

PRESS TALKING POINTS

Director-General of Cabinet – Press Conference on the 2025 PMCS Results

Performance Management and Compliance System (PMCS) – Annual Appraisal Cycle 2025

Purpose of this Document

This briefing note sets out speaking points, key messages, and anticipated press questions for the Director-General of Cabinet's engagement with the media following the announcement of the 2025 PMCS results. It is designed to support a confident, consistent, and forward-looking presentation of the system's progress, the reforms that are driving improvement, and the role of citizen feedback in shaping government priorities.

1. Opening Statement

(Suggested remarks for delivery at the start of the press conference — approximately two to three minutes.)

Good morning, members of the press. Thank you for joining us today.

I am pleased to formally address you following the announcement of the 2025 results of the Performance Management and Compliance System — the PMCS. This system is the Government of Liberia's central framework for holding our Ministries, Agencies, and Commissions accountable for delivering on their mandates to the Liberian people.

The PMCS is not about paperwork. It is about whether government works. It is about whether the institutions funded by the Liberian taxpayer are planning well, delivering services, mobilizing resources responsibly, strengthening their internal systems, building the capacity of their people, and complying with the governance standards expected of any modern public institution.

The results we have announced reflect a government that is moving — deliberately and measurably — from a culture of activity to a culture of performance. The majority of our institutions are now performing at Very Good or Outstanding levels. That is a significant shift from where we stood at the Mid-Term Review earlier this year. It did not happen by accident. It is the product of reforms, training, honest feedback, and the hard work of institutions across government.

At the same time, we remain clear-eyed. A number of institutions are still not performing at the level Liberians deserve. Those institutions will receive focused support — and where necessary, firm expectations — in the 2026 cycle.

I will take your questions shortly. Before I do, allow me to share the key messages from this announcement.

2. Key Messages for the Press

The following are the four headline messages the Director-General should repeatedly anchor his responses to throughout the press conference:

- **Message 1** — The PMCS is working. The system is more credible, more rigorous, and more trusted than it was a year ago.
- **Message 2** — The majority of government institutions are now performing at Very Good or Outstanding levels — a substantial improvement over the Mid-Term Review.
- **Message 3** — Performance is no longer judged from the inside alone. Through the Citizens Feedback Mechanism, the voices of Liberians directly shape what government is measured against.
- **Message 4** — Underperformance will not be ignored. Institutions that are lagging will be supported and held accountable, to deliver.

3. What the 2025 Results Show (In General Terms)

- A clear majority of institutions were rated Very Good or Outstanding, meaning they met or exceeded the performance expectations set for them.
- A further portion were rated Satisfactory — meeting the basic standards but with identifiable areas for improvement.
- A smaller group of institutions fell into the Needs Improvement or other categories. These institutions will be the focus of intensive corrective support in the 2026 cycle.
- Across the system as a whole, the share of institutions in the top two performance bands has grown significantly since the Mid-Term Review, while the share in the lowest band has fallen substantially.
- The results cover a broad cross-section of government — ministries, agencies, commissions, and state-owned enterprises — and therefore reflect the performance of the public sector as a whole, not a narrow slice of it.

“What these results tell us is simple: when you set clear targets, measure honestly, and support institutions to deliver, performance improves. We have seen that at scale this year.”

4. What Drove the Improvement

The improvement between the Mid-Term Review and the Annual Appraisal was not automatic. It was the product of deliberate reforms to the PMCS itself and intensified support to institutions. The DG should emphasise the following drivers:

Reforms to the System

- Revised appraisal tools to improve scoring accuracy, reduce ambiguity, and ensure consistent application of the methodology.
- An expanded and certified Independent Verification Team — with more monitors, all of whom are required to pass certification examinations before deployment.
- A structured multi-level quality assurance process, with independent cross-checks at each review stage to protect the integrity of every score.
- Institutional feedback rounds, giving every institution the opportunity to present additional evidence and challenge findings before scores are finalized.

Support to Institutions

- Refresher training for PMCS Focal Persons across all institutions on evidence requirements, scoring criteria, and reporting standards.
- Refresher training on the Performance Management Information System (PMIS) to strengthen digital reporting and reduce manual errors.
- Mid-Term Review feedback shared institution by institution, with targeted follow-up on the three most common weaknesses: alignment of strategic plans with the ARREST Agenda for Inclusive Development (AAID), implementation challenges, and management oversight.
- Concurrent target setting for the 2026 cycle, so institutions move straight from one performance cycle into the next without losing momentum.

“The integrity of any performance system rests on whether people trust the score. We have invested heavily this year in making sure the PMCS score is one the public, the President, and the institutions themselves can stand behind.”

5. The Citizens Feedback Mechanism — Why Citizen Voice Matters

This is an area the DG should lean into strongly. It differentiates the Liberian model from conventional performance systems and speaks directly to the concerns of the press and the public.

Framing for the DG

A performance system that only listens to government is only half a system. The PMCS measures how well institutions execute against their plans. The Citizens Feedback Mechanism — the CFM — tells us whether those plans are actually making life better for Liberians. Together, they give us a complete picture: the view from inside government, and the view from the citizen at the service point.

The Value the CFM Brings

- **A voice for every citizen.** It gives citizens a direct, real-time channel to raise issues about the public services they are receiving — from service delays, to unfair treatment, to infrastructure gaps, to requests that never moved.
- **A ground truth on priorities.** The issues citizens raise become part of the evidence base that informs national priorities. Government is not guessing what matters; it is hearing it from the people who live it.
- **Sharper targeting of reforms.** Where citizen feedback points to chronic weaknesses in a particular institution or service, government can target resources, training, and reforms precisely where they are needed — rather than applying one-size-fits-all interventions.
- **An external check on performance.** The PMCS now looks beyond internal reporting. Citizen feedback gives verifiers an independent signal against which institutional claims can be cross-checked. An institution can no longer look good on paper if citizens are reporting a different experience on the ground.
- **A trust-building instrument.** When citizens see issues they raised being tracked, responded to, and reflected in government priorities, trust grows. Public trust is itself a performance outcome.

How the CFM Will Drive Better Performance Going Forward

- **Citizen-informed target setting.** Issues raised through the CFM will feed directly into the priorities, indicators, and targets institutions are measured against in future PMCS cycles — closing the loop between what citizens say and what government delivers.
- **Integration with the PMIS.** As the CFM and the PMIS are brought onto one integrated platform, the scoring framework will be able to incorporate service-level citizen feedback alongside internal performance evidence, strengthening accountability at the point of service delivery.
- **Early warning, not late verdicts.** Patterns in citizen feedback will inform early-warning reports to institutional leadership and to the Cabinet Office, allowing problems to be corrected during the performance cycle rather than discovered at its end.
- **A stronger link to the budget.** Over time, a richer citizen feedback dataset will also inform how resources are prioritised through the national budget process, anchoring public spending to the issues Liberians identify as most pressing.

“Our commitment is this: no Liberian should have to shout into the wind about a public service that is failing them. The Citizens Feedback Mechanism is how we make sure government hears, government acts, and performance improves — service by service, institution by institution.”

6. Challenges We Are Honest About

The DG should acknowledge challenges directly — this builds credibility rather than undermining it.

- A segment of institutions continue to underperform. This is not acceptable, and it will be the principal focus of corrective support in the 2026 cycle.
- Evidence quality remains uneven across government. Some institutions are reporting strong activity but cannot always produce the documentation to verify it. Strengthening evidence-based reporting is a continuing priority.
- Alignment between institutional strategic plans and the AAID is still improving. Not every institution has yet anchored its strategic priorities firmly to the national development agenda.
- Funding for performance management remains a constraint. Sustained institutionalisation of the PMCS requires predictable, dedicated resourcing through the national budget.
- Citizen feedback coverage needs to deepen. The CFM must continue to expand geographically and across service areas so that no part of the country or citizen group is under-represented in the evidence base.

7. Looking Ahead — The 2026 Cycle

- Target setting for 2026 is already underway, running in parallel with the closure of 2025, so institutions transition from one cycle to the next without losing momentum.
- Performance targets for 2026 will be more tightly aligned to the AAID and will better reflect the issues citizens are raising through the CFM.
- Institutions that were rated Needs Improvement or Unsatisfactory will receive structured, institution-specific support plans, with closer monitoring during the cycle.

- Full deployment of the PMIS will enable real-time performance tracking and reduce the reporting burden on institutions.
- The Cabinet Office will continue to strengthen the independence and certification of the verification process, so that every score the system produces can be publicly defended.

8. Anticipated Press Questions — Suggested Responses

Below are the questions journalists are most likely to ask, with suggested framings. The DG should adapt these to his voice while keeping the core message consistent.

Q: Aren't these results too good to be true? How do we know institutions haven't just scored themselves favourably?

Suggested response: Our scoring is not self-scoring. Every score is determined by an Independent Verification Team, reviewed at multiple levels, and subjected to institutional feedback before being finalised. Our verifiers are certified. Our tools have been tightened. And increasingly, citizen feedback through the CFM gives us an independent check from outside government. The results reflect a system the public can trust, not a system that flatters itself.

Q: Which institutions performed worst, and will they be named?

Suggested response: The full results have been submitted to His Excellency the President. Institutions that did not perform to standard are receiving their detailed reports directly and will be supported through structured corrective plans in the 2026 cycle. Our focus at this stage is on fixing what is not working — not public shaming. But let me be clear: accountability is not optional, and persistent underperformance will have consequences.

Q: What happens to heads of institutions whose agencies are rated Unsatisfactory?

Suggested response: The PMCS produces evidence. What is done with that evidence is a matter for the appointing authority and the governance processes of each institution. Our role is to ensure that the evidence is credible, timely, and available to decision-makers so that appropriate action can be taken.

Q: How is the Citizens Feedback Mechanism actually making a difference to government performance?

Suggested response: The CFM is changing how we plan and how we measure. Issues that citizens raise — delays, service failures, access problems — are now feeding directly into the priorities institutions are held to. It also gives us an independent signal against which we can test what institutions report. Over time, as the CFM and our performance information system come onto one platform, citizen feedback will become part of the performance score itself. That is a fundamental shift — and one that puts the Liberian citizen at the centre of how government is judged.

Q: How much does this system cost, and is it worth it?

Suggested response: The cost of not measuring performance is far higher than the cost of measuring it. Without the PMCS, billions of Liberian dollars would continue to flow through institutions without any systematic way of knowing whether they are delivering. What we are building is a system that makes every institution answerable, sharpens the use of public

resources, and allows government to direct support where it is most needed. That is a sound return on the investment.

Q: Is the PMCS politically influenced — particularly in how institutions are rated?

Suggested response: No. The scoring process is deliberately built to resist political influence. Verification is independent. Reviews are layered. Institutions have the right to challenge findings before they are finalised. And the evidence base itself is increasingly drawn from citizen feedback, which no official can control. The Cabinet Office’s role is to protect the integrity of the system — not to shape the results.

Q: What is different about this year compared to previous performance efforts that have come and gone?

Suggested response: Two things. First, the system is institutionalised — it is no longer a pilot. It covers the full spectrum of government, has the backing of His Excellency the President, and operates on a clear annual calendar. Second, it is now connected to the voice of the citizen through the CFM. Previous performance efforts measured government by government. This one measures government against the expectations of the people it serves. That is a durable foundation.

Q: When will the full detailed results be made public?

Suggested response: Institution-specific reports have been delivered to each institution. The consolidated results, in the form appropriate for public dissemination, will be released through official Cabinet Office channels in line with the communication plan approved by the Presidency.

9. Closing Message

(Suggested closing remarks.)

Let me close where I began. The PMCS is not a scoring exercise. It is the instrument through which government tells the Liberian people, honestly and measurably, whether it is doing the work it was entrusted to do. This year’s results show real progress. They also show where the work is not yet done.

We will continue to sharpen the tools. We will continue to strengthen the independence of our verification. And above all, we will continue to open this system up to the voices of ordinary Liberians through the Citizens Feedback Mechanism — because in the end, the only measure of public service that truly matters is whether the public is being served.

Thank you. I am now happy to take your questions.