



# **CABINET GUIDE**

## **FOR MINISTRIES, AGENCIES AND COMMISSIONS**

**Cabinet Secretariat  
Ministry of State for Presidential Affairs  
APRIL 2015**



## **Preface by the Director-General of the Cabinet**

The *Cabinet Guide for Ministries, Agencies and Commissions* (the *Guide for MACs*) has been prepared to help Ministries, Agencies and Commissions (MACs) support the Cabinet. It provides information and advice about Cabinet processes and procedures to be followed by MACs and on Cabinet Secretariat requirements for documents being produced for Cabinet by MACs.

Liberia faces, and will face for a long time, substantial economic, social and environmental challenges. Meeting and overcoming those challenges requires the government to deliver services to the people of Liberia in a coordinated, effective way.

The Cabinet is the main coordinating mechanism of the Government of Liberia. Cabinet considers major strategic, policy and administrative issues and makes decisions on those issues using information provided by Cabinet Members and their MACs. The consideration of those issues must be informed by well prepared, properly argued proposals which contain objective evidence to support recommendations for action. Given Liberia's limited resources, it is essential that any proposal to use those limited resources is based on verifiable information and accurate data.

MACs are responsible for ensuring that documents being prepared for Cabinet are accurate, concise and meet Cabinet Secretariat guidelines and requirements. These guidelines and requirements are designed to help the President and Cabinet Members carry out their duties.

The *Guide for MACs* sets out those guidelines and requirements, which MACs must follow when preparing material for Cabinet and when reporting back to Cabinet on the implementation of Cabinet Decisions.

The *Guide for MACs* seeks to help MACs produce high quality, well-informed and relevant documents and presentations. The *Guide for MACs* stresses the need for MACs to meet Cabinet Secretariat deadlines for providing documents and other material to the Cabinet.

The *Guide for MACs* highlights:

- The types of issues which Cabinet considers
- The importance of preparing high standard Cabinet Proposal Summaries and Presentations
- The Cabinet Secretariat templates for documents to be considered by Cabinet
- Submitting Agenda items for Cabinet meetings
- The importance of providing accurate and verifiable evidence in Policy Document Summaries and Presentations to support the recommendations presented to Cabinet
- The role of Cabinet Sub-Committees
- The monitoring of the implementation of Cabinet Decisions and subsequent follow-up



**CABINET SECRETARIAT, MINISTRY OF STATE FOR PRESIDENTIAL AFFAIRS**

The procedures and processes set out in the *Guide for MACs* are to be followed by MAC staff whenever material is being prepared for Cabinet. They are designed to support the Cabinet in its work of leading the rebuilding and development of Liberia.

Cabinet Secretariat staff are always available to give advice and further information on Cabinet matters. Cabinet Secretariat staff contact details are at Appendix 3 on page 20.

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April 2015



**Contents**

<b>1. Introduction .....</b>	<b>5</b>
<b>2. The Cabinet .....</b>	<b>5</b>
<b>3. Types of Document submitted to the Cabinet .....</b>	<b>6</b>
<b>4. The Cabinet Secretariat .....</b>	<b>6</b>
<b>5. Items which should be brought to Cabinet for endorsement .....</b>	<b>7</b>
<b>6. Requesting Placement on the Cabinet Agenda .....</b>	<b>8</b>
<b>7. Evidence in Cabinet Policy Documents .....</b>	<b>9</b>
<b>8. Cabinet Policy Document Summary Requirements .....</b>	<b>10</b>
<b>9. Cabinet PowerPoint Presentation Requirements.....</b>	<b>12</b>
<b>10. The role of the MAC Cabinet Focal Person (CFP).....</b>	<b>13</b>
<b>11. Cabinet Sub-Committees .....</b>	<b>13</b>
<b>12. Monitoring the Implementation of Cabinet Decisions .....</b>	<b>15</b>
<b>APPENDIX 1 – Cabinet Members .....</b>	<b>16</b>
<b>APPENDIX 2 – Cabinet Sub-committee membership and corresponding AfT Pillars .....</b>	<b>18</b>
<b>APPENDIX 3 – Cabinet Secretariat Contact Information .....</b>	<b>200</b>
<b>APPENDIX 4 – Role and functions of Cabinet Focal Persons.....</b>	<b>21</b>
<b>APPENDIX 5 – Cabinet Agenda Request Form .....</b>	<b>22</b>
<b>APPENDIX 6 - Cabinet Policy Document Summary template.....</b>	<b>28</b>
<b>APPENDIX 7 – Cabinet Power Point Presentation Guidelines .....</b>	<b>31</b>
<b>APPENDIX 8 – Secure management of Cabinet documents .....</b>	<b>32</b>



## **1. Introduction**

The *Guide for MACs* has been prepared by the Cabinet Secretariat in the Office of the President, Ministry of State for Presidential Affairs, to support the effective operations of the Cabinet.

It should be read and followed by all Ministries, Agencies and Commissions (MACs) whenever preparing material to be considered by Cabinet.

The Cabinet Secretariat welcomes all suggestions for improvements to the *Guide for MACs*. Please contact Secretariat staff, listed in Appendix 3 at page 20.

## **2. The Cabinet**

The Cabinet is the central coordinating mechanism of the government. It consists of the President, the Vice-President, and 28 Members (Ministers, Directors-General and senior Advisors to the President).

The Cabinet system is a key part of government and fulfills a crucial role in facilitating dialogue, cooperation and coordination in decision-making at the highest level. It is where Cabinet Members' individual responsibilities for their Ministry, Agency or Commission mesh with their collective responsibility for government as a whole.

Collectively, the Cabinet

- Assists the President develop the government's strategic direction and specific policies for economic and social growth;
- Helps the President monitor the implementation of government priorities set out in the Agenda for Transformation; and
- Helps the President manage the cost-effective delivery of government services to the community.

Cabinet considers suggested policy proposals for social and economic development and looks at them in the context of the entire range of government activities and priorities.

Cabinet approves policies and programs, oversees their implementation and approves draft legislation to be introduced in the Legislature by the Executive. All Cabinet Members share collective responsibility for each of the policies and decisions made by Cabinet and for their implementation by the areas of government for which they are responsible.

By having most Ministries, Agencies and Commissions represented in Cabinet, information, views and perspectives from across government can be taken into account when issues are being discussed and decisions are being made.



The Cabinet membership is listed in Appendix 1 at page 16 of this Guide.

### **3. Types of Document submitted to the Cabinet**

Three types of documents are prepared to assist Cabinet Members consider issues on which they have to make decisions.

1. Cabinet Policy Documents set out complete proposals which articulate clear policy objectives, challenges, legal frameworks and operational and implementation issues. They contain recommendations and are supported by evidence and consultation with stakeholders. The proposal is being submitted to the Cabinet for consideration and endorsement. While there is no specific format for policy documents, they should be comprehensive, well written and clearly set out all the supporting arguments, including independent and verifiable evidence, and details of stakeholder consultation.
2. Cabinet Policy Document Summaries provide a short, structured explanation of a Cabinet Policy Document in order to brief Cabinet Members. They should summarize the main points in 2 to 5 pages using a standard format and consistent set of headings to give Cabinet Members a clear and comprehensive outline of the policy document. The Cabinet Secretariat requirements for preparing Cabinet Policy Document Summaries are set out in Section 8 of this Guide.
3. Cabinet Presentations are PowerPoint documents used by Cabinet Members to make presentations during Cabinet Meetings, providing key points in an audio-visual format. Cabinet Presentations must accurately reflect the contents of the Cabinet Policy Document for the particular policy, project or program being considered. They should consist of no more than 20 slides as only 20 minutes is allocated for each Presentation during a Cabinet Meeting. Cabinet Secretariat guidelines for preparing Cabinet Presentations are discussed in Section 9 of this Guide.

### **4. The Cabinet Secretariat**

The Cabinet Secretariat is responsible for ensuring that Cabinet processes and logistics run smoothly and efficiently. The Secretariat is located in the Office of the President, Ministry of State for Presidential Affairs, and is headed by the Director-General of the Cabinet, who is a member of Cabinet and reports to the President on all Cabinet matters.

The Secretariat identifies issues for consideration by Cabinet, maintains rolling work plans for Cabinet and Cabinet Sub-Committees, organizes Cabinet meetings, Cabinet Retreats and Presidential county tours and makes sure that presentations to Cabinet are delivered smoothly.



### CABINET SECRETARIAT, MINISTRY OF STATE FOR PRESIDENTIAL AFFAIRS

The Secretariat also works to coordinate policy development across the Government and to identify issues that require Cabinet consideration and endorsement.

Specific Cabinet Secretariat tasks include:

- Designing and maintaining Schedules of Cabinet Meetings, Cabinet Retreats and Presidential county tours
- Organizing and coordinating all Cabinet meetings and related activities
- Drafting the Agenda for Cabinet meetings and submitting it to the President
- Receiving and reviewing draft Cabinet Policy Documents and Cabinet Policy Document Summaries submitted by MACs for distribution to the Cabinet
- Receiving Cabinet Presentations (PowerPoints) in electronic and hard copy formats for distribution to the Cabinet
- Taking notes and writing the Minutes of Cabinet meetings and submitting them to the President and the Cabinet
- Recording and distributing Decisions taken at Cabinet meetings and monitoring and following up the implementation of those Decisions
- Briefing the President and Cabinet on the implementation of Cabinet Decisions and providing other updates
- Maintaining a Calendar of Cabinet Activities
- Building the capacity of Cabinet Secretariat staff and Cabinet Focal Persons (CFPs)
- Archiving all Cabinet documents for confidential storage and easy retrieval and giving advice to MACs on the secure storage of Cabinet documents
- Keeping records of Cabinet Sub-Committee Meetings and Agendas (agendas for Cabinet Sub-Committees are suggested by the chairs of the Sub-Committees)

The objective of the Cabinet Secretariat is to ensure that Cabinet processes support the President and Cabinet Members so that the Cabinet is able to make effective decisions that drive the delivery of government priorities to bring about tangible economic and social improvements for Liberia.

Cabinet Secretariat staff and their roles, responsibilities and contact details are listed in Appendix 3 at page 20 of this Guide.

#### **5. Items which should be brought to Cabinet for endorsement**

An item for decision should be brought to Cabinet if it:

- ✓ Is at the President's request
- ✓ Affects several Ministries, Agencies or Commissions and involves implementation across one or more sectors
- ✓ Is a matter of significant national interest



**CABINET SECRETARIAT, MINISTRY OF STATE FOR PRESIDENTIAL AFFAIRS**

- ✓ Is particularly complex, sensitive or controversial
- ✓ Has major social, political, economic or financial implications
- ✓ Is draft legislation

An item for decision should not be brought to Cabinet if it:

- χ Does not fall into one of the six categories above; or
- χ Relates only to the day-to-day delivery of a Ministry's, Agency's or Commission's individual responsibilities.

If an item

- ✓ is for Cabinet Members' information only; or
- ✓ requires final endorsement by Cabinet but all MACs with a policy or implementation interest in the matter have been consulted and there is agreement and no significant discussion is expected then it can be considered by Cabinet without being listed as a specific Agenda item.

Such an item should be raised under the permanent Agenda item 'Any Other Business' (A.O.B.). Advance notice of items to be raised under A.O.B. must be given to the Director-General of the Cabinet (DG-C) as early as possible by letter, text message or e-mail, but no later than the day before the Cabinet meeting.

## **6. Requesting Placement on the Cabinet Agenda**

All Agenda Item requests must be made to the DG-C at least one week in advance of the scheduled Cabinet meeting. Last minute additions to the Cabinet Agenda will be allowed only in exceptional circumstances.

Any request for a matter to be considered by Cabinet (as either an Agenda item or as A.O.B) must be made by a Cabinet Member. After the request is received the DG-C will instruct the Cabinet Secretariat Policy Officer to consult with the requesting Cabinet Member's office to facilitate the processing of the request.

The Policy Officer will firstly ask for the full title and subject of the request and whether the matter is to be listed as an Agenda item (if Cabinet is being asked to make a decision on the issue) or whether it should be raised under A.O.B. (if it is for information only). Section 7 above deals with the types of matters which should be brought to Cabinet and whether they should be Agenda items or should be considered under A.O.B.

The Policy Officer will request that a Cabinet Agenda Request Form (CARF) be completed for the Agenda item. The CARF asks for the following information:



**CABINET SECRETARIAT, MINISTRY OF STATE FOR PRESIDENTIAL AFFAIRS**

- The purpose, goals and objectives of the proposed policy
- A brief description of the proposed policy
- Details of stakeholder consultation
- Expected benefits and impacts
- Funding source(s)
- Implementation plan
- Recommendation(s) to Cabinet for endorsement

A copy of the Cabinet Agenda Request Form is Appendix 5 at page 22 of this Guide.

Where a Cabinet Policy Document Summary is being prepared, the Policy Officer will ensure that the MAC staff preparing the document have copies of the Cabinet Secretariat Policy Document Summary template and are aware of the Secretariat requirements for Cabinet Policy Document Summaries.

Where a Cabinet Presentation is also being prepared, the Policy Officer will ensure that staff preparing the Presentation have copies of the Cabinet Secretariat Presentation Guidelines.

The Cabinet Secretariat will review the request and advise on whether it meets the criteria for Cabinet consideration. If it does not, the Cabinet Secretariat will work with the requesting MAC to make improvements to help the request meet the criteria.

A draft Cabinet Agenda is prepared by the Cabinet Secretariat and submitted by the DG-C to the President for consideration. A list of tentative Agenda items is usually included in the Cabinet Citation sent to Cabinet Members by the DG-C before the meeting to confirm the date and time of the meeting. The Cabinet Agenda, when approved by the President, is given to Cabinet Members at the meeting.

## **7. Evidence in Cabinet Policy Documents**

The complexity of the challenges facing Liberia means that Cabinet must be given the most accurate and relevant evidence available to support the recommendations they are considering.

To justify using scarce resources, Cabinet should be given evidence of the need for government action. This can come from many sources, including government statistics or special surveys, feasibility studies, qualitative case studies or data collected through management information systems or project monitoring. But the evidence must be objective and able to be independently verified.

Evidence should also be provided about the nature of the problem so that the Cabinet can be confident it is considering measures to address underlying causes and not just symptoms. Evidence of the nature of the problem may come from formal evaluations of the impact of



previous actions, implementation reports on how civil servants or others responded to previous government Decisions or direct research into attitudes and capabilities.

Cabinet should be given evidence of what works and in which circumstances to enable Cabinet Members to assess whether the proposed interventions are likely to be effective.

To have a positive impact, proposed policies and programs must be able to be implemented effectively in a realistic timeframe. Cabinet Members proposing policies and programs or other government actions must assure Cabinet that what they are proposing is aligned with the *AfT*.

Evidence based on experiences elsewhere is often available from international organizations or donors. Liberia can benefit from international best practice but ‘evidence’ from other countries must be carefully assessed, taking into account Liberian conditions, local capacity and the environment in which proposed policies or programs would be implemented.

## **8. Cabinet Policy Document Summary Requirements**

To enable Cabinet Members to make the best decisions about matters submitted to Cabinet, they must be given relevant, accurate and comprehensive information on the issues being considered. This information is provided in Cabinet Policy Documents which:

- Set out options. In this case the document can be an initial discussion of a specific problem or opportunity and will give the Cabinet alternatives as to how the problem or opportunity could be handled;
- Recommend a strategy. The document can suggest a broad strategic approach to a policy issue and outline how the suggested approach aligns with the *Agenda for Transformation and Liberia Rising-2030*; and
- Seek approval for a specific course of action. The document can put forward a recommended policy, project or program with fully developed and detailed supporting arguments, relevant evidence to underpin the arguments, complete and accurate costing, clear and concise recommendations and a realistic implementation timeline.

To give the President and Cabinet Members a concise explanation of the contents of each policy document, a 2 to 5 page Cabinet Policy Document Summary is prepared setting out the key information in a clear, easy to follow and consistent format. Cabinet Policy Document Summaries must be completed using a Cabinet Secretariat template.

The Policy Document Summary must include all economic impacts such as costs to the government, actual or potential savings and whether there is any anticipated revenue generation. If there are costs involved, the Policy Document Summary must state clearly whether funds are included in the Budget or will come from external sources.



The Policy Document Summary must also say explicitly if the issue has been discussed in Cabinet before. If it has been, the date of the last discussion and the outcome of that discussion must be included.

The Cabinet Secretariat reviews Policy Document Summaries before they are presented to Cabinet. The Secretariat will not accept any that do not meet Cabinet quality standards set out in the Cabinet Agenda Request Form and the Cabinet Policy Document Summary template. If a draft does not meet those standards, the Secretariat will provide guidance on what is required and may work with you to bring it to an acceptable level for Cabinet. This may require postponement until a later Cabinet meeting.

A checklist for an effective Policy Document Summary is set out below.

- **Purpose, goals and objectives of the proposal**
  - Is the proposal a development priority?
  - Do the proposal's goals align with the *Agenda for Transformation (AfT)*?
  - Are the goals and objectives clearly spelt out?
  - Is the proposal a new policy?
  - Have alternative approaches/options been considered?
- **Brief description of the proposal**
  - Are the main points clearly set out?
  - Is accurate and verifiable evidence provided to support the proposal?
  - Is the evidence used to support the proposal gathered from research based on national demography?
  - Is the evidence used to support the proposal based on international best practice?
- **Stakeholder consultation**
  - Are the stakeholders for the proposal identified, including other MACs?
  - Were consultation meetings held with stakeholders?
  - Were *AfT* cross cutting issues included in the stakeholder consultation?
  - Are the outcomes of the consultation clearly explained?
- **Expected benefits and impacts**
  - Are the expected benefits of the proposal clearly listed
  - Are the benefits direct or indirect?
  - Are there identified groups or counties who will be affected, either positively or negatively, by the proposal
- **Funding source(s)**
  - Is the total cost clearly stated?
  - Does this include the cost of any feasibility studies?
  - Are there funds in the current Budget for the proposal
  - Are the total costs of the proposal fully included in the Budget?



- Are the total costs only partially covered by the Budget?
- Are donor funds required for implementation?
- Is there a funding shortfall?
- **Implementation**
  - Is there a clear Implementation Plan?
  - Will other MACs need to be involved in implementing the proposal?
    - Is this made clear in the Implementation Plan (IP)?
    - Have the other MACs been consulted on the IP?
  - Is there a timeline or target date(s) to monitor implementation?
  - Is legislation required?
- **Recommendation(s) to Cabinet**
  - Are there clear and concise recommendations?

When preparing a Policy Document Summary, follow the template structure and complete all sections. The completed document must be sent electronically to the Cabinet Secretariat at least three working days before the Cabinet meeting.

The Cabinet Policy Document Summary template is Appendix 6 at page 28 of this Guide.

## **9. Cabinet PowerPoint Presentation Requirements**

PowerPoint Presentations for Cabinet meetings must be well structured and clear. They should be prepared using the Cabinet Secretariat Presentation Guidelines which each MAC CFP has and which are contained in this Guide. The draft Presentation must be submitted to the Cabinet Secretariat three working days in advance.

The Presentation document must be an accurate and concise summary of the Cabinet Policy Document and must contain all the main points of the Cabinet Policy Document.

To be effective, the PowerPoint Presentation should:

- explain simply what is being suggested or requested;
- explain all the main issues relevant to what is being suggested or requested;
- set out the costs involved (to both Government of Liberia and/or donors);
- report on which organizations (both government and non-government) have been consulted and the results of that consultation;
- outline implementation timelines and targets; and
- set out clearly the recommendations to the Cabinet.

Individual slides should not be too complicated or try to incorporate too many display techniques such as animation, transitions or dissolves. Generally do not use more than 3 to 5 points per slide.



The Presentation should last no more than 20 minutes to allow time for discussion. The content must be completely consistent with any other information on the item that has been circulated to Cabinet Members either before the Cabinet meeting or at the Cabinet meeting.

Staff assisting their Cabinet Member make a Presentation to Cabinet should arrive with the final version of the Presentation at least thirty (30) minutes before the Cabinet meeting. This gives Cabinet Secretariat staff time to properly set up the Presentation, scan the USB for viruses and queue all presentations for the meeting. The 28 hard copies of the Presentation script required for distribution must be given to the Secretariat at this time.

Cabinet Presentation Guidelines are Appendix 7 at page 31 of this Guide.

### **10. The role of the MAC Cabinet Focal Person (CFP)**

Each Cabinet Member will have a Cabinet Focal Person (CFP) who is a liaison point between the Cabinet Member's office and the Cabinet Secretariat on operational matters. The CFP receives Cabinet material from the Secretariat and relays information to the Cabinet Member from the Secretariat and from the Cabinet Member back to the Secretariat.

The CFP is a Civil Service MAC employee who, in addition to his or her other duties, has been chosen by the Minister or Agency or Commission Head to be the bridge between the MAC and the Cabinet Secretariat. The CFP should know about policy documents being prepared for Cabinet in his or her MAC and should be aware of the progress of implementation of Cabinet Decisions for which the MAC is responsible.

The CFP is a resource to make interaction between a Cabinet Member's office and the Cabinet Secretariat quicker, more efficient and more effective and has detailed knowledge of Cabinet Secretariat requirements including guidelines on how to prepare and process Cabinet Policy Document Summaries and Cabinet Presentations.

The role and function of the Cabinet Focal Person are Appendix 4 at page 21 of this Guide

### **11. Cabinet Sub-Committees**

Cabinet has four Sub-Committees, aligned with four of the five *Agenda for Transformation (AfT)* pillars:

- Peace, Justice, Security and the Rule of Law Sub-Committee;
- Economic Transformation Sub-Committee;
- Human Development Sub-Committee; and
- Governance and Public Institutions Sub-Committee.



Sub-Committees serve as “think-tanks” on issues of national concern. They consider emerging national issues (political, socioeconomic, or cultural) which may have an impact on the effective implementation of the *AfT*, allowing Cabinet Members to look at a range of possible ways to respond to new or changed circumstances facing the government. Cabinet Sub-Committees can also be tasked by the President or the Cabinet to consider specific issues or problems.

Because Cabinet Sub-Committees are aligned with *AfT* pillars, they allow for sectoral approaches to initial consideration of the challenges identified. In order to focus their discussions, they can develop Issues Papers. From Issues Papers, policy documents can be crafted for consideration by the Cabinet.

Cabinet Members who are already chairs of *AfT* pillars, as identified by the Liberia Development Alliance (LDA), shall chair the corresponding Sub-Committee. In the absence of the Chair, a co-Chair who is a Cabinet Member can chair the Sub-Committee.

Cabinet Members can delegate their Sub-Committee roles to Deputy Ministers and Deputy Agency Heads. Sub-Committees can also facilitate technical contributions and advice from MAC technical experts and non-government experts and implementers in the civil society and private sectors.

Cabinet Sub-Committees report to Cabinet in either general terms (for the purpose of information) or in specific terms (on issues they have considered and formulated as policy documents for endorsement).

There is no specific Cabinet Secretariat format or template for Issues Papers but they should always be concise and clear in content and layout. They should include accurate and verifiable evidence of the existence of the issue and cite the sources of that evidence.

They should identify and briefly explain the matter being raised, give some history and outline its relevance to, and potential impact on, the social and economic development of Liberia. The Issues Paper should try to identify communities or groups who will be affected, either positively or negatively, and whether stakeholders, particularly NGOs and CSOs, are already working to develop responses to it. International experience or knowledge should be cited if it is relevant.

Issues Papers do not include recommendations but should suggest next steps to consider the matter, if the Cabinet Sub-Committee believes more work should be done.

Issues Papers are submitted to Sub-Committees by the MAC drafting the paper, after advising the Cabinet Secretariat of the paper’s title and subject. The Cabinet Secretariat does not review the content of the Issues Paper. There is no specific Cabinet Secretariat format or template for an Issues Paper, but the general principles of all Cabinet documents - clear purpose, concise writing and easy-to-follow explanations - should be followed.



After reviewing an Issues Paper, the Sub-Committee decides which MAC is responsible for drafting any subsequent policy documents needed for the Sub-Committee or for the Cabinet. If a policy document is to be prepared for consideration by Cabinet, the normal Cabinet Secretariat requirements and processes must be followed.

The Cabinet Secretariat coordinates the scheduling of Sub-Committee meetings. Draft Agendas are prepared by the MAC whose Cabinet Member formally chairs the Sub-Committee: the draft Agenda should be approved by the Chair or Co-Chair. A copy of the approved Agenda should be sent to the Cabinet Secretariat before the meeting.

A Cabinet Secretariat staff member may attend a Sub-Committee meeting to facilitate Cabinet processes and to prepare a summary of the discussion.

Cabinet Sub-Committee membership and corresponding *AfT* Pillars are Appendix 2 at page 18 of this Guide.

## **12. Monitoring the implementation of Cabinet Decisions**

The Cabinet Secretariat coordinates the follow-up of Cabinet Decisions in three ways:

1. The DG-C meets regularly with Cabinet Members and their principal deputies to discuss the progress and challenges faced by their MACs in implementing Cabinet Decisions. The DG-C provides a brief to the President and the Cabinet following these meetings;
2. At each Cabinet meeting two or three MACs are listed on the Agenda to brief the Cabinet on current priorities and issues facing them, including the implementation status of Cabinet Decisions for which the MAC is responsible; and
3. The Cabinet Secretariat maintains a matrix of Cabinet Decisions and every three months asks MACs (using a set template) for reports on progress in implementing Decisions for which the MAC is responsible. The information from this process is included in the DG-C's Update report at the beginning of Cabinet meetings.

The Cabinet Secretariat monitors the implementation of Presidential priority projects by asking Cabinet Members (through their MAC) to report every three months on progress in implementing agreed priority projects.

Every six months, the President meets with each Cabinet Member to discuss progress in implementing the agreed priority projects based on written advice from the Cabinet Member. The written advice is coordinated by the Cabinet Secretariat which provides Cabinet Members with a template for them to complete before the meeting with the President.



## **APPENDIX 1 – Cabinet Members**

Cabinet is chaired by the President, supported by the Vice-President, and consists of the following other Members (listed alphabetically other than the Director-General of the Cabinet):

- 1) Chairman of the National Investment Commission
- 2) Director General of the Civil Service Agency
- 3) Director General of the General Services Agency
- 4) Economic Adviser to the President (Minister of State)
- 5) Foreign Affairs Adviser to the President (Minister of State)
- 6) Legal Adviser to the President (Minister of State)
- 7) Minister of Agriculture
- 8) Minister of Commerce and Industry
- 9) Minister of Education
- 10) Minister of Finance and Development Planning
- 11) Minister of Foreign Affairs (Dean of the Cabinet)
- 12) Minister of Gender, Children and Social Protection
- 13) Minister of Health
- 14) Minister of Information, Culture and Tourism
- 15) Minister of Internal Affairs
- 16) Minister of Justice
- 17) Minister of Labor
- 18) Minister of Lands, Mines and Energy
- 19) Minister of National Defense
- 20) Minister of Posts and Telecommunications
- 21) Minister of Public Works
- 22) Minister of State for Presidential Affairs
- 23) Minister of State: Minister without Portfolio
- 24) Minister of Transport



## ***CABINET GUIDE FOR MACs***

**CABINET SECRETARIAT, MINISTRY OF STATE FOR PRESIDENTIAL AFFAIRS**

Page 17 of  
32

- 25) Minister of Youth and Sports
- 26) National Youth Policy Adviser to the President (Minister of State)
- 27) National Security Adviser to the President (Minister of State)
- 28) Director-General of the Cabinet



<b>APPENDIX 2 – Cabinet Sub-committee membership and corresponding AfT Pillars</b>	
<b>Committee</b>	<b>Membership</b>
<p>Peace, Justice, Security and Rule of Law <i>Agenda for Transformation Pillar 1</i> <i>Pillar Goal: Create an atmosphere of peaceful co-existence</i></p>	<ul style="list-style-type: none"> <li>• Minister of Justice (chair)</li> <li>• Minister of National Defence</li> <li>• Minister of Finance and Development Planning</li> <li>• Minister of Internal Affairs</li> <li>• Minister of Gender, Children and Social Protection</li> <li>• Minister of Information, Culture and Tourism</li> <li>• Minister of Health</li> <li>• Minister of Youth and Sports</li> <li>• Minister of State for Presidential Affairs</li> <li>• Minister of Public Works</li> <li>• National Security Adviser to the President</li> </ul>
<p>Economic Transformation <i>Agenda for Transformation Pillar 2</i> <i>Pillar Goal: To transform the economy so that it meets the demands of Liberians</i></p>	<ul style="list-style-type: none"> <li>• Minister of Lands, Mines and Energy (chair)</li> <li>• Minister of Commerce and Industry</li> <li>• Minister of State for Presidential Affairs</li> <li>• Minister of Finance and Development Planning</li> <li>• Minister of Public Works</li> <li>• Minister of Posts and Telecommunications</li> <li>• Minister of Agriculture</li> <li>• Minister of Health</li> <li>• Minister of Internal Affairs</li> <li>• Minister of Information, Culture and Tourism</li> <li>• Chairman of the National Investment Commission</li> <li>• Director-General of the Civil Service Agency</li> </ul>
<p>Human Development <i>Agenda for Transformation Pillar 3</i> <i>Pillar Goal: To improve quality of life</i></p>	<ul style="list-style-type: none"> <li>• Minister of Gender, Children and Social Protection (chair)</li> <li>• Minister of Finance and Development Planning</li> <li>• Minister of Education</li> <li>• Minister of Lands Mines and Energy</li> <li>• Minister of Health</li> <li>• Minister of Public Works</li> <li>• Minister of Justice</li> <li>• Minister of Agriculture</li> <li>• Minister of Labor</li> <li>• Minister of Youth and Sports</li> </ul>
<p>Governance and Public Institutions <i>Agenda for Transformation Pillar 4</i> <i>Pillar Goal: Create transparent, accountable and responsive public institutions</i></p>	<ul style="list-style-type: none"> <li>• Chairman of the Governance Commission (chair)</li> <li>• Director-General of the Civil Service Agency</li> <li>• Director-General of the General Services Agency</li> <li>• Minister of Justice</li> </ul>



## ***CABINET GUIDE FOR MACs***

Page 19 of  
32

**CABINET SECRETARIAT, MINISTRY OF STATE FOR PRESIDENTIAL AFFAIRS**

	<ul style="list-style-type: none"><li>• Minister of Finance and Development Planning</li><li>• Minister of Internal Affairs</li><li>• Minister of Gender, Children and Social Protection</li><li>• Minister of Information Culture and Tourism</li></ul>
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**APPENDIX 3 – Cabinet Secretariat Contact Information**

Further information and assistance is available from the Cabinet Secretariat. Contact details for Secretariat staff are set out below.

Name	Position	Responsibilities	Phone	Email
GENERAL OFFICE PHONE NUMBER 0888110955				
Hon Jordan B. Sulonteh	Director General of the Cabinet	Liaison with Cabinet members, management of the Secretariat, Agenda preparation	0880 885 088 0770 885 088	<a href="mailto:jsulonteh42@gmail.com">jsulonteh42@gmail.com</a>
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#### **APPENDIX 4 – Role and functions of Cabinet Focal Persons**

##### **Purpose:**

Under the supervision of Cabinet Members and with the assistance of the Cabinet Secretariat, CFPs will play a liaison role as the 'go-to' person in each MAC on questions of Cabinet processes and procedures on Cabinet matters, including schedules of meeting to be held, information on how to prepare quality policy documents and presentations for the Cabinet and outcomes of Cabinet discussions.

##### **Rationale:**

The rationale for the CFP is to provide more effective support to Cabinet Members to improve coordination between the Cabinet Secretariat and the Cabinet Members' Offices. This will ensure the timely distribution to Cabinet Members of Cabinet materials.

##### **Selection:**

Selection of the CFPs is at the discretion of each Cabinet Member. The selected CFP will be a Civil Servant who is already employed in the MAC and the person selected can be working either in the Cabinet member's office or in another part of the MAC.

##### **Benefits:**

Cabinet Members will receive Cabinet materials and information more promptly and will have a resource available to ensure that Cabinet documents and briefings are organized efficiently, saving Cabinet Member's time and helping them prepare more effectively for Cabinet meetings.

##### **Functions:**

Specific functions of the Cabinet Focal Persons (CFPs) include, but are not limited to, the following:

- The CFPs is an employee of the MAC who works closely with Cabinet Secretariat staff to ensure smooth handling of Cabinet Member's materials and information.
- The CFPs are the primary link between the Cabinet Secretariat and the Cabinet Member's Office.
- The CFPs receive and distribute to their Cabinet Member Cabinet information and/or documents.
- The CFPs are responsible to keep Cabinet Members informed and updated on all Cabinet matters provided by the Cabinet Secretariat.
- The CFPs will ensure, in cooperation with the Cabinet Member's Office, that Cabinet documents are properly recorded and stored to maintain confidentiality.

The CFPs do not have a policy role and are not automatically involved with policy decisions or policy proposals but at the discretion of the Cabinet Member they can assist with the preparation of Cabinet documents.

## **CABINET AGENDA REQUEST FORM**

### **Check list for preparation of Proposals to be included on the Cabinet Agenda**

#### **INTRODUCTION**

For a Cabinet discussion to be effective, proper documents need to be provided in advance to support all Agenda items. These documents must be well prepared. They should be clearly drafted and presented, carefully thought through, clear and concise.

This checklist has been developed by the Cabinet Secretariat to give guidance to any Ministry, Agency or Commission (MAC) on the preparation of a Cabinet Policy Document Summary, outlining what is required, and as the basis upon which the Cabinet Secretariat can support submitting MACs in meeting the standards outlined in this quality review process.

#### **GUIDELINES**

For each Cabinet Policy Document Summary, the Secretariat wants all documents presented to adhere to the standards in the checklist below. If any 'No' answers are recorded, it may be helpful to note the reason and suggested next steps.

Failure to adhere to this Checklist will trigger one or more of these actions:

- The draft Cabinet Policy Document Summary will be returned to the originating MAC with information on why it has not passed the quality review and what needs to be done to meet the requirements;
- Help will be given to the originating MAC to resolve quality issues by working with the Cabinet Policy Officer to ensure the draft Cabinet Policy Document Summary meets the quality criteria outlined (in cases of minor or easily solved issues and where swift resolution is required because of the importance of the proposal);
- The Cabinet Agenda item to which the Cabinet Policy Document Summary relates may be removed from the Cabinet Agenda (if the draft Cabinet Policy Document Summary does not meet the minimum requirement and needs extensive revision).



<b>CABINET AGENDA DOCUMENT CHECKLIST</b>		<b>CRITERIA TO BE MET?</b>			<b>IF 'NO' OR 'N/A'</b>	<b>NEXT STEPS</b>
		<b>Yes</b>	<b>No</b>	<b>N/A</b>	<b>REASON OR EXPLANATION</b>	
<b>A)</b>	<b>PURPOSE, GOALS AND OBJECTIVES OF THE PROPOSED POLICY/PROGRAM</b>					
	1. Is the purpose of the document to suggest a development priority/project?					
	2. Is the document proposing a new policy or program?					
	3. Are the expected goals/objectives spelled out clearly?					
	4. Are the expected goals/objectives aligned with GOL's development agenda?					
	5. Are alternative options considered for achieving the objectives of the proposed policy/program?					
<b>B)</b>	<b>BRIEF DESCRIPTION OF THE PROPOSAL</b>					
	1. Are the main components of the proposed policy/program summarized accurately and concisely?					



	2. Is independent and verifiable evidence provided to support the proposed policy/program as outlined?					
	3. Is the evidence gathered from research based on national demography (i.e. LISGIS)?					
	4. Is the evidence gathered based on consultancy (e.g. international best practice)?					
<b>C)</b>	<b>STAKEHOLDERS' CONSULTATION</b>					
	1. Are stakeholders for the proposed policy/program identified?					
	2. Were consultative meetings held with the relevant stakeholders?					
	3. Were cross-cutting issues relative to the proposed policy/program identified?					
	4. Were these cross-cutting issues discussed with, and consultation comments sought from, relevant Ministries, Agencies and Commissions (MACs)?					
	5. Are the results/outcomes of the consultative meetings reflected in the documents?					



<b>D) EXPECTED BENEFITS AND IMPACTS</b>					
1. Are the expected benefits of this proposed policy/program listed?					
2. Will the benefits be direct (i.e. social or economic)?					
3. Will the benefits be indirect (i.e. environmental, institutional, legal, or security)?					
4. Is there a specific population/county or counties that will be impacted by the proposed policy/program?					
5. Is the impact of the proposal tangible?					
6. Is the impact of the proposal intangible?					
<b>E) SOURCES OF FUNDING</b>					
1. Has the total cost of the proposed policy/program been calculated?					
2. Does the total cost of the proposed policy/program include any proposed feasibility study?					
3. Are there funds available in the MAC's current Budget to implement the proposed policy/program?					



**CABINET GUIDE FOR MACs**

**CABINET SECRETARIAT, MINISTRY OF STATE FOR PRESIDENTIAL AFFAIRS**

	4. Are the costs required to fund implementation fully allotted in the GOL Budget?					
	5. Are the costs required to fund implementation partially allotted in GOL Budget?					
	6. Will donor contributions be required to fund implementation?					
	7. Is there a funding gap?					
	8. Will donor contributions be used to fill the funding gap?					
<b>F)</b>	<b>IMPLEMENTATION/ WAY FORWARD PLAN</b>					
	1. Is there an Implementation Plan that sets out clear actions if the Cabinet endorses this policy/program?					
	2. Are any other Ministries, Agencies or Commissions (MACs) involved in the Implementation Plan?					
	3. Are there timelines or target dates that can be used for monitoring and evaluating the Implementation Plan?					
<b>G)</b>	<b>RECOMMENDATIONS TO CABINET</b>					
	1. Are there clear and concise recommendations that the Cabinet is being asked to consider?					



**CABINET GUIDE FOR MACs**

**CABINET SECRETARIAT, MINISTRY OF STATE FOR PRESIDENTIAL AFFAIRS**

	2. Is Cabinet being asked to endorse the proposed policy/program?					
	3. If the proposed policy/program is endorsed, will it require legislation being submitted to the National Legislature?					

## APPENDIX 6 - Cabinet Policy Document Summary template

### Cabinet Policy Document Summary

Proposing Cabinet Member	
Supporting Ministry, Agency or Commission	
Cabinet Secretariat Reference No:	
<b>TITLE OF PROPOSAL:</b>	
Date Submitted to Cabinet Secretariat (day/month/year):	
Has this proposal been considered by Cabinet before? <i>If Yes, what was the date of the Cabinet meeting and what was the outcome?</i>	

#### 1. Purpose, Goals and Objectives

*The nature of the proposal should be defined: Is it a new policy or program, a development project, new legislation or required amendments to existing legislation etc.*

*Give the purpose of the proposal, the goals/objectives expected to be achieved.*

- *Is the proposal a development priority?*
- *Do the proposal's goals align with the Agenda for Transformation?*
- *Clearly spell out the goals and objectives*

#### 2. Description

*The main components of the proposal should be set out.*

*A brief summary of the objective and verifiable evidence supporting the proposal should be included.*

*Any alternative options considered for addressing the issue should be included, with a short explanation justifying the selection of the chosen proposal.*



**3. Stakeholder Consultation**

*Identify the main stakeholders, including other MACs (specifically the Ministry of Finance and Development Planning for cost and revenue implications, the Ministry of Justice for legal implications, the Ministry of Labor and/or the CSA on employment issues).*

*Give details of consultation meetings held, including whether AfT cross cutting issues were included in the discussions. Clearly explain the outcomes of the consultation*

**4. Expected Benefits and Beneficiaries**

*Briefly describe the direct and indirect economic, social, environmental, institutional, legal or security consequences of pursuing the proposed course of action in terms of benefits to Liberia and its people.*

*Specific groups or geographical locations that will benefit from the proposal should be listed and, where possible, the benefits quantified.*

**5. Costs and Funding**

*Estimated life-time costs should be listed, including:*

- a) Costs that will be incurred to develop the proposal (e.g. feasibility study)*
- b) Costs required to build the project (capital costs)*
- c) Costs to maintain or run the proposal (annual running costs)*

*The source of funding (e.g. Government Budget, donor) should be identified including an indication of whether this funding has already been secured.*

*Some types of proposals will have no obvious costs but may require additional staff or other resources. These are costs which should be explained.*

*The extent to which funds are available in the current Budget to implement the proposal should be set out. If no funds are allocated in the current Budget this must be clearly stated.*

**6. Implementation**

*Include an Implementation Plan (IP) which has a realistic timeline and target date(s).*

*Will other MACs need to be involved in implementing the proposal? Is this made clear in the IP? Have the other MACs been consulted about the IP?*

*Include a clear indication of which MAC is accountable to the President for delivery.*

*If legislation is required state that here.*

**7. Communicating the outcome**

*If Cabinet approves the recommendations, how will this decision be communicated to the public, particularly to groups or external institutions directly affected? Specify the way this will be done (e.g. Ministerial speech, press release radio etc), with a draft of any media release attached as an annex.*



**8. Recommendations**

*Include clear, easy-to-follow and logically sequenced Recommendations for Cabinet to consider.*

*Where a number of decisions are requested, make each requested decision a separate Recommendation.*

Cabinet Member's Signature	
Date	



**APPENDIX 7 – Cabinet Power Point Presentation Guidelines**

**GUIDELINES FOR PREPARING A CABINET POWERPOINT PRESENTATION**

The structure of the Presentation must be clear and logical. The following general headings are suggested to help produce an informative and relevant Presentation:

- **The purpose, goals and objectives of what is being suggested in the Presentation**
  - i. Be clear and concise
  - ii. Use simple language
- **A brief description of what is being suggested**
  - i. List the main relevant issues
  - ii. Explain the benefits and impacts
- **The estimated costs**
  - i. To the Government of Liberia
  - ii. To donors
  - iii. To any other groups or organizations
- **Relevant and accurate evidence which supports what is being suggested**
- **Stakeholder consultation**
  - List the main stakeholders
  - List the outcomes of the consultation meetings with stakeholders
  - Were AfT cross cutting issues included in the stakeholder consultation?
- **Implementation**
  - Explain the Implementation Plan
  - Show the timeline or target date(s) for implementation
  - Is legislation required?
- **Recommendation(s) to Cabinet**
  - Give specific, clear and concise recommendations

Don't make individual slides too complex or too complicated or try to incorporate too many display techniques such as animation, transitions or dissolves. Don't make the slide so "busy" that the artwork or graphics distract viewers from the message. Generally do not use more than 3 to 5 points per slide.

Keep the Presentation concise and focused. Don't include too much information: Don't lose key points among lesser 'facts'.

The total time available for the Presentation and then questions from Cabinet Members is 40 minutes: 20 minutes for the Presentation itself and 20 minutes for discussion.

The content must be completely consistent with any other information on the item that has been circulated to Cabinet Members either before the Cabinet meeting or at the Cabinet meeting.



## **APPENDIX 8 – Secure management of Cabinet documents**

Special attention must be paid to keeping Cabinet documents confidential. The Director-General will issue periodic guidance on measures to ensure the confidentiality and proper handling of Cabinet documents. That guidance is based on the following principles:

### **Need to Know**

Documents submitted to, and discussed by, the Cabinet may not be disclosed except to those with a legitimate need to know. Both electronic and paper documents should be classified according to who may receive and view them. Up to date guidance will be provided by the Cabinet Secretariat

### **Traceability**

A common reference numbering system applies to all Cabinet documents. All access to Cabinet documents should be authorized, with a written record kept of all Cabinet documents received or sent. This must be available for periodic inspection by the Ministry of State for Presidential Affairs. The Cabinet Secretariat provides training to Cabinet Focal Points (CFPs) on how to manage Cabinet documents.

### **Responsibilities of CFPs**

Each MAC CFP, in conjunction with the Cabinet Secretariat, is responsible for ensuring the secure receipt, handling, distribution and storage of Cabinet documents in Ministries, Agencies and Commissions.