



# ANNUAL REPORT

2024

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

**By: Hon. Josiah F. Joekai, Jr.  
Director-General, CSA**

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Submitted on: **November 25, 2024**



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



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



**Hon. Josiah F. Joekai, Jr.**  
Director-General, Civil Service Agency

# Vision, Mission & Core Values



## VISION

Building a civil service that has the capacity, competence and motivation to deliver sustainable good governance to the nation.

## MISSION

Managing a robust, professional, and adequately compensated civil service that effectively and efficiently delivers high-quality services to the people, aimed at improving and sustaining their quality of life.



## CORE VALUES

- Service
- Competence
- Integrity
- Transparency & Accountability
- Independence
- Merit
- Fairness

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# Message from the Director-General

Fellow Liberians,

The Civil Service Agency (CSA) made transformative strides in 2024 toward fostering a more accountable, efficient, and transparent civil service for Liberia. Central to our efforts was the Employee Status Regularization Project (ESRP) aimed at addressing longstanding issues related to payroll integrity and operational efficiency.



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

Through the ESRP, we eliminated “ghost workers” and identified systemic irregularities, such as shared bank accounts and duplicate mobile numbers, that had impeded accountability within our payroll system. These achievements underscore our commitment to fiscal responsibility and transparency, reflecting our dedication to a leaner, more effective workforce.

In addition to the ESRP, our data-driven approach has provided critical insights into the civil service’s educational, demographic, and gender distribution. Our workforce analysis revealed significant skill gaps, with a significant number of employees lacking a high school diploma, and identified age imbalances, particularly a high concentration of employees nearing retirement. These findings reinforce the CSA’s focus on strategic human resource planning, enabling us to design initiatives that address educational gaps, ensure retirement readiness, and promote gender equity. By fostering a diverse and capable workforce, we aim to build a civil service that is inclusive and responsive to Liberia’s governance needs.

We also inaugurated the National Civil Service Testing Center, a computer-based facility that elevates the recruitment process through standardized assessments. This ensures that civil service hiring is conducted based on competency, skill, and knowledge, setting a new benchmark for professionalism and fairness in public sector recruitment. Together, these reforms contribute to a civil service that attracts and retains high-caliber individuals equipped to advance Liberia’s development goals.

Looking ahead, the CSA is steadfast in its mission to sustain and expand upon this year’s achievements. Our emphasis on accountability, transparency, and ethical governance will guide future initiatives as we address skill development, retirement readiness, and workforce inclusivity. These advancements are not only critical to the continued success of the civil service but also to building public trust and aligning our workforce with Liberia’s long-term aspirations. The successes of 2024 mark a significant step in our journey, and we remain dedicated to a modern, professional civil service that stands as a pillar of national progress.

A handwritten signature in blue ink, appearing to read "Josiah F. Joekai, Jr.", written in a cursive style.

Josiah F. Joekai, Jr.

**Director-General, CSA**

# Meet The Deputies



**HON. DARLINGTON A. P. SMITH**

**DEPUTY DIRECTOR-GENERAL  
FOR HUMAN RESOURCE MANAGEMENT  
& POLICY, CSA**



**HON. DAHNU MIANYEN**

**DEPUTY DIRECTOR-GENERAL  
FOR ADMINISTRATION & FINANCE, CSA**



# Executive Summary



In March 2024, President Joseph Nyuma Boakai, Sr., appointed Josiah F. Joekai, Jr. as Director-General of the Civil Service Agency (CSA), with his Deputy Directors Darlington A. P. Smith and Dahnu Miayen supporting reforms to enhance Liberia's public service efficiency. From March to October 2024, key governance initiatives were launched to improve institutional development, financial discipline, and workforce management. Among these efforts, the Board of Appeals was reconstituted, providing a streamlined, accessible avenue for civil servants to address grievances without resorting to lengthy court processes. This development marks a significant shift toward ensuring fair employment practices, offering civil servants a timely, efficient alternative for dispute resolution.

Further reforms targeted the Government's Consultancy Program, which had previously suffered from financial mismanagement. Under Joekai's leadership, a National Policy for recruiting consultants was launched by H.E Joseph Nyuma Boakia, Sr. to improve accountability and transparency. Notably, consultancy expenses were cut from USD 6.1 million in 2023 to USD 1.4 million by September 2024. These cost-saving measures were complemented by performance-based compensation standards, linking consultant remuneration to their contributions, and refined hiring criteria to ensure only qualified professionals are engaged. Additionally, the Employee Status Regularization Project (ESRP) improved payroll accuracy by removing unqualified personnel, thus strengthening the integrity of the system and enhancing efficiency across the civil service workforce.

To address broader structural challenges, the CSA embarked on collaborative initiatives and targeted reforms. Retirement and pension processes were improved in partnership with NASCORP, reducing delays and supporting retirees' transition. A Memorandum of Understanding with LIPA and the Governance Commission was also established to bolster public sector capacity, focusing on skill development and mandate clarity. Furthermore, the National Civil Service Testing Center (NCSTC) was officially inaugurated on October 31, 2024, by Vice President Jeremiah Kpan-Koung, underscoring its role in fostering a merit-based recruitment process that promotes transparency and integrity in the public service. Through automated, competency-focused assessments, the NCSTC is positioned to transform civil service recruitment, enhancing fairness and reducing opportunities for malpractice.

These cumulative reforms signify a commitment to creating a results-oriented, financially accountable, and merit-based civil service aligned with the goals of the ARREST Agenda for Inclusive Development (AAID). The CSA's initiatives demonstrate a strong dedication to transforming Liberia's civil service into a dynamic institution that effectively meets the nation's workforce needs, addressing gender disparities, enhancing employee qualifications, and fostering an environment of integrity and excellence in public administration.

# Employee Status Regularization Project (ESRP)

For the year under review, the Employee Status Regularization Project (ESRP) stood as a cornerstone of the Civil Service Agency's reform initiatives aimed at increasing efficiency, accountability, and transparency across Liberia's civil service. This project was instrumental in addressing longstanding payroll discrepancies and operational inefficiencies that had plagued government spending entities for years. A primary objective of the ESRP was to eliminate "ghost workers," which refers to individuals listed on the payroll despite no longer actively serving in their positions. In carrying out this initiative, we identified several systemic issues, such as shared bank accounts and duplicate mobile numbers, suggesting pervasive irregularities in payroll practices. By conducting meticulous audits and enforcing a moratorium on suspicious accounts, the ESRP set the stage for a more financially responsible and efficient civil service.

In collaboration with relevant government entities, the ESRP involved a comprehensive review and verification of personnel records across 103 government institutions, focusing on establishing clear and verifiable employment statuses for each civil servant. This standardization of documentation not only reduced the number of ghost workers on the payroll but also strengthened workforce accountability across the civil service. By October 2024, just under 8 months, the workforce had been streamlined from 67,746 employees to 60,900, achieving a reduction in the government's monthly wage bill from \$23.5 million to \$21.1 million. This cost-saving measure demonstrates the transformative impact of the ESRP in terms of enhancing transparency and restoring confidence in the government's payroll system.

For this reporting period, ESRP's success was further bolstered by extensive data collection and verification efforts. By gathering comprehensive data for 42,076 civil servants and continuing verification for an additional 19,092, the ESRP significantly improved the accuracy and integrity of the payroll system. The initiative's accomplishments extend beyond financial savings, as it has also positively influenced workplace discipline. Improvements in employee attendance and punctuality were observed, reflecting a renewed sense of responsibility and accountability among government employees. In essence, the ESRP has laid the groundwork for a more ethical, efficient, and transparent public service in Liberia.

“The **strength** of a nation’s civil service lies in its commitment to transparency, integrity, and service delivery. By safeguarding public resources and ensuring accountability, we build a future where the public sector **becomes** the bedrock of trust and progress for all Liberians.”

**-Hon. Joseiah F. Joekai, Jr.**

Director-General, Civil Service Agency

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In examining the makeup of the civil service, the CSA conducted an extensive analysis of the educational credentials, age distribution, and gender representation within the workforce. The data collected for the year under review highlights both strengths and areas requiring targeted development within the civil service.

## a) Educational Credentials

Notably, 2,824 employees hold associate degrees, while 9,783 possess bachelor’s degrees, and 1,885 have graduate or postgraduate qualifications. However, a significant skills gap is evident, as 9,233 employees lack a high school diploma, and an additional 6,281 have only high school education. Addressing this skills gap is a priority for the CSA, as it directly impacts the quality-of-service delivery and the capacity of civil servants to respond to evolving national challenges.

Educational Credentials			
No.	Credential Category	Total	Percent%
1	Ph.D.	150	0.36
2	Medical Doctor (Partially Captured)	13	0.03
3	Master	1885	4.48
4	Bachelor's Degree	9,783	23.25
5	Associate	2824	6.71
6	Professional Diploma	1149	2.73
7	Professional Certificate	10,173	24.18
8	High School Diploma	6281	14.93
9	Vocational School/Education	467	1.11
10	No High School Diploma	9232	21.94
11	Appointee (Partially Captured Credentials)	119	0.28
<b>Total</b>		<b>42,076</b>	<b>100%</b>

Source: ESRP 2024

## b) Age Distribution

The age distribution data sheds further light on the demographic characteristics of Liberia's civil service workforce. Employees are primarily concentrated in the 46-60 age range, accounting for 17,874 individuals. This group is followed by the 36-45 age bracket, which includes 13,387 employees, and the 26-35 age range, encompassing 4,838 employees. Younger employees, aged 18 to 25, make up a smaller portion of the workforce, with only 363 individuals, indicating a potential gap in the recruitment and retention of younger professionals. Additionally, 2,841 employees fall within the 61-65 age range, while those over 65 total 2,775.

These age-related insights are crucial as they inform retirement and succession planning strategies, helping to ensure a balanced workforce capable of adapting to future needs.

<b>Age Distribution</b>			
<b>NO</b>	<b>Age</b>	<b>Frequency</b>	<b>Percent%</b>
1	Below 18-25	361	0.86
2	Age 26-35	4838	11.50
3	Age 36-45	13387	31.82
4	Age 46-60	17874	42.48
5	Age 61-65	2841	6.75
6	Age 65 Above	2775	6.60
<b>Total</b>		<b>42,076</b>	<b>100%</b>

*Source: ESRP Report 2024*

**c) Gender Representation**

Gender representation within the civil service presents another area for improvement. Out of the 42,076 employees verified, 69.28% are male, while only 30.72% are female. This significant gender disparity underscores the need for initiatives aimed at promoting gender equity and empowering women within the civil service. The CSA recognizes that a diverse workforce is essential for fostering inclusive governance and aims to implement policies that address this imbalance. Prioritizing gender equity creates an environment where all employees, regardless of gender, have equal access to opportunities for advancement and professional development.

For this reporting period, these demographic findings highlight the need for a strategic focus on human resource development within the civil service. Efforts to close the educational and gender gaps within the workforce are essential for achieving a modern, capable, and inclusive civil service. Investing in education, training, and gender equity programs, demonstrates the CSA commitment to building a workforce that reflects the diversity and aspirations of the Liberian population. These initiatives will not only enhance the effectiveness of the civil service but also contribute to the broader goals of national development and social progress.

<b>Gender Representation</b>			
<b>No.</b>	<b>Employees processed by Gender</b>	<b>Total Number</b>	<b>Percent %</b>
1	Male	29,150	69
2	Female	12,926	31
<b>TOTAL</b>		<b>42,076</b>	<b>100%</b>

*Source: ESRP Report 2024*

**“Accountability and transparency are the bedrock of public service. As leaders, we must not only speak of integrity but demonstrate it, for it is through our actions that trust in governance is truly built.”**

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**Hon. Jeremiah Kpan Koung, Sr.**

Vice President of the Republic of Liberia

# Operationalization of the Civil Service Commission



Since its mention in the 1986 Constitution, Liberia's Civil Service Commission has remained largely inactive. Recognizing the importance of this entity in public sector governance, the CSA, in collaboration with the Law Reform Commission, has taken definitive steps toward its operationalization. For the year under review, a draft bill was finalized and submitted to the Office of the President, to be presented to the Legislature for enactment. Once established, the Civil Service Commission will play a pivotal role in strengthening merit-based recruitment, employment standards, and overall governance within Liberia's civil service. This initiative aligns with the broader goals of enhancing accountability, transparency, and efficiency across all government functions.

The establishment of the Civil Service Commission will provide a structured mechanism for upholding ethical standards and professional integrity in the public sector. Fostering a system rooted in meritocracy, ensures that recruitment and promotions are based on qualifications, experience, and competency, thus minimizing instances of favoritism and bias. Furthermore, the Commission will serve as a regulatory body, overseeing adherence to employment standards and safeguarding the rights of civil servants. This reform is anticipated to restore public confidence in the civil service and attract a new generation of qualified professionals committed to serving Liberia.

In addition to promoting fairness and accountability, the operationalization of the Civil Service Commission will enhance Liberia's alignment with international best practices in public administration. Similar commissions in other countries have proven effective in upholding high standards of governance, and the CSA aims to replicate this success in Liberia. Implementing merit-based recruitment and professional conduct guidelines, the Commission will elevate the quality-of-service delivery across government institutions, thereby contributing to the nation's socioeconomic development. The operationalization of this Commission is a critical step in Liberia's journey toward a more effective, efficient, and equitable public sector.



The following Autonomous Public Commissions are hereby established: a) The Civil Service Commission; b) The Elections Commission; and c) The General Auditing Commission. The Legislature shall enact laws for the governance of these Commissions and their respective areas of concern.



**The 1986 Constitution of Liberia, Article 89**

**“We all have what it takes to overcome all the burdens we have imposed on ourselves through greed and corruption. When we work together, there is nothing we cannot overcome as a people.”**

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



# Reforming the Government's Consultancy Program: Enhancing Accountability



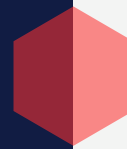
The consultancy reform undertaken by the CSA represents a strategic shift toward improved efficiency, accountability, and transparency in consultancy engagements within the civil service. For the year under review, the CSA recognized widespread inefficiencies and a lack of transparency in consultancy practices, which had resulted in significant financial expenditures without commensurate benefits. In response, the CSA introduced the National Policy Guidelines for Recruiting Independent Consultants and Consultancy Firms, a framework designed to standardize recruitment, link compensation to performance, and ensure that public funds are allocated to critical areas, such as healthcare and education. This policy framework serves as a blueprint for responsible consultancy management, enabling the government to utilize its resources more effectively.

One of the key achievements of this reform has been a substantial reduction in consultancy spending. In 2023 alone, nearly 1,000 consultants were employed at a cost of USD 6.1 million. For this reporting period, however, the CSA streamlined consultancy engagements to focus on essential services, reducing the number of consultants to 94 individuals and four firms. This approach led to a drastic decrease in consultancy expenses, which now stand at USD 1.4 million, reflecting a more targeted and financially sustainable approach to consultancy management. Prioritizing essential consultants in sectors critical to national development, such as healthcare, education, and agriculture, and security, the CSA has ensured that consultancy resources are strategically aligned with the nation's pressing needs.

Furthermore, the reform has introduced performance-based compensation, whereby consultants are required to submit monthly performance reports as a condition for payment. This measure fosters accountability and ensures that consultancy services contribute tangible results to government operations. So, linking remuneration to performance has established a culture of results-driven consultancy, encouraging consultants to deliver meaningful contributions to their respective projects. This shift toward accountability and performance monitoring underscores the CSA's commitment to maximizing the value of consultancy engagements and optimizing government spending.

In addition to cost savings and performance-based compensation, the new policy guidelines have standardized the recruitment process for consultants, ensuring that all consultancy engagements uphold professional standards and ethical practices. These guidelines require that roles be clearly defined and tailored to individuals with specialized expertise, thus raising the quality of consultancy services. The CSA's consultancy reform initiative sets a precedent for responsible consultancy management within Liberia's civil service, promoting a culture of accountability, professionalism, and strategic resource allocation that will ultimately benefit the Liberian people.

# Retirement and Pension Reforms: Securing the Future for Civil Servants



Retirement and pension processes have long been a challenge within Liberia's civil service, with delays often impacting the financial well-being of retirees. For the year under review, the CSA, in partnership with the National Social Security and Welfare Corporation (NASCORP), introduced significant reforms aimed at streamlining retirement and pension processes to provide retirees with a secure, dignified transition out of the workforce. Recognizing the importance of ensuring a smooth retirement experience, the CSA organized a pre-retirement and pension counselling initiative across all 15 counties. Through this initiative, 1,403 prospective retirees received guidance on the retirement process, pension eligibility, and post-retirement benefits, enabling them to navigate this life transition with greater confidence and ease.

A major success of this initiative has been the CSA's ability to address longstanding administrative backlogs in pension processing. By partnering with NASCORP, the CSA has ensured that retirees who left the workforce as far back as 2017 are now scheduled to receive their due pension payments. This accomplishment represents a critical step forward in honoring the service of Liberia's civil servants and restoring trust in the government's ability to fulfill its obligations to retirees. Additionally, the CSA's pre-retirement counselling initiative included tailored sessions to address the psychological impact of retirement, providing employees with coping strategies and helping them prepare for life after public service. This holistic approach has been instrumental in promoting the well-being and financial security of Liberia's retired workforce.

Beyond immediate improvements in processing, these reforms are part of a broader strategy to build a sustainable and accountable pension system for Liberia's civil service. Coordinating closely with NASCORP and standardizing retirement protocols, the CSA aims to create a retirement process that is efficient, transparent, and responsive to the needs of retirees. The reforms also include a shift toward earlier retirement planning, encouraging employees to engage with pension-related matters well before their retirement date. This proactive approach is intended to prevent the recurrence of past issues and ensure that future retirees experience a smooth and timely transition into pension status.

For this reporting period, the CSA's retirement and pension reforms represent a landmark achievement in fostering a culture of respect and appreciation for civil servants who have dedicated their careers to public service. By addressing historical grievances and implementing sustainable policies, the CSA is building a more secure and dignified retirement framework that honors Liberia's public servants and strengthens the foundation of the country's social welfare system. These reforms not only safeguard the financial security of retirees but also enhance the overall morale and integrity of Liberia's civil service.

# CSA Director-General Hon. Joekai Presides Over Historic PYPP 15th Anniversary and Cohort X Graduation



The President's Young Professionals Program (PYPP) celebrated a significant milestone on August 20, 2024, with the graduation of its Cohort X and the commemoration of its 15th anniversary. Held at the Ellen Johnson Sirleaf Ministerial Complex, the ceremony highlighted the program's enduring contributions to Liberia's public service and leadership development.

For the first time, Hon. Josiah F. Joekai, Jr., Director-General of the Civil Service Agency (CSA), presided over the event as the new Board Chair. His role included administering the Civil Service Oath and officially inducting the young professionals into the public service. Hon. Joekai praised the PYPP's legacy of cultivating a competent, innovative, and accountable workforce, underscoring its pivotal role in shaping Liberia's governance.

"PYPP embodies the vision of building a robust pipeline of leaders dedicated to advancing Liberia's development," Hon. Joekai stated. "As Chair of the Board, I am committed to supporting this transformative initiative and ensuring its sustainability as we empower the next generation of public servants."

The ceremony featured remarks from notable dignitaries, including H.E. Mark Toner, U.S. Ambassador to Liberia; Dr. Jarso Maley Jallah, Minister of Education; and Hon. Conmany B. Wesseh, former senator of RiverGee County. Their presence reinforced the program's influence and its role in fostering youth empowerment.

Former President Ellen Johnson Sirleaf, PYPP's founder, was also celebrated for her vision of equipping young leaders to strengthen Liberia's public sector. Since its inception in 2009, PYPP has recruited over 200 young professionals, placing them in more than 40 government entities, private sector organizations, and NGOs.

Reflecting on its growth, PYPP is expanding its reach by recruiting professionals from all 15 counties, starting with Bong and Grand Bassa, as part of its decentralization strategy. This initiative aims to enhance local governance and amplify the program's impact beyond Monrovia.

Under the leadership of Executive Director Mrs. Ciata Stevens d'Alemeda, PYPP continues to build on its solid foundation, ensuring its relevance and effectiveness in addressing Liberia's governance needs.

The 15th year anniversary celebration also highlighted PYPP's broader legacy, including its influence across Africa. Since 2016, the program's model has been replicated in Ghana, Kenya, and Malawi through Emerging Public Leaders (EPL), a testament to its success and sustainability.

PYPP's achievements reflect CSA's commitment to fostering transformative partnerships that enhance public service and youth development. This collaboration demonstrates the Agency's dedication to equipping Liberia's civil service with dynamic, future-ready leaders.

# Reconstitution of the Board of Appeals: Strengthening Grievance Resolution



The reconstitution of the Board of Appeals by President Joseph Nyuma Boakai, Sr., within the Civil Service represents a pivotal development in advancing fair and just grievance resolution processes within Liberia's public service. Since 2003, civil servants have had limited avenues to address grievances, such as wrongful dismissals, unjust demotions, or other employment-related concerns. Recognizing this gap, the CSA reconstituted the Board of Appeals to provide an official platform for civil servants to voice and resolve employment-related disputes in a timely and transparent manner. This re-establishment of the Board aligns with the CSA's broader goal of promoting accountability, fairness, and due process within the civil service, ensuring that all employees have a legitimate channel to seek redress.

The Board's reconstitution reinforces the CSA's commitment to upholding ethical standards and fostering a supportive work environment for Liberia's public servants. Providing civil servants with a structured and impartial forum for addressing grievances, promotes workplace justice and mitigates the potential for conflicts to escalate. This initiative serves as a safeguard against arbitrary actions, ensuring that employment decisions are made based on fair and objective criteria. The Board of Appeals, therefore, plays a crucial role in enhancing morale and fostering a culture of respect, accountability, and due process within the civil service.



“...advancing fair and just grievance resolution processes within Liberia’s public service.”

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

# National Civil Service Testing Center: Promoting Merit-Based Recruitment



The launch of the National Civil Service Testing Center in 2024 by the Vice President of Liberia, Honorable Jeremiah Kpan-Koung, Sr., marks a groundbreaking development in Liberia's civil service reform efforts. This state-of-the-art facility, equipped with advanced technology, offers computer-based testing for over 89 civil service roles, revolutionizing the recruitment process. Implementing standardized assessments promotes a merit-based approach to hiring, ensuring that recruitment is based on competency, skills, and knowledge rather than subjective criteria or favoritism. The Testing Center reflects the commitment of the government to transparency, accountability, and professionalism, setting a new standard for public sector recruitment in Liberia.

Through computer-based testing, the CSA aims to enhance fairness and equity in the recruitment process, giving all candidates an equal opportunity to demonstrate their capabilities. The automated testing system minimizes the potential for bias and error, making it easier to identify qualified individuals for various civil service roles. This merit-based approach not only improves the quality of new hires but also reinforces public confidence in the civil service recruitment process. By prioritizing skill and competency, the Testing Center ensures that Liberia's civil service attracts and retains individuals who are truly qualified to contribute to the nation's development.

For this reporting period, the establishment of the National Civil Service Testing Center represents a transformative step in Liberia's journey toward a modern, efficient, and accountable civil service. Fostering a culture of meritocracy not only strengthens Liberia's public sector but also serves as a model for future reforms across the African continent. This initiative underscores the CSA's commitment to creating a civil service that is not only effective and capable but also reflective of the values of transparency, integrity, and excellence.



“The Testing Center reflects the commitment of the government to transparency, accountability, and professionalism.”

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

# Enhanced Insurance Service Delivery for Civil Servants: A Milestone Achievement



In a landmark achievement aimed at improving the welfare of civil servants, the Civil Service Agency (CSA) signed a Memorandum of Understanding (MoU) with three leading insurance companies—Insurance Company of Africa (ICA), SAAR Insurance Liberia Incorporated, and Activa International Insurance Company Liberia Limited. The initiative underscores CSA's commitment to fostering public sector reforms and ensuring enhanced service delivery.

The signing ceremony, held on November 18, 2024, at the CSA's headquarters within the EJS Ministerial Complex in Congo Town, represents a transformative step toward addressing longstanding concerns about health insurance and other welfare services for civil servants across Liberia's 105 spending entities.

CSA Director-General, Hon. Josiah F. Joekai, Jr., lauded the agreement as a significant milestone in the ongoing reform agenda. He noted that the partnership would ensure civil servants receive better health insurance services and alleviate financial burdens related to medical care.

The MoU also establishes mechanisms for investigating complaints from civil servants, particularly regarding unauthorized deductions. Hon. Joekai emphasized CSA's commitment to transparency and pledged to address any irregularities in collaboration with the insurance providers.

Representatives from the insurance companies pledged their support and outlined plans to enhance services, including better communication and education for insured members. They highlighted the importance of ongoing collaboration to resolve challenges and ensure the delivery of benefits to civil servants.

The partnership marks a historic moment in the Civil Service Agency's reform journey, showcasing its dedication to prioritizing the needs of civil servants and improving their quality of life.

# Streamlining Public Service Workforce: Achieving Financial Efficiency and Productivity



The Government of Liberia through the CSA embarked on transformative reforms to optimize the public service workforce, eliminate inefficiencies, and ensure taxpayers' money is utilized effectively. These reforms have delivered remarkable results through targeted payroll cleanups, consultancy policy overhauls, and mobile money payment monitoring.

## Consultancy Cost Savings

As of January 2024, the public workforce, including consultants, was **67,746**, with an average monthly wage bill of **US\$23.5 million**. In Fiscal Year 2023 alone, the government stopped or cancelled payments amounting to **US\$6.1 million**, primarily targeting **1,000** consultants, including ghost workers, casual laborers, and contractors. In furtherance of these reforms, President Joseph Nyuma Boakai Sr. launched a **Consultancy Policy** on April 30, 2024, to streamline the recruitment and management of consultants. The results were as follows:

## Consultancy Reform and Significant Cost Savings

- Total consultants hired in FY 2023: **1000**
- Total expenditure on consultants in FY 2023: **US\$6.1 million**
- Total consultants hired in FY 2024: **94**
- Total expenditure on consultants in FY 2024: **US\$1.4 million**
- Savings achieved from consultancy reforms in FY 2024: **US\$4.6 million**

## Payroll Cleanup Exercise and Savings

From March to October 2024, the Civil Service Agency (CSA) implemented various interventions, including implementation of recommendations from the General Auditing Commission's (GAC) 2022 payroll audit. These measures removed double dippers, ghost workers, duplicate National Identification Numbers (NINs), and shared bank account holders from the payroll. As a direct result, the Civil Service Agency (CSA) has removed thousands of ineligible individuals from the payroll, resulting in substantial financial savings.

## Employees Removed and Savings Achieved

Month	No. of Employees Removed	Amount Saved (US\$)	Comments
March–April	188	112,684.08	Combined Intervention
April–May	507	193,236.71	Combined Intervention
May–June	825	357,320.20	Combined Intervention
June–July	625	230,042.06	Combined Intervention
July–August	313	130,019.15	Combined Intervention
August–September	1,373	301,684.88	Combined Intervention
September–October	166	104,989.69	Combined Intervention
September–October	1,539	406,674.57	Moratorium on unverified individuals
<b>Subtotal</b>	<b>5,536</b>	<b>1,836,642.34</b>	

*These actions signify a bold step in ensuring accountability and financial prudence.*

## Curbing Salary Fraud Through Mobile Money Reforms

### Mobile Money Payment Savings

To address inefficiencies and fraud in salary disbursements via mobile money, the CSA, in collaboration with the Ministry of Finance and Development Planning, blocked unverified individuals receiving salaries through mobile money platforms.

### Savings from Orange and Lonestar MTN Mobile Money

Platform	No. of Individuals Blocked	Annual Savings (US\$)	Annual Savings (LRD)
Orange Mobile Money	94	205,548	20,719,361
Lonestar MTN Mobile Money	613	1.6 million	107 million

Description	Annual Savings (US\$)	Annual Savings (LRD)
Payments to Agents/Businesses	52,392	3.5 million

*This decisive action underscores the government's commitment to eradicating payroll fraud.*



Also, the CSA identified suspicious payments made to seven agents/businesses, involving **22** transactions totalling **US\$4,366** and **LRD\$294,071**. Annually, these payments amount to **US\$52,392** and **LRD\$3.5 million**. The CSA has blocked the names mismatched component and requested the Ministry of Finance and Development Planning (MFDP) to block the entire 7 businesses and individuals who are not on the payroll. These individuals are being paid directly from the MFDP’s Mobile Payroll which the CSA does not manage. The CSA has strongly recommended to the MFDP blocking these entities from the payroll and working with security agencies to recover the funds and prosecute the offenders.

### Total Annual Savings Achieved in 2024

Category	Savings (US\$)	Savings (LRD)	No. of Individuals Removed
Consultancy Reforms	4.6 million	N/A	906
Payroll Cleanup	1,836,642.34	N/A	5,536
Mobile Money Fraud Prevention	1,857,940	131,219,361	404
<b>Total Savings</b>	<b>8,294,582.34</b>	<b>131,219,361</b>	<b>6,846</b>

### Projecting Three-Year Savings

If the current pace of reforms continues without disruption, a realistic projection of savings over the next three years is as follows:

Year	Projected Savings (US\$)	Projected Savings (LRD)
Year	US\$ Savings	\$LRD Savings
2025	8.8 million	140 million
2026	9.3 million	150 million
2027	9.8 million	160 million
<b>Total</b>	<b>27.9 million</b>	<b>450 million</b>

The CSA’s public service reform drive has led to unprecedented financial efficiency and accountability in Liberia’s public service. Addressing systemic payroll fraud, reducing consultancy costs, and ensuring value for money, the government is not only saving millions but also laying the foundation for sustainable growth and enhanced service delivery. Sustaining these efforts over the next three years will result in cumulative savings of approximately **US\$27.9 million** and **LRD450 million**, empowering Liberia to invest more in critical development priorities.

# Conclusion



The Civil Service Agency of Liberia's 2024 Annual Report highlights a year marked by transformative reforms aimed at strengthening transparency, efficiency, and accountability across the public sector. Through initiatives like the Employee Status Regularization Project, the operationalization of the Civil Service Commission, the reconstitution of the Board of Appeals, and the launch of the National Civil Service Testing Center, the CSA has demonstrated a steadfast commitment to building a professional, merit-based, and financially sustainable civil service. These reforms not only address immediate challenges—such as payroll integrity, retirement security, and equitable recruitment—but also lay a foundation for a resilient and responsive workforce capable of meeting Liberia's long-term governance and development goals. As the CSA moves forward, it remains dedicated to implementing policies that uphold ethical standards and enhance public trust, ensuring that Liberia's civil service continues to serve as a pillar of national growth and social equity.

# Recommendations



Drawing on the key initiatives highlighted in this annual report, the CSA offers the following recommendations to the Government of Liberia. These recommendations are designed to strengthen the government's commitment to an efficient, inclusive, and future-ready civil service that advances the ARREST Agenda and supports the nation's development goals.

- 1) Expand Employee Training Programs to Address Skill Gaps:** To improve service delivery, the Government of Liberia should enhance training and upskilling opportunities for civil servants, especially for those without high school diplomas or advanced degrees. Partnerships with educational institutions and targeted training in key skill areas will help build a more capable and adaptable public sector workforce.
- 2) Increase Youth Recruitment Efforts to Strengthen Workforce Succession:** With a significant portion of the workforce nearing retirement, the government should prioritize recruiting young professionals to ensure continuity in public service. Establishing a structured youth recruitment and internship program in collaboration with local universities will help attract recent graduates and develop future leaders.
- 3) Promote Gender Diversity and Equity in Civil Service Roles:** To address the gender imbalance within the civil service, the Government of Liberia should set clear targets for increasing female representation. Initiatives such as leadership training for women, mentorship programs, and gender-equity assessments in hiring practices can create a more inclusive workforce and strengthen Liberia's commitment to gender equality.
- 4) Implement Continuous Oversight of Consultancy Engagements:** To build on recent improvements in consultancy management, the government should establish a permanent review and audit system for all consultancy engagements. This will ensure consultancy services remain cost-effective, aligned with government priorities, and focused on sectors critical to national development, such as healthcare, education, and infrastructure.
- 5) Enhance Pension and Retirement Planning Services for Public Servants:** With a large number of civil servants approaching retirement, the government should strengthen retirement planning and counseling services. By providing financial literacy workshops and developing early retirement options, the government can support civil servants in making informed decisions and reduce pension processing backlogs.
- 6) Operationalize the Civil Service Commission to Strengthen Governance and Accountability:** To support transparent, merit-based recruitment and uphold ethical standards, the Government of Liberia should expedite the establishment of the Civil Service Commission. This Commission will help oversee recruitment practices, enforce employment standards, and promote a fair, accountable public sector, enhancing Liberia's alignment with best practices in public administration.

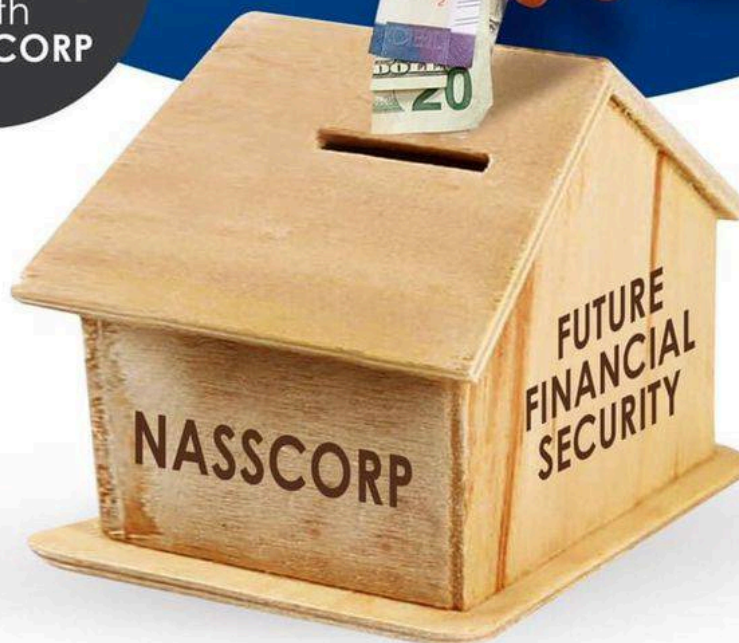
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President Boakai speaking during the launch of the National Consultancy Policy Guidelines



The CSA leadership and President Boakai at the launch of the National Consultancy Policy Guidelines



Hon. Joekai honored by Prof. Dr. Bikash Sharma, President of the International Academic and Management Association (IAMA)



President Boakai addressing the public during the commencement of the Employee Status Regulation Project (ESRP)



CSA Director-General Josiah F. Joekai, Jr., officially assuming the role of Board Chair for the President's Young Professionals Program (PYPP) after receiving a gavel from the acting outgoing Board Chair, Mr. T. Nelson Williams, II.



Hon. Joekai administering the Civil Service Oath and officially inducting the young professionals into the public service



Hon. Joekai, along with other committee members of the Board of Appeal



CSA's leadership, along with heads of the top three leading insurance companies—Insurance Company of Africa (ICA), SAAR Insurance Liberia Incorporated, and Activa International Insurance Company Liberia Limited



President Boakai and Hon. Joekai at the launch of the Employee Status Regulation Project (ESRP)



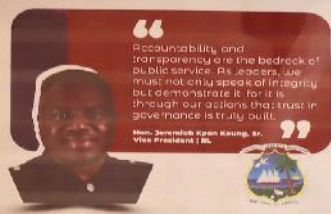
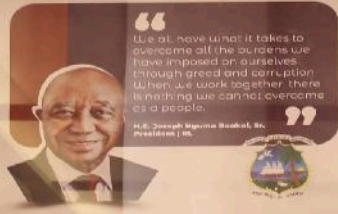
The heads of CSA, LIPA, and GC, after signing a memorandum of understanding focused on effective public sector reform and capacity building



Vice President, Hon. Koung speaking at the unveiling of the first-ever state-of-the-art computer-based National Civil Service Testing Center



Cutting the ribbon, Vice President Koung officially inaugurated the computer-based National Civil Service Testing Center



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**Vision**

To be a highly professional, well-resourced Civil Service, characterized by effective and efficient service delivery in support of Liberia's Public Sector Human Resource Development.



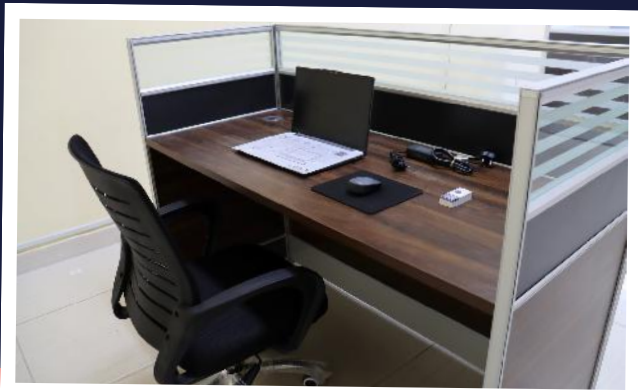
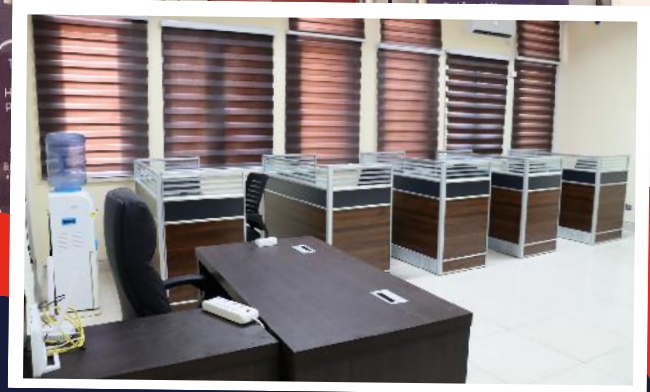
**Mission**

To build a vibrant Civil Service that delivers seamless Policy Reform across Government while enhancing performance, training and general personal welfare.

**Duties, Functions and Responsibilities of the Civil Service Agency**

- To recruit, examine, classify, certify and place Civil Servants
- To keep an accurate and up-to-date record of all Civil Servants
- To establish a classification plan for all positions in the Civil Service
- To issue rules and regulations setting forth the conditions of employment for all Civil Servants
- To protect the general interests and rights of

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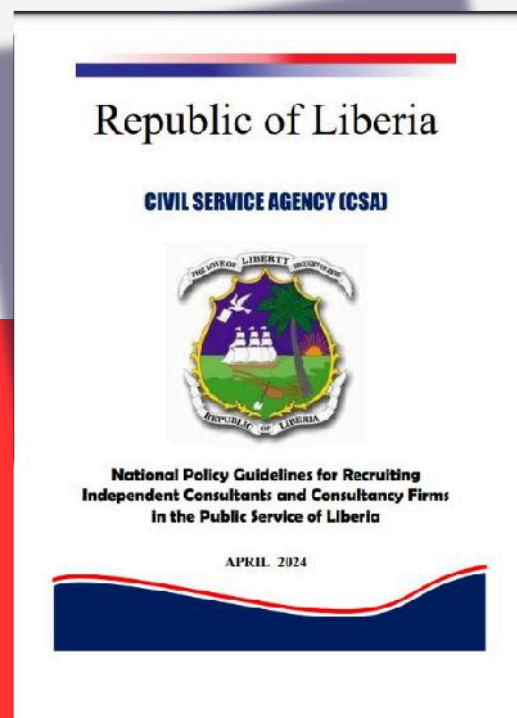
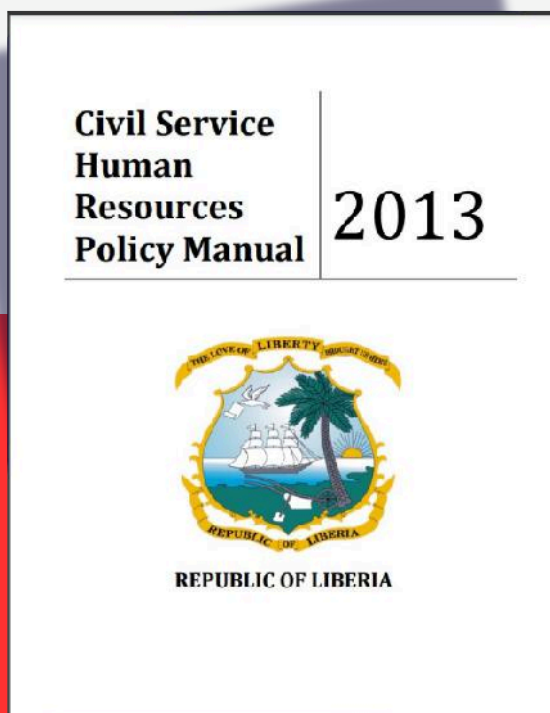
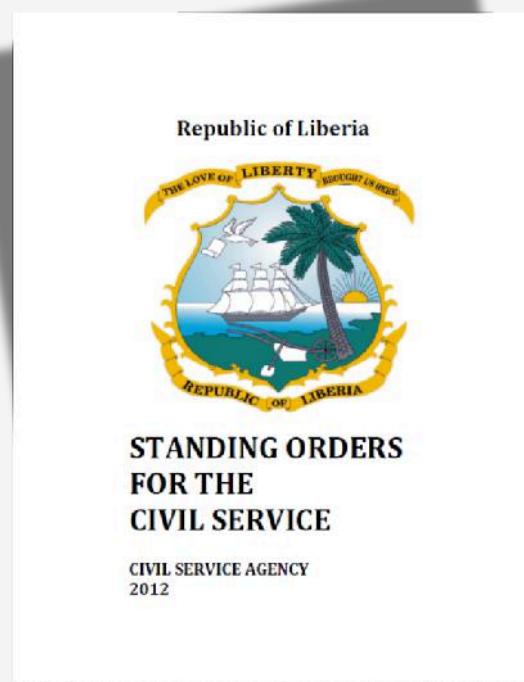
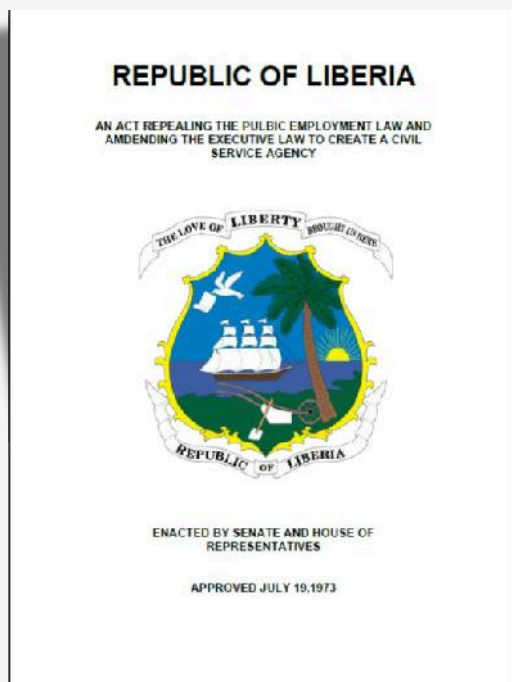


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# CSA LEGAL & POLICY INSTRUMENTS

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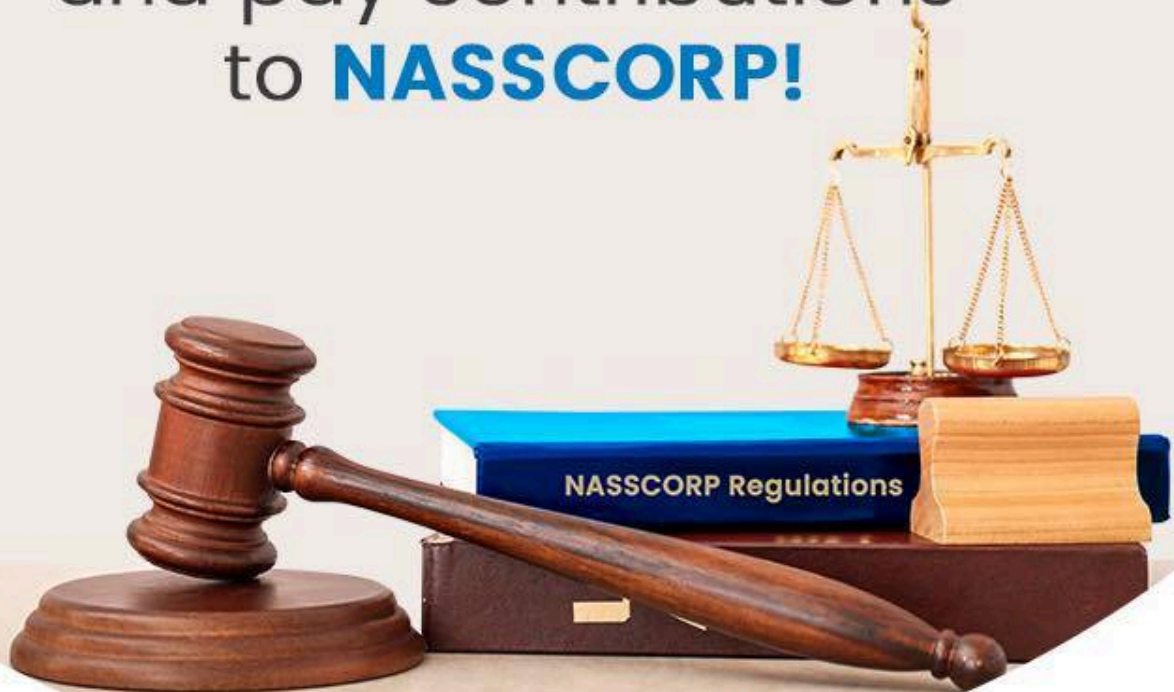
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The Civil Service Agency (CSA) is the principal human resource institution for the Government of Liberia, responsible for managing the Civil Service workforce and ensuring compliance with established regulations and procedures. With a focus on transparency, efficiency, and meritocracy, the CSA plays a crucial role in driving institutional excellence and promoting public trust in Government operations.

**A production of the Communications and Public  
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