



NASSCORP

2014

ANNUAL REPORT

31 December 2014

Her Excellency
Ellen Johnson-Sirleaf
President
Republic of Liberia
The Executive Mansion
Capitol Hill
Monrovia, Liberia

Madam President:

We have the honor, most respectfully, to present, on behalf of the Board of Directors and Management of the National Social Security & Welfare Corporation (NASSCORP), the Annual Report of the Corporation for the year ended 31 December 2014. This report highlights the Corporation's achievements and challenges for the period, as well as recommendations for the future.

We are pleased to report that during the period in review, the Corporation creditably fulfilled its statutory mandate by providing all categories of benefits to beneficiaries under its Employment Injury and National Pension Schemes. We are also gratified to report that we made marked progress with our Capacity Development and Investment Programs during the reporting period.

We would like to extend to you and your government the assurances of our total loyalty and unwavering commitment to our country. Kindly accept our deepest personal thanks and appreciation for the confidence reposed in us by our assignment to NASSCORP.

Most respectfully yours,



Dewitt B. vonBallmoos
DIRECTOR-GENERAL

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Members of the Board of Directors



Hon. Miatta E. Beysolow
Chairlady
Government Representative



Hon. Cletus Sieh
Co-Chair
Government Representative



Norwu K. Hoff (Mrs.)
Government Representative



Ellen Fatu Varfley (Mrs.)
Employees' Representative
President, National Teachers
Association of Liberia



Dr. Kettkumuehn E. Murray
Government Representative



Hawa Ellen Knuckles (Ms.)
Employers' Representative
Member, Liberia Business
Association



Cllr. Daku Mulbah
Government Representative



Oscar J. Quiah
Government Representative



Edwin B. Cisco
Employees' Representative



C. Wallace Smith, Jr.
Employers' Representative



Hon. Dewitt B. vonBallmoos
Dir. General & Sec. to the Board

NASSCORP MANAGEMENT

EXECUTIVE MANAGEMENT



Hon. Dewitt B. vonBallmoos
Director General



Mr. Nya D. Twayen, Jr.
Deputy Director General



Mr. George Bombo Bright
Chief Financial Officer



W. Benjamin Redd, II
Comptroller



Mr. Christopher McBorrough
Investment Development Specialist

SENIOR MANAGEMENT

1. Ms. Gloria G. Dennis
2. Mr. Leroy D. Fleming
3. Mr. Abraham B. Kemokai
4. Mr. Forkpa Gizzie
5. Ms. Dee Zoe Lake
6. Mr. Eugene A. Neal
7. Mr. Charles W. N. Davies

- Assistant Director General/Admin.
- Assistant Director General/Insurance
- Inspector General
- Assistant Director General/M & E
- Assistant Dir. General/Reg. Operations
- Asst. Dir. Gen./Education & Training
- Technical Asst. to the Director General

MIDDLE-LEVEL MANAGEMENT

1. Mr. Adolphus B. Elliott	Chief Internal Auditor
2. Mr. Mazzah W. B. Jallah	Chief Accountant
3. Atty. Michael C. Itoka	Coordinator, Legal and Defaulters
4. Mr. Simon R. Karbah	Coordinator, Research & Actuarial
5. Mrs. Laurina W. Juwle	Coordinator, Research & Actuarial
6. Mr. Wellington Sendolo	Coordinator, Training
7. Mr. Winston Q. Jah	Coordinator, Registration
8. Mr. Davis Q. Beekeh	Coordinator, Public Affairs
9. Mrs. Cora E. Taylor- Ferguson	Coordinator, Public Affairs
10. Mr. Weber A. Dossen	Coordinator, Contribution Records
11. Mr. Bill M. Barnes	Coordinator, Information Technology
12. Mrs. Kolu L. Dono	Coordinator, M & E
13. Mr. Joseph O. Brown	Coordinator, Safety and Risk Management
14. Mr. Joseph L. Lackay, Jr.	Coordinator, General Services
15. Mr. Zubayea M. Acquoi	Coordinator, Regional Operations
16. Ms. Patience B. Randall	Coordinator, Regional Operations
17. Mr. Morris N. Johnson, II	Coordinator, Claims and Benefits
18. Mr. Curtis V. Dorley	Coordinator, Investment
19. Mr. Francis Kumeh	Coordinator, Investment
20. Mr. Francis Nyumalin	Coordinator, Investment
21. Mr. Augustine J. Amara	Coordinator, Investment
22. Mr. Franklin K. Badio	Coordinator, Inspection
23. Mr. Varnie G. Tamba	Coordinator, Inspection
24. Ms. Baalor Kwaizah	Admin. Asst./Deputy Director General

CORPORATE INFORMATION

HEAD OFFICE	: NASSCORP Complex 15 th Street & Payne Avenue, Sinkor Monrovia
LEGAL COUNSEL	: Jones and Jones Law Firm
AUDITORS	: General Auditing Commission (GAC) Baker Tilly Auditing Firm
BANKERS	: Central Bank of Liberia Liberia Bank for Development and Investment ECOBANK (Liberia) Limited Global Bank Liberia Limited International Bank Liberia Limited First International Bank Guaranty Trust Bank United Bank for Africa
ACTUARIES	: Stallion Consultants (Ghana) Alexander Forbes Financial Services (East Africa) Ltd. FINACTU
AFFILIATE MEMBERSHIP	: International Social Security Association (ISSA) International Labour Organization (ILO) Shelter Afrique

EXECUTIVE SUMMARY

INTRODUCTION

The Executive Summary of the 2014 Annual Report of the National Social Security and Welfare Corporation (NASSCORP) is submitted in adherence to the Act establishing the Corporation. The Act mandates that Management, under the supervision of the Board of Directors, submit an annual report to the President of Liberia on the state of affairs of the Corporation.

The reporting period of this report covers the 1st January through 31st December 2014. Highlighted in the report are the key activities and major achievements of the Corporation during the period. The current calendar year marks one of most challenging periods in our nation's history, enduring a regional Ebola pandemic which threatened to reverse economic gains achieved since this administration. Unprecedented cooperation from the international community in abating the health crisis has begun to restore confidence and lay the path for Liberia's post Ebola recovery.

Management's perspective and future outlook for the short and medium term is indeed positive.

SOCIAL SECURITY REFORM

Having been endorsed by the Cabinet in August 2013, the proposal to reform the social security program is a key focus of the Corporation as it forges ahead. The reform critically addresses the long term sustainability of the schemes. It also aims at aligning the program's objectives with current national priorities and policies. Failure or further delays in the implementation of the proposed reforms would inevitably create funding gaps, thereby threatening the solvency of the Schemes. Organizational and administrative restructuring within the Corporation is also contemplated to enable more effective service delivery and savings to the administration of the program.

Reform Goals

Long term sustainability of the Program:

- Adjustment of the Contribution Rate;
- Rationalize criteria for qualification & retirement age in the context of life expectancy; and
- Seek to provide adequate Benefits as it relates to maintaining minimum quality of life after retirement (e.g. cost of living & poverty indexes).

Harmonization with Public Pension Schemes and policies:

- Incorporation of the Public Service Pension Scheme and other select categories of appointed and elected officers by NASSCORP
- Current labor laws on Pension including the Fair Wage Bill presently before the Legislature.

Alignment of NASSCORP's Schemes to address policy objectives within the National Social Protection Policy and the broader Agenda for Transformation - Vision 2030:

- Poverty alleviation
- Gender Equality
- Diversification & Decentralization
- Youth employment and empowerment

Expansion of coverage to the growing informal sector of the economy:

- Decentralization of services
- Effective Structural and Organizational groupings (occupational activity)

Reform Activities in 2014

- Continued consultations with key stakeholders for critical input to develop consensus on overlapping pensions and related policies. Among the stakeholders include: Civil Service Agency (CSA), Ministry of Labour (MoL), Ministry of Finance & Development Planning (MFDP), Ministry of Health and Social Welfare, the International Labour Organization (ILO), and the Governance Commission (GC).
- Finalize supplemental actuarial analysis to provide empirical support for the incorporation of the current Public Service Pension Schemes and other select categories into the Social Security Schemes; and,
- Continued bilateral consultations with the ISSA (International Social Security Association) secretariat and key member institutions to exchange ideas and share experiences with the implementation of similar reforms in their constituencies.

International Affairs & Affiliations in 2014

After successfully hosting the ISSA African regional symposium in Careysburg in November 2012 attended by representatives of 35 African member institutions, NASSCORP in 2014 was the recipient of a Certificate of Merit Award from the International Social Security Association (ISSA) for Good Practice. Under its theme, “Integrating Technology to Improve Operational Processes”, the prestigious Good Practice in Africa Award was won out of 58 entries submitted by 29 member institutions from 22 African countries.



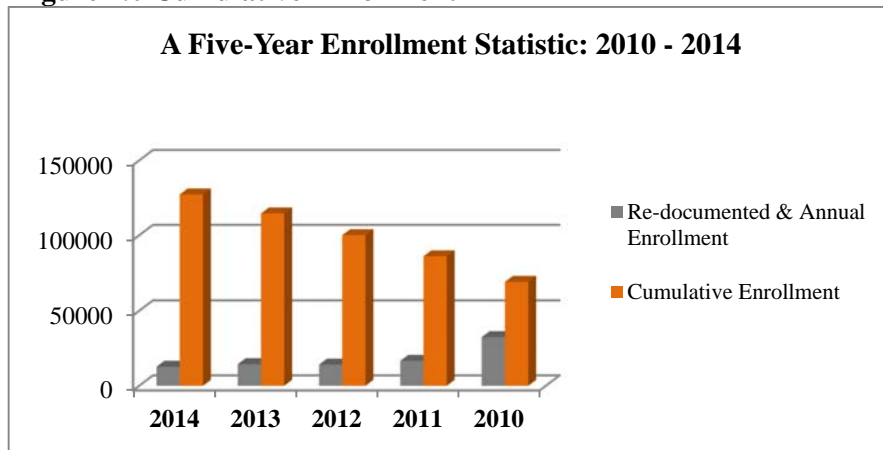
NASSCORP Deputy Director General, Hon. Nya D. Twayen, Jr., receiving the ISSA Award

2014 Corporate Performance

The corporate performance in 2014 was generally satisfactory despite the Ebola outbreak with the achievement of most of the operating and financial targets set at the beginning of the period. The operating and financial results contained herein reflect the consolidated accounts of both the Employment Injury Scheme (EIS) and National Pension Scheme (NPS).

ENROLLMENT###The Corporation made continued strides in enrollment (membership), with cumulative enrollment of 129,774 insured persons as at 31 December 2014, an increase of 13.2 percent from 114,611 in 2013. This increase in enrollment represents 86.4 percent of the estimated total formal sector paid employees of about 150,000¹ persons. Increase in enrollment over the past year was generally attributed to the capture of unregistered entities in the retail and services sectors. Of the 15,163 persons enrolled during the period, females comprised 2,928 or 19.3%. Anticipated growth in enrollment was lowered by the effect of the Ebola pandemic that stalled the economy during the year.

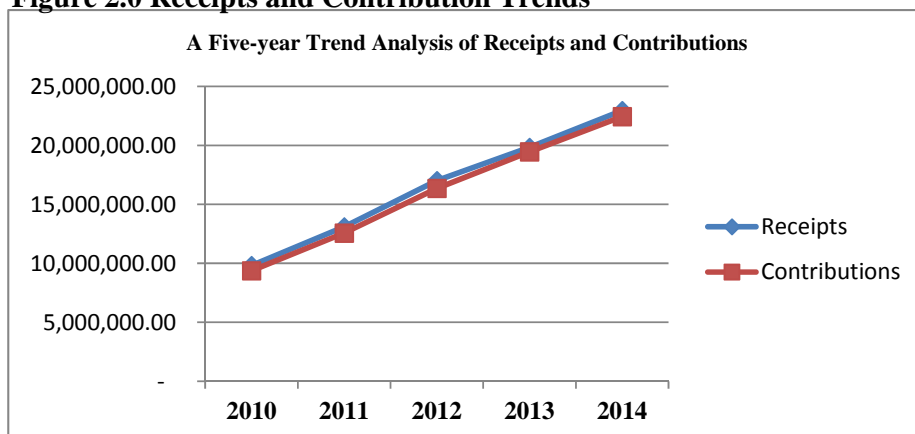
Figure 1.0 Cumulative Enrollment



FINANCIAL RESULTS The financial results of both the National Pension Scheme (NPS) and Employment Injury Scheme (EIS) are consolidated for reporting purposes. Total gross receipts (contributions plus investment and other income) increased by 10.4% from US\$23.9 million in 2013 to US\$26.4 million in 2014. The graph presented in Fig. 2.0 displays the growth patterns of total receipts and contributions over the last five years.

¹ 2008 National Population and Housing Census

Figure 2.0 Receipts and Contribution Trends



Total expenditure for the period remained relatively stable at US\$13.3 million compared to US\$12.9 million in 2013. Expenditure, which also included staff related benefit adjustments made in 2014 produced an Income Surplus of US\$13.1 million as compared to US\$11 million in 2013. Income Surplus is available for investment and reserve purposes.

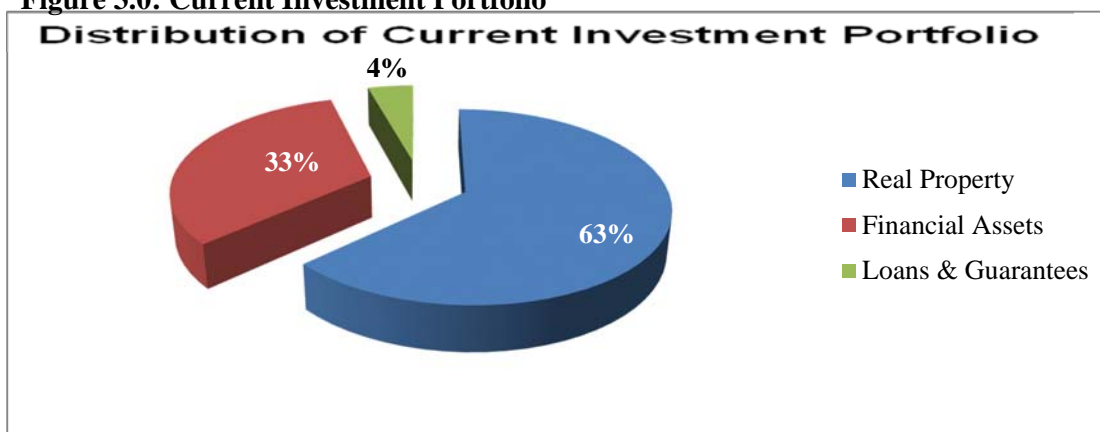
CONTRIBUTIONS Total contributions collected during the period amounted to US\$25.6 million, an increase of 10.3% over US\$23.2 million in 2013. Contributions account for 97% of the Corporation’s total receipts. Rise in contribution receipts is attributed to increase in enrollment led by the retail and services sectors and generally improved wages in the country.

BENEFITS Total benefits paid out to about 7,706 beneficiaries totaled US\$3.6 million, slightly down by 0.3% from 2013.

Retirement Pension constituted 63% (US\$2.3 million) of total benefit disbursements, up by 1.1 percentage points from 2013. Survivor’s Pension Benefits (US\$0.58 million) and Refund (US\$0.3 million) payments comprised 15.9% and 8.4%, respectively of benefits disbursed.

INVESTMENT INCOME NASSCORP’s Investment Portfolio stood at US\$39.5M, 30.4 percent increase as compared to US\$30.3M as at 31 December 2013. Income generated from investments remains vital to the long term viability of the schemes. Total investment income for the reporting period amounted to US\$1.01 million.

Figure 3.0: Current Investment Portfolio



Categories making up the portfolio include: Real Properties 63%, Financial Assets 33%, and Loans/Guarantees 4%. The dedication of the NASSCORP HOUSE complex in June 2014 by the President of Liberia is expected to have a positive impact on the Corporation's portfolio returns. As a consequence of this investment, which was built exclusively by Liberian contractors, the area has experienced an appreciable increase in property value in addition to improved standard of buildings surrounding the infrastructure.



The newly dedicated NASSCORP House on A.B. Tolbert Road & Tubman Boulevard, Paynesville

Further diversification of the investment portfolio will be pursued in the future through investment opportunities in growth sectors such as telecommunications, power, housing and financial services.

OUTLOOK

Guaranteeing economic security for Liberian workers in the course of during employment and at retirement is a key objective of the Corporation. The management of NASSCORP is optimistic about the prospects for the near term with the shared belief that the implementation of proposed reform will set the path for long term sustainability.

Considerations to the Government

- It is imperative that the Government of Liberia prioritizes the settlement of its outstanding commitments to NASSCORP, even more so, with the incorporation of the Public Service Pension under the NASSCORP schemes;
- Accumulated arrears due from GOL contributions, which are reflected in the corporation's Balance Sheet, presents an adverse and serious financial situation to the overall financial performance indicators of the Corporation. This restricts NASSCORP's ability to develop alternative sourcing of funding for sustainable long term investments and growth. These arrears represent non-income generating assets;
- Cognizant of the post Ebola recovery challenges faced by GOL, NASSCORP welcomes the opportunity for constructive engagement with the Ministry of Finance and Development Planning for which purpose, NASSCORP would be prepared to explore a series of

alternative financial structures that would enable GOL to address its overdue commitments;
and

- Government is strongly urged to support, as a matter of priority, NASSCORP's participation in major infrastructure investments in the country as a means of generating sustainable long term cash flow. This will also broaden the participation and ownership by Liberian workers and citizens;

Key Activities and Projects for 2015

Management intends to undertake the following major activities in 2015:

- Present a final policy document and draft legislation on Social Security reform to the President and Cabinet for approval;
- In line with the Government's priority of improving the health delivery services in the country, NASSCORP intends to commence with the construction of a modern Diagnostic Medical Lab in Monrovia to provide a range of specialized diagnostic procedures including CT Scan, MRI Scan and Sonography (Ultra Sound), DNA testing, and,
- Commence the construction of the new NASSCORP's Headquarters on 24th Street, Sinkor property as well as the construction works of NASSCORP regional offices in Kakata and Bong counties.

BOARD OF DIRECTORS' ACTIVITIES IN REVIEW

The functions of the National Social Security and Welfare Corporation (NASSCORP) are governed by an 11-member tripartite Board of Directors, comprising representatives from employers, employees, and the Government of Liberia appointed by the President of Liberia. The Board has expeditiously managed the affairs of the Corporation, thus yielding significant progress over the years.

In a bid to enhance its work, the Board on 27 February 2014 constituted four sub working committees including Audit & Finance Committee, Claims and Benefits/Asset-Liability Committee, Investment/Corporate Social Responsibility Committee, and Executive & Risk Management Committee. These Committees are required to meet two times prior to the full Board Quarterly Meeting. The full membership of the Board meets quarterly.

Activities

In a bid to further improve the standard of the Corporation, the Board approved the following policy manuals which are being implemented by Management:

- NASSCORP Compensation and Classification Guide;
- NASSCORP Training Needs Assessment and Human Resource Development Plan
- NASSCORP Human Resource Policy Manual; and
- NASSCORP Standard Operating Procedures Manual.

In an effort to improve the living standards of employees, the Board approved a major 50 percent increment in the remunerations of employees of the Corporation. This is the second time that the Board, along with management, has undertaken such a scheme. A similar action was implemented during the 2010/2011 fiscal year.

During the outbreak of the Ebola Virus Disease (EVD) the Board approved of funds to assist the Government and some Non-governmental organizations in the fight against the deadly disease. Below are few of the disbursements approved:

- US\$45,000.00 cost of shipment of three 40-foot containers of anti Ebola materials to assist in the fight against the disease;
- US\$100,000.00 was donated to the National Task Force on Ebola;
- US\$50,000.00 was donated to the Ministry of Health and Social Welfare;
- US\$12,800.00 as sponsorship to Companion Fund-Liberia for intervention in Ebola fight in Lofa County;
- US\$5,000.00 as sponsorship to Mr. Amos Smith, a Liberian musician for anti Ebola awareness;
- US\$10,000.00 to Women in Development for anti Ebola awareness and materials;
- US\$6,000 each to the Liberia Broadcasting Corporation (LBS) and the Renaissance Communications Incorporated (RCI) for anti Ebola awareness; etc.

Other activities included the printing and distribution of anti Ebola posters, distribution of relief items to quarantine centers and Ebola Treatment Units (ETUs).

Meanwhile, in February of the year in review the Board constituted several sub-committees in an effort to enhance its oversight of the Corporation. The following are the Board's Sub-Committees:

- **Audit/Finance Committee**
 1. Norwood K. Hoff—Chairman
 2. Mulbah Daku (Cllr.)
 3. Hawa Ellen Knuckles
 4. C. Wallace Smith

- **Claims and Benefits/Asset-Liability Committee**
 1. Kettehkumuehn E. Murray (Ph.D.) - Chairman
 2. Ellen Fartu G. Varfley
 3. Cletus Sieh
 4. Daku Mulbah (Cllr.)
 5. Dewitt B. vonBallmoos

- **Investment/Corporate Social Responsibility Committee**
 1. Cletus Sieh - Chairman
 2. Oscar J. Quiah
 3. Kettehkumuehn E. Murray
 4. Wallace Smith
 5. Edwin Cisco
 6. Dewitt B. vonBallmoos

- **Executive/Risk Management Committee**
 1. Miata Beysolow - Chairman
 2. Norwood K. Hoff
 3. Cletus Sieh
 4. Kettehkumuehn E. Murray
 5. Dewitt B. vonBallmoos

INSURANCE

The Insurance function of the program embodies the enrollment of contributors, recording and maintenance of accurate and adequate contribution payments, the processing of claims and settlement of benefits. Serving as the core of the Corporation’s operations, it comprises three sections: Registration, Claims and Benefits, and Contribution Records.

Enrollment

The Corporation remains committed to ensuring that all employees of the public sector and registered business entities in the Country are protected under the Social Security Program. This is evidenced by the completion of the re-documentation exercise in the registration process during the period under review.

The Corporation registered 211 new establishments with 1,872 employees insured. This brings the cumulative number of registered employers under the Schemes to 2,678 as at December 2014. Of the number of insured employees, 1,704 are private sector employees while 168 employees were from the public sector. This year’s new entrants indicate an increase of 40% over total enrollment of 1,337 in 2013.

The Corporation re-documented 13,291 insured employees from the public and private sectors during the reporting period. This brings the cumulative coverage under the Schemes of registered and re-documented insured persons to 129,774, representing an increase of 13% over 2013.

Table 1 provides the statistics of the number of employers, employees re-documented, new enrollments, and cumulative enrollments for the period 2010—2014.

Table 1 Statistics of Re-documented, Annual and Cumulative Enrollments of Contributors

Year	Registered Employers	Re-documented/ Annual Enrollment	Cumulative Enrollment
2010	1,912	32,444	69,328
2011	2,067	16,671	85,999
2012	2,262	14,132	100,131
2013	2,467	14,480	114,611
2014	2, 678	15,163	129,774

SOURCE: Registration Department

i. **Claims & Benefits**

The processing of claims and payment of benefits are contingent on the quality and adequacy of records.

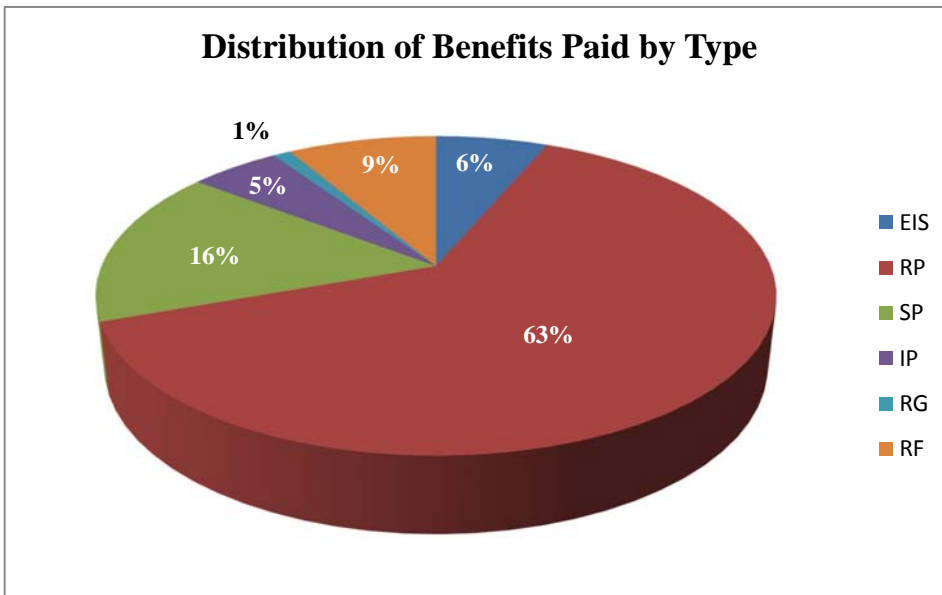
Accordingly, the Corporation received a total of 1,559 claims, with 631 representing the EIS and 928 comprising pension related claims. Of the number of claims received, 1,427 or 91.5% were processed; thus, total benefits disbursed amounted to US\$3,659,215.10 as compared to US\$3,669,351.18 in 2013, reflecting a marginal decrease of 0.3%. A cross-section of disbursements under the schemes during the reporting period is as follows:

- Work injury benefits : US\$232,357.86;
- Retirement pension : US\$2,306,410.93;
- Survivors' pension : US\$581,631.68; and
- Refund : US\$309,413.43

Year to date, the number of beneficiaries actively receiving benefits increased from 6,614 to 7,706 under the social insurance schemes.

Distribution of benefits paid according to benefit type is illustrated below in Figure 4.

Figure 4: Distribution of Benefits Paid by Benefit Type in 2014



SOURCE: Claims & Benefits and Accounts Departments

REGIONAL OPERATIONS

The supervision and coordination of the activities of regional directors in the performance of their duties fall within the purview of the regional operations. Other functions prescribed for regional operations include:

- Collection of contributions from employers on behalf of their employees; and
- Initial verification and processing of claims.

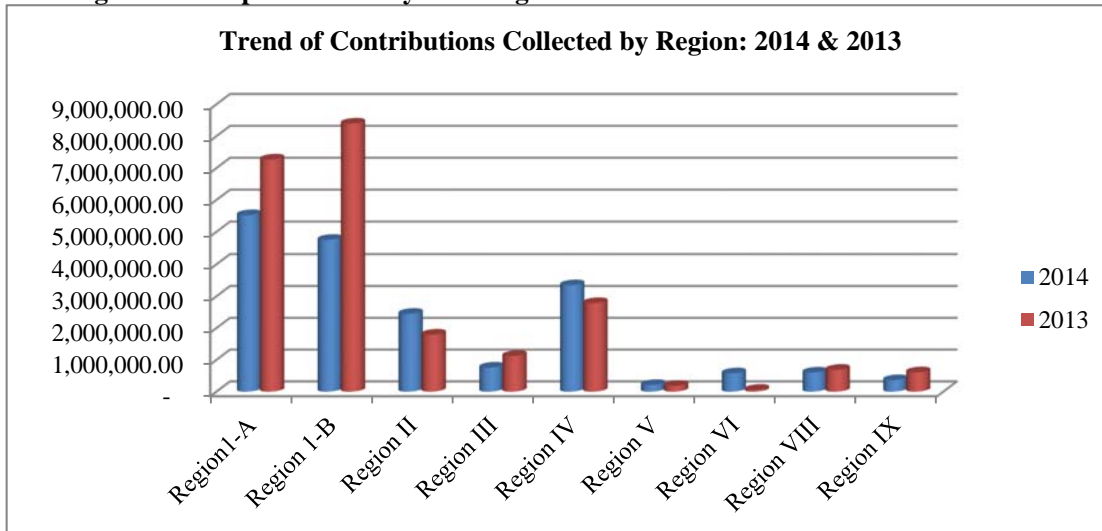
Total contributions collected by regional offices during the review period amounted to US\$21,607,250.90 or 84.3 percent of total contributions collected. This amount reflects a shortfall of 5.6% over the US\$22,891,516.22 collected in 2013. See Table 2 below.

Table 2.0: Comparative Analysis of Contributions Collected by Region (U.S. Dollar Equivalent)

Region	2014	2013	% of Change
I-A	4,880,174.42	7,265,410.05	-32.8
I-B	7,244,607.50	8,393,889.02	-13.7
II	2,855,841.10	1,792,904.30	59.3
III	866,815.14	1,121,912.93	-22.7
IV	3,798,832.96	2,785,032.52	36.4
V	226,518.26	180,718.54	25.3
VI	666,823.56	57,441.53	1,060.90
VIII	681,624.30	686,325.47	-0.7
IX	386,013.66	607,881.86	-36.5
TOTAL	21,607,250.90	22,891,516.22	-5.6

SOURCE: Regional Operations Division and Research & Actuarial Department

Figure 5: Comparative Analysis of Regional Contribution Collections



Regional Offices

The regional offices are branch offices of the Corporation, which are strategically located in the counties. There are nine regional offices, eight of which are currently operating as presented in table 2 below.

Table 3: Regional Offices and Their Locations

No.	Regional Office	Location
1	Region I-A (Private Sector)	Montserrat County
	Region I-B (Public Sector & NGOs)	
2	Region II	Grand Bassa & Rivercess Counties
3	Region III	Bomi, Cape Mount & Gbarpolu Counties
4	Region IV	Margibi County
5	Region V	Bong & Lofa Counties
6	Region VI	Nimba County
7	Region VIII	Grand Kru & Maryland Counties
8	Region IX	Sinoe & Grand Gedeh Counties

SOURCE: Regional Operations Division

INSPECTION

Employers’ compliance with the provisions of the Social Security program is regulated through the Inspectorate. Inspection officers are empowered by law to enter the premises of any employer or place of business, during working hours, to request for documents and other records that may assist in the determination of contribution liabilities. Additionally, the Inspectorate detects unregistered entities, ensures they are registered, contribution obligations established and paid.

The total number of private and public sector entities inspected was 673, representing 33% reduction of the number of entities inspected in 2013—1,005. Although there were 332 entities fewer than those inspected in 2013, yet the total contribution receivables established during the reporting amounted to US\$5,513,137.34 (L\$72,217,983.73 and US\$4,667,691.50). This year’s total receivables reflect a plummet by 52 percent (improvement of 11 percentage points) as compared to 2013. Vigorous campaigns to ensure compliance with the Schemes coupled with marketing strategies gave rise to the huge reduction in contribution receivables.

Table 4: Summary of Inspection Output for the Period January – December 2013

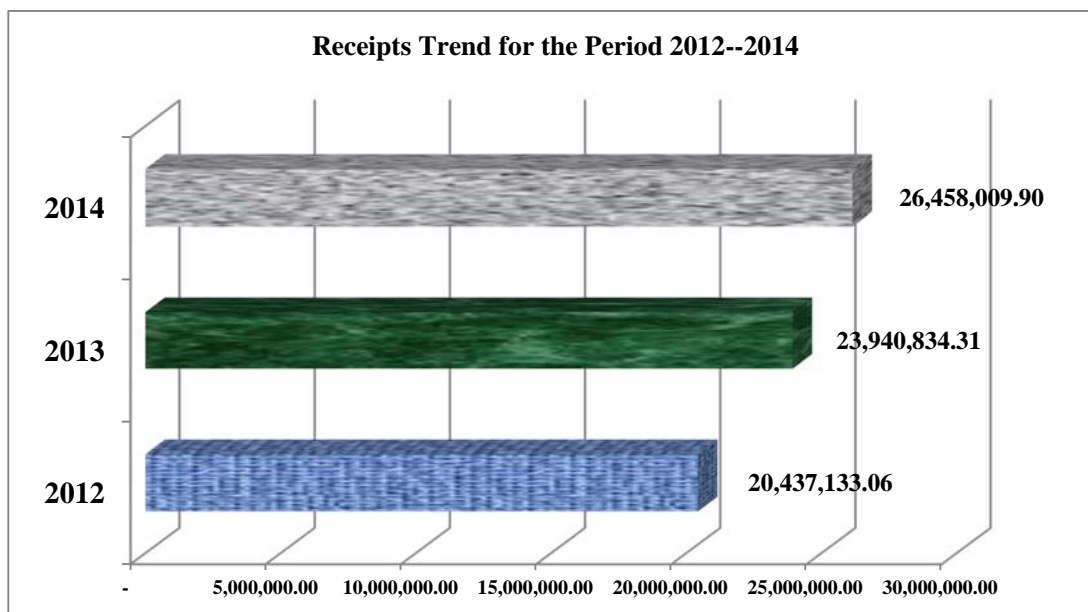
Region	Number of Entities Inspected	Receivables Established		# of Insured Persons
		L\$	US\$	
1-A	539	33,705,424.71	2,279,947.99	14,178
1-B	60	31,485,983.20	1,063,643.36	3,434
II	4	-	316,805.30	1,936
III	1	-	254,067.17	3,971
VI	30	4,532,878.28	289,940.75	674
VIII	25	1,493,344.35	112,238.78	5,534
IX	14	1,000,353.19	351,048.15	2,036
Total	673	72,217,983.73	4,667,691.50	31,763

SOURCE: Inspection Division

FINANCIAL PERFORMANCE

Total receipts of the Corporation comprise contribution receipts and income from investments and other sources. Receipts for the current year amounted to US\$26,458,002.90, of which contributions represent US\$25,646,679.58 while income from investments and other sources amounted to US\$811,323.32. Total receipts reflect an increase of 10.5% over US\$23,940,834.31 recorded in 2013. Growth pattern of total receipts is illustrated below.

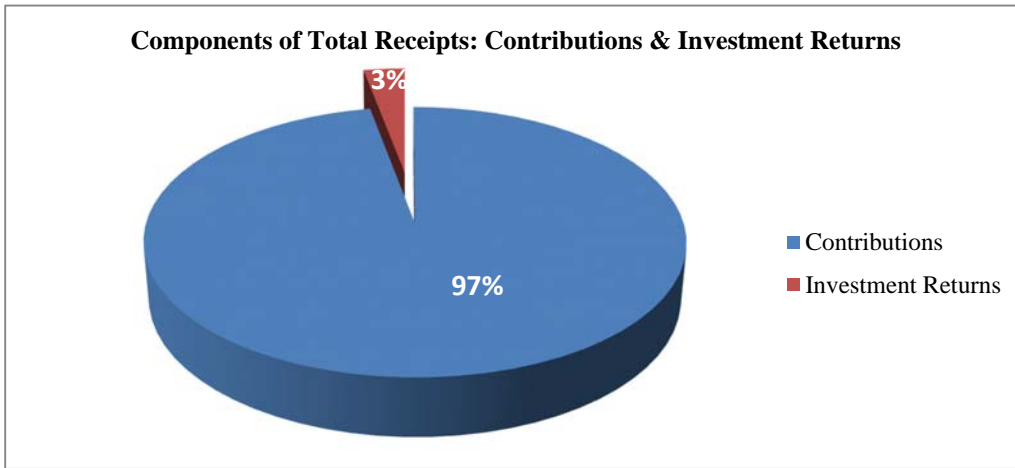
Figure 5: Trend of Total Receipts



Contributions

Contributions continued to remain the largest portion of total receipts over the years as compared to investment returns and income from other sources. During the year under review, the Corporation collected the total of US\$25,646,679.58 as contributions, showing a 10% increase over contributions collected in 2013, which amounted to US\$23,234,186.87 in total U.S. Dollar equivalent. The increase is a result of persistent and consistent contribution collection strategy devised by management during the review period. See contribution’s composition of total receipts in Figure 6 below.

Figure 6: Contributions as a Major Factor of Total Receipts



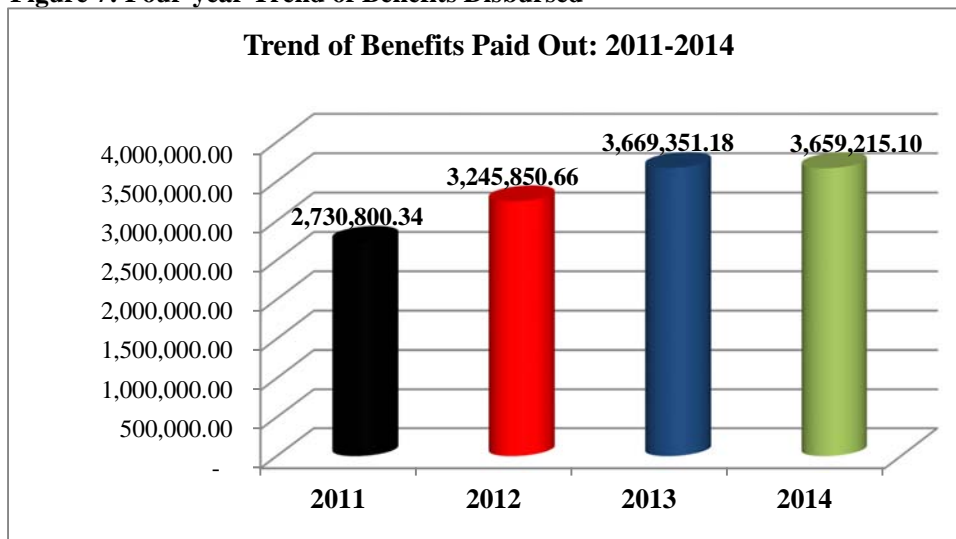
Expenditure

Expenditures are categorized into three segments: benefits, administrative and others. Over the period, total expenditure incurred was US\$13,311,476.10. This accounted for 50.3% of total receipts.

The total amount of US\$3,659,215.10 was disbursed as benefits paid against pension and employment injury claims processed. This constitutes 27.5% of total expenditures incurred and a slight decline against the US\$3,669,351.18 benefits paid out in 2013 by 0.3%.

A four-year trend of benefits paid by the Corporation is captured in Figure 7 below:

Figure 7: Four-year Trend of Benefits Disbursed



Administrative expenditure, which supports the day-to-day operation of the Program, remains the core segment of total expenditure incurred over the period in review. As a result, the amount of US\$7,227,629.83, which reflects 27.3% of total receipts, was disbursed as administrative expenditure, representing an increase of 2.9% as compared to that expended in 2013 which amounted to US\$7,024,659.84.

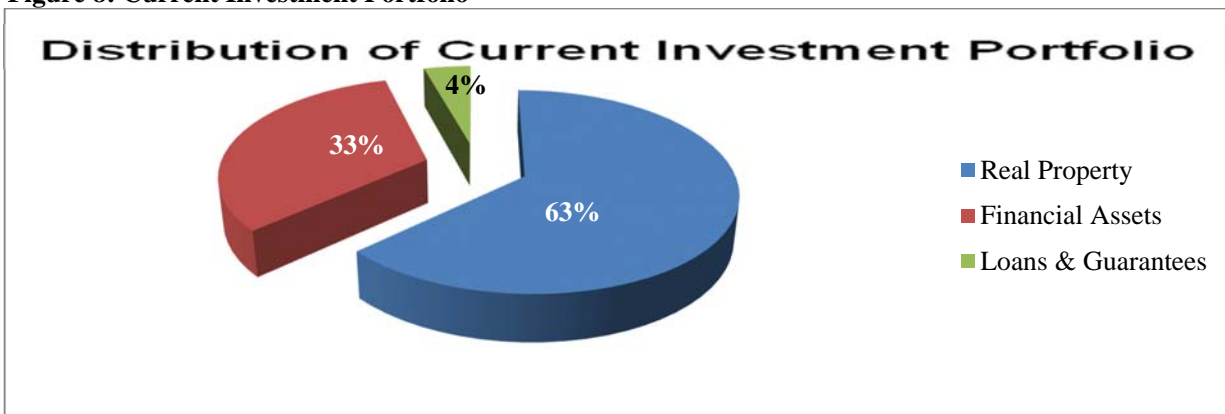
INVESTMENT

Investment remains cardinal to the sustainable management of the Social Security Program. Risks management, assets diversification and maximization of returns on investment are major components of NASSCORP's investment strategy. In this regard, NASSCORP management has over the years ensured that an appreciable portion of its reserves liquid assets is directed to investments that secure the Program economically and socially both in the short and long terms.

Since 2006, NASSCORP Management, with the support and approval of the Board of Directors, has increased the investment portfolio specifically in four core categories, namely: Real estate, Equity, Loans/Guarantee, and Commercial Enterprises. The current investment portfolio, which is valued at US\$39.5 million, reflects an increase of 30.4 percent compared to US\$30.3 million as at December 2013.

Figure 8 below shows a graphical illustration of the composition of the current investment portfolio.

Figure 8: Current Investment Portfolio



ADMINISTRATION

The administrative functions of the corporation entail the management of the logistical and personnel services.

Human Resources

Personnel services have been improved by the attraction and retention of qualified and experienced professional. College graduates constitute 74 percent of the current total workforce. Gender composition is 70 percent male and 30 percent female representing a 2 percent increase for female over the last period.

During the year in review, the corporation recruited 25 new employees, thereby increasing the workforce to 311 as at 31 December 2014. This represents 3.7 percent increase in the workforce. During the same period, there were seven resignations, five dismissals and one retirement. Highlights of administrative and personnel actions during the review period are indicated by the table below.

Table 6: Administrative and Personnel Actions

No. of Employees at the Beginning of Year	New Recruitment	Total	Resignation	Retired	Dismissed	Voluntary Redundancy	No. of Employees at Year End
300	25	325	8	1	5	0	311

SOURCE: Administration Division

i. **General Services**

Provision of logistics and other support is the preoccupation of the corporation's general services. Expenditure totaling US\$1,594,151.58 show a decrease of 2 percent as compared to general services expenditure incurred in 2013.

PUBLIC EDUCATION AND TRAINING

The Corporation continued its public awareness and human resource capacity building and strengthening programs during the period.



A partial view of participants at one of the interactive forums

Accordingly, the corporation sponsored Ebola awareness outreach programs of several groups including the Emma Smith Foundation, the Flash Point Media Conglomerate, the Law Students Association, the Adolescent Girls for Transformation Organization Compassion Fund-Liberia, among others. The corporation also continued to meet its Corporate Social Responsibility (CSR) to other groups and organization namely, Christian Association of the Blind, Omega Village Project, Young Women Social and Intellectual Foundation, Needy People Scholarship Organization, Inc. Mad Media Entertainment, among others.

The Corporation conducted awareness workshops and interactive forums for 154 employers and 4,092 employees, in Montserrado, Bong and Nimba Counties, during the period. The awareness workshops were held under the theme, “Taking Social Security to the People”, while the Interactive forums were intended to increase the knowledge of employers and employees on the social security program.

Under its human resource capacity building and strengthening program, 267 employees benefited from external and local training. Three employees were trained in Certified Fiber Optics Technician

Training (CFOT) organized by Quillcomm Ltd. and Ryson Communication Group in Nairobi, Kenya while the Chief Financial Officer participated in an Internal Audit Seminar, Course 1010: International Financial Reporting Standards (IFRS) Fundamentals in the United States of America.

MONITORING AND EVALUATION

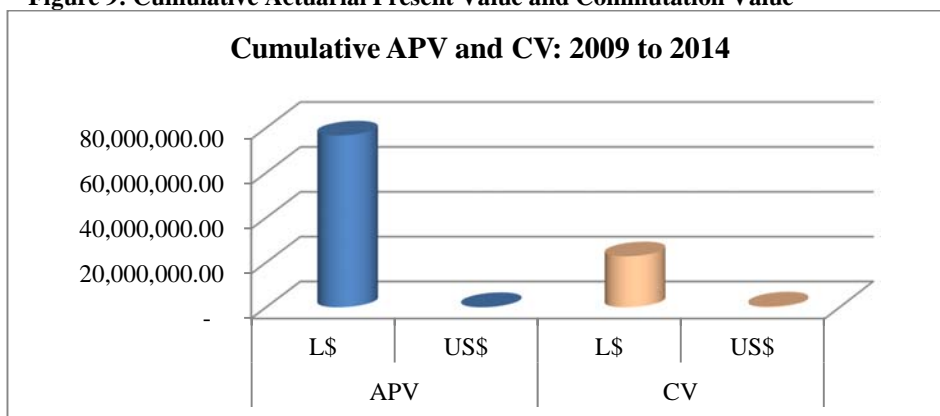
During the reporting period, the Corporation identified the rubber industry as the main source of high incidence of job-related injuries. In this connection, a remedial action plan was prepared aimed at reducing the high rate of job-related injuries. The plan was not effectuated due to the outbreak of the Ebola Virus Disease (EVD) in the Country.

The Corporation devised a stringent mechanism which has now reduced claims processing time to at most four weeks. This is an improvement that has reduced claims processing time by half. The mechanism is subject to periodic review.

The Corporation membership data is bar-coded for the purpose of proper identification and automation for future reference. During the period in review, the corporation bar-coded registration forms for 492 entities and 151,819 insured employees. This increased the number of insured employees' data digitized by 347.7% to 185,732 as compared to 33,913 in 2012. Registered employers data also automated increased by 82% during the period.

In continuation of the reform process, the Corporation, through its research and actuarial functionaries, collaborated with FINACTU, an actuarial consulting firm based in Abidjan, Ivory Coast, in an effort that produced an assessment report proffering the need to harmonize the Public Service Pension Scheme administered by the Civil Service Agency with the National Pension Scheme administered by NASSCORP. Also, the Corporation established its long-term liabilities to beneficiaries—Actuarial Present Value (APV) and Commutation Value (CV)—for the period 2009 to 2014 amounted to L\$76,614,295.63 and US\$115,876.42 and L\$22,790,348.76 and US\$395,120.04, respectively.

Figure 9: Cumulative Actuarial Present Value and Commutation Value



APPENDICES

Table 3.6

2014 EXPENDITURE SUMMARY

MONTH	Benefits			Administrative		Other		Total		
	L\$	US\$	Total US\$ Eqv.	US\$	Total US\$ Eqv.	US\$	Total US\$ Eqv.	L\$	US\$	Total US\$ Eqv.
January	7,901,468.29	388,217.56	482,204.34	520,094.91	520,094.91	207,586.68	207,586.68	7,901,468.29	1,115,899.15	1,209,885.93
February	4,687,981.87	-	57,254.30	599,648.39	599,648.39	90,969.00	90,969.00	4,687,981.87	690,617.39	747,871.69
March	9,708,917.99	262,246.31	376,630.36	482,710.43	482,710.43	123,383.26	123,383.26	9,708,917.99	868,340.00	982,724.05
April	3,220,564.66	266,637.88	303,604.88	656,717.88	656,717.88	128,370.26	128,370.27	3,220,564.66	1,051,726.02	1,088,693.03
May	6,290,759.30	259,996.57	332,246.02	524,276.93	524,276.93	126,425.00	126,425.00	6,290,759.30	910,698.50	982,947.95
June	6,013,689.55	283,326.95	350,354.25	749,429.23	749,429.23	172,605.02	172,605.02	6,013,689.55	1,205,361.20	1,272,388.50
July	6,355,229.20	209,184.25	280,994.75	768,781.51	768,781.51	277,356.54	277,356.54	6,355,229.20	1,255,322.30	1,327,132.80
August	5,793,144.35	223,196.30	292,641.81	524,604.29	524,604.29	724,830.39	724,830.39	5,793,144.35	1,472,630.98	1,542,076.49
September	5,918,139.22	211,043.93	280,669.10	494,698.25	494,698.25	287,615.69	287,615.69	5,918,139.22	993,357.87	1,062,983.04
October	5,973,574.18	229,891.60	300,168.94	606,543.68	606,543.68	104,511.61	104,511.61	5,973,574.18	940,946.89	1,011,224.23
November	6,292,162.87	211,376.10	285,998.52	730,692.66	730,692.66	77,356.71	77,356.71	6,292,162.87	1,019,425.47	1,094,047.89
December	5,954,208.02	244,710.38	316,447.83	569,431.67	569,431.67	103,620.99	103,620.99	5,954,208.02	917,763.04	989,500.49
Total	74,109,839.50	2,789,827.83	3,659,215.10	7,227,629.83	7,227,629.83	2,424,631.15	2,424,631.16	74,109,839.50	12,442,088.81	13,311,476.09

