



Civil Service Agency (CSA)

Strategic Plan 2025 - 2029

***Enhancing Civil Service Excellence: Strategic Alignment, Accountability, and
Innovation to Promote Government's ARREST Agenda***

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PREFACE

The Civil Service Agency (CSA) of Liberia is committed to transforming the public sector by ensuring a professional, competent, and merit-based civil service. This Strategic Plan (2025-2029) serves as a roadmap for institutional reform, efficiency, and sustainable development within the CSA and the broader civil service.

Over the years, CSA has initiated key reforms, including the Employees Status Regularization Project (ESRP), Legal Power of Attorney (LPA) Scheme, Civil Service Training Center (CSTC), and Automated Civil Service Test. These efforts have improved payroll management, workforce accountability, and human resource systems. However, challenges remain in areas such as payroll inefficiencies, capacity gaps, and performance management, requiring a more structured and data-driven approach to reform. This Strategic Plan is anchored on five core pillars—Institutional Effectiveness, Research and Innovation, Sustainability and Resilience, Capacity Building, and Stakeholder Engagement—which are strategically aligned with the Government of Liberia’s ARREST Agenda. These pillars serve as the foundation for the Civil Service Agency’s (CSA) mandate to strengthen governance reforms, enhance digital transformation, and build a highly skilled and professional workforce that effectively contributes to national development.

The successful execution of this plan necessitates a coordinated and collaborative approach within CSA, across all Ministries, Agencies, and Commissions (MACs), and with development partners and civil servants. It underscores the importance of institutional synergy, intergovernmental cooperation, and strategic partnerships in achieving a transparent, efficient, and citizen-centered civil service. This plan is a testament to the Government of Liberia’s commitment to fostering accountability, professionalism, and inclusivity in public administration, reinforcing CSA’s role as a driving force in advancing good governance, innovation, and excellence in public sector service delivery.

Acknowledgement

On behalf of the Civil Service Agency (CSA), I extend my profound gratitude to His Excellency Joseph Nyuma Boakai Sr., President of the Republic of Liberia, whose visionary leadership and unwavering commitment to governance reform continue to inspire our collective efforts toward building a transparent, efficient, and service-driven civil service. Under his stewardship, we are advancing the principles of good governance, accountability, and professionalism, ensuring that the civil service remains the backbone of national development. I also recognize and appreciate the Governance Commission (GC) and the Liberia Institute of Public Administration (LIPA) for their indispensable partnership with CSA. Their collaboration in this tripartite effort has been instrumental in strengthening policy coherence, capacity building, and institutional development, all of which are critical to achieving the objectives outlined in this strategic plan.

Additionally, I extend my sincere appreciation to the Principal Deputies of the Director-General, Directors, Deputy Directors, and staff across all departments and directorates for their unwavering dedication and professionalism. Their commitment to public service excellence, institutional effectiveness, and innovation remains the driving force behind our transformation agenda. Furthermore, I acknowledge the invaluable contributions of the consultants and technical advisors who have supported this process with their expertise and strategic insights. Their input has been critical in shaping a robust, forward-thinking strategic plan that aligns with the Government's ARREST Agenda and sets a clear pathway for the modernization of the Liberian civil service. Finally, to our development partners and all stakeholders, your continued support and collaboration remain essential to realizing our shared vision for a reformed, resilient, and high-performing civil service. As we embark on the implementation of this strategic plan, let us remain committed to our collective goal of fostering a professional, inclusive, and accountable public administration for the benefit of all Liberians.

Josiah F. Joekai, Jr.

Director General

Civil Service Agency, Republic of Liberia

CHAPTER ONE

Executive Summary

The Civil Service Agency (CSA) 2025-2029 Strategic Plan is a transformative blueprint aimed at modernizing Liberia's civil service by strengthening institutional capacity, improving governance, and enhancing service delivery. As a critical institution within the government's administrative framework, CSA plays a pivotal role in shaping public sector efficiency, workforce management, and policy implementation. This plan is strategically aligned with the Government of Liberia's ARREST Agenda, which prioritizes Agriculture, Roads, Rule of Law, Education, Sanitation, and Tourism, ensuring that civil service reforms contribute to national development goals.

The plan is structured around five key strategic pillars: Institutional Effectiveness, Research and Innovation, Sustainability and Resilience, Capacity Building, and Stakeholder Engagement. These pillars provide a holistic framework to address systemic inefficiencies, promote evidence-based policymaking, build a resilient and adaptable workforce, and strengthen partnerships across public and private sectors.

Key Focus Areas and Interventions

Under Institutional Effectiveness, CSA will optimize internal processes, enhance inter-departmental coordination, and strengthen financial management systems to foster accountability and improve operational efficiency. The agency will conduct an internal process audit to identify gaps, streamline workflows, and implement a Performance-Based Workforce Management System to promote merit-based recruitment and performance evaluation.

The Research and Innovation pillar aims to expand CSA's research capabilities, leveraging data analytics, digital tools, and foresight studies to anticipate trends and improve decision-making. CSA will collaborate with academic institutions, think tanks, and development partners to generate policy recommendations that align with evolving governance needs.

In Sustainability and Resilience, the agency will prioritize resource mobilization, environmental responsibility, and the institutionalization of risk management strategies to ensure long-term viability. CSA will seek diversified funding sources and explore sustainable income-generation mechanisms to reduce dependency on external donors while enhancing financial sustainability.

The Capacity Building pillar focuses on strengthening human capital through targeted training programs, leadership development initiatives, and digital literacy enhancement. CSA will facilitate workshops, mentorship programs, and professional certification courses to equip civil servants with the necessary skills to excel in a dynamic public sector environment.

Stakeholder Engagement will be reinforced through regular consultations, multi-sectoral partnerships, and enhanced communication strategies. CSA will establish a Stakeholders' Forum to foster collaboration with government ministries, agencies, commissions, development partners, and civil society organizations. Additionally, CSA will actively engage donors to mobilize resources and convene a Donors' Conference to align funding priorities with the agency's strategic objectives.

Implementation, Oversight, and Evaluation Framework

The Department of Research, Strategic Planning, Monitoring & Evaluation (RSPM&E) will be responsible for overseeing the implementation of the Strategic Plan. This includes tracking progress, identifying and resolving implementation challenges, and ensuring alignment with the plan's objectives. Quarterly review meetings, semi-annual progress assessments, and a mid-term evaluation will be conducted to promote accountability, transparency, and continuous improvement.

The Strategic Plan will incorporate a matrix-based Monitoring & Evaluation (M&E) framework to capture key performance indicators, measure impact, and inform evidence-based decision-making. Through this five-year Strategic Plan, the Civil Service Agency (CSA) reaffirms its commitment to professionalism, innovation, and service excellence. By embracing institutional resilience, digital transformation, and stakeholder-driven governance, the Agency will continue to serve as a pillar of national development, public sector transformation, and sustainable governance in Liberia.

1.1 Overview of CSA's Strategic Pillars and Direction

Introduction

The alignment between the CSA's **Five Strategic Pillars** and the Government of Liberia's **ARREST Agenda for Inclusive Development (AAID)** highlights a shared commitment to good governance, economic transformation, and human capital development.

The **Institutional Effectiveness** pillar of the CSA mirrors AAID's Governance & Anti-Corruption and Rule of Law priorities by focusing on internal efficiency, transparency, and legal reforms. CSA's efforts to streamline workflows and enhance accountability support the broader national agenda of strengthening public trust, improving service delivery, and enforcing anti-corruption measures. Additionally, institutional effectiveness within CSA directly contributes to human capital development, ensuring that public servants have a well-structured and functional environment to deliver quality services.

The **Innovation and Research** pillar aligns with AAID's Economic Transformation and Infrastructure Development goals, reinforcing the importance of technology, data-driven governance, and modernization. CSA's push toward digital transformation, artificial intelligence (AI)-driven HR management, and research-based decision-making directly supports Liberia's objective of diversifying the economy and enhancing infrastructure efficiency. By fostering technological advancements and data integration, CSA contributes to improving government efficiency, payroll management, and civil service performance, ensuring that public sector institutions can effectively drive national economic growth and service delivery improvements.

CSA's **Sustainability and Resilience** pillar complements AAID's focus on Environmental Sustainability and Economic Transformation. CSA integrates financial sustainability, disaster preparedness, and green HR policies into its operations, aligning with the government's priority of promoting climate resilience, responsible resource management, and economic stability. By embedding sustainability principles, CSA not only improves its long-term viability but also contributes to the national goal of reducing dependency on raw commodity exports. This

integration ensures that CSA can withstand economic fluctuations and environmental challenges, further reinforcing a stable and adaptive civil service.

Capacity Building remains a critical intersection between CSA's strategic goals and AAID's Human Capital Development and Economic Transformation priorities. CSA is focused on civil servant training, leadership development, and skills enhancement, while AAID prioritizes broader education, workforce readiness, and employment creation. The synergy between these initiatives ensures that CSA's workforce development strategies contribute to national economic growth by equipping civil servants with the necessary expertise to improve governance and policy implementation. This approach will help modernize Liberia's public administration and enhance workforce productivity across government institutions.

Stakeholder Engagement serves as a key bridge between CSA's internal reforms and AAID's broader governance and development objectives. Both frameworks emphasize the importance of transparency, citizen engagement, and inter-agency collaboration. CSA's efforts to strengthen public-private partnerships, digital communication platforms, and inclusive policy development align with AAID's commitment to improving governance structures, human capital investment, and infrastructure modernization. Through active engagement with government agencies, international partners, and civil society, CSA ensures that its reforms are stakeholder-driven and responsive to the evolving needs of Liberia's public sector.

1.2 Cost of the Plan

The implementation of the CSA Strategic Plan (2025-2029) will require a comprehensive and well-aligned cost plan to ensure the successful execution of its strategic themes and objectives. The cost plan outlines projected financial requirements across key activities, including institutional reforms, policy modernization, capacity building, stakeholder engagement, and technological innovation. Resources will be allocated based on prioritized actions, ensuring cost-effectiveness and alignment with CSA's mandate. A mix of internal funding, government budgetary allocations, and external partnerships will be mobilized to finance the plan. To ensure accountability, the cost plan incorporates periodic financial reviews, rigorous monitoring mechanisms, and flexibility to

address emerging fiscal realities, ensuring optimal resource utilization throughout the plan's lifecycle.

1.3 Implementation Modalities

The implementation of the CSA Strategic Plan (2025-2029) will be driven by a structured, accountable, and inclusive approach to ensure the effective realization of its strategic objectives. Oversight of the implementation process will rest with the **Senior Management Team (SMT)**, under the leadership of the Director-General. The SMT will provide strategic leadership, track progress, and address challenges to ensure that all initiatives align with CSA's mandate. Departments will be held accountable for achieving agreed deliverables within specified timeframes, ensuring efficient execution of the strategic plan.

The Department of Research, Strategic Planning, Monitoring & Evaluation (RSPM&E) will take the lead in overseeing the implementation of this Strategic Plan. To ensure effective execution, the Department will convene quarterly to review key performance indicators, evaluate progress against set targets, and recommend adjustments to implementation strategies as necessary. RSPM&E will be responsible for preparing comprehensive quarterly and annual progress reports, which will be submitted to the Senior Management Team (SMT) and shared with relevant stakeholders. This process will promote accountability, transparency, and continuous improvement throughout the implementation period.

Recognizing the importance of stakeholder engagement, CSA will also establish a Stakeholder Advisory Group (SAG) to foster collaboration and external oversight. The SAG will consist of representatives from government agencies, civil society organizations, donor institutions, academia, and community leaders. This group will convene biannually to review progress, offer strategic recommendations, and identify opportunities for partnerships that enhance CSA's effectiveness.

To enhance implementation tracking and learning, CSA will adopt a robust Monitoring, Evaluation, and Learning (MEL) Framework. This framework will define clear indicators and

performance metrics for each strategic objective, establish baseline data, and facilitate continuous learning through mid-term and final evaluations. The insights generated from the MEL process will guide decision-making, inform necessary course corrections, and ensure CSA remains adaptive to evolving governance needs. Through this comprehensive approach, CSA will ensure efficient execution, accountability, and continuous improvement, reinforcing its role in driving public sector transformation and national development in Liberia.

CHAPTER TWO

Introduction

2.1 Background to the Strategic Plan

The Civil Service Agency (CSA) is at the forefront of promoting governance excellence and enhancing public service delivery in Liberia. Over the years, CSA has played a pivotal role in implementing critical reforms, fostering innovation, and ensuring efficient human resource management across government institutions. Building on its historical achievements, CSA's 2025-2029 Strategic Plan is designed to address evolving governance challenges and align its operations with national and global development priorities.

This Strategic Plan leverages insights from a comprehensive analysis of the Agency's internal strengths and weaknesses, as well as the external opportunities and threats in its operating environment. It is informed by the commitment to modernize systems, improve operational efficiency, and foster an inclusive and transparent governance structure.

2.2 Purpose of the Plan

The purpose of the CSA Strategic Plan is to provide a clear and actionable roadmap for achieving the Agency's mission of driving governance reform, capacity building, and public service transformation. The plan aims to:

- Strengthen institutional efficiency and effectiveness.
- Align CSA's programs with national development goals.
- Foster innovation and sustainability in governance.
- Enhance stakeholder engagement and inclusivity.
- Build a resilient and skilled workforce to support Liberia's public administration.

2.3 Preparing the Plan

The preparation of the Strategic Plan involved a participatory and consultative process that engaged senior management and oversight leadership across CSA departments and divisions. Inputs were gathered through:

Data Analysis: A comprehensive review of past performance, annual work plans, and relevant institutional reports was conducted to assess progress, challenges, and areas for improvement. This analysis provided a factual basis for developing strategic objectives that align with CSA's mission and national priorities.

Environmental Scanning: A detailed assessment of internal and external factors influencing CSA's operations was carried out using SWOT (Strengths, Weaknesses, Opportunities, and Threats) and PEST (Political, Economic, Social, and Technological) analyses. This process helped identify critical enablers and constraints affecting the agency's ability to achieve its goals and informed the development of strategies to address key challenges.

Planning Retreat and Consultations:

The retreat served as a pivotal event for the CSA, aimed at fostering alignment, progress, and efficiency across several key aspects of the agency's operations. The retreat successfully led to the realignment of the CSA Annual Work Plan, ensuring that all initiatives and activities for the coming five years are directly aligned with CSA's overarching strategic goals.

A major focus of the retreat was the evaluation and analysis of past strategic plans. Participants examined the achievements and shortcomings of previous plans, identifying lessons learned and areas requiring improvement. One of the key insights from this evaluation was the challenge of over-reliance on government funding, which has historically constrained CSA's ability to implement programs effectively. Additionally, issues related to weak monitoring and supervision of strategic initiatives were highlighted, emphasizing the need for a more robust tracking and evaluation mechanism. The retreat also underscored the importance of sustained high-level political commitment, as previous strategic plans often lacked the necessary institutional backing to ensure their full execution.

The retreat critically reviewed and updated CSA's existing Strategic Plan. This process involved a careful evaluation of the current strategic direction, with a focus on assessing the progress made and identifying areas that needed improvement. The goal was to ensure that the plan continues to serve CSA's mission effectively while also being responsive to the evolving needs of the agency and the broader context in which it operates. This includes ensuring that CSA's objectives and strategies remain aligned with the Government's ARREST Agenda for Inclusive Development, a key national framework guiding the organization's vision for growth and development.

Additionally, the retreat provided an opportunity to review the ongoing Pay Grade and classification system reform. This discussion essentially assessed the effectiveness and impact of the current system, ensuring that it aligned with best practices and supports the organization's goals for fair and equitable compensation. The review also helped to identify any gaps or improvements to better serve CSA's staff and foster a more motivated, engaged workforce. Key recommendations included conducting a comprehensive job classification exercise, enforcing merit-based recruitment, linking salaries to performance, and advocating for budgetary allocations that reflect the actual needs of the civil service.

Another critical aspect of the retreat was the examination of CSA's current goals and progress, with a strong emphasis on aligning them with the Government of Liberia's ARREST Agenda. As a central institution responsible for civil service administration, CSA's strategies must align with national development priorities. The discussions explored how the agency could contribute to the ARREST Agenda's core pillars, particularly in areas such as economic transformation, governance, and human capital development. This alignment is essential to ensure that CSA's policies and programs support broader government objectives, fostering a more effective and responsive public sector.

The retreat also facilitated in-depth deliberations on performance management system (PMS) best practices. Participants explored various strategies for improving performance evaluation processes, ensuring that civil servants are held accountable for their work while also receiving the necessary support and incentives to enhance productivity. The discussions highlighted the need for CSA to adopt a data-driven approach to performance management, incorporating key

performance indicators (KPIs) and modern evaluation tools to track progress effectively. Implementing a robust PMS will not only improve individual and institutional accountability but also contribute to a culture of excellence and professionalism within the civil service.

Innovation emerged as another key theme of the retreat, with participants exploring strategies to encourage CSA to embrace forward-thinking approaches in public administration. Discussions focused on harnessing technology to enhance service delivery, streamline bureaucratic processes, and improve efficiency. The need to modernize CSA's human resource management systems was particularly emphasized, with recommendations for the adoption of digital tools such as AI-driven payroll systems, automated recruitment processes, and electronic attendance tracking. These technological advancements are expected to reduce inefficiencies, minimize human errors, and enhance transparency across CSA's operations.

Finally, the retreat focused on the adoption of a new organizational structure (organogram) for CSA. This restructuring aimed to enhance coordination across teams and improve operational efficiency. By critically evaluating the current structure, the retreat provided a platform for refining the way CSA operates internally, ensuring that roles, responsibilities, and communication channels are optimized to support the agency's mission and strategic objectives. The participants recognized that an outdated or inefficient structure could hinder CSA's ability to achieve its strategic goals, prompting recommendations for a more streamlined and functional organogram that clearly defines roles, responsibilities, and decision-making processes.

Overall, the three-day strategic planning retreat served as a transformative exercise for CSA, providing a platform for collective reflection, strategic thinking, and forward planning. The insights gained and recommendations made during the retreat informed the development of CSA's current strategic plan, ensuring that the agency is well-positioned to drive public sector reforms, improve governance, and contribute to national development objectives.

2.4 Structure of the Plan

The structure of this plan is designed to provide a clear and comprehensive roadmap for CSA's strategic direction over the next five years. It begins with **Chapter I**, which presents the Executive Summary, offering a concise overview of the key strategic priorities and directions selected for the organization.

Chapter II introduces the plan by providing background information, outlining the methodology used, and explaining the purpose behind its development.

Chapter III highlights CSA's mission, vision, and core values, serving as a foundation for the organization's strategic approach.

Chapter IV provides a comprehensive situational analysis that lays the foundation for CSA's strategic plan. It delves into the SWOT analysis, offering insights into CSA's strengths, weaknesses, opportunities, and threats. Additionally, it examines the political context within which CSA operates, providing a clear understanding of external factors influencing its mandate. This chapter also reviews CSA's past and present, reflecting on its achievements and lessons learned, while identifying key needs, challenges, and prospects. By exploring these critical aspects, the chapter establishes the context necessary for shaping CSA's strategic priorities and positioning the organization for future success.

Building on this, **Chapter V** identifies the strategic objectives and key actions that CSA is committed to implementing to achieve its goals and drive meaningful progress.

Chapter VI focuses on the financial aspect, presenting a detailed costing of the activities to be undertaken as part of the plan.

Finally, **Chapter VII** outlines the implementation framework, which includes coordination mechanisms, stakeholder engagement strategies, and a robust monitoring and evaluation system to ensure the plan's success.

This structure ensures that CSA's strategic plan is both actionable and aligned with its overarching mission, vision, and core values, paving the way for impactful change over the next five years.

CHAPTER THREE

Mission, Vision, and Core Values

Strategic directions are informed by clearly articulated missions, visions, and core values. The Civil Service Agency (CSA) of Liberia has articulated its mission, vision, and core values to guide its operations and objectives. This chapter presents the mission, vision, and core values of the CSA that collectively drive and guide its works, interactions and relationships with stakeholders.

3.1 Mission Statement

The CSA's mission is to build a Civil Service that possesses the capacity, competence, and motivation to deliver sustainable good governance to the nation. This is achieved by strictly enforcing the principle of merit-based personnel selection, providing training, and applying best practices in Human Resources Management, along with offering policy advice to the Government. The mission framework ensures the sustainable development of a highly skilled, professional, and result-oriented civil service by:

1. Ensuring the availability of human resources with the requisite competencies, knowledge, and attitudes for improved service delivery.
2. Providing policy advice to the Government in key areas of civil service management, including:
 - ❖ Organizational restructuring and rightsizing.
 - ❖ Staffing configuration and job evaluation.
 - ❖ Pay and grading.
 - ❖ Pension and benefits.
 - ❖ Leadership development.
 - ❖ Gender equity.
3. Reorganizing the performance management system by enacting policies and procedures for use across the Civil Service.
4. Protecting the rights of civil servants.

3.2 Vision Statement

The CSA envisions 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. This vision includes human resources priorities that will:

1. Facilitate the establishment of strong Civil Service leadership that embraces modern human resources practices.
2. Establish core human resources programs and services that effectively support the mandates of each line institution.
3. Institutionalize human resources practices across the Civil Service to build a community of qualified human resources professionals.

3.3 Core Values

Through this vision, the Civil Service strives to be the premier institution dedicated to developing a highly skilled, efficient, and effective civil service for the people of Liberia.

Core Values:

The CSA has established a framework of core values to guide the professional conduct of civil servants:

1. Service: Prioritizing citizen-centered service by anticipating, understanding, and responding promptly to the needs of the people. Feedback is valued to identify improvements in human resources management.
2. Competence: Emphasizing continuous capacity building and human resources development to ensure effective and efficient service delivery.
3. Integrity: Upholding honor, respect, and justice, with a commitment to impartiality and respect for the dignity of every individual.
4. Transparency and Accountability: Managing public resources responsibly, ensuring clear and accessible service delivery, and adhering to the principles of access to information as embodied in the Freedom of Information Act.

5. Independence: Maintaining a depoliticized service where employment is based on merit, protecting civil servants from undue political influence in appointments and duty discharge.
6. Merit: Ensuring that decisions about appointments and compensation are based on unbiased assessments of knowledge, skills, and abilities, as mandated by the Civil Service Act.
7. Fairness: Exhibiting unbiased conduct in interactions and treatment of employees, and in the application of Civil Service policies and regulations.

CHAPTER FOUR

Situation Analysis

3.4 Internal Context

The Civil Service Agency (CSA) plays a central role in Liberia's public administration, overseeing workforce management, policy reforms, and service delivery. The 2025-2029 Strategic Plan aims to address systemic inefficiencies, capacity gaps, and resource constraints while aligning CSA's activities with the national ARREST Agenda for Inclusive Development (AAID). The Agency operates in a dynamic and evolving governance landscape, where both internal and external factors shape its performance and capacity to fulfill its mandate. To develop a robust strategic plan, it is essential to analyze CSA's strengths, weaknesses, opportunities, and threats (SWOT) as well as the broader political, economic, social, and technological (PEST) environment.

Internally, CSA benefits from a highly capacitated and dedicated workforce, with staff members demonstrating strong motivation and commitment to institutional goals. The physical working environment provides a conducive space for productivity, and a participatory approach to decision-making ensures that various perspectives contribute to the agency's initiatives. However, challenges persist, including a reluctance to fully embrace the Performance Management System (PMS), limited logistical support, and an observable mismatch between staff capacity and their assigned roles. These internal challenges necessitate targeted interventions to improve resource allocation, training, and workforce alignment.

3.4.1 External Context

Externally, CSA has numerous opportunities for growth, including the flexibility for staff to pursue higher education and a growing emphasis on innovation and efficiency in public administration. However, constraints such as budgetary limitations, unreliable public utilities (electricity, water, internet), and occasional disruptions from external environmental factors, such as rodent infestations, hinder operational efficiency. A thorough Political, Economic, Social, and

Technological (PEST) analysis further illustrates the challenges and opportunities that impact CSA's operations. Politically, CSA must navigate competing national priorities and limited fiscal space, while economically, cumbersome bureaucratic processes delay access to allocated budgets. Socially, CSA faces constraints in participating in inter-ministerial collaborations due to funding shortages, and technologically, outdated ICT infrastructure and inconsistent internet connectivity impede digital transformation efforts.

Past strategic plans have revealed critical lessons that must inform the new strategic direction. Over-reliance on government funding has proven unsustainable, requiring CSA to diversify its financial sources. Additionally, inadequate monitoring and supervision of strategic initiatives have weakened implementation outcomes. A lack of high-level political commitment has also been a challenge, necessitating stronger advocacy and institutional buy-in. To address these gaps, the new strategic plan must align with Liberia's ARREST Agenda, particularly in areas such as promoting equitable regional growth and strengthening governance at both the central and local levels.

3.5 Major Achievements of the Civil Service Agency

3.5.1 Introduction

Over the past years, the Civil Service Agency (CSA) of Liberia has undertaken transformative reforms aimed at enhancing efficiency, transparency, and employee welfare within the public sector. From stabilizing the wage bill and eliminating payroll irregularities to modernizing recruitment and streamlining the pension process, CSA has implemented strategic initiatives that foster a more accountable and performance-driven civil service. Through innovative programs such as the Legal Power Attorney (LPA) Scheme, microloan access, and digital payslips, the agency has significantly improved the financial security of civil servants. Additionally, the establishment of the Civil Service Training Center (CSTC) and the automation of civil service testing have strengthened workforce capacity and professional development. By prioritizing employee rights, promoting government recognition of the Civil Servant Association of Liberia (CSAL), and building a robust HR network, CSA continues to shape a more responsive and sustainable public service system, aligning its objectives with national development goals.

3.5.2 Notable Achievements

Stabilizing Employment and the Wage Bill

Upon inheriting an uncontrolled employment system that largely circumvented statutory employment regulations, the Civil Service Agency (CSA) faced a complex challenge of managing dual pay structures and discretionary allowances. These irregularities accounted for approximately 79% (US\$257,000) of a total annual compensation of US\$372,000,000, leading to low social security contributions and minimal retirement pensions, which in turn stalled the retirement process.

In collaboration with the Ministry of Finance and Development Planning (MFDP), CSA initiated comprehensive pay reforms by introducing automated and centralized payment management systems. These reforms effectively controlled the number of employees, stabilized payroll sizes, and abolished the dual pay system. As a result, all civil servants were placed in appropriate pay grades with standardized salaries, ensuring fairness and transparency.

Since undertaking these reforms, the government has successfully maintained a relatively stable and predictable wage bill. CSA inherited a rapidly escalating wage structure that grew from US\$30 million in 2006 to US\$327 million by 2018. By eliminating supplemental payrolls and absorbing civil servants affected by donor funding cuts—such as those from the USAID Health Sector Pool Fund and the FARA Project, the agency further streamlined financial sustainability within the civil service.

Employee Status Regularization Project (ESRP)

The Employees Status Regularization Project (ESRP), initiated by the Civil Service Agency (CSA) in 2024, was a critical intervention aimed at addressing employment irregularities within Liberia's civil service. Officially launched by His Excellency, President Joseph Nyumah Boakai, Sr., in July 2024, the project received financial backing from the Ministry of Finance and Development Planning (MFDP) and sought to verify legitimate government employees through a physical headcount and data validation exercise. Covering 75 out of 105 spending entities, the ESRP successfully verified 42,076 employees, while 23,219 remained unverified. The exercise revealed key workforce challenges, including a significant portion of employees nearing retirement, a

notable percentage lacking basic educational qualifications, and an underrepresentation of women in the civil service. These findings underscored the urgent need for improved workforce planning, recruitment policies, and gender equity initiatives. Despite its successes, the ESRP faced logistical difficulties, misinformation, and challenges in data dissemination, which slightly impeded progress.

Looking ahead, the CSA is committed to expanding and refining the ESRP through a proposed second phase, which aims to improve payroll system integrity, enhance data accuracy, and ensure fair and transparent employment practices across government institutions. However, the second phase remains unfunded, prompting CSA to actively seek financial support from both government allocations and donor partnerships. To ensure the sustainability of the project, CSA is prioritizing a comprehensive program evaluation, resource mobilization, and stakeholder engagement, including collaboration with international partners. Additionally, efforts will be made to refine communication strategies to enhance awareness and transparency, ensuring that the ESRP remains a cornerstone of Liberia's civil service reform. By addressing skill gaps, improving governance, and securing long-term funding, CSA aims to build a more efficient, accountable, and equitable public workforce.

Enhancing Employee Welfare through the Legal Power Attorney (LPA) Scheme

Recognizing the financial constraints faced by public servants, the CSA introduced the Legal Power Attorney (LPA) Scheme, a transformative initiative designed to improve the economic well-being of civil and public servants. Launched in collaboration with the MFDP and the Ministry of Foreign Affairs (MFA), this scheme enables civil servants to acquire essential goods—such as building materials, furniture, electronics, and other household items—on credit with a low-interest rate of 5%. Repayments are deducted directly from their salaries over six months, easing financial burdens.

The scheme, which officially launched on April 15, 2022, in a six-month pilot phase, initially engaged 96 employees and facilitated purchases totaling US\$86,783.40. Given the positive response from beneficiaries and its broader economic impact, the Director General of CSA continues to expand participation across various government entities. Employees have embraced

the scheme as a reliable means of acquiring goods without the need to save for long periods, thus improving their quality of life.

Coordinating a Smooth Pension and Retirement Process

The CSA has also prioritized streamlining the pension and retirement process, which had previously been marred by inefficiencies. Through strong partnerships with the MFDP and the National Social Security and Welfare Corporation (NASSCORP), the agency has ensured a more systematic and timely retirement process. This coordination guarantees that retirees receive their rightful benefits without unnecessary delays.

Establishing the Civil Service Training Center (CSTC)

To enhance efficiency and build capacity within the public sector, the CSA established the Civil Service Training Center (CSTC). This center provides targeted training programs tailored to improve fundamental workplace competencies. Unlike the Liberia Institute of Public Administration (LIPA), which focuses on professional courses such as human resource management and procurement, CSTC specializes in practical skills such as report writing, Excel, PowerPoint, and grammar proficiency. This initiative ensures that civil servants acquire the necessary skills to perform their duties effectively.

Expanding Financial Access through Microloan Schemes

In addition to the LPA scheme, CSA has facilitated access to microloan programs for civil servants across government institutions. These programs provide employees with financial flexibility by offering manageable repayment plans, thus further alleviating economic hardships.

Modernizing Recruitment with an Automated Civil Service Test

The recruitment process within the Liberian civil service has been upgraded through a computerized and automated civil service testing system. This system eliminates the traditional time-consuming sit-in tests, expediting the hiring process and ensuring merit-based recruitment.

Digitalizing Access to Government Payslips

To improve transparency and accessibility, CSA introduced a Digital Access Payslip System. This innovation enables civil servants to check their pay stubs online without having to visit a bank, allowing them to track salary transactions conveniently and securely.

Strengthening Employee Representation: Government Recognition of the Civil Servant Association of Liberia (CSAL)

Through its commitment to reforms, CSA has successfully secured government recognition and support for the Civil Servant Association of Liberia (CSAL)—the umbrella organization representing civil servants. This recognition strengthens collective bargaining efforts and ensures that civil servants' concerns are effectively addressed at the national level.

Prioritizing Fair and Timely Grievance Resolution

One of CSA's core statutory responsibilities is safeguarding the rights of civil servants. In line with this, the agency has reinforced its Grievance Procedure System, ensuring that employee complaints are addressed in a fair, transparent, and timely manner. The Director-General has placed strong emphasis on expediting hearings and providing due process to all employees who feel they have been treated unfairly.

Building a Robust Human Resource Personnel Network

As the central government agency responsible for human resource management and policy implementation, CSA has established an HR Hub to enhance collaboration and knowledge-sharing among HR professionals across Ministries, Agencies, and Commissions (MACs). This initiative promotes best practices in human resource management and strengthens institutional capacity across the public sector.

These achievements demonstrate CSA's ongoing commitment to reforming and strengthening Liberia's civil service, laying the groundwork for the broader strategic direction that will guide its actions over the next five years. With a clear vision, a solid foundation of reforms, and a set of strategic themes to follow, CSA is well-positioned to drive transformative change in public sector governance and to serve as a model of excellence for public administration in Liberia.

3.5.3 Needs and Challenges

The Civil Service Agency (CSA) of Liberia faces significant structural and operational challenges that hinder its ability to effectively manage the nation's public workforce. One of the most pressing needs is the regularization of employment and payroll transparency, as evidenced by the findings of the Employees Status Regularization Project (ESRP). The existence of unverified employees, dual pay structures, and discretionary allowances has historically led to an unpredictable wage bill, making it difficult for the government to maintain fiscal stability. Additionally, the CSA must address the long-standing issue of inadequate workforce planning, with a growing number of employees nearing retirement and a significant portion lacking the necessary educational qualifications. This highlights the urgent need for structured capacity-building programs, improved recruitment policies, and a more efficient pension and retirement process to ensure continuity in government service delivery.

Moreover, CSA's ability to drive public sector innovation is constrained by limited technological integration, outdated human resource management systems, and inadequate funding for reform initiatives. Despite progress in automating payroll and performance management, the agency still struggles with logistical inefficiencies, particularly in regional offices, where civil service administration remains largely manual. Gender disparities and low female representation in the civil service further underscore the need for targeted policies that promote equity and inclusion. Furthermore, the agency faces resistance to reform from entrenched bureaucratic structures, as well as challenges in securing the financial resources necessary to implement its ambitious strategic plans. Without a strong commitment to modernizing its operations, CSA risks lagging in its mandate to create a professional, accountable, and performance-driven public service.

3.5.4 Prospects

Despite these challenges, the CSA is well-positioned to become a catalyst for transformative change in Liberia's public sector. The successful implementation of initiatives such as payroll reform, automated testing for recruitment, and the introduction of digital access to payslips demonstrates the agency's capacity for modernization. The adoption of a structured five-year strategic plan (2025–2029), aligned with the Government of Liberia's ARREST Agenda, provides

a clear roadmap for reform. The expansion of the Legal Power Attorney (LPA) scheme and microloan programs for civil servants also reflects the CSA's commitment to improving the economic well-being of government employees. If adequately funded, Phase II of the ESRP has the potential to eliminate payroll inefficiencies entirely, ensuring that only legitimate government employees are compensated, thereby reducing unnecessary expenditure and optimizing resource allocation.

Additionally, CSA's focus on workforce development through the establishment of the Civil Service Training Center (CSTC) is a promising step toward enhancing the competencies of public sector employees. By offering tailored training programs in essential skills such as report writing, data analysis, and digital literacy, the CSA is actively working to build a more capable and efficient civil service. Strengthening partnerships with international donors, government ministries, and private sector stakeholders can further enhance CSA's ability to implement reforms. Moreover, the increasing emphasis on performance management and accountability mechanisms will contribute to a more meritocratic public service, ultimately improving governance and service delivery in Liberia. With sustained commitment to modernization, technological integration, and workforce development, the CSA is poised to emerge as a leading institution in Liberia's public sector transformation.

CHAPTER FIVE

Strategic Direction

2025 - 2029

Introduction

The Civil Service Agency (CSA) strategy for the next five years is anchored in past achievements and lessons learned, as reflected in the 2025 Annual Work Plan. It is guided by five key strategic themes: Institutional Effectiveness, Innovation and Research, Sustainability and Resilience, Capacity Building, and Stakeholder Engagement. These pillars will drive CSA's efforts to enhance internal governance, optimize processes, and allocate resources efficiently, while fostering innovation and long-term resilience in public administration. The strategy emphasizes building capacity within the workforce and maintaining strong relationships with stakeholders to ensure CSA's work aligns with their diverse needs.

In 2024, CSA has already made significant progress, including the implementation of several reforms that aim to improve professionalism and efficiency in the civil service. Notable achievements include the launch of the National Consultancy Policy Guidelines, the transition to the Civil Service Management System for payroll, and the introduction of the 50% Salary Advance Scheme. Additionally, the Employee Status Regularization Project and the reconstitution of the Board of Appeals for the Civil Service have contributed to greater accountability. The establishment of the National Civil Service Testing Center has further strengthened recruitment standards. These initiatives lay a solid foundation for CSA's strategic direction, positioning the agency to drive transformative change in Liberia's civil service and become a model for public administration excellence.

5.1 Pillar 1: Institutional Effectiveness

5.1.1 Context

CSA's ability to effectively deliver on its mandate hinges on the optimization of its internal operations and efficient resource management. The ***Institutional Effectiveness pillar seeks to streamline workflows, enhance inter-departmental coordination, and improve overall institutional efficiency.*** By identifying and addressing operational inefficiencies and redundancies, CSA will create an agile and adaptive institutional framework capable of responding to evolving challenges. Central to this objective is the improvement of financial and operational accountability. Strengthening monitoring, evaluation, and reporting mechanisms will enhance CSA's ability to track resource utilization, ensure transparency, and make informed, data-driven decisions. This approach will help CSA manage public resources more effectively and efficiently, ensuring that it can fulfill its responsibilities in line with national development goals. Through the implementation of this strategy, CSA will not only improve its internal processes but also increase its capacity to implement public sector reforms and drive governance improvements. By focusing on optimizing internal functions and maintaining high standards of accountability, CSA can contribute to a more efficient, transparent, and responsive government that supports Liberia's long-term development objectives.

5.1.2 CSA's Intervention

The CSA has made significant strides in enhancing institutional effectiveness over the years through various interventions aimed at improving the internal workings of the agency. Recognizing that effective governance and public service delivery are intricately linked to how well the institution operates internally, CSA has focused its efforts on optimizing internal processes, strengthening financial accountability, and fostering a culture of transparency.

A major intervention in this regard was the implementation of the ***Employees Status Regularization Project (ESRP)***, which sought to regularize the employment status of civil servants, streamline payroll management, and improve data accuracy across government agencies. This project not only helped in identifying legitimate employees but also laid the groundwork for improved resource management and reduced inefficiencies. The physical

headcount and data verification ensured that only verified and legitimate civil servants were retained on the payroll, thereby eliminating ghost workers and ensuring that government funds were properly allocated.

Furthermore, CSA's initiative to ***automate and centralize payroll management*** was another key step in improving institutional effectiveness. This reform facilitated the control of the number of employees across government agencies and departments, ensuring that compensation was aligned with legitimate, documented roles and reducing redundancies in the payroll system. The adoption of automated systems also improved data accuracy and transparency, making it easier for CSA to monitor and manage employee compensation efficiently.

Additionally, CSA has been actively involved in ***refining its internal organizational structure and processes*** to ensure that the agency can meet its goals effectively. This includes conducting thorough assessments of internal workflows and adopting new frameworks for financial management and performance evaluation. As part of these efforts, CSA worked closely with various government ministries and development partners to harmonize its operations with national policies, such as the ***ARREST Agenda***, ensuring that its work aligns with broader governance and development priorities.

In the realm of human resource management, CSA has also placed emphasis on ***strengthening capacity building through various training programs for staff***. By improving the skillset of employees, CSA is ensuring that its workforce is not only more competent but also adaptable to emerging challenges. These efforts have played a crucial role in improving CSA's institutional capacity, allowing it to deliver more efficiently and effectively on its mandate.

Overall, CSA's approach to institutional effectiveness has been comprehensive and strategic, involving process optimization, capacity building, and a strong commitment to transparency and accountability. Through these interventions, the agency is positioning itself to better support Liberia's national development goals and improve public service delivery across the country.

5.1.3 Strategic Objective

Enhance Institutional Efficiency and Accountability within CSA through streamlined internal processes, optimized inter-departmental coordination, and robust financial management systems to ensure timely and transparent delivery of services aligned with national development goals.

5.1.4 Core Actions:

1. Conduct Internal Process Audits

The first core action focuses on identifying inefficiencies and redundancies in CSA's operations. An internal process audit will be carried out across all departments and divisions, enabling CSA to pinpoint areas where resources are underutilized, workflows are delayed, or operational procedures are cumbersome. This audit will provide a comprehensive evaluation of existing workflows, policies, and practices, and highlight opportunities for streamlining processes. By systematically reviewing and optimizing internal procedures, CSA will ensure smoother operational flow, reduce delays in service delivery, and eliminate unnecessary administrative burdens, ultimately improving overall efficiency.

2. Implement Comprehensive Training Programs

To improve financial management, accountability, and performance evaluation within CSA, a comprehensive training program will be developed and implemented for all staff members. This training will be designed to enhance the financial literacy and accountability skills of employees, ensuring that they understand the importance of responsible resource management, the principles of transparency, and the need for accurate reporting. The program will also include modules on performance evaluation, providing staff with the tools and knowledge to assess and improve their work performance in alignment with CSA's strategic objectives. By investing in staff development, CSA will foster a culture of accountability and excellence, empowering employees to contribute effectively to the agency's goals.

3. Develop and Deploy Integrated Systems

CSA will develop and deploy an integrated system to monitor resource utilization, track project progress, and evaluate departmental performance. This system will enable real-time tracking of all ongoing projects and initiatives, providing key performance indicators (KPIs) for departments and divisions. By having a centralized platform for tracking resources, CSA

can ensure that funds are allocated efficiently and that projects are on track to meet their deadlines. The integrated system will also support data-driven decision-making by providing department heads and senior management with accurate and up-to-date performance metrics. This will enhance the agency's ability to make informed decisions and ensure that resources are being utilized effectively.

4. Strengthen Communication Channels and Foster Cross-Departmental Collaboration

Effective communication is vital to the success of any organization, particularly within a complex structure like CSA. To improve decision-making and operational responsiveness, CSA will strengthen its internal communication channels and foster greater cross-departmental collaboration. Regular inter-departmental meetings, the establishment of shared digital platforms, and clear protocols for information-sharing will be put in place. These measures will help to eliminate silos, encourage collaborative problem-solving, and improve coordination across the organization. When departments work together more effectively, CSA will be able to respond more quickly to emerging challenges, ensure consistency in service delivery, and enhance the agency's overall operational performance.

5. Establish Clear Accountability Frameworks and Monitoring Mechanisms

To ensure transparency and the effective use of public resources, CSA will establish clear accountability frameworks and robust monitoring mechanisms. This will involve developing detailed policies and guidelines for managing resources, ensuring that each department adheres to these standards. Regular audits and reviews will be conducted to assess compliance and identify areas for improvement. By establishing clear accountability mechanisms, CSA will create an environment of trust and transparency within the agency, making it easier to track the use of public funds and ensuring that all actions are aligned with the agency's strategic goals. Furthermore, monitoring mechanisms will be put in place to assess both financial and operational performance, with a focus on timely and accurate reporting to key stakeholders.

5.2 Pillar 2: Innovation and Research

5.2.1 Context

In the face of evolving governance demands, research and innovation are vital in crafting effective, data-driven solutions. As Liberia continues its journey toward development, the Civil Service Agency (CSA) must harness the power of research to anticipate challenges, understand trends, and innovate in governance. This pillar will focus on utilizing data insights, exploring emerging technologies, and fostering creativity to address governance issues and improve public administration. CSA's commitment to research and innovation will enhance its strategic planning capabilities, ensuring that policies and initiatives are evidence-based, forward-thinking, and aligned with national development goals. Through this pillar, CSA aims to drive sustainable progress by embracing technology, collaborating with academia, and focusing on research-driven policy development.

5.2.2 CSA's Intervention

The CSA has undertaken several key interventions to strengthen its research and innovation capacity, which are essential for enhancing governance and public administration. In recent years, CSA has integrated research into its strategic planning processes, collaborating with development partners to conduct studies on public sector performance and identifying critical areas for improvement. This research has played a vital role in shaping evidence-based policies that guide the agency's interventions in governance and public administration reforms.

CSA has also worked closely with academic institutions, think tanks, and international partners to leverage external expertise in policy innovation and governance reform. These partnerships have provided CSA with valuable insights and resources to drive its research initiatives. By fostering collaboration, CSA has been able to adopt new methodologies and enhance its research capabilities to support effective policymaking. Additionally, the agency has embraced digital tools and platforms to streamline administrative functions, improve data collection, and make informed decisions. Digital systems have allowed CSA to track performance, monitor government programs, and evaluate the effectiveness of its initiatives, ultimately leading to more efficient governance.

One of CSA's significant research-driven interventions is the development and deployment of the Civil Service Management System (CSMS). This system enables the agency to better track civil servant data and improve human resource management practices. By providing real-time insights into civil service operations, CSA has improved its decision-making processes, ensuring that resources are allocated efficiently and effectively. Another critical intervention, the Employee Status Regularization Project (ESRP), launched in 2024, aimed to verify the legitimacy of government employees through a physical headcount and documentation verification process. This project utilized data-driven approaches to assess the workforce and optimize staffing, addressing inefficiencies and ensuring the accuracy of government payrolls.

Through these interventions, CSA has demonstrated its commitment to using research and innovation to improve governance, policy development, and public service delivery. The agency continues to position itself as a leader in public sector reform, embracing evidence-based practices and innovative solutions to meet the evolving demands of governance in Liberia.

5.2.3 Strategic Objective

Enhance CSA's research and innovation capacity by integrating data-driven insights, exploring cutting-edge technologies, and promoting evidence-based policy recommendations to strengthen national development strategies and governance reform.

5.2.4 Core Actions

1. Conduct Foresight Studies

CSA will undertake foresight studies to anticipate potential trends, challenges, and risks. These studies will provide critical insights that will inform strategic planning and decision-making, helping CSA to prepare for future governance challenges. By staying ahead of emerging issues, CSA can develop proactive solutions that anticipate and address problems before they become obstacles. Using foresight studies, the CSA will predict and analyze future trends, challenges, and opportunities to support strategic planning and decision-making. These include methods like scenario planning, data analysis, and trend forecasting to help the agency anticipate changes and prepare for emerging risks, workforce aging and labor market trends, analyzing the impact of technologies like AI and automation, assessing climate change and environmental risks,

understanding social and political shifts, and preparing for global challenges. These studies help organizations, including governments, to plan proactively and remain resilient in the face of future uncertainties.

2. Adopt Digital Tools for Monitoring and Evaluation

To improve monitoring and evaluation processes, CSA will adopt advanced digital tools that enhance its ability to track performance, assess progress, and make data-driven decisions. These tools will improve operational efficiency, ensure accurate reporting, and allow for better resource allocation. By leveraging technology, CSA will be able to monitor ongoing projects and initiatives more effectively, ensuring that goals are achieved in a timely and transparent manner.

3. Encourage Collaborative Research Initiatives

CSA will collaborate with academic institutions, think tanks, and other research organizations to facilitate joint research initiatives. These partnerships will bring in diverse perspectives and expertise, enabling CSA to produce more robust and well-rounded policy recommendations. Collaborative research efforts will also help CSA stay informed about the best global practices and emerging trends in public administration.

4. Promote Evidence-Based Policy Recommendations

CSA will focus on developing evidence-based policy recommendations that are grounded in research and data. These recommendations will play a crucial role in shaping national development strategies and public administration reforms. By prioritizing data and research, CSA will ensure that its policy decisions are informed by real-world evidence, leading to more effective governance outcomes.

5.3 Pillar 3: Sustainability and Resilience

5.3.1 Context

In today's rapidly changing world, the need for sustainability and resilience has become more urgent, especially in the public sector. This pillar focuses on strengthening CSA's ability to maintain operational continuity, mitigate risks, and adapt to unforeseen challenges. CSA must prioritize long-term sustainability in its operations, ensuring that its resources, processes, and programs can endure external shocks and evolve with changing circumstances. By focusing on

resilience, CSA can better handle disruptions, whether they arise from natural disasters, economic shifts, or governance challenges. Sustainability in CSA's operations is not limited to environmental factors but encompasses social, economic, and institutional dimensions. The CSA is tasked with ensuring that its policies, programs, and interventions continue to serve the nation's development goals even under changing conditions. To address these challenges, CSA must embed sustainability and resilience in its operational strategies, by adopting adaptive systems, risk management practices, and forward-thinking approaches. Through the Sustainability and Resilience pillar, CSA aims to strengthen its capacity to respond to evolving environmental, economic, and governance challenges while maintaining high levels of service delivery. This approach will enable CSA to be both agile and robust, prepared for future uncertainties while staying committed to the long-term goals of national development.

5.3.2 CSA's Intervention

CSA has made concerted efforts to improve resilience and sustainability within the civil service. Through strategic planning, the CSA has developed frameworks aimed at reducing vulnerability to external shocks, enhancing institutional flexibility, and improving risk management. The CSA has worked to incorporate sustainability into its human resource and financial management systems, ensuring that future generations of civil servants can operate in a stable and adaptable framework. For example, CSA's efforts include exploring disaster recovery plans, ensuring business continuity during crises, and conducting periodic risk assessments to identify vulnerabilities within the civil service. Additionally, CSA has initiated partnerships with various government agencies and international organizations to enhance national resilience, particularly in areas related to climate change, economic stability, and governance structures.

5.3.3 Strategic Objective

Build institutional resilience and ensure long-term sustainability of CSA's operations through risk mitigation strategies, sustainable resource management, and adaptive systems.

CSA will focus on creating flexible frameworks that allow the agency to continue functioning effectively during periods of crisis and unforeseen challenges while contributing to national sustainable development goals.

5.3.4 Core Actions

1. Integrate Sustainability and Resilience Principles into Planning and Decision-Making.

CSA will integrate sustainability and resilience into the agency's long-term planning and operational strategies. This includes considering environmental, social, and economic factors when making decisions related to policy implementation, resource allocation, and program development. By prioritizing sustainable practices, CSA will ensure that its activities align with national development goals, promote long-term stability, and remain adaptable to unforeseen challenges. This approach will include creating a structured framework for evaluating the impact of decisions on both short-term operations and long-term outcomes, ensuring that every decision strengthens the agency's resilience to change.

2. Implement Risk Management Frameworks to Address Emerging Threats

CSA will establish comprehensive risk management systems to proactively identify, assess, and mitigate potential risks across all its departments and programs. This will include mapping out risks related to economic instability, environmental threats, political changes, and technological disruptions. By implementing early warning systems, CSA will be better prepared to respond quickly to external shocks, reducing their impact on operations. Additionally, the CSA will develop risk-response strategies, ensuring continuity of operations even in the face of crises, such as pandemics, natural disasters, or political instability.

3. Enhance Resource Utilization Strategies

CSA will optimize its resource management practices to ensure sustainable use of its financial, human, and material resources. This will involve reviewing the allocation and utilization of resources to identify inefficiency and opportunities for improvement. The goal is to create a more resource-efficient and cost-effective operation that can endure long-term. CSA will also promote a culture of resource conservation within the civil service, encouraging departments to adopt more sustainable practices, such as reducing waste, optimizing energy use, and seeking innovative solutions for resource management.

4. Improve Disaster Recovery Plans and Business Continuity Strategies

To ensure resilience, CSA will focus on developing robust disaster recovery plans and business continuity strategies. These plans will outline the processes and procedures to follow during a

crisis to minimize disruptions and maintain essential functions. CSA will establish clear protocols for communication, resource allocation, and operational adjustments in the event of emergencies. Additionally, the agency will conduct regular training and simulation exercises to test the effectiveness of these plans, ensuring staff readiness and operational continuity during unforeseen events.

5. Strengthen National Resilience through Partnerships

CSA will collaborate with other government agencies, international organizations, and development partners to enhance the resilience of Liberia's public administration. This will involve joint efforts in areas such as climate change adaptation, economic stabilization, and governance reform. By leveraging the expertise and resources of external partners, CSA will build a more resilient civil service capable of effectively serving the needs of the Liberian people, even during times of crisis. Collaborative initiatives will also focus on building the capacity of other public institutions, ensuring that the entire public administration is better equipped to handle emerging challenges.

5.4 Pillar 4: Capacity Building

5.4.1 Context

Capacity building is a critical pillar in ensuring the long-term effectiveness and sustainability of the Civil Service Agency (CSA). A well-equipped, skilled, and motivated workforce is essential for the effective delivery of public services, particularly in a dynamic governance environment where public expectations and global challenges are continuously evolving. CSA's capacity-building initiatives focus on enhancing the professional development of civil servants, strengthening institutional competencies, and creating a culture of continuous learning and improvement. These initiatives are aimed at bridging skill gaps, promoting leadership development, and ensuring that civil servants are equipped with the knowledge and tools needed to meet both current and future demands in public administration. CSA must invest in structured training programs, leadership development, and specialized skill-building efforts to address the growing needs of Liberia's public sector. This includes enhancing the capabilities of both senior and junior public servants, ensuring that the civil service workforce can effectively contribute to national

development goals. Furthermore, the capacity-building efforts will be aligned with government-wide reforms to improve governance, service delivery, and institutional effectiveness. As Liberia continues to evolve, CSA's capacity-building strategy will be pivotal in ensuring that the civil service can adapt, innovate, and lead effectively.

5.4.2 CSA's Intervention

CSA has recognized that the effectiveness of the civil service is fundamentally tied to the skills and capabilities of its workforce. Over the years, CSA has taken proactive measures to address the capacity-building needs of Liberia's public servants. One key initiative was the establishment of the Civil Service Training Center (CSTC), which provides specialized training aimed at enhancing the skills of civil servants in essential areas such as report writing, computer literacy, communication, and office management. The CSTC is designed to complement the work of the Liberia Institute of Public Administration (LIPA) by offering practical skills training that can be directly applied to the daily functions of government employees.

In addition to this, CSA has introduced leadership and management training programs for senior civil servants to improve decision-making, strategic thinking, and governance. These programs are focused on enhancing leadership capacities at all levels of government, ensuring that public servants can effectively navigate complex political, economic, and social issues. CSA also offers microloan schemes, including the Legal Power Attorney (LPA) Scheme, which enables civil servants to access credit facilities and acquire goods on favorable terms, ultimately improving their financial literacy and contributing to their overall well-being. These initiatives are geared toward enhancing the professional development of public servants and fostering an institutional culture of excellence.

5.4.3 Strategic Objective

To enhance the skills, knowledge, and leadership capabilities of civil servants through targeted training programs, professional development initiatives, and the promotion of a culture of continuous learning.

This will be achieved through the establishment of comprehensive training frameworks, leadership development programs, and partnerships with relevant educational and training institutions to improve the overall competency of Liberia's civil service.

5.4.4 Core Actions

1. Develop Comprehensive Training and Professional Development Programs

CSA will design and implement a broad range of training programs to enhance the technical, managerial, and leadership skills of civil servants. This includes basic skills such as report writing, data management, and IT literacy, as well as advanced programs focusing on public policy, governance, and leadership. The CSA will ensure that these programs are tailored to meet the specific needs of different departments and sectors within the government.

2. Promote Leadership and Management Development Programs

CSA will prioritize leadership development programs for senior civil servants, equipping them with the skills to manage large teams, make strategic decisions, and navigate the complexities of governance. The leadership training will focus on creating a cadre of public service leaders who can drive institutional change, fostering collaboration, and ensuring the effective implementation of government policies.

3. Establish Partnerships with Academic and Training Institutions

To enhance its capacity-building efforts, CSA will establish partnerships with universities, professional bodies, and international training institutions. These partnerships will allow CSA to tap into the best global practices and ensure that training programs are aligned with international standards. Through these collaborations, CSA will provide civil servants with access to specialized training, certifications, and qualifications that can help improve their career prospects and competencies.

4. Institutionalize Mentorship Programs

CSA will introduce mentorship programs aimed at nurturing the next generation of leaders within the civil service. These programs will pair senior, experienced civil servants with junior employees to foster knowledge transfer, professional growth, and leadership development. Mentorship will also be a tool to promote a culture of collaboration, learning, and accountability within the civil service.

5. Strengthen Performance Management and Evaluation Systems

CSA will enhance the existing performance management systems by integrating capacity-building components into the evaluation and feedback processes. This will help ensure that civil servants receive regular performance assessments, constructive feedback, and opportunities for further training and development. CSA will use these evaluations to identify skill gaps and prioritize areas for training and support.

5s.5 Pillar 5: Stakeholder Engagement

5.5.1 Context

Stakeholder engagement is vital to ensuring that CSA's initiatives are aligned with the needs and expectations of both internal and external actors in the governance landscape. Effective collaboration with key stakeholders, including government ministries, development partners, civil society organizations, and the private sector, is essential to enhancing the delivery of public services, improving accountability, and fostering trust between the civil service and the citizens it serves. A strong stakeholder engagement framework is necessary to build long-term partnerships, advocate for institutional reforms, and mobilize resources to support CSA's objectives. In Liberia's evolving governance environment, stakeholder engagement is also crucial for fostering a transparent, inclusive, and participatory decision-making process. By actively involving stakeholders in shaping policies, programs, and initiatives, CSA can ensure that the needs of the public are prioritized, and that the civil service is responsive to the changing demands of society. This pillar focuses on strengthening communication channels, improving the transparency of CSA's operations, and ensuring that all stakeholders, including those at the community level, are adequately informed, consulted, and engaged in governance processes.

5.5.2 CSA's Intervention

CSA has consistently recognized the importance of stakeholder engagement in achieving its mandate. As part of its ongoing efforts, CSA has implemented a range of strategies designed to engage both internal and external stakeholders effectively. For instance, CSA regularly

collaborates with key government ministries, agencies, and commissions to ensure that its programs are aligned with national priorities and development goals. The CSA also engages with civil society organizations to promote transparency, encourage citizen participation in governance, and create an environment of mutual trust.

Additionally, CSA works closely with international development partners to leverage expertise, funding, and technical support in areas such as capacity building, public administration reform, and governance strengthening. Through these collaborations, CSA has been able to expand its reach and improve the implementation of its strategic objectives. Stakeholder engagement has also been integrated into CSA's strategic planning processes, with regular consultations held to solicit feedback and ensure that the voices of all relevant stakeholders are heard. This approach has fostered greater ownership of CSA's initiatives and contributed to a more inclusive governance framework.

5.5.3 Strategic Objective

Promote strong, collaborative relationships with both internal and external partners. By improving communication, transparency, and consultation, CSA aims to enhance governance, service delivery, and garner support for its initiatives.

5.5.4 Core Actions

1. Strengthen Communication Channels

CSA will enhance its communication channels both internally and externally to improve the flow of information and ensure that stakeholders are kept informed about CSA's activities, objectives, and progress. This includes the development of a comprehensive communication strategy, which will incorporate digital platforms, public forums, newsletters, and reports to disseminate information to key stakeholders, including the public.

2. Foster Collaborative Partnerships

CSA will actively work to build and nurture partnerships with government ministries, civil society organizations, development partners, and the private sector. These partnerships will focus on joint initiatives, knowledge-sharing, and resource mobilization to support CSA's strategic goals.

CSA will also leverage these partnerships to ensure that its programs are more effective and responsive to the needs of the population.

3. Implement Stakeholder Consultation Mechanisms

CSA will establish formal mechanisms for regular stakeholder consultations, including workshops, focus groups, and public hearings. These forums will provide stakeholders with opportunities to contribute their perspectives, provide feedback on CSA's policies and initiatives, and ensure that their needs are addressed in the civil service's strategic planning process.

4. Promote Transparency and Accountability

CSA will take proactive steps to ensure transparency in all its operations, ensuring that stakeholders are aware of the agency's decision-making processes, financial management practices, and performance outcomes. This will include publishing annual reports, making financial information publicly available, and facilitating regular audits and reviews of CSA's activities.

5. Enhance Stakeholder Participation in Governance

CSA will encourage and facilitate greater stakeholder participation in governance processes, including policy development, service delivery, and institutional reform. This will be achieved by involving key stakeholders in the design and implementation of CSA's initiatives and fostering a culture of inclusivity and public participation in decision-making.

CHAPTER SIX

Cost & Financing

6.1 Cost Estimates

The financial requirements for the comprehensive implementation of this strategic plan are derived from the total costs associated with executing the full spectrum of activities necessary to achieve the plan's strategic objectives. These activities span across various pillars, each contributing to the overall success of the plan. The matrix below provides a summary of the estimated costs for implementing the activities across the different pillars, ensuring that all key areas are adequately resourced. This breakdown will facilitate effective budget allocation, ensuring transparency and accountability in the management of resources throughout the plan's execution.

6.2 Summary Cost Estimates

No.	Cost Center	Estimated Cost (in US\$)
1	Institutional Effectiveness	
2	Research and Innovation	
3	Sustainability and Resilience	
4	Capacity Building	
5	Stakeholder Engagement	
6	Contingency Fund	
Total		

6.3 Resource Mobilization

The successful implementation of the Plan will depend on securing support from multiple sources, with a significant portion anticipated from the government. In addition, the CSA will seek donor funding to complement the allocated budget. Furthermore, all efforts to explore sustainable income-generation mechanisms will be pursued to ensure the long-term viability of the Plan.

CHAPTER SEVEN

Implementation Framework

7.1 Strategic Plan Oversight and Coordination

The Director General of the CSA will mandate the Department of Research, Strategic Planning, Monitoring & Evaluation (RSPM&E) to lead the monitoring and implementation of the Strategic Plan. RSPM&E will be responsible for providing strategic oversight, coordinating implementation activities across departments, and ensuring that established targets, timelines, and deliverables are met. The Department will play a critical role in identifying and addressing challenges that may arise during implementation, offering timely guidance and support to maintain progress. It will also hold departments and key stakeholders accountable for their commitments, promoting adherence to agreed-upon actions. To ensure continuous alignment and effective execution, RSPM&E will convene quarterly coordination meetings to assess progress, review performance data, and develop mitigation strategies where necessary to keep the plan on track.

7.2 Stakeholders' Engagement

The successful implementation of the CSA Strategic Plan will require ongoing stakeholder engagement. To facilitate this, a Stakeholders' Forum will be established, bringing together representatives from government ministries, agencies, and commissions, as well as civil society organizations, development partners, and other key actors. This forum will serve as a platform for briefing stakeholders on the progress of implementation, addressing emerging challenges, and fostering collaborative decision-making. Additionally, it will enable CSA to receive feedback, consult on critical governance issues, and ensure transparency in executing strategic initiatives. The Stakeholders' Forum will be convened by CSA at least twice a year to assess progress and strengthen collective ownership of the reform agenda.

7.3 Donors' Engagement

With increasing competition for limited donor resources, securing adequate funding for the successful implementation of the CSA Strategic Plan requires a proactive and strategic approach to donor engagement. Given that a significant portion of the plan's execution will depend on

external funding, CSA will adopt a structured resource mobilization strategy to attract and sustain donor support. Continuous engagement with development partners will be a key component of implementation, ensuring alignment with national priorities and international best practices. As an initial step, CSA will convene a Donors' Conference to formally present the Strategic Plan, highlight priority areas for support, and explore funding opportunities with interested partners. Through sustained dialogue and collaboration, CSA will work to secure long-term commitments and partnerships that will facilitate the full realization of the plan's objectives.

7.4 Monitoring and Evaluation

The implementation of the Strategic Plan will be guided by a robust monitoring and evaluation (M&E) framework that ensures continuous tracking of progress, learning from implementation experiences, and making data-driven adjustments as needed. Regular progress reviews will be conducted semi-annually to assess the extent to which strategic objectives are being met and to identify any emerging challenges requiring intervention.

To facilitate effective monitoring and evaluation, a matrix-based M&E system will be established by the Department of Research, Strategic Planning, Monitoring and Evaluation (RSPM&E), incorporating clearly defined outcomes, performance indicators, means of verification, and reliable data sources. This framework will enable CSA to systematically collect and analyze information on the implementation of activities, assess their impact, and ensure accountability.

Beyond routine monitoring through periodic reporting by the relevant implementing units, CSA will undertake both a mid-term and a final evaluation of the Strategic Plan. The mid-term evaluation will provide an opportunity to assess progress, identify gaps, and refine strategies where necessary, while the final evaluation will measure overall achievements against the plan's objectives. These evaluations will serve as critical learning tools, informing future policy and strategic direction to enhance the effectiveness and sustainability of CSA's initiatives.

Narrative Synopsis of the CSA 5-Year Action Plan (2025–2029)

The Civil Service Agency's **5-Year Action Plan (2025–2029)** serves as a blueprint for driving transformative reforms within Liberia's public administration. **Designed to operationalize the Agency's Strategic Plan**, this action framework is grounded in five strategic pillars—Institutional

Effectiveness, Sustainability and Resilience, Research and Innovation, Capacity Building, and Stakeholder Engagement. These pillars are not only central to strengthening public sector performance but are also intentionally aligned with the **Government of Liberia's ARREST Agenda for Inclusive Development (AAID)**. Through this alignment, the CSA affirms its commitment to advancing national priorities around **Agriculture, Roads, Rule of Law, Education, Sanitation, and Tourism (ARREST)**, with a governance system that is accountable, resilient, and citizen centered. The first strategic focus—integrating sustainability and resilience principles into planning and decision-making—reflects CSA's ambition to embed long-term thinking into all aspects of governance. Environmental, social, and economic considerations will be central to how the Agency designs policies, allocates resources, and evaluates programs. This approach ensures that public service operations are not only aligned with national development objectives but are also agile enough to respond to future disruptions and systemic shocks.

The second core action centers on implementing robust risk management frameworks to proactively address emerging threats such as climate change, political transitions, and technological disruptions. CSA will institutionalize risk identification, assessment, and mitigation protocols across its departments and programs. Through early warning systems and crisis response strategies, the Agency aims to maintain continuity of service delivery in the face of uncertainty—reinforcing the resilience pillar of both the CSA Strategic Plan and the ARREST Agenda's governance priorities.

To improve operational efficiency, the CSA will enhance resource utilization strategies that prioritize sustainability, cost-effectiveness, and results-based management. This includes optimizing the use of human, financial, and physical assets, promoting energy conservation, and reducing institutional waste. These efforts are vital for maximizing impact and ensuring that public resources are directed toward developmental priorities under the AAID framework.

In tandem with resilience-building, the Agency will improve disaster recovery and business continuity systems. Comprehensive crisis response plans, scenario simulations, and staff readiness programs will be implemented to reduce service interruptions and safeguard public trust during times of emergency. These interventions will equip the CSA and its stakeholders with

the tools and protocols needed to maintain stability and governance effectiveness in any scenario.

Recognizing that transformational governance requires collective effort, the CSA will strengthen national resilience through strategic partnerships. Collaborations with government ministries, development partners, civil society organizations, and academia will focus on co-designing programs, mobilizing resources, and sharing knowledge across sectors. These partnerships will support broader institutional reforms and help address thematic challenges within the ARREST Agenda—particularly around education, rule of law, and public sector modernization.

The action plan also strongly prioritizes capacity building through the development of tailored training and professional development programs for civil servants. These interventions will enhance competencies in leadership, public policy, data literacy, and technical service delivery. Additionally, mentorship programs and collaboration with academic institutions will ensure that civil servants are equipped with both practical skills and global insights to navigate the demands of modern governance.

Under the research and innovation pillar, the CSA will expand its use of foresight studies, digital platforms, and real-time data to drive evidence-based decision-making. These tools will enhance institutional intelligence and allow for more accurate forecasting, program design, and service delivery, thereby supporting the reform and innovation agenda under AAID.

Finally, the action plan advances stakeholder engagement and transparency through improved communication systems, consultation platforms, and participatory governance structures. Public forums, feedback mechanisms, and digital engagement tools will be deployed to ensure that civil society, citizens, and other stakeholders are actively involved in shaping public administration policies and priorities.

APPENDICES

A: Proposed 5-Year Action Plan and Budget (2025 – 2029)

Expected Output	Core Action and Planned Activities	Timeline					Responsible Department(s)	Budget
PILLAR I: INSTITUTIONAL EFFECTIVENESS		2025	2026	2027	2028	2029		
Strategic Objective: <i>Enhance Institutional Efficiency and Accountability within CSA through streamlined internal processes, optimized inter-departmental coordination, and robust financial management systems to ensure timely and transparent delivery of services aligned with national development goals.</i>								
1.1 Improved Operational Efficiency through Internal Process Audit	Core Action: Conduct Internal Process Audits							
	Planned Activities:							
	Develop and Implement an Internal Process Framework and Audit							
	1.1.1 Establish audit objectives, scope, and methodology.							
	1.1.2 Define key performance indicators (KPIs) for efficiency assessment							
	1.1.3 Identify priority departments and divisions for audit focus.							
	Conduct Departmental Audits and Workflow Analysis							
	1.1.4 Perform a systematic review of existing processes across CSA departments.							
	1.1.5 Identify inefficiencies, redundancies, and bottlenecks in workflows.							
	1.1.6 Engage department heads and staff to document current operational challenges.							
	Evaluate Resource Utilization and Service Delivery Gaps							
	1.1.7 Assess the allocation and utilization of financial, human, and technological resources.							

Expected Output	Core Action and Planned Activities	Timeline					Responsible Department(s)	Budget
	1.1.8 Identify areas where resources are underutilized or misallocated.							
	1.1.9 Analyze delays in service delivery and propose corrective measures.							
	Develop and Implement Process Optimization Strategies							
	1.1.10 Recommend strategies for streamlining workflows and reducing administrative burdens.							
	1.1.11 Introduce automation or digital solutions to improve efficiency where necessary.							
	1.1.12 Establish standardized operational procedures for improved coordination.							
	1.1.13 Monitor Implementation and Institutionalize Continuous Improvement							
	1.1.14 Establish a follow-up mechanism to track the implementation of audit recommendations.							
	1.1.15 Conduct periodic reviews to assess progress and refine strategies.							
	1.1.16 Train staff on best practices for maintaining operational efficiency.							
1.2 Strengthened Staff Capacity through a Comprehensive Training Program	Core Action: Implement Comprehensive Training Programs							
	Planned Activities:							
	Conduct Training Needs Assessment							
	1.2.1 Identify skill gaps in financial management, accountability, and performance evaluation through surveys, interviews, and department consultations.							
	Develop Training Modules and Materials							
	1.2.2 Create structured training content covering financial literacy, accountability, resource management, and performance assessment.							
	Implement Regular Training Sessions							
	1.2.3 Organize periodic workshops, seminars, and on-the-job training programs for CSA staff across all departments.							

Expected Output	Core Action and Planned Activities	Timeline					Responsible Department(s)	Budget
	Establish a Learning Management System (LMS) 1.2.4 Deploy a digital platform to provide continuous access to training materials and facilitate self-paced learning.							
	Monitor and Evaluate Training Impact 1.2.5 Assess the effectiveness of training through post-training evaluations, performance tracking, and feedback mechanisms to ensure continuous improvement.							
1.3 Deployment of an Integrated System for Monitoring and Performance Evaluation	Core Action: Develop and Deploy Integrated Systems							
	Planned Activities:							
	Conduct System Requirements Assessment							
	1.3.1 Identify key functionalities, data needs, and user requirements through consultations with CSA departments and stakeholders.							
	1.3.2 Build a centralized digital platform to track resource utilization, project progress, and departmental performance metrics.							
	1.3.3 Implement a trial phase with selected departments, gather feedback, and adjust system features for optimization.							
	1.3.4 Provide technical training for employees on data entry, system navigation, reporting, and real-time monitoring.							
1.4 Enhanced Communication and Cross-Departmental Collaboration	1.3.5 Officially deploy the system across CSA, conduct periodic evaluations, and implement upgrades based on evolving needs.							
	Core Action: Strengthen Communication Channels and Foster Cross-Departmental Collaboration							
	Planned Activities:							
	Establish and monitor a Centralized Digital Communication Platform							
	1.4.1 Develop and implement a shared platform for seamless information-sharing, document collaboration, and inter-departmental communication.							
	1.4.2 Organize periodic meetings to discuss progress, challenges, and opportunities for joint initiatives.							

Expected Output	Core Action and Planned Activities	Timeline					Responsible Department(s)	Budget
	1.4.3 Create clear guidelines for information flow, reporting structures, and cross-departmental interactions.							
	1.4.4 Form specialized teams to address strategic initiatives, problem-solving, and joint decision-making.							
	1.4.5 Conduct periodic assessments and feedback sessions to identify areas for improvement and optimize communication strategies.							
1.5 Clear Accountability Frameworks and Robust Monitoring Mechanisms	Core Action: Establish Clear Accountability Frameworks and Monitoring Mechanisms							
	Planned Activities:							
	Develop Comprehensive Accountability Policies and Guidelines and Conduct Training and Awareness Programs on Accountability							
	1.5.1 Create standardized frameworks for resource management, financial accountability, and departmental responsibilities.							
	1.5.2 Conduct periodic reviews to assess compliance with policies, identify inefficiencies, and recommend improvements.							
	1.5.3 Develop key performance indicators (KPIs) to track departmental efficiency and service delivery outcomes.							
	1.5.4 Introduce digital tracking systems and reporting tools to improve budget oversight and expenditure monitoring.							
	1.5.5 Educate staff on ethical practices, compliance requirements, and the importance of transparency in public administration.							
	1.5.6							
	Sub Total – INSTITUTIONAL EFFECTIVENESS							
PILLAR II: RESEARCH AND INNOVATION								
<i>Strategic Objective: Enhance CSA's research and innovation capacity by integrating data-driven insights, exploring cutting-edge technologies, and promoting evidence-based policy recommendations to strengthen national development strategies and governance reform.</i>								
	Core Action: Conduct Foresight Studies							

Expected Output	Core Action and Planned Activities	Timeline					Responsible Department(s)	Budget
2.1 Enhanced Strategic Planning through Foresight Studies	Planned Activities:							
	Develop a foresight research framework to guide CSA's strategic planning.							
	2.1.1 Identify key thematic areas for foresight research, including governance, labor market, and technology.							
	2.1.2 Conduct trend analysis and scenario planning workshops with experts.							
	2.1.3 Establish a foresight research team and define their responsibilities.							
	2.1.4 Develop a knowledge-sharing platform for publishing foresight insights.							
2.2 Improved Performance Monitoring and Evaluation Through Digital Tools	2.1.5 Organize periodic foresight review meetings to assess emerging risks and opportunities.							
	Identify and deploy appropriate digital tools for tracking CSA projects.							
	2.2.1 Conduct an assessment of existing digital systems and their limitations.							
	2.2.2 Procure or develop an integrated monitoring and evaluation platform.							
	2.2.3 Train staff members on the effective use of digital monitoring tools.							
	2.2.4 Implement a pilot program to test the efficiency of the system before full deployment.							
2.3 Enhanced Policy Research Through Collaboration	2.2.5 Establish a reporting mechanism to analyze performance data for decision-making.							
	Establish strategic partnerships with research organizations and academia.							
	2.3.1 Identify potential academic institutions and think-tanks for collaboration.							
	2.3.2 Develop joint research proposals focusing on public administration challenges.							
	2.3.3 Organize research-sharing workshops and policy discussion forums.							
	2.3.4 Publish co-authored research reports and policy briefs on best governance practices.							

Expected Output	Core Action and Planned Activities	Timeline					Responsible Department(s)	Budget
	2.3.5 Facilitate exchange programs and fellowships for CSA staff in research institutions.							
2.4 Improved Governance Through Evidence-Based Policy Recommendations	Establish a data-driven policy research and evaluation system.							
	2.4.1 Develop a framework for assessing policy effectiveness based on key performance indicators (KPIs).							
	2.4.2 Create a centralized digital database for policy analysis and evidence collection.							
	2.4.3 Conduct impact assessments on major policy interventions.							
	2.4.4 Engage policymakers and stakeholders in consultative meetings to refine policies.							
	2.4.5 Publish periodic reports with evidence-based policy recommendations to guide governance reforms.							
	Sub Total – INNOVATION AND RESEARCH							
PILLAR III: SUSTAINABILITY RESILIENCE								
<i>Strategic Objective: Build institutional resilience and ensure long-term sustainability of CSA's operations through risk mitigation strategies, sustainable resource management, and adaptive systems.</i>								
3.1 Improved Risk Identification and Response Mechanisms	Core Action: Integrate Sustainability and Resilience Principles into Planning and Decision-Making.							
	Planned Activities:							
	Develop a structured sustainability and resilience framework to guide CSA's planning and operational strategies.							
	3.1.1 Conduct an assessment of current policies to identify sustainability and resilience gaps.							
	3.1.2 Develop sustainability and resilience guidelines for policy formulation and decision-making.							
	3.1.3 Integrate environmental, social, and economic sustainability considerations into CSA's strategic plan.							
	3.1.4 Establish key performance indicators (KPIs) for sustainability and resilience tracking.							

Expected Output	Core Action and Planned Activities	Timeline					Responsible Department(s)	Budget
	3.1.5 Train department heads and policymakers on sustainability-driven governance.							
	3.1.6 Implement a review process to evaluate sustainability impacts before approving projects.							
3.2 Sustainability and Resilience Integrated into CSA's Strategic Planning	Core Action: Implement Risk Management Frameworks to Address Emerging Threats							
	Planned Activities:							
	Develop a structured sustainability and resilience framework to guide CSA's planning and operational strategies.							
	3.2.1 Conduct a baseline assessment of current policies to identify sustainability gaps.							
	3.2.2 Develop sustainability and resilience guidelines for policy formulation.							
	3.2.3 Train key decision-makers on sustainable governance principles.							
	3.2.4 Incorporate sustainability metrics into CSA's performance evaluation systems.							
3.3 Efficient Resource Management Practices Across CSA	3.2.5 Establish a monitoring mechanism to track the long-term impact of decisions.							
	Core Action: Enhance Resource Utilization Strategies							
	Planned Activities:							
	Develop a data-driven resource optimization framework.							
	3.3.1 Conduct a resource audit to assess current utilization and identify inefficiencies.							
	3.3.2 Implement a digital resource tracking system for real-time monitoring of financial, human, and material resources.							
	3.3.3 Develop and enforce guidelines for cost-effective procurement and energy-efficient practices.							
	3.3.4 Establish a performance-based budgeting system to ensure optimal allocation of financial resources.							
	3.3.5 Promote resource-sharing initiatives across departments to minimize redundancy.							
	3.3.6 Train staff on best practices in resource efficiency and cost-saving strategies.							

Expected Output	Core Action and Planned Activities	Timeline					Responsible Department(s)	Budget
	3.3.7 Implement a rewards and recognition program for departments that achieve high resource efficiency.							
3.4 Enhanced Emergency Preparedness and Operational Resilience	Core Action: Improve Disaster Recovery Plans and Business Continuity Strategies							
	Planned Activities:							
	Establish and implement a business continuity framework.							
	3.4.1 Develop a disaster recovery and response manual for CSA.							
	3.4.2 Establish emergency communication protocols to ensure continuity during crises.							
	3.4.3 Conduct periodic disaster simulation exercises for staff to test response strategies.							
	3.4.4 Create a dedicated crisis response team within CSA to coordinate disaster management efforts.							
	3.4.5 5. Develop partnerships with emergency management agencies for joint crisis response planning.							
	3.4.6 Implement a digital continuity management system for remote access to essential services during disruptions.							
	3.4.7 Establish a financial contingency fund to support critical operations during emergency situations.							
3.5 Strengthened Institutional Capacity through Strategic Partnerships	Core Action: Strengthen National Resilience through Partnerships							
	Planned Activities:							
	Build strategic alliances with government agencies, international organizations, and development partners to enhance public sector resilience.							
	3.5.1 Identify and engage relevant national and international resilience partners.							
	3.5.2 Develop joint capacity-building programs focused on governance resilience and adaptation.							
	3.5.3 Establish a public-private partnership initiative for sustainable service delivery.							
	3.5.4 Create a multi-sectoral working group on resilience, governance reform, and crisis response.							

Expected Output	Core Action and Planned Activities	Timeline					Responsible Department(s)	Budget
	3.5.5 Secure technical and financial assistance from development partners for resilience initiatives.							
	3.5.6 Develop a digital platform for knowledge sharing and best practices in resilience-building.							
	3.5.7 Organize an annual resilience and sustainability conference to foster collaboration and knowledge exchange.							
	Sub Total – SUSTAINABILITY AND RESILIENCE							
PILLAR IV: CAPACITY BUILDING								
<i>Strategic Objective: To enhance the skills, knowledge, and leadership capabilities of civil servants through targeted training programs, professional development initiatives, and the promotion of a culture of continuous learning.</i>								
4.1 Enhanced skills and competencies among civil servants	Core Action: Develop Comprehensive Training and Professional Development Programs							
	Planned Activities:							
	Establish a structured training and development framework.							
	4.1.1 Conduct training needs assessment across government agencies.							
	4.1.2 Develop a comprehensive training curriculum for technical, managerial, and leadership skills.							
	4.1.3 Implement a digital learning platform to provide online training opportunities.							
	4.1.4 Organize regular in-person workshops and capacity-building seminars.							
	4.1.5 Introduce certification programs in partnership with local and international institutions.							
	4.1.6 Establish a continuous professional development (CPD) program for civil servants.							
	4.1.7 Evaluate training effectiveness through feedback, assessments, and post-training impact analysis							
4.2 Stronger leadership and management capabilities within civil service	Core Action: Promote Leadership and Management Development Programs							
	Planned Activities:							

Expected Output	Core Action and Planned Activities	Timeline					Responsible Department(s)	Budget
	Design and implement targeted leadership development initiatives for senior and mid-level civil servants.							
	4.2.1 Identify potential leaders and high-performing civil servants for advanced training.							
	4.2.2 Develop executive leadership programs for senior civil servants.							
	4.2.3 Organize leadership boot camps and strategic decision-making workshops.							
	4.2.4 Introduce management coaching sessions for department heads and supervisors.							
	4.2.5 Facilitate peer-learning forums where civil servants share leadership experiences and strategies.							
	4.2.6 Provide specialized training on governance, policy implementation, and ethical leadership.							
	4.2.7 Create a leadership succession planning framework to ensure continuity in key roles.							
4.3 Expanded access to specialized training and professional certifications	Core Action: Establish Partnerships with Academic and Training Institutions							
	Planned Activities:							
	Forge strategic collaborations with universities, research centers, and professional training bodies.							
	4.3.1 Identify key academic and training institutions for partnerships.							
	4.3.2 Develop joint training programs with universities and professional bodies.							
	4.3.3 Establish scholarship and fellowship opportunities for civil servants.							
	4.3.4 Facilitate exchange programs between CSA and international governance institutions.							
	4.3.5 Host annual knowledge-sharing conferences with academic and professional experts.							
	4.3.6 Establish a research and training center within CSA to support continuous learning.							
	4.3.7 Develop a policy to standardize training accreditation and certification for civil servants.							

Expected Output	Core Action and Planned Activities	Timeline					Responsible Department(s)	Budget
4.4 Improved knowledge transfer and leadership development among civil servants	Core Action: Institutionalize Mentorship Programs							
	Planned Activities:							
	Develop and implement mentorship initiatives to foster knowledge transfer and leadership growth.							
	4.4.1 Design a mentorship framework and guidelines for implementation.							
	4.4.2 Identify experienced civil servants to serve as mentors.							
	4.4.3 Match junior employees with senior mentors based on career goals and expertise.							
	4.4.4 Conduct mentorship training for both mentors and mentees.							
	4.4.5 Organize quarterly mentorship check-ins to track progress and challenges.							
	4.4.6 Establish a digital platform for mentors and mentees to communicate and share resources.							
	4.4.7 Evaluate program impact through surveys and performance assessments.							
4.5 Improved accountability and professional development within civil service	Core Action: Strengthen Performance Management and Evaluation Systems							
	Planned Activities:							
	Develop an enhanced performance evaluation framework with integrated training and capacity-building components.							
	4.5.1 Revise the existing performance appraisal system to include professional development tracking.							
	4.5.2 Introduce key performance indicators (KPIs) aligned with civil servants' training and career progression.							
	4.5.3 Conduct regular performance reviews with feedback sessions and development plans.							
	4.5.4 Establish a system for linking training opportunities to performance evaluation outcomes.							
	4.5.5 Provide targeted skill-building programs for employees with performance gaps.							

Expected Output	Core Action and Planned Activities	Timeline					Responsible Department(s)	Budget
	4.5.6 Create a rewards and recognition program for outstanding performance and professional growth.							
	4.5.7 Develop a performance data dashboard to track employee progress and training outcomes.							
	Sub Total – CAPACITY BUILDING							
PILLAR V: STAKEHOLDER ENGAGEMENT								
Strategic Objective: <i>Promote strong, collaborative relationships with both internal and external partners and stakeholders.</i>								
5.1 Improved internal and external communication within CSA	Core Action: Strengthen Communication Channels							
	Planned Activities:							
	Develop and implement a comprehensive communication strategy to enhance information flow within CSA and with external stakeholders.							
	5.1.1 Establish a CSA digital communication platform (website, social media, and email newsletters).							
	5.1.2 Create an internal staff newsletter to provide updates on policies and activities.							
	5.1.3 Organize quarterly stakeholder engagement forums to disseminate key information.							
	5.1.4 Develop a crisis communication plan to address emergencies and public concerns.							
	5.1.5 Train CSA staff in effective communication and public relations skills.							
	5.1.6 Establish a CSA media liaison unit to manage press releases and media relations.							
	5.1.7 Establish a CSA digital communication platform (website, social media, and email newsletters).							
5.2 Stronger institutional partnerships to support CSA's strategic goals	Core Action: Foster Collaborative Partnerships							
	Planned Activities:							
	Build strategic partnerships with government agencies, private sector, and civil society organizations to enhance CSA's impact.							

Expected Output	Core Action and Planned Activities	Timeline					Responsible Department(s)	Budget
	5.2.1 Identify and map key potential partners across government, civil society, and the private sector.							
	5.2.2 Develop Memorandums of Understanding (MOUs) with relevant institutions for collaboration.							
	5.2.3 Establish a partnership coordination unit within CSA.							
	5.2.4 Organize bi-annual multi-stakeholder meetings to discuss joint initiatives.							
	5.2.5 Launch joint training programs with partner institutions.							
	5.2.6 Leverage development partner support for CSA capacity-building projects.							
	5.2.7 Develop a resource-sharing framework with partners to optimize funding and expertise.							
5.3 Increased stakeholder input in CSA's policies and initiatives	Core Action: Implement Stakeholder Consultation Mechanisms							
	Planned Activities:							
	Create formal mechanisms for engaging stakeholders in CSA's decision-making and policy development processes.							
	5.3.1 Conduct quarterly stakeholder meetings, public forums, and policy dialogue sessions.							
	5.3.2 Create an online platform for public feedback and policy recommendations.							
	5.3.3 Organize annual national consultations with key sector representatives.							
	5.3.4 Establish civil servant advisory committees to provide policy input.							
	5.3.5 Facilitate regular focus group discussions with civil society and business leaders.							
	5.3.6 Publish stakeholder feedback reports to inform decision-making.							
	5.3.7 Conduct quarterly stakeholder meetings, public forums, and policy dialogue sessions.							
	Core Action: Promote Transparency and Accountability							

Expected Output	Core Action and Planned Activities	Timeline					Responsible Department(s)	Budget
5.4 Improved public trust in CSA through transparent operations	Planned Activities:							
	Develop measures to ensure open access to CSA's financial management, decision-making, and performance reporting.							
	5.4.1 Publish CSA annual reports detailing financial statements and achievements.							
	5.4.2 Develop an open-data portal for public access to CSA reports and policies.							
	5.4.3 Conduct annual independent financial audits and publish findings.							
	5.4.4 Establish a whistleblower protection mechanism for reporting misconduct.							
	5.4.5 Organize quarterly transparency forums to discuss CSA's financial management.							
	5.4.6 Train CSA staff on ethics, compliance, and accountability standards.							
5.5 Increased inclusiveness and stakeholder participation in CSA decision-making	5.4.7 Develop a performance scorecard to track and report key performance indicators.							
	Core Action: Enhance Stakeholder Participation in Governance							
	Planned Activities:							
	Develop mechanisms to engage civil society, private sector, and citizens in governance and decision-making.							
	5.5.1 Develop a CSA stakeholder engagement framework.							
	5.5.2 Establish a citizen feedback and complaints mechanism for public services.							
	5.5.3 Organize town hall meetings to discuss civil service reforms with citizens.							
	5.5.4 Develop civic education campaigns on public administration and governance.							
	5.5.5 Create a public participation platform for real-time feedback on policies.							
	5.5.6 Facilitate training sessions for civil servants on participatory governance.							

Expected Output	Core Action and Planned Activities	Timeline					Responsible Department(s)	Budget
	5.5.7 Establish advisory councils with representatives from civil society and the private sector.							
	Sub Total – STAKEHOLDER ENGAGEMENT							
PLAN IMPLEMENTATION COORDINATION								
Implementation of Strategic Plan coordinated	• Planning, organizing and hosting of stakeholder’s forums							
	• Planning, organizing and hosting of donor’s engagement meetings							
	• Development and implementation of a monitoring and evaluation mechanism							
	Sub Total – IMPLEMENTATION COORDINATION							
	GRAND TOTAL							