees. In practice, however, as few decisions could be made without the central-level institutions, the impact on local empowerment has been minimal and a marked urban bias in social spending resulted. As an example, the allocation of public funds for education and health services in Liberia was strongly skewed towards tertiary institutions, based mainly in Monrovia and other urban centers. The Liberian administrative governance remains highly centralized, but weak.

Source: [UNDP - National Human Development Report 1999](#)

3. The State and Civil Society

3.1 Ombudsperson

With the Accra Peace Agreement a Governance Reform Commission was established. According to the Agreement the Commission shall be a vehicle for the promotion of the principles of good governance in Liberia.

The mandate of the Commission is, *inter alia*, to ensure transparency and accountability in governance in all government institutions and activities, including acting as the Public Ombudsman (see 4.2 for further mandates).

Source: [The Accra Comprehensive Peace Agreement](#)

According to Ellen Johnson Sirleaf, the Accra peace agreement mandate for the commission on good governance depends on how it is interpreted. One could see it as a watchdog over the current government to make sure that matters related to code of conduct are observed when it comes to government services, that the constitution is adhered to, and to creating an environment for the private sector.

Source: [allAfrica.com - Interview with Ellen Johnson Sirleaf](#)

3.2 NGOs

While many international NGOs operate in the country, the fabric of Liberia's indigenous and community-based organizations is tattered and in need of significant recovery support.

Source: [UNDP \(Liberia\) - Joint Needs Assessment \(February 2004\)](#)

3.3 Civil Society

Perhaps the height of civil society agitation was reached in the 1980s when civil society organizations collaborated close to the military rule and campaign for disarmament and peace. Led by the Inter-Faith Mediation Committee, now the Inter-Faith Council of Liberia, civil society organizations used a variety of methods, including the highly successful "stay-home" option, to exert pressure to end the civil war. Initially, these organizations sought to get the Doe military dictatorship to resign peacefully. After the eventual toppling of the Doe government, civil society organizations focused on ending the war through a campaign for disarmament and peace and contributed significantly to the attainment transition to democratically government in July 1997.

Source: [UNDP - National Human Development Report 1999](#)

4. Civil Service

4.1 Introduction

The Liberian civil service was established in 1934 by an act of the National legislature, which also created the Bureau of Civil Service. In 1960, the Special Commission on Government Operations (SCOGO) was established to organize the operations of government more efficiently. Like all other public institutions in Liberia, the Civil Service Agency has also been affected by the system of political governance. Factors responsible for the weakness of the administrative governance included, besides the presidency incrementally encroaching into different branches of government and appropriating different administrative, judicial and political initiatives, have been the absence of a code of conduct for the public officials, the lack of effective systems for recruitment, training compensating and promotion of civil servants

Source: [UNDP - National Human Development Report 1999](#)

4.2 Governance Reform Commission

The Governance Reform Commission set forth in the Peace Agreement shall be a vehicle for the promotion of the principles of good governance in Liberia.

The mandate of the Commission shall be to:

- Review the existing program for the Promotion of Good Governance in Liberia, with the objective of adjusting its scope and strategy for implementation;
- Develop public sector management reforms through assessment, reforms, capacity building and performance monitoring;
- Ensure transparency and accountability in governance in all government institutions and activities, including acting as the Public Ombudsman;
- Ensure subsidiarity in governance through decentralization and participation;
- Ensure a national and regional balance in appointments without compromising quality and integrity;
- Ensure an enabling environment which will attract private sector direct investment;
- Monitor, assess and report to the NTLA on the implementation and impact of activities undertaken to encourage the practice of good governance in Liberia.

4.3 Legal basis

Standing Orders for the Civil Service.

Standing Orders for the Civil Service, 1983, Civil Service Agency, Republic of Liberia, 44 p.

Provides comprehensive regulations governing employment in the civil service. Chapter 1 outlines the responsibilities of the Civil Service Agency, including the filling of vacant positions with qualified personnel and the maintenance of employee records. Chapter 2 contains definitions. Chapter 3 governs appointments. All appointments shall be channelled through the Civil Service Agency, and appointees must have passed the civil service examination. Disciplinary matters are contained in

Chapter 4, including penalties for specified offences. Chapter 5 covers salaries and attendance, and sets hours of work at seven hours a day. Chapter 6 regulates grievance procedures, including matters related to the Board of Appeals. Annual leave, sick leave, maternity leave and other forms of paid leave are treated in Chapter 7. Chapter 8 regulates performance appraisals.

Liberia's Labour Practices Law, section 4506, bans public servants from organizing and thus from exercising their right to strike.⁸

Source: [International Labour Organization - NATLEX - Liberia: Public and civil servants](#)

4.2 Recruitment

Source: [Institution](#) - [Title](#) (year)

4.3 Promotion

Source: [Institution](#) - [Title](#) (year)

4.4 Training

Source: [Institution](#) - [Title](#) (year)

4.5 Gender

Source: [Institution](#) - [Title](#) (year)

⁸ [Department for Government and Labour Law and Administration \(ILO\)](#)

5. Ethics and Civil Service

5.1 Corruption

2003 CPI Score relates to perceptions of the degree of corruption as seen by business people and country analysts and ranges between 10 (highly clean) and 0 (highly corrupt).

Corruption Perceptions Index							
Rank	Country	2003 CPI Score	Surveys Used	Standard Deviation	High-Low Range	Number Inst.	90 percent confidence range
1	Highly clean	9.7	8	0.3	9.2 - 10.0	4	9.5 - 9.9
..	Liberia
133	Highly corrupt	1.3	8	0.7	0.3 - 2.2	6	0.9 - 1.7

Source: [Transparency International - Corruption Perceptions Index 2003](#)

Surveys Used: Refers to the number of surveys that were used to assess a country's performance. 17 surveys were used and at least 3 surveys were required for a country to be included in the CPI.

Standard Deviation: Indicates differences in the values of the sources. Values below 0.5 indicate agreement, values between 0.5 and c. 0.9 indicate some agreement, while values equal or larger than 1 indicate disagreement.

High-Low Range: Provides the highest and lowest values of the sources.

Number Institutions: Refers to the number of independent institutions that assessed a country's performance. Since some institutions provided more than one survey.

90 percent confidence range: Provides a range of possible values of the CPI score. With 5 percent probability the score is above this range and with another 5 percent it is below.

"The leadership of the National Transitional Legislative Assembly (NTLA) has diagnosed several causes of corruption within Liberia, naming low salaries for civil servants as a major factor for corruption.

Accordingly, the Legislators want L\$4,000 as the least pay in Government to ensure that civil servants are not corrupt. Their diagnoses and recommendations were made at a three-day workshop in January 2004 at the Public Affairs Auditorium of the United States Embassy in Mamba Point, Monrovia. Setting as the bases for their recommendations at the end of the workshop, the Lawmakers said the lack of education and understanding of government, dishonesty and greed, lack of accountability and the lack of commitment have been responsible for rampant corruption in the country.

Consequently, Transitional Legislators made a five-point recommendation to curb the lack of education and understanding of government. Amongst the recommendations, they said there should be persistent workshops by relevant institutions such as the Liberian Institute of Public Administration (LIPA) and partners of the Liberian Government to educate public officials on the function of Government.

"Besides, civil education should be taught in all schools and that the LIPA should be supported by the Commission on Good Governance," the Legislators maintained.

They indicated how placement test should also be a pre-requisite for the employment of civil servants, and that there should be a vigorous media campaign to create awareness that appointment in government is service oriented and not intended for self-enrichment. The Legislators also recommended that punitive measures be meted to officials or employees dismissed for corruption. They agreed that dismissing someone in the absence of judicial action to serve as deterrent would not help to

curb corruption from the society. They also expressed the need for government to establish an anti-corruption commission. The NTLA members also spoke against the lack of accountability, and proposed an expenditure and public account committee in the Legislature and said there is a need for the Bureau of Audit to be placed under the Legislature for the purpose of check and balance. All major contracts between government or the State and private companies and concessions should be ratified, they opined.

However, they maintained that the underpayment of civil servants was the major cause of corruption. Civil servants' salary, they observed, is so low that it cannot buy them a bag of rice, pay their children's school fees and at the same time cater to their spouses. "Because of this, those in civil service are bent on squandering public funds to ensure that they meet their goals in life", the lawmakers argued.

On the other hand, they said the merit system should be enforced in government and that economic benefits such as transportation fares and other incentives should be given to ensure that public servants are not corrupt in the performance of their duties to the detriment of the state."

Source: allAfrica.com - Causes on Corruption

6. e-Government

e-Government Readiness Index:

The index refers to the generic capacity or aptitude of the public sector to use ICT for encapsulating in public services and deploying to the public, high quality information (explicit knowledge) and effective communication tools that support human development.

The index is comprised of three sub-indices: Web Measure Index, Telecommunications Infrastructure Index and Human Capital Index.

Web Measure Index:

A scale based on progressively sophisticated web services present. Coverage and sophistication of state-provided e-service and e-product availability correspond to a numerical classification.

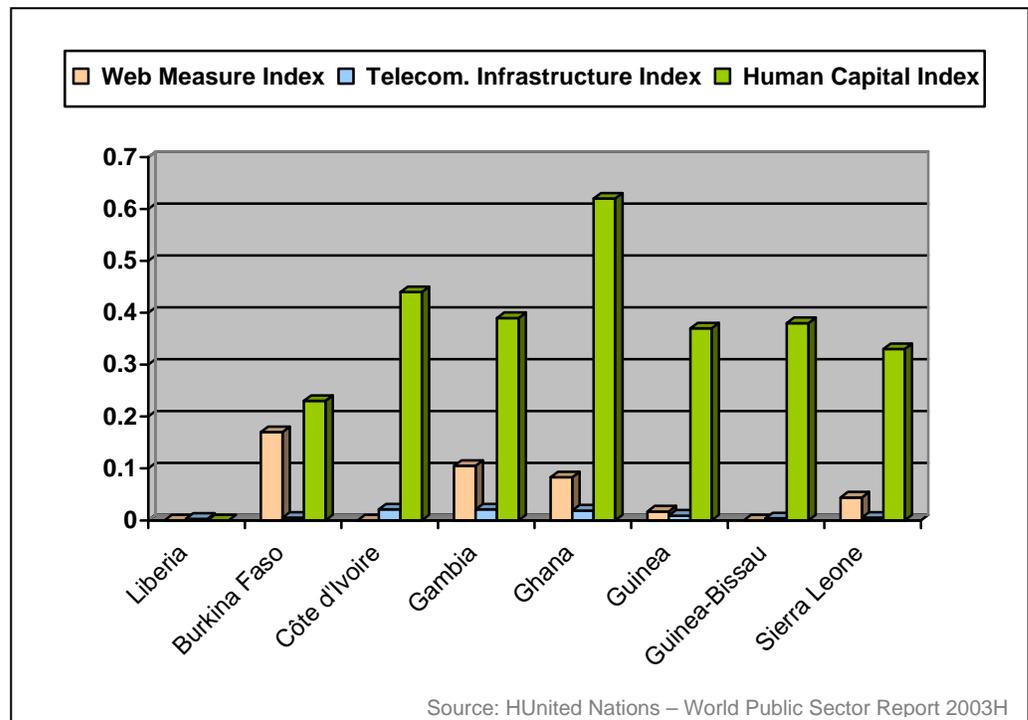
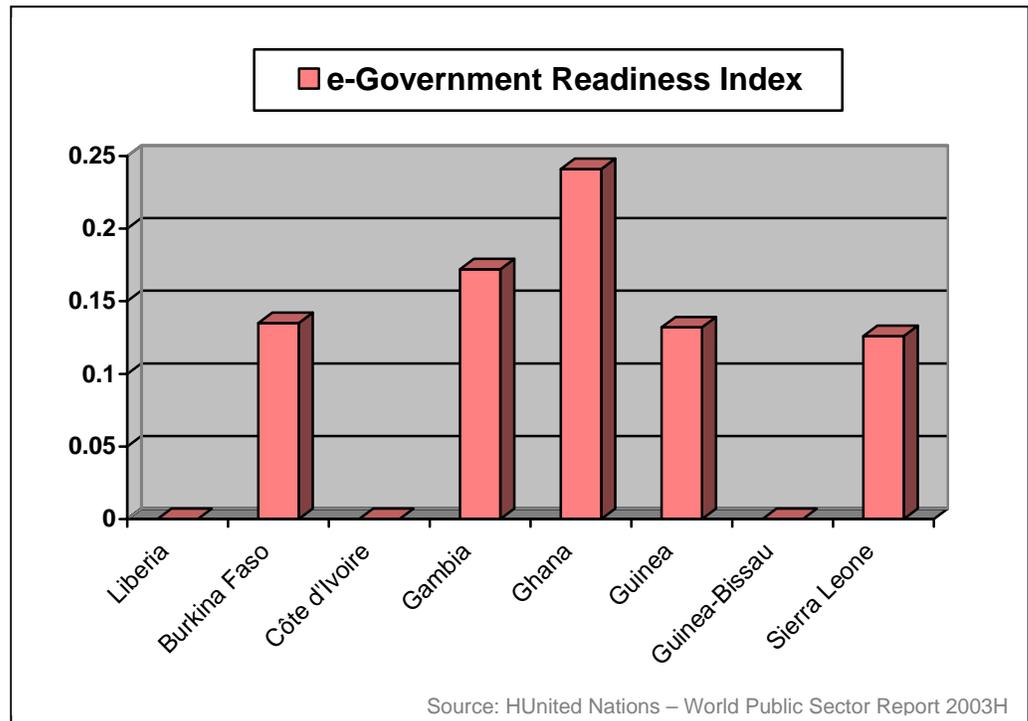
Telecommunications Infrastructure Index:

A composite, weighted average index of six primary indices, based on basic infrastructural indicators that define a country's ICT infrastructure capacity.

Primary indicators are: PC's, Internet users, online population and Mobile phones. Secondary indicators are TVs and telephone lines.

Human Capital Index:

A composite of the adult literacy rate and the combined primary, secondary and tertiary gross enrolment ratio, with two thirds of the weight given to adult literacy and one third to the gross enrolment ratio.



e-Participation Index:

Refers to the willingness, on the part of the government, to use ICT to provide high quality information (explicit knowledge) and effective communication tools for the specific purpose of empowering people for able participation in consultations and decision-making both in their capacity as consumers of public services and as citizens.

e-information:

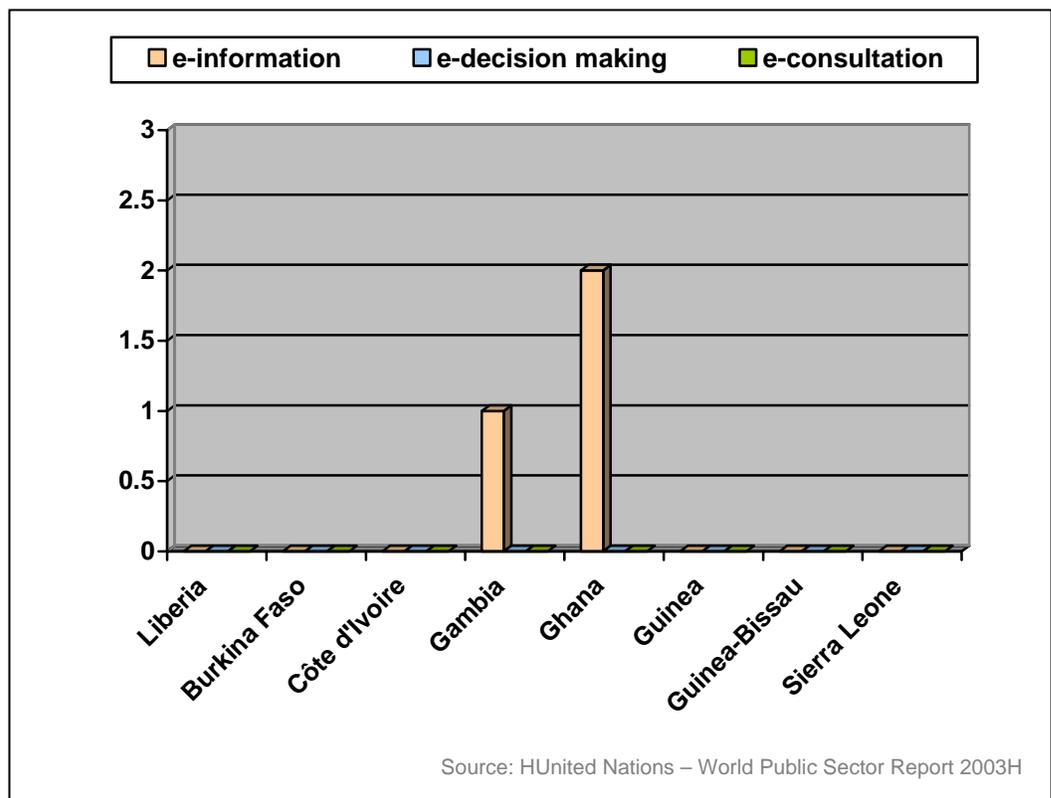
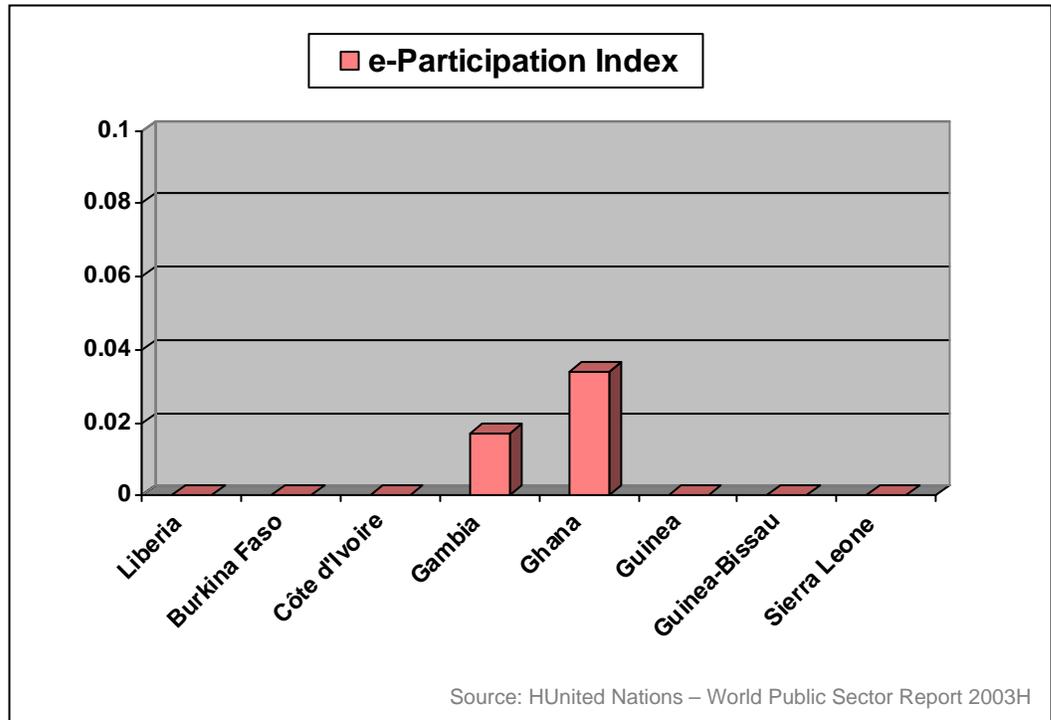
The government websites offer information on policies and programs, budgets, laws and regulations, and other briefs of key public interest. Tools for disseminating of information exist for timely access and use of public information, including web forums, e-mail lists, newsgroups and chat rooms.

e-decision making:

The government indicates that it will take citizens input into account in decision making and provides actual feedback on the outcome of specific issues.

e-consultation:

The government website explains e-consultation mechanisms and tools. It offers a choice of public policy topics online for discussion with real time and archived access to audios and videos of public meetings. The government encourages citizens to participate in discussions.



7. Links

7.1 National sites

Authority	Topic

7.2 Institutional sites

Institution	Topic
Accra Peace Agreement - Part 8	http://www.usip.org/library/pa/liberia/liberia_08182003_toc.html
African Development Bank (ADB)	http://www.afdb.org/
African Training and Research Centre in Administration for Development (CAFRAD)	http://www.cafrad.org/
African Union (AU)	http://www.africa-union.org/
European Union (EU)	http://europa.eu.int/comm/development/ACP_countries
International Labour Organization (ILO) - NATLEX	http://www.ilo.org/dyn/natlex/natlex_browse.home
New Partnership for Africa's Development (NEPAD)	http://www.nepad.org/
United Nations Development Programme (UNDP)	http://www.ml.undp.org/
United Nations Economic Commission for Africa (ECA)	http://www.uneca.org/
UNPAN	http://www.unpan.org/virtual_library-byregion.asp
USAID	http://www.usaid.gov/locations/liberia
World Bank (WB)	http://www.worldbank.org/afr/ml/