



THE CIVIL

SERVANT Magazine

VOL.1 NO.1

JANUARY-JUNE 2024



EMPOWERING CIVIL SERVANTS:

CSA Partners With Ecobank-Liberia To Initiate 50% Salary Advance For Civil Servants

ACHIEVING THE 100-DAY DELIVERABLES:

CSA Launches Consultancy Policy Guidelines

ENHANCING GOVERNANCE:

CSA & FBA Host Onboarding Training For New Gov't Officials

DRIVING THE CIVIL SERVICE FORWARD:

The Dynamic Vision of CSA's Director-General Josiah F. Joekai, Jr.

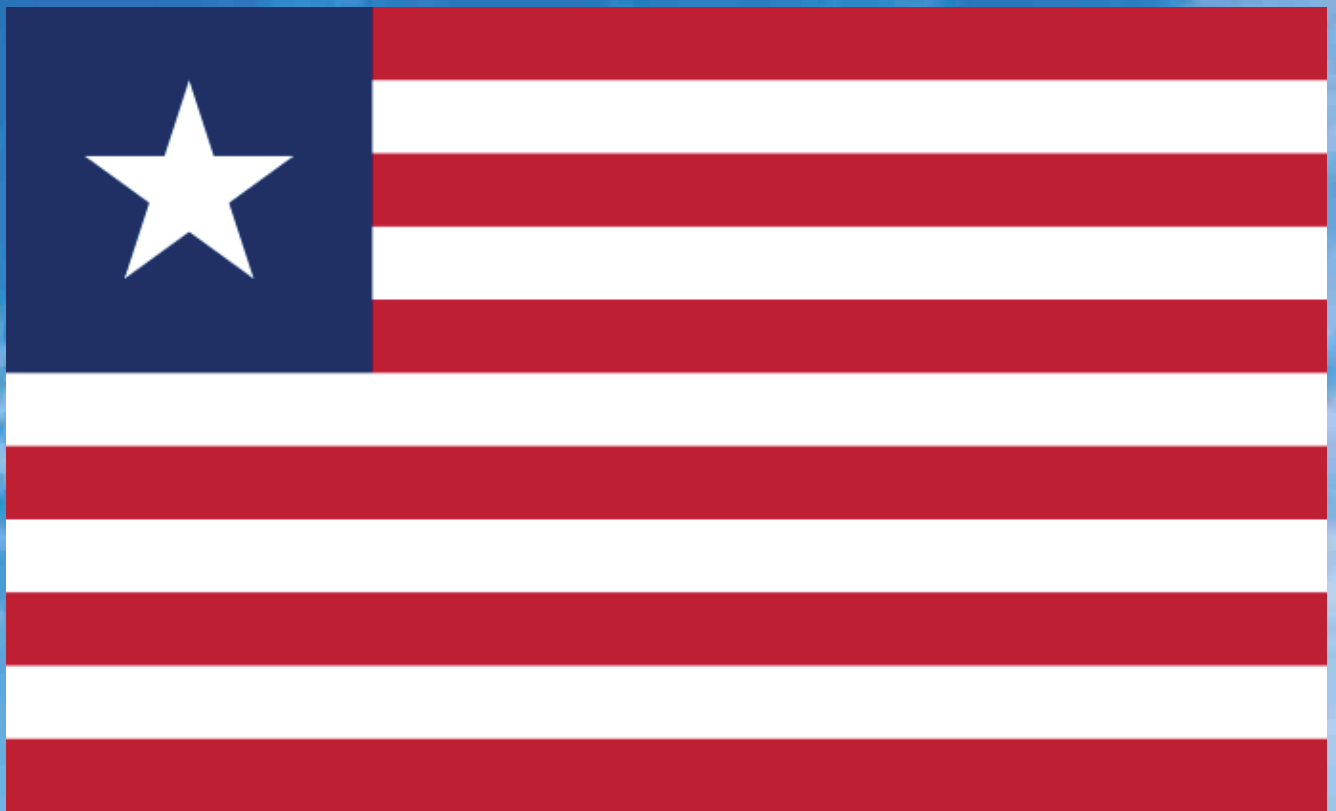
President Boakai Assures Legitimate Civil Servants Improved Wages

SPECIAL EDITION





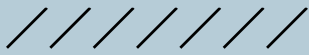
H. E. Joseph Nyuma Boakai, Sr.
President of the Republic of Liberia





Hon. Jeremiah Kpan Koung, Sr.
Vice President of the Republic of Liberia

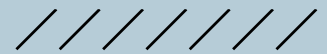
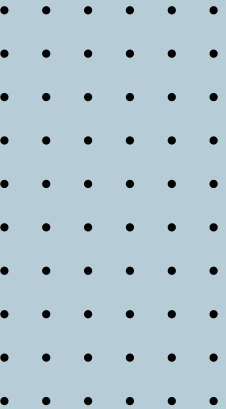




THE VISIONARIES



Hon. Josiah F. Joekai, Jr.
Director-General



Hon. Darlington A. P. Smith
Deputy Director-General
For Human Resource
Management & Policy



Hon. Dahnu Mianyen
Deputy Director-General
For Administration & Finance

MEET OUR DYNAMIC TEAM



Mr. Alfred Drosaye
Principal Administrative
Officer (PAO)



Mr. Roger Abim-Karmon
Special Technical Assistant
to the Director-General



Mr. Alexander E. Bassey
Director, Human Resource
Management Information
System



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Division

MEET OUR DYNAMIC TEAM



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Director, Welfare Services
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Technical Assistant to the
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LETTER FROM THE EDITOR



Mr. Joseph N. N. Swen

On behalf of the Communications Team, I am delighted to introduce the inaugural edition of the CSA's magazine, "The Civil Servant." This publication, covering the period from January to June 2024, aims to share news, updates, and announcements related to the Civil Service Agency (CSA) and the broader civil service community. It will keep staff, stakeholders, and the public informed about policy changes, organizational developments, and other significant events.

In this edition, we celebrate our achievements, including the vision of transforming the public sector under the leadership of Honorable Josiah F. Joekai, Jr., and his deputies, Hon. Darlington A.P. Smith and Hon. Dahnu Mianyen. We highlight the educational collaboration on capacity building between the CSA and the Ghana Civil Service Training Center, the partnership with EcoBank-Liberia to empower civil servants with salary advances, and the rollout of the National Consultancy Policy Guidelines, endorsed by His Excellency Joseph N. Boakai, Sr., President of Liberia.

As a special inaugural issue, this edition offers in-depth information about the Agency's new results-oriented leadership and significant milestones achieved within a short period. The CSA Communications and Public Relations Unit (CPRU) remains committed to providing essential information through our website, social media channels, and press releases.

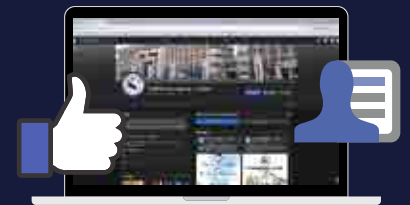
The CPRU aims to serve as an informative custodian of past and present events while projecting future expectations. We believe that "The Civil Servant" will serve as a powerful communication tool for informing, educating, and keeping the public regularly updated.

With Kindest Regards,

Editor-in-Chief & Head of Communications, CSA



CIVIL SERVICE AGENCY - LIBERIA



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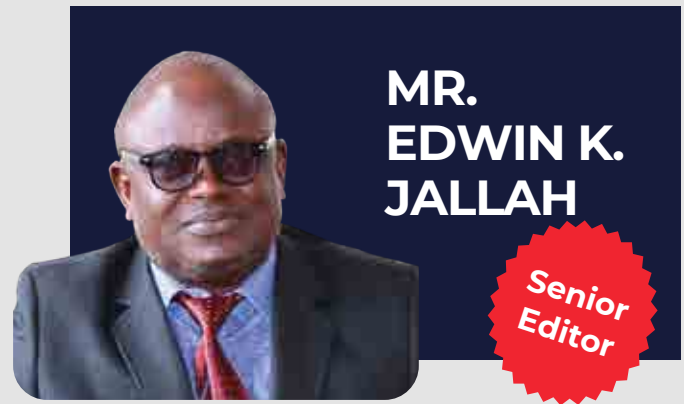
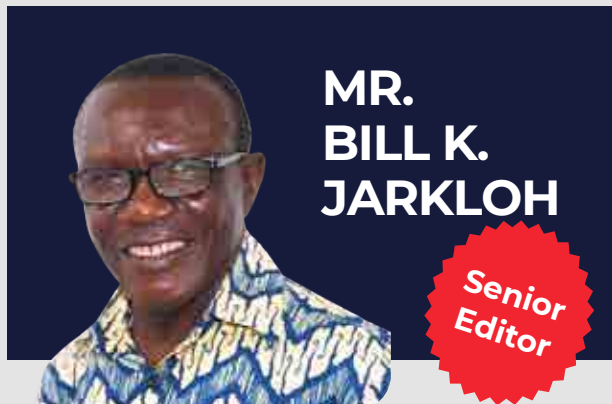
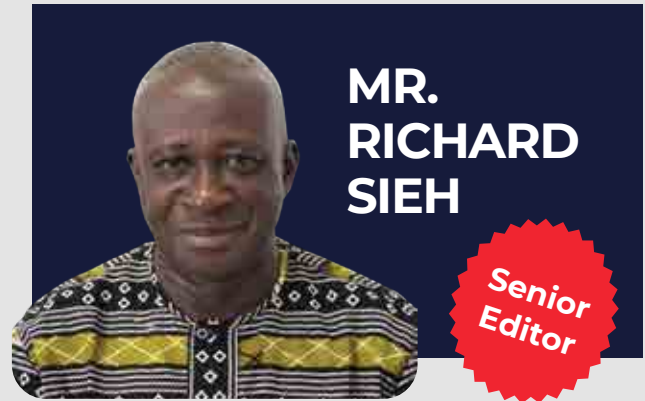


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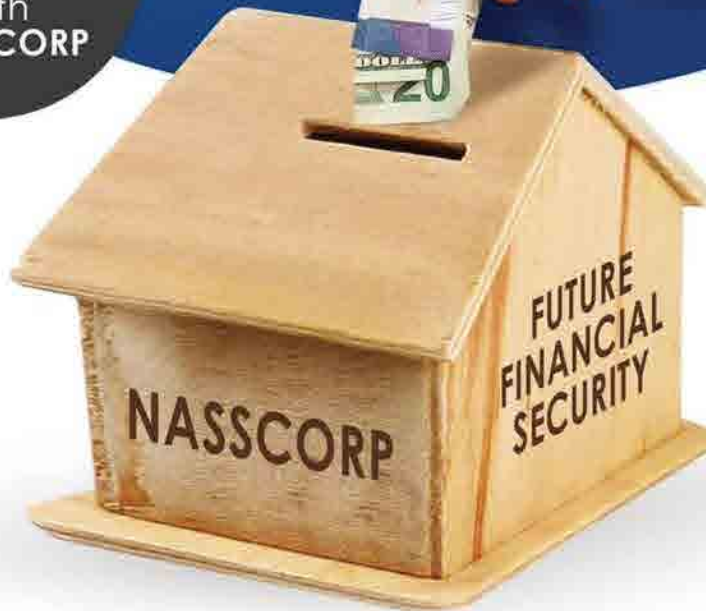
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MESSAGE FROM THE DIRECTOR-GENERAL

As we proudly launch the premier edition of “The Civil Servant,” I extend heartfelt gratitude to all our partners, sponsors, and donors whose unwavering support has been instrumental in sustaining the Civil Service Agency (CSA). On behalf of the entire management team, I sincerely appreciate your goodwill and contributions to making this publication possible.

With immense pleasure and enthusiasm, I greet every civil servant, public servant, stakeholder, and the general public as we embark on this new chapter of the CSA. As the newly appointed Director-General, leading this prestigious institution and collaborating with such dedicated and talented individuals is an honor. The publication of “The Civil Servant” during the early months of my administration is a testament to our commitment to reviving the Agency's communication efforts, which had been dormant since 2013.

The CSA has undergone significant transformations, faced numerous challenges, and achieved remarkable milestones. As we move forward, enhancing communication and fostering unity is crucial to keep the public informed of our ongoing activities. “The Civil Servant” aims to provide quarterly updates on the Agency's initiatives, policies, and events, serving as a platform to celebrate our successes, recognize outstanding contributions, and share valuable resources that will support our pursuit of excellence.

I encourage every civil servant and the general public to actively engage with “The Civil Servant.” Your contributions, ideas, and feedback are invaluable as we strengthen Liberia's civil service and uphold our commitment to serving the people with integrity, professionalism, and dedication.



Together, we can build a more efficient, transparent, and responsive civil service that aligns with the ARREST agenda of the President of the Republic of Liberia, H.E. Joseph Nyuma Boakai, Sr. Thank you for your continued dedication and support. I look forward to our shared journey of growth and success.

Josiah F. Joekai, Jr.
Director-General, CSA

The Civil Servant

IMAGES



Civil servants transform their workplace



Hon. Josiah F. Joekai, Jr. during his first general staff meeting as CSA Director-General



CSA Women Celebrate International Women's Day



Hon. Joekai honored for his commitment to public service by Prof. Dr. Bikash Sharma, President of the International Academic and Management Association (IAMA)

The Civil Servant

IMAGES



Bags of PANs displayed at the Ministry of Information, Cultural Affairs, and Tourism (MICAT) during one of Hon. Joekai's press briefings



Hon. Joekai with Vanessa Phala, Country Director of the International Labor Organization (ILO) at the CSA



Liberia's Vice-President being verified and counted by the CSA



Former Director-General of the Civil Service Agency, Dr. Puchu Leona Bernard paying a courtesy visit to Hon. Joekai at the Agency

Republic of Liberia



**STANDING ORDERS
FOR THE
CIVIL SERVICE**

CIVIL SERVICE AGENCY
2012

DID YOU KNOW?

All civil servants are to read the Civil Service Standing Orders.

“The Standing Orders are guidelines that keep all civil servants aware of their benefits and rights to enhance effective and efficient service delivery to meet the needs of the people of Liberia.

“The Standing Orders was first issued on May 25, 1983, and was revised on December 28, 2012. Civil Servants from all ministries, agencies, and commissions are expected to read the Standing Orders for efficiency in the public sector.”



Get a copy of the Standing Order from
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MEET LIBERIA'S MOST SENIOR CIVIL SERVANT:

The Principal Administrative Officer

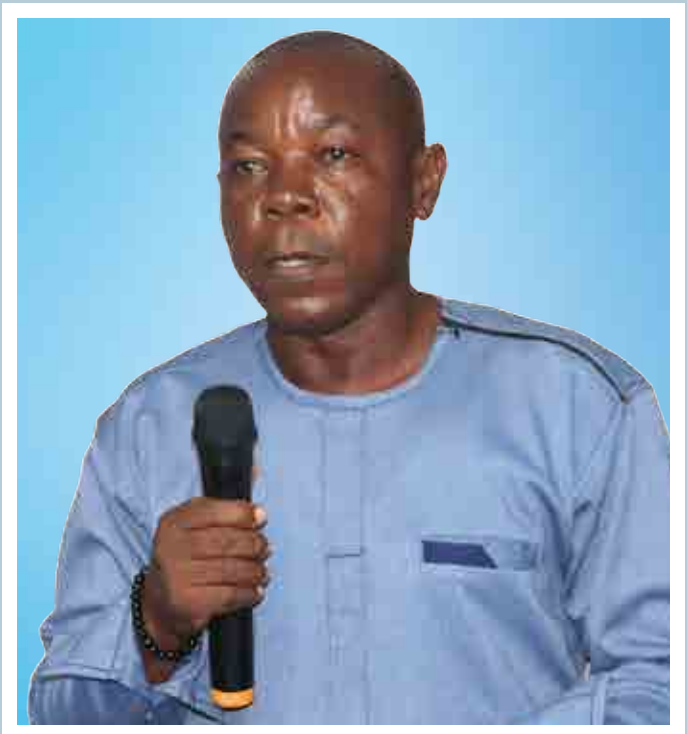
By: Dioda Wreh-Seekey



Mr. Alfred Drosaye, the Principal Administrative Officer (PAO) of the Civil Service Agency (CSA), exemplifies dedication and excellence in public service. Recognized as the most senior civil servant, Drosaye's role remains consistent regardless of political changes.

Beginning his career as an analyst in the Division of Classification, now the Employment Services Division, Drosaye's diligent and exemplary performance led to his appointment as PAO. His journey within the CSA highlights his unwavering dedication, skillful management, and broad expertise, making him a cornerstone of the Agency's operations.

During the 2023 elections, Drosaye served as the Officer-in-Charge (OIC) during the transitional phase, adhering to former President George Manneh Weah's Executive Order No. 123. His leadership was crucial for maintaining stability and continuity within the civil service.



Drosaye's notable achievements include overseeing operations in the absence of the Director-General and the two Deputies, hosting delegates from the Ghana Civil Service Training Center, and partnering with the Folke Bernadotte Academy for a working group discussion on the rule of law.

Born in Grand Bassa County, Liberia, on July 25, 1975, Mr. Drosaye's passion for public service is evident through his academic and professional accomplishments. With degrees in Economics and Public Sector Management, and an MBA from Cuttington Graduate School, he is also certified in disaster relief operations. Drosaye's career is marked by consistent dedication and excellence.



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RESHAPING LIBERIA'S CIVIL SERVICE

CSA Provides Training For Regional Officers

By Dioda Wreh-Seekey

In a dedicated effort to bolster the professional development of its regional staff, the Civil Service Agency (CSA) held a comprehensive three-day training session from February 20th to 22nd, 2024.

This initiative, orchestrated by the Region Services Division alongside the Career Management and Training Division, aimed to ensure the workforce remains both competent and capable of meeting the evolving demands of their roles.

The program also served as a valuable networking opportunity, fostering stronger connections among staff. Seasoned heads of various CSA divisions led thematic areas of lectures, enriching participants' understanding and knowledge with their extensive expertise.

Key topics covered during the training included grievance management at the county level, communication strategy formulation for leeward civil servants, and the rollout of the GoL LPA scheme at the county level.



Regional Services staff with the then Officer-in-Charge, Mr. Alfred Drosaye after the three-day training sessions

Other important subjects were payroll management, decentralization, monitoring and evaluation strategies, and time management. Senior CSA officials like Mr. James Blama, Mr. Joseph N. N. Swen, and Mr. Rufus Johnson led these sessions, providing valuable insights and practical knowledge.

Mr. Steve Kettor, then Acting Director (now Director) of the Regional Services Division, highlighted the training's purpose in building capacity between regional and non-regional staff, addressing unique regional challenges. He emphasized the benefits of face-to-face interactions with division experts, which helped address participants' concerns. Kettor expressed optimism that the training would improve attitudes, increase productivity, and resolve existing challenges.

In his closing remarks, Principal Administrative Officer and Officer-in-Charge, Mr. Alfred Drosaye, praised Mr. Kettor for organizing a successful training session.

He underscored the importance of taking all training seriously, noting the significant benefits in easing participants' work from all four CSA regions. Drosaye emphasized that each training session provides fresh insights, crucial for addressing CSA's capacity gaps, and expressed hope for positive impacts at participants' workplaces.

Based at the National Office in Monrovia, the CSA's Regional Services Division oversees four regional clusters. These clusters include Bong, Lofa, and Nimba Counties; Grand Gedeh, Sinoe, Maryland, Rivergee, and Grand Kru Counties; Bomi, Gbarpolu, and Grand Capemount Counties; and Grand Bassa, Rivercess, and Margibi Counties. Each cluster has a service center in Gbarnga City, Zwedru City, Tubmanburg, and Buchanan City, respectively, while Montserrado County's service center is located at the CSA's national office at the Ellen Johnson-Sirleaf Ministerial Complex.





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ENHANCING PUBLIC SERVICE DELIVERY IN LIBERIA: THE POWER OF ICT

“The Liberian people deserve a responsive and effective civil service.” - Hon. Josiah F. Joekai, Jr.

In this digital age, an effective and responsive civil service is crucial for governance, and information and communication technology (ICT) is the backbone of this transformation. The new Director-General of Liberia's Civil Service Agency (CSA), Hon. Josiah Joekai, Jr., has prioritized ICT to create a more efficient and accountable civil service. This commitment reflects a broader trend across Africa, where countries like Rwanda and Nigeria have successfully integrated ICT to enhance public service delivery.

Rwanda's Civil Service Recruitment Portal and Nigeria's computer-based testing system are prime examples of how digital tools can revolutionize public administration.

These initiatives have streamlined recruitment processes, increased transparency, and improved the overall credibility of civil service operations. Similarly, Liberia's recent launch of the Civil Service Automated Testing System marks a significant step towards modernizing its public sector. By automating assessments, the CSA can ensure fairness, accuracy, and efficiency in evaluating candidates, ultimately promoting a merit-based system.

A robust Human Resource Management System (HRMS) is another game-changer for the CSA. Such a system can manage employee data, payroll, performance tracking, and even provide self-service portals for employees.



This reduces administrative burdens, speeds up response times, and empowers both employees and managers. For job seekers, an online portal hosted by the CSA can streamline the application process, making it easier to find vacancies, submit applications, and track their progress. This not only benefits applicants but also helps the CSA attract and retain top talent, essential for a strong and effective civil service

ICT also revolutionizes training and development within the civil service. Online learning platforms remove the limitations of location and provide continuous access to knowledge and skills development. This promotes a culture of continuous learning and knowledge sharing among employees. Additionally, performance management systems enabled by ICT allow the CSA to monitor employee progress, provide real-time feedback, and ensure accountability. These systems identify areas for improvement, leading to better service delivery for Liberian citizens.

However, successful ICT implementation requires reliable internet connectivity and up-to-date hardware. The CSA's investment in a robust ICT infrastructure is essential for smooth operations, uninterrupted access to critical resources, and efficient communication channels across the Agency.

Leveraging data analytics tools can further enhance the CSA's capabilities by providing valuable insights into service delivery trends and informing data-driven policy decisions. This approach ensures better resource allocation and improved services.

Despite the benefits, challenges remain. Limited infrastructure, a lack of technical expertise, and potential resistance to change must be addressed.

Public sector ICT departments must evolve beyond basic IT support roles to become integral to modernization efforts.

A comprehensive strategy is essential, encompassing investment in infrastructure, capacity-building programs, robust cybersecurity measures, and ongoing maintenance plans.

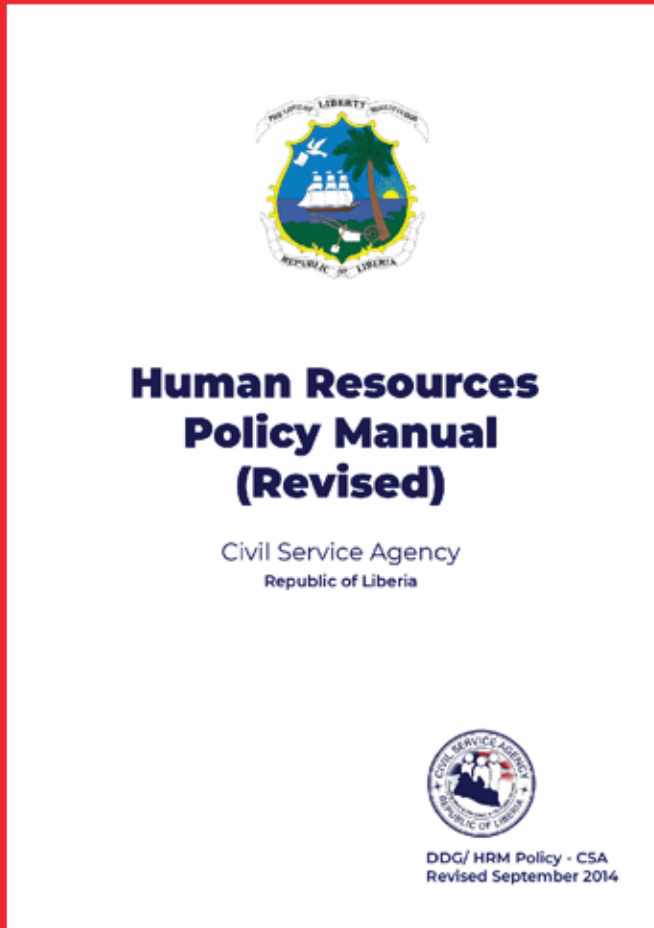
The Director-General's commitment to ICT reflects a visionary approach to establishing a robust civil service. Under Hon. Josiah F. Joekai Jr.'s leadership, the CSA is poised to significantly enhance public service delivery through ICT, heralding a more promising future for Liberia.



By: Robert K. Bolay, Jr.

Head of Information &
Communication Technology, CSA

DID YOU KNOW?



There is a difference between a **Civil Servant** and a **Public Servant**.

According to Section 11 of the Civil Service Revised Human Resources Policy Manual, "A civil servant is a person of Liberian citizenship above the age of 17 who has, through the merit-based employment system, passed the Civil Service Examination, is employed in a position of the Civil Service, and answers to the government, not political parties.

"Meanwhile, a public servant is a person employed and compensated by the Liberian government, with the exception of one subject to the uniform code of military justice. A public servant is often appointed or elected."



Get a copy of the Civil Service Revised Human Resource Policy Manual from: www.csa.gov.lr

DELEGATES FROM GHANA CIVIL SERVICE TRAINING CENTER VISIT CSA

By Dioda Wreh-Seekey



THE PRINCIPAL OF THE GHANA CIVIL SERVICE TRAINING CENTER, MRS. DORA DEI-TUMI

As part of efforts aimed at developing dynamic change agents to strengthen institutional capacity for enhanced public service delivery, a high-level delegation of the Ghana Civil Service Training Center (CSTC) paid a one-day visit to the Civil Service Agency (CSA) to strengthen the alliance between the two countries.

The one-day visit held on April 20, 2024, serves as a collaboration that signifies commitment to knowledge exchange, capacity building, and mutual support in the realm of public administration. By fostering such partnerships, both nations can enhance their governance structures and promote effective service delivery

“We are thrilled to enable cross-border learning with the Liberia CSTC, and we respect our decades-long cooperation with the Liberian Civil Service Agency,” - Mrs. Dora Dei-Tumi

to their citizens, a move spearheaded by the Japan International Cooperation Agency (JICA). Making a welcome remark, the Principle Administrative Officer (PAO) and Officer-in-Charge (OIC) at the CSA, Mr. Alfred Drosaye, noted that the visit would help enable and utilize the potential between the two institutions, which will positively contribute to national reform agendas.

In response, the principal of the Ghana Civil Service Training Center, Mrs. Dora Dei-Tumi, said the CSTC is ready to partner with the Liberia Civil Service Training Center to build capacity.

“We are thrilled to enable cross-border learning with the Liberia CSTC, and we respect our decades-long cooperation with the Liberian Civil Service Agency,” she added.

Madam Dei-Tumi lauded the Liberia CSTC for their collaborative work with each other and their respective government partners over the years.

Giving an overview of the JICA and Ghana CSTC purpose of the visit, the Head of Training, Mr. Robert Laryea, said that under the auspices of the

auspices of the Office of the Head of the Civil Service, it was established in 1953 to provide training for lower and middle-level personnel in the civil and public services.

Mr. Laryea added that their service includes training to improve the functional effectiveness and efficiency of public and civil servants through adult learning approaches and activities in a well-equipped facility.

For his part, Masashi Yamanaka, JICA Consultant to Ghana CSTC, said that JICA is currently implementing a two-year project involving the introduction of a learning management system and the development of e-learning courses.

Mr. Yamanaka added that JICA is considering a third-country for training, which involves CSTC hosting training for neighboring countries, therefore encouraging the Liberia CSTC to take advantage of the program to improve the quality of civil servants.

Meanwhile, Mr. Claudius Broderick, Director for Career Management and Training at the CSA, encouraged the Ghana CSTC team to help strengthen the capability of the Liberia CSTC.

The objectives of the Civil Service Training Center are centered on supporting employee training as a key goal within the civil service, promoting the training and development of all civil servants in accordance with civil service training and development policies and programs.



Group photo of the delegates from Ghana and representatives of the CSA



“

**Earn your
success based
on service to
others, not at
the expense
of others.**

**H. JACKSON
BROWN, JR.**

”

MEET OUR EXECUTIVES

By Robert Serge Saint-Pé



The Transformational Leaders



Hon. Darlington A. P. Smith meets with staff prior to his official take-over as the Deputy Director-General for Human Resource Management and Policy

Hon. Darlington A. P. Smith is the Deputy Director-General for Human Resource Management and Policy (DD-G HRM&P) at the Civil Service Agency (CSA) of Liberia. With over 18 years of public service experience, including a decade at the CSA, Smith has a distinguished background in public administration and human resource management.

Born on June 19, 1980, in Yekepa, Nimba County, and originally from Sinoe and Grand Gedeh Counties, he holds a Master's degree in Public Administration from Huazhong University of Science and Technology in China and a Bachelor's degree in Sociology from the University of Liberia. He is married and has three children.

Smith's career at the CSA began in 2014, where he served in roles such as project coordinator, deputy director, and director proper for the Civil Service Reform Division (CSR/D).

His work involved coordinating reform activities, strategic partnerships, and policy development.

On February 22, 2024, he was nominated by President Joseph Boakai, Sr., and went through a confirmation hearing at the Liberian Senate. With their consent, he was subsequently appointed to the position of Deputy Director-General for Human Resource Management and Policy (HRM&P).

He is one of the few civil servants to have been appointed in such a position, bringing a wealth of experience and expertise to his new role.

In his role as Deputy Director-General for Human Resource Management and Policy, Hon. Darlington A. P. Smith provides oversight and strategic guidance for human resource policies to all government ministries, agencies, and commissions (MACs).

Additionally, he supervises the Civil Service Agency analysts' work on Personnel Action Notices (PANs) of government employees, which include all new employment, deletions, transfers, and promotions for every civil servant in the country.

Smith's strategic vision includes auditing payrolls, improving civil service productivity, and reintroducing governmental scholarships for civil servants. He is committed to fostering a productive working environment and enhancing the effectiveness of government services.





Hon. Joekai, along with his wife and one of their sons while speaking during his official take-over ceremony

The Civil Service Agency (CSA) welcomes Hon. Josiah F. Joekai, Jr. as the new Director-General. With a distinguished career and a reputation for transformative leadership, Joekai brings extensive experience and a vision of innovation to Liberia's civil service.

Married to Joana D. Joekai and a father of three, Hon. Josiah F. Joekai, Jr., was born on May 15, 1973, coinciding with the establishment of the CSA. Raised in Zorzor District, Lofa County, Joekai inherited a legacy of service and integrity. He holds a Bachelor of Arts in Political Science and a Master of Arts in Peace Studies and Conflict Resolution from the University of Liberia, and is a Ph.D. candidate in Industrial-Organizational Psychology at Adler University.

Before his appointment, Joekai served in various key roles both in Liberia and the United States, including positions in the Ministry of Education, the Liberia National Commission on Arms, and the National Elections Commission.

His experiences have equipped him with invaluable insights into governance, conflict resolution, and organizational development.

As he assumes leadership of the CSA, Joekai faces the challenge of addressing a bloated payroll and improving recruitment, testing, onboarding, and performance management systems. He plans to overhaul these processes, implement rigorous testing mechanisms, and establish robust onboarding programs to ensure only the most competent individuals serve within the civil service. A comprehensive national payroll audit is a top priority, with plans to form a multisectoral committee to conduct a forensic human audit of the payroll.

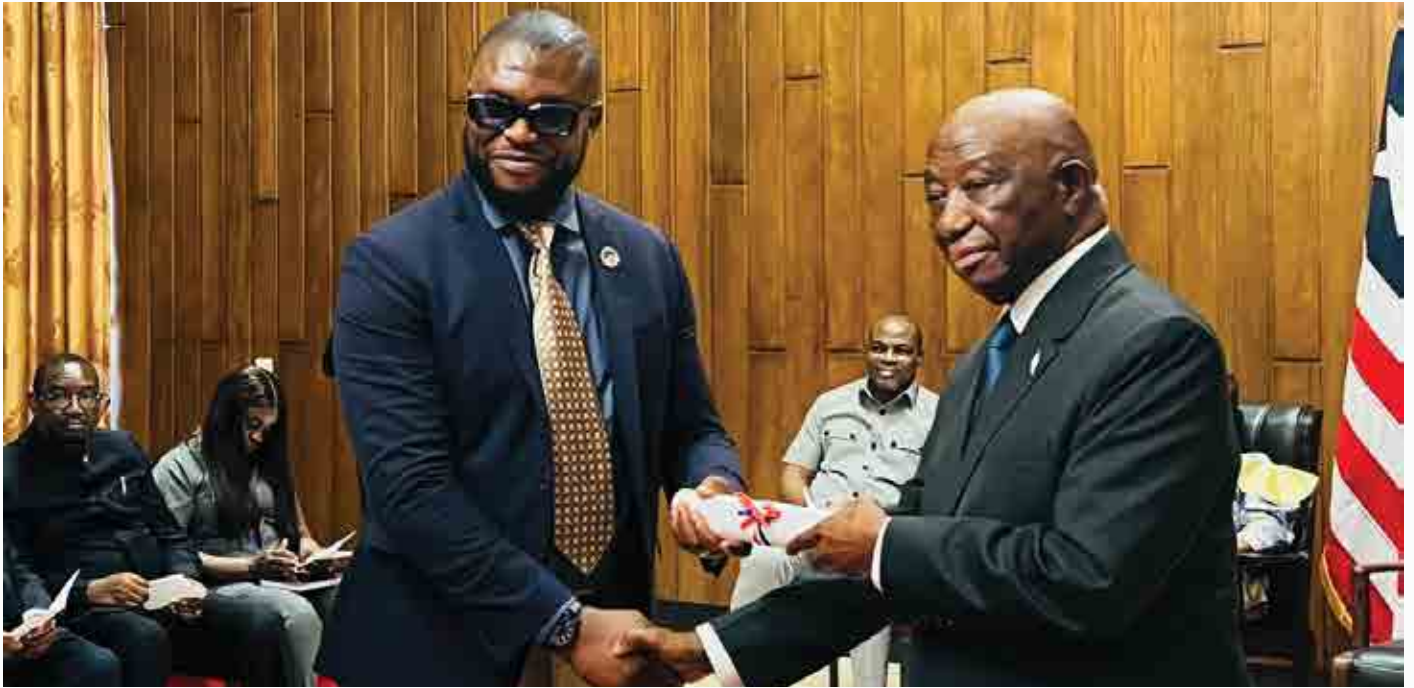
Joekai envisions transforming the CSA into a vibrant institution with cutting-edge tools and technologies, aiming for real-time data interchange and efficient operations across government bodies.

He also plans to introduce a bi-weekly payment system for civil servants, providing financial relief and empowering families.

Joekai's agenda includes a streamlined workforce, effective recruitment systems, and a robust national credential verification framework.

His goal is to empower the civil service with the tools, skills, and resources needed to excel, inspiring a renewed sense of purpose and dedication.

Despite the challenges, Joekai remains undaunted, poised to lead the CSA into a new era of progress and prosperity for Liberia.



Hon. Joekai commissioned by President Boakai



CSA boss and his two deputies



Dahnu Mianyen is the Deputy Director-General for Administration and Finance at Liberia's Civil Service Agency (CSA), bringing 15 years of experience to the role. His career began with the President's Young Professionals Program (PYPP), where he gained valuable insights into government operations. He has held positions in the Ministry of State for Presidential Affairs and the Ministry of Youth and Sports, influencing youth development policies.

Mianyen has a Master in Public Administration from Cuttington Graduate School and is a Bachelor of Law candidate at the University of Liberia. Additionally, he is a 2002 graduate of the Ganta United Methodist School, Nimba County, Liberia.

His background includes roles as a development practitioner, community relations specialist, and project manager, with significant experience in youth employment projects funded by organizations like the African Development Bank (AfDB), Mercy Corps, the United Nations Food and Agriculture Organization (UNFAO), and the Government of Liberia.

Known for his independent work ethic and holistic leadership style, Mianyen emphasizes transparency, efficiency, and sustainable development. He has introduced reforms to improve administrative efficiency and financial accountability within the CSA, such as a responsive employee timesheet system.

Colleagues regard him as a visionary leader who bridges theory and practice and fosters collaboration. His efforts aim to enhance Liberia's civil service, make it more effective and accountable, and serve as an inspiration for future public servants.

Mianyen's leadership style is holistic, focusing on transparency, efficiency, and sustainable development. He is a visionary leader who bridges the gap between theory and practice, ensuring the Civil Service Agency operates at its highest potential.

As Deputy Director-General, Mianyen champions reforms that enhance administrative efficiency and financial accountability. He has been working with the Human Resources division to make the implementation of the employee timesheet more inclusive, adhering to professional standards and ethics.



Hon. Dahnu Mianyen and some members of the CSA posing for a picture after his confirmation hearing.



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HON. TANNEH G. BRUNSON: LIBERIA'S BEST PUBLIC SERVANT

Story Credit:
Ministry of Finance and Development Planning



In a nation where the echoes of progress resonate through the dedicated efforts of its public servants, Hon. Tanneh Geraldine Brunson stands as a shining example of unwavering commitment and exceptional leadership.

Hon. Brunson has been instrumental in driving forward the nation's development agenda

As such, her outstanding contributions were recognized, as she was honored with the prestigious title of "Best Public Servant" at the 2024 International Women's Day (IWD) celebration on March 8, 2024, at the Ellen Johnson Sirleaf Ministerial Complex, Monrovia, Liberia.

International Women's Day (IWD) is a day set aside to celebrate the social, economic, cultural, and political achievements of women everywhere and to strategize on how to break down the barriers to achieving equality for all women.

As the Deputy Minister for Budget and Development Planning at the Ministry of Finance and Development Planning (MFDP), Hon. Brunson has been instrumental in driving forward the nation's development agenda. She is responsible for preparing the framework and implementation of Liberia's national budget and providing guidance and support in preparing, implementing, monitoring, and evaluating development plans, programs, and projects.

The honoree has significant experience in public financial management, including budget development and management policies, coordinating with all sectors, and working with development partners to translate government plans into reality. Born and reared in Liberia, she completed her secondary education at the College of West Africa and later matriculated to the University of Liberia, where she obtained a Bachelor of Business Administration Degree in Management (1979). She furthered her studies with a Master of Arts Degree in Economics (1989) from Atlanta University, Atlanta, Georgia. Madam Tanneh is married and blessed with three children and two grandchildren.

Throughout her tenure as Deputy Minister for Budget and Development Planning, she has led the institutionalization of decentralization at the county level.

The purpose of the decentralization framework is to ensure budgetary and financial management processes are implemented in the local government structure. As a result of these engagements, at most four clusters of county service centers are now set up to cover all of Liberia's fifteen (15) counties.

Also serving as Coordinator of the Medium-Term Expenditure Framework (MTEF) Secretariat, she synchronized the establishment and management of a new MTEF budget process and redirected resources to ensure that the budget serves as a key policy tool to implement the government's economic and development priorities.

Madame Brunson has valuable experience working with the public sector (human services) for fifteen years, serving in several management positions, including the Department of Health and Human Resources for the Montgomery County Government, USA, and also with the Government of the State of Maryland, USA. There, she evaluated the Federal, State, and Local Governments' subsidy program operations to assess integrity and quality, formulate policies, and interpret regulations and procedures for implementation.

Since her return to Liberia in 2009, she has played a key role in the government's public financial management reform initiatives. She was assigned to the Ministry of Finance, where she has since provided guidance on the development and implementation processes of the annual budget, directed and managed the analysis of budget information to respond to internal and external queries, and provided critical information to senior decision-makers, consistent with the government's priorities and financial resources.

Currently, Hon. Brunson is leading a reform that seeks to promote gender equity and inclusive participation of vulnerable groups in the national development process. The government's focus is to institute public financial reforms and, in particular, to focus on gender-responsive budgeting as a tool for contributing towards inclusive growth.

The aim is to ensure that allocation and expenditure of public finances are done in a gender-responsive manner so that budget becomes a redistributive means to address entrenched gender-specific inequalities. To that effect, she has galvanized general consensus for integrating the Gender Responsive Budgeting (GRB) process as part of the overall public financial reforms' initiative.

Beyond her professional achievements, Brunson is renowned for her unwavering dedication to uplifting women in Liberia. As a trailblazer in a male-dominated field, she has actively championed gender equality and empowerment, paving the way for more women to thrive in positions of leadership and influence. The recognition bestowed upon Madame Brunson at the 2024 International Women's Day Program serves as a testament to her remarkable contributions and serves as inspiration for aspiring public servants across Liberia.

As Liberia continues on its path towards sustainable development and progress, Hon. Tanneh Geraldine Brunson stands as a beacon of hope and inspiration, embodying the values of integrity, resilience, and service. Her unwavering commitment to the betterment of her nation and its people serves as a testament to the transformative power of dedicated public service.



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Driving The Civil Service Forward: *The Dynamic Vision of CSA's Director-General Josiah F. Joekai, Jr.*

By Joseph N. N. Swen

In the intricate tapestry of governance, robust and vibrant leadership is the cornerstone of productivity and success. This principle is particularly pertinent within the civil service, the backbone of practical administration. Under the stewardship of President Joseph N. Boakai, Liberia's Civil Service Agency (CSA) has embarked on a transformative journey with the appointment of Hon. Josiah F. Joekai, Jr. as Director-General. With his dynamic energy and unwavering commitment, Joekai is not just poised to propel the agency's strong workforce toward unparalleled efficiency and productivity but also to ignite a spark of hope and optimism, steering Liberia toward a brighter future.

Established in 1973, the CSA is the central body responsible for managing Liberia's civil service. These essential workers implement government policies and programs, serving as the linchpin of national administration regardless of the ruling administration. The Director-General, appointed by the President, is pivotal in guiding the agency through myriad challenges, including fiscal constraints and the escalating demands of the public. The current climate underscores the necessity for proactive and mission-driven leadership.

Hon. Josiah F. Joekai, Jr. epitomizes the multifaceted role of a Director-General in the civil service sector. His leadership, a blend of strategic foresight, managerial expertise, and an unyielding drive for positive transformation, gives government officials and civil servants confidence. Joekai's appointment marks the dawn of critical reforms aimed at enhancing the civil service's responsiveness to public needs and tackling the complex issues facing the nation. His approach is firmly rooted in a commitment to transparency, accountability, and innovation.

Since assuming his role, Joekai has articulated a clear and ambitious vision for reforming the civil service. He acknowledges the severe challenges, including an overburdened payroll supporting 67,746 employees across 103 entities, with a staggering monthly wage bill exceeding \$23.5 million. This financial burden hampers the government's ability to deliver essential social services. Joekai plans to streamline the workforce, eliminate inefficiencies, and enhance performance management practices to address this. He aims to establish a robust system for managing employee information, recruitment, and payroll processing.

A cornerstone of Joekai's leadership is the emphasis on leveraging Liberian professionals. He aims to create a comprehensive database of experts to prioritize their consideration for technical and professional roles within government entities. By fostering partnerships and ensuring the civil service is equipped with the necessary tools, skills, and resources, Joekai is cultivating a culture of accountability and productivity. His proactive approach plans for a thorough payroll audit and implementing a bimonthly payment system underscores his commitment to driving positive change and advancing Liberia's development.

In summary, the leadership of Hon. Josiah F. Joekai, Jr. at the Civil Service Agency heralds a significant step towards reforming and revitalizing Liberia's civil service. His vision and energy promise to transform the CSA into a model of efficiency and effectiveness, ensuring it meets public needs and contributes to national progress. Under his guidance, the CSA is poised to overcome current challenges and build a more responsive and capable civil service for the future.

SETTING THE RECORD STRAIGHT, DIRECTOR-GENERAL JOEKAI CLARIFIES THE PAN CIRCULAR MISINFORMATION AND THE REGULARIZATION OF 40,000 CIVIL SERVANTS

By Dioda Wreh-Seekey



During a press briefing on March 26, 2024, at the Ministry of Information, Cultural Affairs, and Tourism (MICAT), Hon. Joe Kai announced a comprehensive audit of government payroll covering January 1, 2022, to December 31, 2023. This audit aims to uncover financial mismanagement and irregularities within Liberia's government payroll system. The disclosure, addressing concerns of financial discrepancies, is part of broader efforts to ensure transparency and accountability in government operations.

On April 4, 2024, at the Charles Gbenyon Conference Hall, the CSA Director-General provided further insights into the issue, focusing on the freeze on direct personnel replacements and the status of Personnel Action Notices (PANs) for 40,000 unregularized civil servants.

The CSA had previously issued a circular addressing the absence or incompleteness of PANs, which many perceived as a political move targeting civil servants hired during the previous administration. However, the Director-General clarified that the circular's intent was purely administrative to rectify documentation lapses that hinder efficient governance.

Hon. Joe Kai highlighted the critical role of PANs in civil service administration. PANs are vital employment instruments the Civil Service Agency uses to hire, promote, replace, and transfer civil servants. These notices define individual civil servants' employment status, responsibilities, and benefits. The Director-General revealed that approximately 19,600 civil servants lacked PANs, while 20,405 had incomplete PANs, affecting 40,405 individuals on the payroll. This situation has severely impacted public service performance and productivity, necessitating urgent reform measures.

The CSA reported 27 direct replacements in December 2023, driven by the need to fill positions vacated due to death, resignation, or transfer. These replacements adhered to the CSA's legal requirements, utilizing the official CSA email chain and PANs. The Director-General emphasized that addressing PAN irregularities and ensuring proper documentation is crucial for maintaining continuity and efficiency in government operations.

Spending entities are urged to collaborate with their human resource departments to regularize employees added to the payroll between July 2019 and December 2023.

As part of the ongoing payroll clean-up process, Hon. Joekai announced that 16 employees had been reinstated from 103 government spending entities after serving suspensions for various infractions. Additionally, 15 new hires in December 2023, which violated former President George M. Weah's directive against hiring during the transitional period, were scrutinized. This led to the removal of 41 ghost employees from the Liberia Land Authority's payroll and the blocking of eight LLA employees, with further actions planned for seven employees from the Ministry of Finance and Development Planning.

In response to the PAN regularization challenges, Hon. Joekai extended the processing period from 90 to 120 days, from April 2 to August 2, 2024.

This extension aims to provide adequate time for civil servants nationwide to complete their PAN processes, with the CSA deploying logistics and teams of analysts to assist human resource departments.

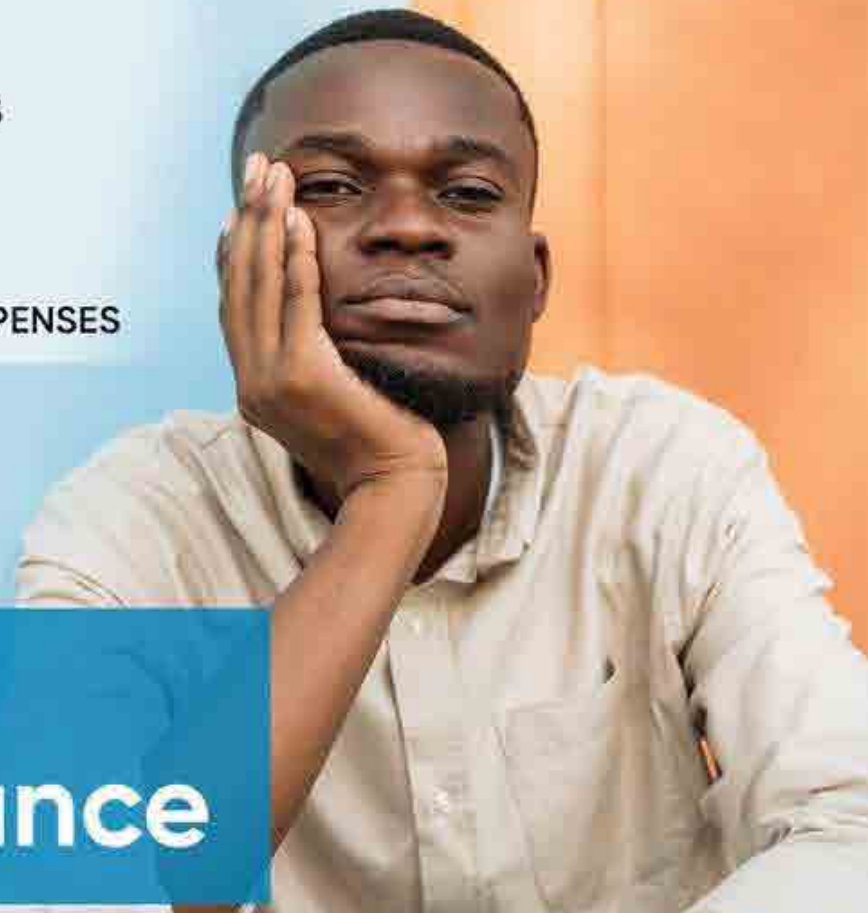
The announcement has been positively received, with many anticipating clearer guidelines under the extended timeframe.

Lastly, the Director-General emphasized the CSA's commitment to implementing recommendations from the General Auditing Commission's forensic payroll compliance audit covering January 1, 2018, to December 31, 2021. This audit uncovered significant financial mismanagement and fraud. The CSA's reform efforts, including the ongoing PAN regularization process and adherence to audit recommendations, underscore the agency's dedication to enhancing accountability, transparency, and efficiency in Liberia's civil service.



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CSA PARTNERS WITH ECOBANK-LIBERIA TO INITIATE 50% SALARY ADVANCE FOR CIVIL SERVANTS

By Dioda Wreh-Seekey



In an effort to make civil servants accessible to life-changing welfare-related benefits, the Civil Service Agency (CSA), through its Director-General, on Thursday, April 11, 2024, signed up and joined the launch of a new overdraft facility by ECOBANK Liberia Limited, in partnership with Saar Insurance, dubbed "Salary accounts and salary advances."

The "Salary Account & Salary Advance" initiative of ECOBANK launched in partnership with Saar Insurance complements the Director-General's unequivocal stance to reform the civil service sector since his takeover in March 2024 and allows civil servants with current bank accounts with ECOBANK to access up to fifty (50) percent of their monthly earnings to meet contingency expenses, thereby giving them financial freedom with a low-income rate of three percent.

The Director General, Joekai, thanked ECOBANK Liberia Limited for the opportunity to create such a platform to accommodate the needs of civil servants. He said it would help to finance rent, employee satisfaction, and productivity.

At the same time, the Civil Service Boss has reechoed the calls for bi-monthly payments, which, if approved, will also relieve civil servants of the hard-financial burdens of borrowing money and paying it back at high interest rates upon receiving their paychecks. In furtherance, Hon. Joekai added that, in addition to payroll reform, he has proposed establishing robust systems for storing and updating employee information.

The Managing Director of ECOBANK Liberia Limited, on his part, said the initiative is aimed

addressing the real and present needs of civil servants at the bank. Dr. Edward Nartey Botchway said the product is available for current Ecobank account holders and will provide prompt personal loans to salary accounts.

The Ecobank Liberia Limited boss said that the bank is always committed to providing services that will see many livelihoods improve and would help to further strengthen the relationship between the bank and its customers.

The launch of the salary advances product was joyously graced by human resources personnel and comptrollers from all spending entities of the government, as well as other human resources organizations such as the Association of Human Resources Practitioners of Liberia and the Civil Servants Association of Liberia. They expressed delight in the initiatives as the product would alleviate the financial constraints on civil servants, as they are often forced to seek high-interest loans to meet their needs.



In the meantime, the Civil Service Agency (CSA) hosted executive members from local commercial banks on April 25, 2024, and discussed an incredible game-changing initiative in providing a 50% salary advance scheme for our hardworking civil servants nationwide.

In accordance with the agency's mandate to have a more proactive and efficient government, the pivotal move is to empower the dedicated workforce and create a partnership that will ensure timely financial support when it is needed the most.

The Liberia Bank for Development and Investment (LBDI), United Bank for Africa (UBA), International Bank (IB), AfriLand Bank, and Guaranty Trust Bank (GTBank) were represented during the meeting, and they are fully committed to offering a 50% monthly salary advance to all civil servants across Liberia. The move on salary advancement by the CSA will empower civil servants and ensure their financial stability.

Meanwhile, the "Salary Account & Salary Advance" initiative of ECOBANK is effective as of the date of its launch, informed bankers have said, but they noted that other banking institutions are yet to say whether or not they have started implementation of the scheme.



PRESIDENT BOAKAI LAUNCHES CONSULTANCY POLICY GUIDELINES



By Dioda Wreh-Seekey | Photography Robert Serge Saint-Pé

As part of efforts to enhance efficiency and coordination within the Liberian public service, the Civil Service Agency (CSA) has launched Consultancy Policy Guidelines. The ceremony, attended by H.E. President Joseph Nyuma Boakai, Sr. marked a significant milestone in Liberia's governance.

Held on April 30, 2024, at the Ellen Johnson Sirleaf Ministerial Complex Conference Hall, the event highlighted the CSA's commitment to managing consultancy services across government entities. The guidelines aim to enhance efficiency, effectiveness, and accountability, recruiting independent Liberian consultants and consultancy firms for public services.

CSA Director-General Hon. Josiah F. Joekai, Jr. emphasized that the guidelines focus on accountability and performance evaluation, requiring consultants to meet key performance indicators. The new leadership of the CSA aims to address systemic corruption and strengthen the government's institutional capacity with these guidelines.

Hon. Joekai announced a proposed US\$2 million cap on consultancy spending for fiscal year 2024, resulting in significant cost savings. This measure aims to curb excesses and root out corruption, safeguarding public resources for genuine progress and development.

Key attendees included representatives from local banks, the Legislature, the Civil Service Association, ECOWAS, and other stakeholders, reflecting coordinated efforts to strengthen Liberia's governance structure.

President Boakai underscored the importance of aligning consultancy services with national priorities and delivering tangible results.

He called for adherence to the guidelines by all government entities, emphasizing the need for integrity and accountability.

The CSA, in collaboration with its partners, will focus on implementing and monitoring the guidelines, leveraging consultancy expertise to achieve Liberia's developmental aspirations. The launch of the Consultancy Policy Guidelines represents a commitment to fostering inclusive growth, innovation, and good governance, setting the stage for a new era of efficiency and accountability within the Liberian public service.





“

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It must be a complete dedication to the people and to the nation.

**MARGARET CHASE
SMITH**

”

CIVIL SERVANTS TRANSFORM WORKPLACE

Earning Public Commendation



By Dioda Wreh-Seekey
Photography by Robert Serge Saint-Pé

On May 10, 2024, the initiative by civil servants of the six governmental entities within the Ellen Johnson-Sirleaf Ministerial Complex to give their workplace a facelift was a historic move that has garnered widespread public commendation. This historic initiative was coordinated by the Civil Service Agency (CSA) Director-General, Hon. Josiah F. Joekai, Jr. and the General Services Agency (GSA) Director General, Hon. Galakpai W. Kortimai.

The public's positive response highlights the importance of such initiatives in fostering a sense of pride and motivation among employees. This move sets a precedent for other organizations to follow, emphasizing the value of investing in workplace improvements for the benefit of both employees and the community.

At the launch, Hon. Josiah F. Joekai, Jr., Director-General of the CSA and lead coordinator of the initiative, declared the

exercise as an unprecedented effort by civil servants. He expressed gratitude to the staff for their enthusiastic participation and commitment to creating a more hygienic environment.

The cleaning exercise aimed to maintain the standard of cleanliness, functionality, and a sanitary space within the complex, promoting a favorable environment for governmental operations. The effort involved staff from six government institutions, including the Ministry of Labor, the Ministry of Gender and Social Welfare, the Ministry of Agriculture, the Ministry of Commerce, and the Ministry of Education.

Hon. Galakpai Kortimai, Director-General of the General Service Agency (GSA), who served as the exercise's chief launcher, emphasized the importance of environmental stewardship and maintenance. He called on all governmental institutions to prioritize these efforts.

The initiative received positive feedback from various leaders, including the President of the National Teachers Association of Liberia (NTAL), Madam Mary W. M. Nyuma, and the President of the Civil Servants Association of Liberia (CSAL), Mr. Moibah K. Johnson. They applauded the institutions for taking such an initiative and pledged their support. Overall, the cleaning exercise was a collaborative effort to enhance the cleanliness and maintenance of the EJS Ministerial Complex for the benefit of all occupants and visitors.

Maintaining a clean and orderly workplace is not just about aesthetics; it has practical benefits

that can enhance the overall efficiency and well-being of the organization.

This landmark initiative marks a major advancement in preserving the integrity and efficiency of the EJS Ministerial Complex. The Inter-Ministerial Council is unwavering in its commitment to prioritize the complex's maintenance and upkeep. Through ongoing efforts and collaborative initiatives, the council aims to ensure that the complex remains a beacon of administrative excellence for years to come.



CSA DIRECTOR-GENERAL TAKES OVER AS PYPP BOARD CHAIR

By Robert Serge Saint-Pé & Dioda Wreh-Seekey



Hon. Josiah F. Joekai, Jr., proudly receiving the turn-over notes and the gavel of authority from the President's Young Professionals Program - Co-chair, Mr. T. Nelson Williams, II, during the official Board Chair ceremony

The Director-General of the Civil Service Agency (CSA), Hon. Josiah F. Joekai, Jr., takes over as the Board Chair of the President's Young Professional Program (PYPP) on an occasion where the Acting Chair (Co. Chair), Mr. T. Nelson Williams, II, symbolically turned over the mantle of authority to the Civil Service Agency within the Ellen Johnson-Sirleaf Ministerial Complex on May 21, 2024.

The ceremony was attended by several PYPP cohorts, members of the PYPP Alumina Association, some of whom are government officials, and staff from the CSA.

In his takeover speech, Hon. Joekai praised the PYPP Executive Director, Mrs. Ciata Stevens d'Almeida, for her impactful leadership, which has significantly bolstered the country's workforce.

He emphasized the CSA's commitment to working closely with the PYPP, noting that the CSA is responsible for managing human resources through recruitment and policy implementation across all 103 government spending entities.

"The PYPP has made a significant impact due to the unlimited number of young people committed to serving Liberia," Hon. Joekai remarked, highlighting the program's role in shaping the next generation of civil service leaders.

Hon. Joekai now steps into his new role following the brief tenure of Mr. T. Nelson Williams, II, who had been serving as acting chairman after the departure of Mr. James A. Thompson, the former CSA Director-General. As Board Chair, Hon. Joekai will lead and coordinate the Board of Directors' activities, holding fiscal and legal authority over the PYPP's governance.

Mr. Williams, who served as Co-Chair for the past five months, provided the outstanding issues of the program before submitting his heartfelt felicitations and later providing the handover notes and the gavel of authority of the noble institution.

He also praised and expressed confidence in Hon. Joekai's ability to build on the institution's existing foundation.

Executive Director Mrs. d'Almeida provided an overview of the program's achievements, stating that since its inception in 2009, the PYPP has recruited over 245 young professionals across 12 cohorts. Of these, 154 continue to serve in the civil service, while 48 have transitioned to the private sector. Current efforts include the placement of 35 members of Class XII.

"The program has seen 178 fellows complete the full two-year fellowship, with seven resigning before completion. The remaining 60 fellows are from Classes XI and XII." Mrs. d'Almeida asserted.

The President's Young Professionals Program (PYPP) of Liberia is a prestigious and competitive two-year program that recruits and places recent Liberian university graduates in important government roles and provides them with training and mentorship as they support the government's top priorities.







The PYPP was launched in 2009 by a consortium of visionary funders with the support of the government of Liberia. It has become one of Africa's most competitive programs for leadership in public service.

The PYPP, established in 2009, aims to attract and retain the brightest young minds in the country by providing them with opportunities for professional development and leadership training. The program has successfully produced numerous graduates who have gone on to assume key roles in both the public and private sectors.

The program's success has gained international recognition, which has led to the establishment of Emerging Public Leaders in Ghana and Kenya, with Malawi also on the verge of copying Liberia's most prestigious and competitive two-year fellowship.

According to Article 3 of the Bylaws establishing the President's Young Professionals Program (PYPP), the Director-General of the Civil Service Agency shall serve as Chairman of the program.

HON. JOEKAI CHAMPIONS PAYROLL CLEAN UP AND HUMAN RESOURCES AUTOMATION AT CABINET RETREAT

By Joseph N. N. Swen



Hon. Josiah F. Joekai, Jr., speaking at the Inaugural Cabinet Retreat

President Joseph N. Boakai's inaugural three-day Cabinet Retreat, held in Monrovia from Thursday, May 23rd to Saturday, May 25th, 2024, marked a significant milestone for his administration. This retreat, aimed at tackling key national issues, was a crucial step toward achieving the ARREST Agenda—a comprehensive framework designed to ensure effective governance and national development.

A pivotal topic of discussion at the retreat was the urgent call for a payroll cleanup and the automation of the human resource management system, spearheaded by Hon. Josiah F. Joekai, Jr.,

the Director-General of the Civil Service Agency (CSA). Hon. Joekai stressed the critical need to eliminate numerous ghost names from the government payroll, a burden that has long plagued the nation's financial integrity. He asserted that a thorough cleanup would bolster the economy and yield significant improvements across various sectors.

Furthermore, his advocacy for automation represents a broader vision to modernize essential human resource functions, including payroll, performance management, testing, employment, and pension systems.

Since assuming office at the CSA just under four months ago, Hon. Joekai has been unwavering in his commitment to reforming the civil service sector. His efforts align with the new administration's dedication to maximizing the efficiency and effectiveness of public funds for Liberia's development. Despite budgetary constraints, the Director-General has made notable progress in enhancing transparency, meritocracy, and efficiency within the public sector.

Hon. Joekai's initiatives underscore a strong dedication to bringing order and accountability to the civil service through proactive engagement and collaboration with development partners and intergovernmental agencies. His strategic approach aims to build a robust framework for sustainable civil service reforms, reflecting a forward-thinking agenda poised to drive Liberia's progress.

The ongoing headcount, which is part of the Employee Status Regularization Project (ESRP), is helping the Agency identify legitimate government employees, collect data for missing fields in the Alternative Temporary Payment System (ATAPS) and Civil Management System (CSM). For example, National Identifications Number (NIR), their gender, employment letter, date of birth and highest credentials are obtained.

These reforms, driven by Hon. Joekai's leadership, represent a transformative effort to ensure that the civil service operates with the highest standards of integrity and efficiency, setting a new benchmark for public sector management in Liberia.



H. E. President Joseph Nyuma Boakai, Sr. and his cabinet members during the retreat



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CSA AND NIR SIGNED A PARTNERSHIP AGREEMENT FOR DATA SHARING TO IMPROVE THE PUBLIC SECTOR

By Dioda Wreh-Seekey | Photography by Robert Serge Saint-Pé

A significant milestone was reached on May 27, 2024, as the Civil Service Agency (CSA) and the National Identification Registry (NIR) signed a landmark agreement to design, produce, and issue biometric cards, with each unique identifying number called the National Identification Number (NIN), for all 103 government spending entities to address the challenge of possible fraudulent duplication in the public sector.

The signing ceremony, held at the NIR headquarters, brought together key officials from both institutions, including the Minister of Justice, Hon. Oswald Tweh, who is a board member of the NIR, marking the beginning of a strategic partnership aimed at integrating the national identification system with civil service operations. By leveraging CSA's advanced identification technologies, the NIR aims to assist the CSA in data sharing through the e-verification portal in verifying legitimate government employees, which will help bring integrity to the payroll.

The CSA Director-General, Hon. Josiah F. Joekai, Jr., described the occasion as historic and a tremendous step forward for both institutions, noting that signing the MoU with the NIR will make the CSA's job easier in verifying employees' status and will help eliminate inefficiencies and discrepancies from the government payroll.

On his part, Hon. Andrew Peters, Executive Director of the National Identification Registry, emphasized that the MoU is more than just a piece of paper and that it will strengthen and improve the country's data collection. He also stated that the MoU will put an end to what people refer to as double-dipping, in which some individuals are on multiple payrolls under different names, collecting large sums of money at the expense of the government.

According to Hon. Peters, doing so will help save money and time while also preventing fraud, duplications, and double-dipping. In his words, 'Our technology can execute both individual and batch verifications easily.'

The NIR boss promised to collaborate with the CSA to provide every civil servant with a single identification number for proper representation and to assist the Liberian government and its ministries, agencies, and commissions in improving and strengthening information collection, storage, evaluation, and security, as well as other identification documents.

Hon. Zeze Reed, Deputy Executive Director for Technical Services at the National Identification Registry, also spoke at the ceremony, saying that authentication and verification in the public sector can not be overemphasized and that it will help improve collaboration for better service delivery.

He added that the overarching goal of the MoU is to promote collaboration between the two parties as well as the interoperability of the parties' ICT systems in order to reduce identity fraud, improve GOL payroll clean-up, and increase benefits for all employees.

The partnership will see the implementation of a comprehensive biometric verification system, which will form an inter-agency partnership that will provide the CSA with ongoing access to the NIR's e-verification platform to ensure that all GOL employees' National Identification Numbers are inserted on the working identification cards that the CSA will produce and issue. These efforts are in line with Hon. Joekai's agenda to embrace digital solutions for improved governance and public sector management.

With this initiative, the Civil Service Agency and the National Identification Registry reaffirm their dedication to building a robust, efficient, and transparent public service system that meets the needs of all Liberians. The initiative is poised to set a new benchmark in the delivery of public services, paving the way for a more accountable and effective government.



VETERAN CIVIL SERVANT HONORED AS MOTHER OF THE YEAR: AFTER 37 YEARS OF DEDICATED SERVICE

By: Dioda Wreh-Seekey



Mrs. Worlu-Kama's receiving her mother of the year certificate from Hon. Darlington A.P. Smith during the CSA's Women Association Mother's Day Program

In a world where commitment to public service is increasingly rare, Mrs. Veronica B.K. Worlu-Kama stands out as a beacon of dedication and resilience. With an impressive 37 years of service at the Civil Service Agency (CSA), she has become an integral part of the fabric that keeps the Agency running smoothly.

Born on June 22, 1962, in Bardnesville, Montserrado County, Mrs. Worlu-Kama hails from Sineo County. Her journey with the CSA began in 1987, a time marked by the regime of the late President Samuel K. Doe and the leadership of Dr. Lawrence Bestman as Director-General of the CSA. Starting her career as a clerk typist in the Office of Record

and Research under current day Human Resource Management Information System Division, Mrs. Worlu-Kama has steadily risen through the ranks, serving in various capacities such as senior clerk secretary, secretary, and now administrative assistant in the office of the Deputy Director for Administration and Finance.

Her role as administrative assistant is multifaceted, involving secretarial services, record-keeping, office inventory, and management. She is responsible for providing crucial secretarial support, implementing registry procedures, maintaining standards, and managing the flow of incoming and

internally created mail. Her organizational skills and attention to detail ensure that the office operates efficiently, reflecting her unwavering commitment to the CSA.

Mrs. Worlu-Kama's educational background includes a Diploma in Secretarial Science and Clerk Typing from the Arthur Barclay Technical Institute, and she is a proud graduate of Williams V.S. Tubman High School in Monrovia. Her professional qualifications have equipped her with the expertise needed to excel in her various roles over the years.

Beyond her professional life, Mrs. Worlu-Kama is a devoted Christian and an active member of the New Life Ministry Church, where she serves as the Director for the Children Department. Her personal life is filled with the joys of family, being a mother to five children and a grandmother to six.

In recognition of her exceptional service, Mrs. Worlu-Kama was honored as Mother of the Year by the Women Association of the Civil Service Agency during the Agency's Mother's Day celebration.

Standing as an accolade, her level of humility and Godfearing attributes serve as a testament to her timeless dedication and the high regard in which she is held by her colleagues. Mother Kama is poised for retirement after her many years of services rendered at the CSA and the Liberian Government.

The Director-General of the CSA, Hon. Josiah F. Joekai, Jr., along with the entire Agency, joined the Women Association in celebrating Mrs. Worlu-Kama, offering heartfelt congratulations and wishing her continued blessings. Her story is not just one of professional achievement but also of personal integrity and community service, making her a true role model for all.

Mrs. Veronica B.K. Worlu-Kama's journey is a shining example of the impact one individual can have through a lifetime of dedicated service. As she continues her work at the CSA, her legacy of excellence and commitment will undoubtedly inspire future generations of civil servants.





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CSA & FBA HOST ONBOARDING TRAINING FOR NEW GOV'T OFFICIALS

To Enhance Governance In Liberia

By Dioda Wreh-Seekey & Robert Serge Saint-Pé

Photograph by Abu S. Kamara



Hon. Joekai, Ambassador Sjöstrom, and Director-General of the Cabinet with facilitators and participants

The Civil Service Agency (CSA), in collaboration with the Folke Bernadotte Academy (FBA) hosted a five-day executive onboarding and orientation program for newly appointed government officials, aimed at fostering understanding, navigation, and compliance with the nation's governance.

Giving the onboarding's overview, the Director-General of the CSA, Hon. Josiah F. Joekai, Jr., highlighted the importance of the partnership between the CSA and FBA, emphasizing their shared commitment to promoting transparency, accountability, and effective governance in Liberia. He stressed that the onboarding exercise is crucial for building a more effective and accountable civil service to benefit Liberia.

"Our onboarding exercise, will focus on innovation, public ethical leadership, and strategic people management, emphasizing the importance of the code of conduct, transparency, and accountability in public service," Hon. Joekai said. He noted that the framework with the FBA is designed to enhance the CSA's role as a strategic advisor to the Government of Liberia, focusing on organizational structuring, staffing strategies, and overall human resource development.

Swedish Ambassador Urban Sjostrom also addressed the significance of the FBA's contributions, particularly in promoting the Rule of Law within the civil service and enhancing the delivery of basic services in peace and security. He underscored the importance of the strategic partnership between the FBA and CSA, which aims to promote communication, effective working conditions, political savvy, networking, and interagency cooperation.

Director General of Cabinet, Mr. Nathaniel T. Kwabo, commended the CSA for initiating the exercise, noting that it will inform government officials about governance processes. Mr. Claudius J. Broderick, the CSA's Director for Career Management and Training Division, also the lead organizer, explained that the onboarding and orientation exercise is intended to equip new appointees with the necessary skills, knowledge, and behaviors to contribute effectively to their institutions and the government.



The week-long exercise, running from Monday, June 11, to Friday, June 14, 2024, had participants attending in batches. Each day, receiving lectures on various topics, including: Onboarding framework, Introduction to governance and the rule of law, Rule of law in public administration, Elements of public administration, Accountability in public service, Transparency, Professional ethics in the civil service, and Civil Society Organization.

The opening ceremony was attended by government officials, representatives from the FBA, and civil society organizations such as the Accountability Lab, the Institute of Research and Democratic Development (IREED), the Civil Servant Association of Liberia, and the Women NGO Secretary of Liberia (WONGOSOL).

The historic onboarding and orientation exercise aimed to provide new appointees with concise and accurate information to help them adapt quickly and comfortably to their roles. It sought to strengthen their contributions to the Rule of Law within their various institutions, promote effective communication, maintain conducive working conditions, enhance political savviness, and foster networking and interagency cooperation, among other objectives.





HONORING EXCELLENCE: LIBERIA CELEBRATES PUBLIC SERVICE DAY WITH PRESTIGIOUS AWARDS



Story & Photography By Robert Serge Saint-Pé

Liberia joined the global community in commemorating Public Service Day with an elaborate indoor ceremony organized by the Civil Service Agency (CSA). Held on June 24, 2024, in the Ball Room of the Ellen Johnson Sirleaf Ministerial Complex in Congo Town, the event recognized the dedication, integrity, and hard work of the nation's public service. The ceremony culminated in honoring H.E. President Joseph Nyuma Boakai, Sr., as the longest-serving public servant.

Hon. Tanneh G. Brunson, the Deputy Minister for Budget and Development Planning at the Ministry of Finance and Development Planning, and Mr. Alfred Drosaye, the Principal Administrative Officer (PAO) of the Civil Service Agency, received honors as the Best Public Servant and the Best Civil Servant, respectively. The gathering saw numerous dignitaries, public sector workers, and civil servants come together to celebrate the achievements and dedication of those serving in Liberia's public service.

CSA Director-General Hon. Josiah F. Joekai, Jr., who served as convener-in-chief, praised the honorees, highlighting their contributions as a testament to the impact of innovative approaches and collaborative efforts in public service. "To our esteemed awardees and honorees, your services and contributions are exemplary and truly outstanding. Your dedication sets a high standard and serves as a reminder of what we can achieve when we work together with purpose and passion," Hon. Joekai asserted.

Senate Pro Tempore Madam Nyonblee Kangar-Lawrence, who served as orator of the day, accepted the president's award on his behalf, underscoring his 40-year devotion to dedicated public service. In her statement during her oratory, she emphasized the role of public service in responding to the needs of the people, ensuring that every citizen and resident has the capacity to provide effective and efficient services that improve the quality of life in Liberia. She noted that, despite the country's challenges, Liberia's public sector practitioners have been the backbone of the nation's success, showing resilience even in the face of limited resources.

Hon. Tanneh G. Brunson received the Best Public Servant of the Year award for her unwavering commitment and exceptional leadership in improving Liberia's economic landscape. Mr. Alfred Drosaye, the Principal Administrative Officer (PAO) of the Civil Service Agency was celebrated as the Best Civil Servant of the Year for his diligent work in streamlining administrative processes and enhancing the efficiency of the CSA and the public service.

The Speaker of the House of Representatives, Hon. Jonathan Fonati Koffa, referred to public servants as the "bedrock" of Liberia's governance system. He congratulated public servants on the occasion and acknowledged their sacrifices and indispensable contributions to the nation's progress.

He congratulated public servants on the occasion and acknowledged their sacrifices and indispensable contributions to the nation's progress.

The event also featured speeches from partners and dignitaries. The President of the Civil Servants Association, Mr. Moibah Johnson, emphasized the need to support and invest in public and civil servants to ensure the nation's continued growth and stability. The UN Resident Coordinator to Liberia, Madam Christine Umutoni, congratulated Liberia's public servants and delivered a special message from the United Nations Secretary-General. Additionally, the Managing Director of the Liberia Petroleum Refining Company (LPRC), Hon. Amos Tweh, urged public servants to uphold high standards of service, praising the CSA boss, Hon. Joekai, for his professionalism and commitment to creating an efficient and meritocratic public service.

The global theme of this year's Public Service Day, "Fostering Innovation amid Global Challenges: A Public Sector Perspective," underscores the importance of enhancing digital technology to improve service delivery, increase transparency, and make government operations more efficient and accessible. The event not only honored individuals but also reinforced the values of dedication, excellence, and service within Liberia's public service.







President Boakai Mandates the CSA to Clean up National Payroll - Launches Employees Status Regularization Project



On July 4, 2024, H.E. President Joseph Nyuma Boakia, Sr., launched the Employees Status Regularization Project (ESRP) at the Ministry of Information, Cultural Affairs and Tourism (MICAT). Below is the President's full speech.

Today marks a significant milestone in our administration's journey. It is a day of immense pride and progress as we gather to launch one of our leading programs, the Employees Status Regularization Project (ESRP), dedicated to enhancing employment and payroll transparency and accountability in the government. This project is a significant step forward for my administration and a leap towards a more efficient, transparent, and accountable civil service.

Our government's ARREST Agenda, rooted in transparency and accountability, is the cornerstone of our actions. The launch of the Employees Status Regularization Project (ESRP) is a testament to this commitment. By cleansing the bloated payroll system we inherited, we aim to create a more productive workforce with improved wages for our hardworking civil servants.

This initiative is not just a part of our agenda, but a significant stride towards its realization. The ESRP is a testament to our dedication to these principles.

"This comprehensive employee headcount and physical verification exercise will not only identify and remove ghost names, double dippers, and unqualified individuals from our payroll system, but also significantly improve the wages of legitimate civil servants and provide opportunities for qualified professionals to deliver efficient and effective services".

- President Boakai

This is a major step towards a more productive and efficient civil service.

This initiative aligns perfectly with our ARREST Agenda, promoting transparency and accountability across all sectors. I am pleased to report that the ESRP has already made significant strides, covering 26 out of the 103 government Spending Entities.

Progressive reports have revealed huge numbers of ghost names, double dippers, unqualified and inefficient employees, duplicate names, and National Identification Numbers (NIN) on the payroll.

These discrepancies and inefficiencies are not just numbers on a balance sheet. They represent a significant loss to our government, amounting to millions monthly. The Employees Status Regularization Project (ESRP), designed and implemented by the Civil Service Agency (CSA), is our robust response to this financial drain.

By addressing these issues, we aim to not only strengthen and manage our payroll system but also significantly reduce these financial losses, ensuring it operates with transparency and efficiency, and improving compensations for qualified employees.

significantly reduce these financial losses, ensuring it operates with transparency and efficiency, and improving compensations for qualified employees. By identifying all legitimate government employees and improving payroll data collection, we aim to minimize waste and abuse of government resources and ensure the effective utilization of public resources.

The ESRP is a response to the current challenges we face: the accumulation of ghost names, incomplete Personnel Action Notices (PANs), and outdated information that have compromised the integrity of our government payroll system. This comprehensive clean-up is essential to ensure the accuracy and transparency of our payroll system.

The scope of the ESRP encompasses all government Spending Entities, focusing on verifying and updating employee records across all 103 Entities.

The methodology includes thoroughly auditing the existing payrolls, cross-referencing current employee records, and implementing a robust data collection and management system to prevent future discrepancies.

We envision three key deliverables from this project:

- An updated and accurate payroll system free of ghost names and incomplete Personnel Action Notices
- A streamlined process for ongoing payroll data management and verification
- A depoliticized, professional workforce maintaining payroll integrity
- An improved and capable workforce

These goals will be achieved over three months, July to September 2024, with key milestones, including the initial audit and assessment, data verification and updating, system implementation, and training, culminating in a final review and report. I want to personally thank the Civil Service Agency for undertaking this major national reform initiative, which will bring integrity to the national payroll system, save the government millions, and strengthen and improve the workforce.



Fellow Liberians, it is vital to inform you that by July 2023, this time last year, the previous administration had already hired about 1,000 so-called consultants, primarily casual laborers, who did not significantly contribute to bridging the human resource and institutional capacity gaps and advancing our governance system overall.

In sharp contrast, today, we proudly announce the recruitment of 97 highly qualified professionals and experts through a rigorous vetting process consistent with the National Consultancy Policy Guidelines I launched on April 30, 2024. Many of the consultants present here today include legal, human resource, management experts, and specialized doctors. We extend special thanks to the leadership of the Civil Service Agency for instituting these consultancy reform measures, ensuring effective utilization of consultancy resources, and delivering value for money.

Distinguished ladies and gentlemen, I hereby officially launch the Employees Status Regularization Project (ESRP) under the auspices of the Civil Service Agency with great pride and anticipation. This project represents a pivotal step towards a more transparent, accountable, and efficient government committed to serving the people of Liberia with integrity and dedication.

Always remember to Think Liberia, Love Liberia, and Together build Liberia

Thank you, and may God bless Liberia.

HIGHLIGHTS OF HON. JOEKAI'S STEWARDSHIP AT THE CSA FROM MARCH – JUNE 2024

The tenure of Hon. Joe Kai began with his commitment to diligently pursue the much-needed reforms that the CSA has long awaited. In this edition, we underscore the seven significant milestones achieved during the period under review.

The National Consultancy Policy

The National Consultancy Policy was developed and implemented to control the recruitment and management of consultants across government. As part of the President's 100th Day deliverables, H.E. President Joseph Nyuma Boakai, Sr. endorsed and announced the policy guidelines on April 30, 2024, with the goal of ensuring the efficient use of public funds and increase productivity in consultant services. The implementation of this policy anticipates the Government of Liberia using US\$2 million for consultancy in Fiscal Year (FY) 2024, representing a significant cost savings of \$4.1 million over the previous fiscal year, when \$6.1 million was spent on unexplained purposes in the name of consultancy during the regime of the previous administration.



Migrating From ATAPS To CSM

Another achievement is to migrate the National Payroll from the Alternative Temporary Automated Payroll System (ATAPS) to the Civil Service Management System (CSM). The move is intended to simplify payroll management and reduce human participation, hence avoiding irregularities like ghost employees and disparities.

The CSM effort also seeks to collect missing personnel data, with roughly 75% of the necessary information scheduled to be gathered by the end of May 2024, allowing for a full migration to the CSM by June 2024.

The 50% Salary Advance Scheme

The introduction of the 50% Salary Advance Scheme for civil servants is a milestone which is intended to provide civil servants with the option to access up to half of their monthly salary with a repayment period of 30 days and a minimal interest rate of 3%.

The collaborative effort was launched by the CSA and ECOBANK and later incorporated other banks, including AfriLand, LBDI, UBA, and GT.

Employees Status Regularization Project (ESRP)

Serving as the fourth milestone, the implementation of the Employees Status Regularization Project (ESRP), allows legitimate employees to formalize their positions by completing Personnel Action Notices (PANs) according to the Human Resources Management Policy Manual.

The CSA created and tested an efficient software to help with this process, which is currently in a successful pilot phase at certain ministries and agencies.

National Payroll Cleanup

The fifth most significant achievement is the national payroll cleanup procedure, which eliminates inequalities, redundancies, and anomalies to lower wage bills and improve civil service professionalism. To date, the CSA has identified and eliminated 6,494 employees from the payroll, accounting for 9.59% of the workforce, resulting in significant savings - an 8.49% reduction in the average monthly salary bill of \$23,543.784.64.

Furthermore, the CSA has received cooperation from the General Auditing Commission (GAC), the Internal Audit Agency (IAA), and the Ministry of Finance and Development Planning (MFDP) for a complete payroll compliance audit from January 2022 to December 2023.

The CSA also conducts mandatory headcounts at various spending entities to check legitimate employees and remove illegitimate individuals from the payroll, ensuring the accuracy and integrity of the government's workforce records.

The CSA Partnership with the NIR for data sharing to Improve Public Sector

The Civil Service Agency (CSA) under the leadership of Hon. Joekai and the National Identification Registry (NIR) have inked a strategic agreement to develop, create, and issue biometric cards for all 103 government spending institutions. The partnership's goal is to reduce fraudulent duplication in the public sector and improve data collecting via the e-verification portal. The CSA will deploy advanced identification technology to verify government employees' identities, assuring payroll accuracy. The MoU intends to boost data collecting, avoid double-dipping, and improve information collection, storage, evaluation, and security.

The NIR will work with the CSA to give every civil servant a single identification number for proper representation and to help the Liberian government improve information collection, storage, evaluation, and security. The alliance will also foster collaboration and the interoperability of ICT.

CSA and FBA Host Onboarding Training For New GOL Officials to Enhance Governance in Liberia

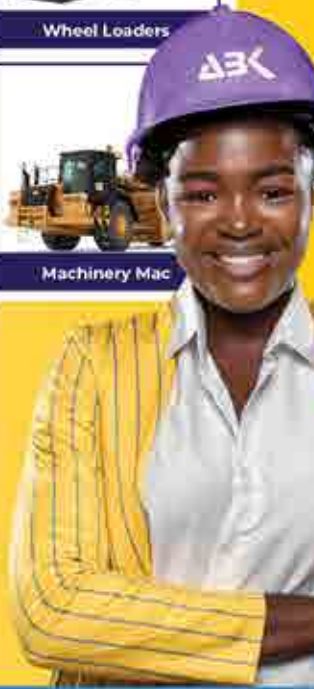
The Civil Service Agency and Folke Bernadotte Academy held a five-day executive onboarding program for newly appointed Liberian government officials, focusing on innovation, public ethical leadership, and strategic people management. The program aimed to enhance the CSA's role as a strategic advisor, promote communication, and foster interagency cooperation.



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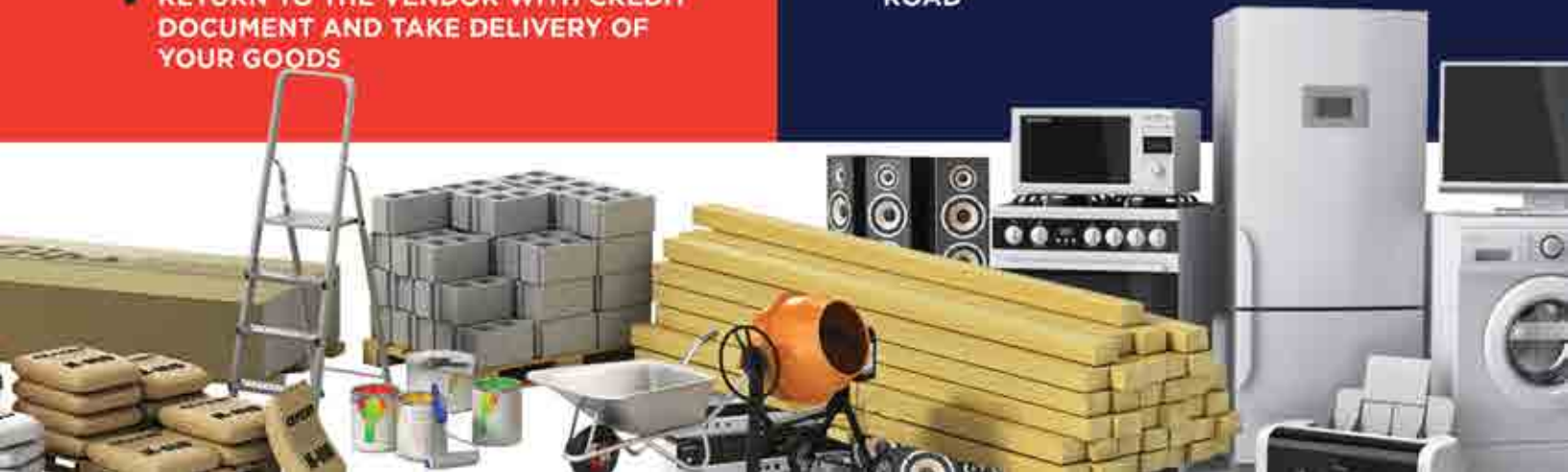
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