



**Republic of Liberia  
Civil Service Agency**

**CONSOLIDATED ANNUAL WORK PLAN**

**FISCAL YEAR 2025**



**Theme: Transforming Public Service for Sustainable Development through Innovation, Collaboration, and Capacity Building**

**Prepared by: The Civil Service Agency of Liberia**  
**Under the Leadership of:**  
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**Director-General**

**Date: April 9, 2025**

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**LIST OF DIVISIONS/UNITS AND ACRONYMS**

|     |  |         |
|-----|--|---------|
| 1.  | Asset Logistics & Transport Division                           | ALTD    |
| 2.  | Career Management & Training Division                          | CMTD    |
| 3.  | Civil Service Reform & Policy Division                         | CSRPD   |
| 4.  | Communications & Public Relations Unit                         | CPRU    |
| 5.  | Employment Services Division                                   | ESD     |
| 6.  | Finance Division   | FD      |
| 7.  | General Administration Division                                | GAD     |
| 8.  | Grievance and Complaints Unit                                  | GCU     |
| 9.  | Human Resource Division  | HRD     |
| 10. | Human Resource Management Information System Division          | HRMISD  |
| 11. | Information & Communication Technology Division                | ICTD    |
| 12. | Legal Services Division  | LSD     |
| 13. | Management Services Division                                   | MSD     |
| 14. | Occupational Health & Safety Division                          | OHSD    |
| 15. | Principle Administrative Office                                | PAO     |
| 16. | Procurement Division   | PD      |
| 17. | Regional Services Division                                     | RSD     |
| 18. | Research, Strategic Planning, Monitoring & Evaluation Division | RSPM&ED |

19. Welfare Division

WD

## Executive Summary

The 2025 Annual Work Plan (AWP) of the Civil Service Agency (CSA) of Liberia is a cohesive and strategic blueprint that aligns the efforts of 17 divisions and 2 units with the CSA's overarching mission and strategic direction. This consolidated plan is informed by the agency's ***Five Pillars of Strategic Direction: Institutional Effectiveness, Innovation and Research, Sustainability and Resilience, Capacity Building, and Stakeholder Engagement***. These pillars form the foundation for CSA's commitment to transforming Liberia's civil service into a dynamic, accountable, and results-oriented institution.

The Five Pillars of the Strategic Direction drive CSA's commitment to excellence. Institutional Effectiveness focuses on optimizing internal operations for better service delivery. Innovation and Research emphasizes harnessing technology and data for decision-making. Sustainability and Resilience prepares the agency to adapt and thrive amid challenges. Capacity Building ensures workforce readiness, while Stakeholder Engagement fosters transparent and inclusive collaboration. The integration of these pillars into the 2025 AWP reflects the CSA's dedication to meeting Liberia's civil service demands while advancing inclusive national development. The plan underscores CSA's transformation into a resilient and innovative institution that leads with integrity and excellence. Ultimately, these pillars are seamlessly integrated into the Annual Work Plans, ensuring alignment with Liberia's broader development objectives and the ARREST Agenda for Inclusive Development (AAID).

The CSA's framework prioritizes sustainability and resilience to ensure long-term stability in governance and service delivery a strict adherence to the AAID goals of stability, accountability, and social inclusion as essential components of Liberia's progress, at the same time placing emphasis on financial resilience and environmental sustainability complementing national priorities. Through the seamless integration of its strategic pillars into the 2025 AWP, the CSA plays a crucial role in enabling the successful implementation of the AAID, ensuring that public sector reforms contribute meaningfully to Liberia's broader development objectives.

## Background

Under the leadership of Director-General Dr. Josiah F. Joekai, Jr. Ph D, appointed in March 2024 by President Joseph Nyuma Boakai, Sr., and supported by his principal deputies Darlington A. P. Smith and Dahnu Miayen, the CSA initiated comprehensive reforms to enhance public service delivery. From March to October 2024, the agency launched key initiatives targeting institutional development, financial accountability, and workforce management. These include the reconstitution of the Board of Appeals, implementation of a National Policy for recruiting consultants, inauguration of the National Civil Service Testing Center (NCSTC), and the successful rollout of the Employee Status Regularization Project (ESRP).

Building on these achievements, the CSA's **Five Pillars** of Strategic Direction provide a holistic framework for guiding programs and activities as follows:

1. **Institutional Effectiveness:** This pillar focuses on enhancing internal operations, resource management, and inter-divisional collaboration to ensure streamlined workflows and operational accountability.
2. **Innovation and Research:** By leveraging data-driven insights and emerging technologies, this pillar fosters creativity and adaptability that addresses governance challenges and improve policy recommendations.
3. **Sustainability and Resilience:** This priority aligns CSA's work with global sustainability goals, embedding practices that support environmental, financial, and operational resilience.
4. **Capacity Building:** Through targeted training, digital infrastructure investments, and mentorship initiatives, this pillar empowers civil servants and enhances organizational performance.
5. **Stakeholder Engagement:** Emphasizing inclusive and transparent collaboration, this pillar ensures robust partnerships with the public, other government agencies, and international organizations.

## **Assets Logistics & Transport Division (ALTD)**

The **ALTD** focuses on enhancing institutional effectiveness, innovation, sustainability, capacity building, and stakeholder engagement. Key activities include maintaining and safeguarding fixed assets to ensure functionality, implementing digital solutions for inventory management, and conducting needs assessments for informed acquisitions. The plan emphasizes asset compliance, sustainability practices, and efficient vehicle use while minimizing costs. Additionally, it prioritizes staff training, knowledge development in asset management, and fostering collaboration with regulatory bodies to streamline processes. By ensuring transparency and robust documentation, the ALTD aims to strengthen accountability, stakeholder trust, and operational efficiency throughout the year. For the overall implementation of the workplan and for the purpose of accountability and transparency, the head of the division Mr. Tisdell Yarkpa will be responsible for the full execution and reporting of the division activities.

|   | Civil Service Agency (CSA): Assets Logistics & Transport Division (ALTD) |  |  |             |     |     |      |             |     |     |         |             |     |     |      |             |     |     |      |                         |                                       |                  |
|---|--|--|--|-------------|-----|-----|------|-------------|-----|-----|---------|-------------|-----|-----|------|-------------|-----|-----|------|-------------------------|---------------------------------------|------------------|
| Draft Annual Work Plan (AWP): January - December 2025   |  |  |  |             |     |     |      |             |     |     |         |             |     |     |      |             |     |     |      |                         |                                       |                  |
| PILLAR I: Institutional Effectiveness   |  |  |  | 1st Quarter |     |     |      | 2nd Quarter |     |     |         | 3rd Quarter |     |     |      | 4th Quarter |     |     |      | Priority Ranking (%)*** | Lead                                  | Total Budget USD |
|   |  |  |  | Timeline    |     |     | Amt. | Timeline    |     |     | Amt.    | Timeline    |     |     | Amt. | Timeline    |     |     | Amt. |                         |                                       |                  |
| Expected Outcomes   | Planned Activities / Actions   |  |  | Jan         | Feb | Mar |      | Apr         | May | Jun |         | Jul         | Aug | Sep |      | Oct         | Nov | Dec |      |                         |                                       |                  |
| I. All fixed assets are fully functional and maintained to avoid downtime and maximize usability.               | 1.1 Enhance Fixed Asset Maintenance Systems                              |  |  |             |     |     |      |             |     |     |         |             |     |     |      |             |     |     | 6%   |                         |                                       |                  |
|   |  | 1.1.1 Manage maintenance logs and identify GoL fixed assets (equipment, vehicles, furniture).**            |  |             |     |     | 0.00 |             |     |     |         |             |     |     | 0.00 |             |     |     | 0.00 |                         | Grace M. Sonpon & Barnabas Dumoe      | 0.00             |
|   |  | 1.1.2 Coordinate with Maintenance, ICT Divisions, and vendors for asset repairs and maintenance. ***       |  |             |     |     | 0.00 |             |     |     | \$9,000 |             |     |     | 0.00 |             |     |     | 0.00 |                         | Tisdell S. Yarkpah& Jeremiah W. Fahn  | 9,000.00         |
| II. Improved accountability and accurate documentation for all fixed assets, enhancing security and compliance. | 1.2 Strengthen Asset Safeguarding Processes                              |  |  |             |     |     |      |             |     |     |         |             |     |     |      |             |     |     | 9%   |                         | 0.00                                  |                  |
|   |  | 1.2.2 Maintain and update the Fixed Asset Registry. **   |  |             |     |     | 0.00 |             |     |     | 0.00    |             |     |     | 0.00 |             |     |     | 0.00 |                         | Jeremiah W. Fahn                      | 0.00             |
|   |  | 1.2.3 Oversee asset movement, including transfers, returns, and condition assessments ect. **              |  |             |     |     | 0.00 |             |     |     | 0.00    |             |     |     | 0.00 |             |     |     | 0.00 |                         | Tisdell S. Yarkpah & Jeremiah W. Fahn | 0.00             |
|   |  | 1.2.4 Submit fixed asset assignment requests for authorization and filing. **                              |  |             |     |     | 0.00 |             |     |     | 0.00    |             |     |     | 0.00 |             |     |     | 0.00 |                         | Tisdell S. Yarkpah                    | 0.00             |
| III. Full compliance with regulatory standards and minimal audit queries  | 1.3 Enhance Asset Compliance and Audit Readiness                         |  |  |             |     |     |      |             |     |     |         |             |     |     |      |             |     |     | 15%  |                         | 0.00                                  |                  |
|   |  | 1.3.1 Provide regulatory guidance on asset disposal, utilization, and compliance with GSA requirements. ** |  |             |     |     | 0.00 |             |     |     | 0.00    |             |     |     | 0.00 |             |     |     | 0.00 |                         | Tisdell S. Yarkpah & Jeremiah W. Fahn | 0.00             |
|   |  | 1.3.2 Review and align internal asset policy with  |  |             |     |     | 0.00 |             |     |     | 0.00    |             |     |     | 0.00 |             |     |     | 0.00 |                         | GAD & ALTD                            | 0.00             |

**1,500.00**



| PILLAR III: Sustainability and Resilience   |  |   | 1st Quarter |     |     |      | 2nd Quarter |     |     |      | 3rd Quarter |     |     |      | 4th Quarter |     |     |      |  | Lead                                  | Total Budget |
|---|--|---|-------------|-----|-----|------|-------------|-----|-----|------|-------------|-----|-----|------|-------------|-----|-----|------|--|---------------------------------------|--------------|
|   |  |   | Timeline    |     |     | Amt. | Timeline    |     |     | Amt. | Timeline    |     |     | Amt. | Timeline    |     |     | Amt. |  |                                       |              |
| Expected Outcomes   | Planned Activities / Actions                   |   | Jan         | Feb | Mar |      | Apr         | May | Jun |      | Jul         | Aug | Sep |      | Oct         | Nov | Dec |      |  |                                       |              |
| I. Increased lifespan of fixed assets, with reduced repair and replacement costs.       | 3.1 Promote the Reliable Use of Fixed Assets   |   |             |     |     |      |             |     |     |      |             |     |     |      |             |     |     | 5%   |  |                                       |              |
|   |  | 3.1.1 Coordinate internal processes to ensure sustainability in asset usage and maintenance. ** |             |     |     | 0.00 |             |     |     | 0.00 |             |     |     | 0.00 |             |     |     | 0.00 |  | Jeremiah W. Fahn & Grace M. Sonpon    | 0.00         |
|   |  | 3.1.2 Monitor the lifecycle and condition of all GOL-assigned assets to ensure longevity. **    |             |     |     | 0.00 |             |     |     | 0.00 |             |     |     | 0.00 |             |     |     | 0.00 |  | Grace M. Sonpon & Tutu Holmes         | 0.00         |
| Efficient vehicle usage, reduced operational costs, and increased productivity.         | 3.2 Enhance Vehicle Movement Monitoring System |   |             |     |     |      |             |     |     |      |             |     |     |      |             |     |     | 7%   |  |                                       |              |
|   |  | 3.2.1 Implement plans and logs for vehicle assignments and movements. **                        |             |     |     | 0.00 |             |     |     | 0.00 |             |     |     | 0.00 |             |     |     | 0.00 |  | Barnabas Dumoe                        | 0.00         |
|   |  | 3.2.2 Schedule vehicle usage based on departmental priorities to minimize resource waste. **    |             |     |     | 0.00 |             |     |     | 0.00 |             |     |     | 0.00 |             |     |     | 0.00 |  | Barnabas Dumoe                        | 0.00         |
|   |  |   |             |     |     |      |             |     |     |      |             |     |     |      |             |     |     |      |  |                                       |              |
| PILLAR IV: Capacity Building  |  |   | 1st Quarter |     |     |      | 2nd Quarter |     |     |      | 3rd Quarter |     |     |      | 4th Quarter |     |     |      |  | Lead                                  | Total Budget |
|   |  |   | Timeline    |     |     | Amt. | Timeline    |     |     | Amt. | Timeline    |     |     | Amt. | Timeline    |     |     | Amt. |  |                                       |              |
| Expected Outcomes   | Planned Activities / Actions                   |   | Jan         | Feb | Mar |      | Apr         | May | Jun |      | Jul         | Aug | Sep |      | Oct         | Nov | Dec |      |  |                                       |              |
| I. Enhanced staff competency, ensuring better management of assets and risk mitigation. | 4.1 Training and Development of Personnel      |   |             |     |     |      |             |     |     |      |             |     |     |      |             |     |     | 9%   |  | 1,500.00                              |              |
|   |  | 4.1.1 Recommend and facilitate driver and logistics personnel training.***                      |             |     |     |      |             |     |     |      |             |     |     |      |             |     |     |      |  | Jeremiah W. Fahn & Tisdell S. Yarkpah |              |
|   |  | 4.1.2 Partner with NGOs and MoT for regulatory and operational workshops.***                    |             |     |     |      |             |     |     |      |             |     |     |      |             |     |     |      |  | Jeremiah W. Fahn & Tisdell S. Yarkpah |              |

|   |  |  |             |     |      |             |     |      |             |         |      |             |     |          |     |      |              |      |  |                                       |          |
|---|--|--|-------------|-----|------|-------------|-----|------|-------------|---------|------|-------------|-----|----------|-----|------|--------------|------|--|---------------------------------------|----------|
| Improved internal processes and greater staff autonomy in asset management.                           | 4.2 Strengthen Internal Knowledge of Asset Management Procedures |  |             |     |      |             |     |      |             |         |      |             |     |          |     |      |              | 7%   |  |                                       |          |
|   |  | 4.2.1 Conduct awareness sessions on updated procedures for compliance, safety, and efficiency. **      |             |     |      | 0.00        |     |      |             | 0.00    |      |             |     | 0.0      |     |      |              | 0.00 |  | Jeremiah W. Fahn & Tisdell S. Yarkpah | 0.00     |
|   |  | 4.2.2 Equip personnel with tips to independently manage and document assets.**                         |             |     |      | 0.00        |     |      |             | 0.00    |      |             |     | 0.00     |     |      |              | 0.00 |  | Assignees & ALTD                      | 0.00     |
|   |  |  |             |     |      |             |     |      |             |         |      |             |     |          |     |      |              |      |  |                                       |          |
| PILLAR V: Stakeholder Engagement  |  |  | 1st Quarter |     |      | 2nd Quarter |     |      | 3rd Quarter |         |      | 4th Quarter |     |          |     | Lead | Total Budget |      |  |                                       |          |
|   |  |  | Timeline    |     | Amt. | Timeline    |     | Amt. | Timeline    |         | Amt. | Timeline    |     | Amt.     |     |      |              |      |  |                                       |          |
| Expected Outcomes   | Planned Activities / Actions                                     |  | Jan         | Feb | Mar  |             | Apr | May  | Jun         |         | Jul  | Aug         | Sep |          | Oct | Nov  | Dec          |      |  |                                       |          |
| I. Strengthened partnerships with regulatory bodies, leading to smoother asset management processes.  | 5.1 Foster Collaboration with Regulatory Agencies                |  |             |     |      |             |     |      |             |         |      |             |     |          |     |      |              | 9%   |  | 2,000.00                              |          |
|   |  | 5.1.1 Engage GSA and MFDP to standardize coding, registry, and compliance processes.***                |             |     |      | 0.00        |     |      |             | \$2,000 |      |             |     | 0.00     |     |      |              | 0.00 |  | Jeremiah W. Fahn & Tisdell S. Yarkpah | 2,000.00 |
|   |  | 5.1.2 Facilitate meetings with procurement and asset regulatory teams for joint strategies.**          |             |     |      | 0.00        |     |      |             | 0.00    |      |             |     | 0.00     |     |      |              | 0.00 |  | Jeremiah W. Fahn & Tisdell S. Yarkpah | 0.00     |
| Greater transparency and enhanced trust among stakeholders due to clear and organized documentati on. | 5.2 Enhance Transparency in Asset Management Documentation       |  |             |     |      |             |     |      |             |         |      |             |     |          |     |      |              | 12%  |  | 0.00                                  |          |
|   |  | 5.2.1 File all asset-related documentations, including acquisitions and audits, for accountability. ** |             |     |      | 0.00        |     |      |             | 0.00    |      |             |     | 0.0<br>0 |     |      |              | 0.00 |  | Jeremiah W. Fahn & Grace M. Sonpon    | 0.00     |
|   |  | 5.2.2 Respond to audit scorecards and implement corrective actions to resolve queries. **              |             |     |      | 0.00        |     |      |             | 0.00    |      |             |     | 0.0<br>0 |     |      |              | 0.00 |  | Jeremiah W. Fahn & Tisdell S. Yarkpah | 0.00     |

## Career Management & Training Division (CMTD)

The **CMTD** focuses on enhancing institutional effectiveness, innovation, sustainability, capacity building, and stakeholder engagement. The plan prioritizes developing career ladders, coaching programs, and mentorship opportunities to improve civil service operations and support recent graduates. It emphasizes evidence-based HR reforms through data collection and reporting while integrating resilience into career development. Training and development programs form a cornerstone, including workshops, study tours, and advanced training to enhance competencies across the civil service workforce. Stakeholder engagement is reinforced through partnerships, policy compliance, and collaborative initiatives. For the overall implementation of the workplan and for the purpose of accountability and transparency, the head of the division Mr. Claudius J. Broderick will be responsible for the full execution and reporting of the division activities

### Civil Service Agency (CSA): Career Management & Training Division (CMTD)

#### Draft Annual Work Plan (AWP): January - December 2025

| PILLAR I: Institutional Effectiveness   |  |   | 1st Quarter |     |     |      | 2nd Quarter |     |     |      | 3rd Quarter |     |      |          | 4th Quarter |      |     |      | Priority Ranking (%)*** | Lead                      | Total Budget |
|---|--|---|-------------|-----|-----|------|-------------|-----|-----|------|-------------|-----|------|----------|-------------|------|-----|------|-------------------------|---------------------------|--------------|
|   |  |   | Timeline    |     |     | Amt. | Timeline    |     |     | Amt. | Lead        |     | Amt. | Timeline |             | Amt. |     |      |                         |                           |              |
|   |  |   | Jan         | Feb | Mar |      | Apr         | May | Jun |      | Jul         | Aug |      | Sep      | Oct         |      | Nov | Dec  |                         |                           |              |
| Expected Outcomes   | Planned Activities / Actions           |   | Jan         | Feb | Mar |      | Apr         | May | Jun |      | Jul         | Aug | Sep  |          | Oct         | Nov  | Dec |      |                         |                           |              |
| I. Enhanced organizational structures, streamlined workflows, and improved civil service operations | 1. Career Development and Productivity |   |             |     |     |      |             |     |     |      |             |     |      |          |             |      |     |      |                         | 0.00                      |              |
|   | 1.1 Ladder Development                 |   |             |     |     |      |             |     |     | 0.00 |             |     |      | 0.00     |             |      |     | 0.00 | 20%                     | Mrs. Kumba Zotaa - Kadiis |              |
|   |  | 1.1.1 Liaise with ESD for data collection to identify Job |             |     |     | 0.00 |             |     |     | 0.00 |             |     |      | 0.00     |             |      |     | 0.00 |                         | CMTD Staff                | 00           |

|  |  |  |  |  |              |  |  |              |  |  |  |              |  |  |  |              |            |                          |
|--|--|--|--|--|--------------|--|--|--------------|--|--|--|--------------|--|--|--|--------------|------------|--------------------------|
|  | Families with Requisite Steps**  |  |  |  |              |  |  |              |  |  |  |              |  |  |  |              |            |                          |
|  | 1.1.2 Create a matrix of all job families**  |  |  |  | 0.00         |  |  | 0.00         |  |  |  | 0.00         |  |  |  | 0.00         |            |                          |
|  | 1.1.3 Research job classification in other jurisdictions (In collaboration with M&E)***  |  |  |  | \$500        |  |  | \$500        |  |  |  | \$500        |  |  |  | \$500        | CMTD Staff | \$2,000                  |
|  | 1.1.4 Develop career ladder for all positions of the civil service***  |  |  |  | \$400        |  |  | \$400        |  |  |  | \$300        |  |  |  | \$300        | CMTD Staff | \$1,400                  |
|  | <b>Subtotal</b>  |  |  |  | <b>\$900</b> |  |  | <b>\$900</b> |  |  |  | <b>\$800</b> |  |  |  | <b>\$800</b> |            | <b>\$3,400</b>           |
|  | <b>1.2 Coaching and Career Awareness Workshops</b>   |  |  |  |              |  |  |              |  |  |  |              |  |  |  |              | 10%        | Mrs. Kumba Zotaa – Kadii |
|  | 1.2.1 Liaise with the National Commission of Higher Education to identify recent graduates for cadet, internship, and mentoring programs.*** |  |  |  | \$1,500      |  |  |              |  |  |  |              |  |  |  |              | CMTD Staff | \$1,500                  |
|  | 1.2.2 Visit local universities and create awareness on the civil service of Liberia.***  |  |  |  |              |  |  | \$2,000      |  |  |  |              |  |  |  |              | CMTD Staff | \$2,000                  |
|  | 1.2.3 Host career day programs for   |  |  |  |              |  |  | \$3,500      |  |  |  | \$3,500      |  |  |  | \$1,000      | CMTD Staff | \$8,000                  |

|  |  |  |  |  |         |  |  |       |         |  |       |  |         |       |  |         |         |                          |          |
|--|--|--|--|--|---------|--|--|-------|---------|--|-------|--|---------|-------|--|---------|---------|--------------------------|----------|
|  | university students.***  |  |  |  |         |  |  |       |         |  |       |  |         |       |  |         |         |                          |          |
|  | 1.2.4 Establish smaller mentorship groups within universities.                   |  |  |  |         |  |  |       |         |  |       |  |         |       |  |         |         | CMTD Staff               | \$4,000  |
|  | <b>Subtotal</b>  |  |  |  | \$1,500 |  |  |       | \$5,500 |  |       |  | \$3,500 |       |  |         | \$5,000 |                          | \$15,500 |
|  | <b>1.3 Career Support to Capacity Programs</b>                                   |  |  |  |         |  |  |       |         |  |       |  |         |       |  |         | 10%     | Mrs. Kumba Zotaa - Kadii |          |
|  |  |  |  |  |         |  |  |       |         |  |       |  |         |       |  |         |         | CMTD Staff               | \$0      |
|  | 1.3.2 Ensure onboarding exercises for both PYP and FMTP participants.***         |  |  |  | \$500   |  |  | \$500 |         |  | \$500 |  |         | \$500 |  |         |         | CMTD Staff               | \$2,000  |
|  | 1.3.3 Match mentors and mentees for development programs.***                     |  |  |  |         |  |  | \$250 |         |  | \$250 |  |         | \$250 |  |         |         | CMTD Staff               | \$750    |
|  | 1.3.4 Liaise with the PAO and DDHRMP on job placements for bilateral students.** |  |  |  | 0.00    |  |  | 0.00  |         |  | 0.00  |  |         |       |  | 0.00    |         | CMTD Staff               | \$0      |
|  | 1.3.5 Conduct end-of-year career development events.***                          |  |  |  |         |  |  |       |         |  |       |  |         |       |  | \$2,500 |         | CMTD Staff               | \$2,500  |

[illegible]

|   |   |             |     |      |             |     |      |             |         |      |             |     |         |                         |     |      |         |                   |            |
|---|---|-------------|-----|------|-------------|-----|------|-------------|---------|------|-------------|-----|---------|-------------------------|-----|------|---------|-------------------|------------|
| ensure adaptability and long-term stability.                                      | Resilience in Career Support  |             |     |      |             |     |      |             |         |      |             |     |         |                         |     |      |         | Zotaa – Kadii     |            |
|   | 3.1.1 Evaluate and integrate resilience metrics into career development.**<br>* |             |     |      |             |     |      |             |         |      |             |     |         |                         |     |      |         | CMTD Staff        | \$1,400.00 |
|   | Subtotal  |             |     |      | \$350       |     |      |             | \$350   |      |             |     | \$350   |                         |     |      | \$350   |                   | \$1,400    |
|   |   |             |     |      |             |     |      |             |         |      |             |     |         |                         |     |      |         |                   |            |
| PILLAR IV: Capacity Building  |   | 1st Quarter |     |      | 2nd Quarter |     |      | 3rd Quarter |         |      | 4th Quarter |     |         | Priority Ranking (%)*** |     | Lead |         | Total Budget      |            |
|   |   | Timeline    |     | Amt. | Timeline    |     | Amt. | Timeline    |         | Amt. | Timeline    |     | Amt.    |                         |     |      |         |                   |            |
| Expected Outcomes   | Planned Activities / Actions  | Jan         | Feb | Mar  |             | Apr | May  | Jun         |         | Jul  | Aug         | Sep |         | Oct                     | Nov | Dec  |         |                   |            |
| IV. Skills and competencies within the CSA and civil service workforce developed. | 4.1 Training and Development Programs   |             |     |      |             |     |      |             |         |      |             |     |         |                         |     |      | 20%     | Ms. Sylvia Squire |            |
|   | 4.1.1 Conduct periodic Training Needs Assessments (TNAs) across SEs. ***        |             |     |      | \$1,500     |     |      |             | \$1,500 |      |             |     | \$1,500 |                         |     |      | \$1,500 |                   | \$6,000    |
|   | 4.1.2 Develop and roll out an annual training calendar.***                      |             |     |      |             |     |      |             | \$500   |      |             |     |         |                         |     |      |         |                   | \$500      |
|   | 4.1.3 Design and implement training modules and                                 |             |     |      |             |     |      |             | \$3,500 |      |             |     | \$3,500 |                         |     |      | \$2,000 |                   | \$9,000    |

|  |  |  |  |  |                 |  |  |                 |  |  |                 |  |  |                 |  |  |            |                   |
|--|--|--|--|--|-----------------|--|--|-----------------|--|--|-----------------|--|--|-----------------|--|--|------------|-------------------|
|  | operational manuals. ***   |  |  |  |                 |  |  |                 |  |  |                 |  |  |                 |  |  |            |                   |
|  | 4.1.4 Create a database of experts and facilitating partners. ***                      |  |  |  |                 |  |  | \$300           |  |  | \$300           |  |  | \$300           |  |  |            | \$900             |
|  | 4.1.5 Launch priority training programs. ***   |  |  |  |                 |  |  |                 |  |  | \$1,500         |  |  | \$15,000        |  |  |            | \$16,500          |
|  | 4.1.6 Coordinate study tours to the Civil Service Training Center (CSTC) in Ghana. *** |  |  |  |                 |  |  | \$5,000         |  |  |                 |  |  | \$5,000         |  |  |            | \$10,000          |
|  | 4.1.7 Conduct regular training sessions in collaboration with SEs. ***                 |  |  |  | \$10,000        |  |  | \$10,000        |  |  | \$10,000        |  |  | \$10,000        |  |  |            | \$40,000          |
|  | <b>Subtotal</b>  |  |  |  | <b>\$11,500</b> |  |  | <b>\$20,800</b> |  |  | <b>\$16,800</b> |  |  | <b>\$33,800</b> |  |  |            | <b>\$82,900</b>   |
|  | <b>4.2 Support to PMS</b>  |  |  |  |                 |  |  |                 |  |  |                 |  |  |                 |  |  | 15%        | Ms. Sylvia Squire |
|  | 4.2.1 Conduct awareness exercises on the national training policy. ***                 |  |  |  |                 |  |  |                 |  |  | \$1,000         |  |  |                 |  |  | CMTD Staff | \$1,000           |



|  |   |  |  |  |         |  |  |  |         |  |  |  |         |  |  |         |  |            |          |
|--|---|--|--|--|---------|--|--|--|---------|--|--|--|---------|--|--|---------|--|------------|----------|
|  | 4.2.2 Monitor compliance with training policies. ***                                    |  |  |  | \$400   |  |  |  | \$400   |  |  |  | \$400   |  |  | \$400   |  | CMTD Staff | \$1,600  |
|  | 4.2.3 Identify applicable civil service training subjects for online dissemination. *** |  |  |  | \$1,000 |  |  |  |         |  |  |  |         |  |  | \$2,500 |  | CMTD Staff | \$3,500  |
|  | 4.2.4 Evaluate training effectiveness across SEs. ***                                   |  |  |  | \$300   |  |  |  | \$300   |  |  |  | \$300   |  |  | \$300   |  | CMTD Staff | \$1,200  |
|  | 4.2.5 Conduct employee competency assessment. ***                                       |  |  |  | \$500   |  |  |  | \$500   |  |  |  | \$500   |  |  | \$500   |  | CMTD Staff | \$2,000  |
|  | 4.2.6 Organize advanced and specialized training programs. ***                          |  |  |  | \$2,500 |  |  |  | \$2,500 |  |  |  | \$2,500 |  |  | \$2,500 |  | CMTD Staff | \$10,000 |
|  | <b>Subtotal</b>   |  |  |  | \$4,700 |  |  |  | \$3,700 |  |  |  | \$4,700 |  |  | \$6,200 |  |            | \$19,300 |

|                                  |                                    |             |     |      |          |             |      |          |  |             |          |     |      |             |     |     |     |                         |      |              |
|----------------------------------|------------------------------------|-------------|-----|------|----------|-------------|------|----------|--|-------------|----------|-----|------|-------------|-----|-----|-----|-------------------------|------|--------------|
|                                  |                                    |             |     |      |          |             |      |          |  |             |          |     |      |             |     |     |     |                         |      |              |
| PILLAR V: Stakeholder Engagement |                                    | 1st Quarter |     |      |          | 2nd Quarter |      |          |  | 3rd Quarter |          |     |      | 4th Quarter |     |     |     | Priority Ranking (%)*** | Lead | Total Budget |
|                                  |                                    | Timeline    |     | Amt. | Timeline |             | Amt. | Timeline |  | Amt.        | Timeline |     | Amt. |             |     |     |     |                         |      |              |
|                                  |                                    |             |     |      |          |             |      |          |  |             |          |     |      |             |     |     |     |                         |      |              |
| Expected Outcomes                | Planned Activities / Actions       | Jan         | Feb | Mar  |          | Apr         | May  | Jun      |  | Jul         | Aug      | Sep |      | Oct         | Nov | Dec |     |                         |      |              |
| V. Communication, partnerships,  | 5.1 Stakeholder Support Activities |             |     |      |          |             |      |          |  |             |          |     |      |             |     |     | 10% | Ms. Sylvia Squire       |      |              |

|                           |   |  |  |  |                 |                 |  |  |               |  |                 |  |               |  |  |                 |               |                  |
|---------------------------|---|--|--|--|-----------------|-----------------|--|--|---------------|--|-----------------|--|---------------|--|--|-----------------|---------------|------------------|
| & collaboration enhanced. | 5.1.1 Assist the MSD with client services recruitment and training. **    |  |  |  | 0.00            |                 |  |  | 0.00          |  |                 |  | 0.00          |  |  |                 |               |                  |
|                           | 5.1.2 Support administration with training initiatives within the CSA. ** |  |  |  | 0.00            |                 |  |  | 0.00          |  |                 |  | 0.00          |  |  |                 | CMTD Staff    |                  |
|                           | 5.1.3 Assist ESD with payroll coordination. **                            |  |  |  | 0.00            |                 |  |  | 0.00          |  |                 |  | 0.00          |  |  |                 | CMTD Staff    |                  |
|                           | 5.1.4 Assist Administration with training within CSA. **                  |  |  |  | 0.00            |                 |  |  | 0.00          |  |                 |  | 0.00          |  |  |                 | CMTD Staff    |                  |
|                           | <b>Subtotal</b>   |  |  |  | <b>\$0</b>      |                 |  |  | <b>\$0.00</b> |  |                 |  | <b>\$0.00</b> |  |  |                 | <b>\$0.00</b> | <b>\$0.00</b>    |
| <b>Grand Totals</b>       |   |  |  |  | <b>\$21,450</b> | <b>\$32,750</b> |  |  |               |  | <b>\$29,650</b> |  |               |  |  | <b>\$50,150</b> |               | <b>\$134,000</b> |

## Civil Service Reform & Policy Division (CSRPD)

The CSRPD focuses on institutional effectiveness, innovation, sustainability, capacity building, and stakeholder engagement. Key activities include organizing the inaugural Regional Public Service Leadership Conference and establishing a framework for South-South partnerships to strengthen human workforce development. Efforts are made to coordinate internal reforms, implement a national Occupational Health and Safety (OHS) policy, and assist in the creation and revision of job descriptions. The plan also emphasizes capacity development through tripartite collaboration, the distribution of institutional documents, and enhancing reform implementation skills. Stakeholder engagement is a core priority, involving extensive consultations on the OHS policy and promoting regional cooperation for public service leadership. The total budget for the plan will be allocated towards these outcomes to foster effective and sustainable civil service reforms. For the overall implementation of the workplan and for the purpose of accountability and transparency, the head of the division Mr. Mulbah K. Yorgbor ,Jr. will be responsible for the full execution and reporting of the division activities

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|   |  |   |  |  |  |      |  |  |  |      |  |  |  |      |  |  |     |      |  |  |      |
|---|--|---|--|--|--|------|--|--|--|------|--|--|--|------|--|--|-----|------|--|--|------|
| South Partnership framework established and inaugural conference prepared, fostering regional public service collaboration. | Development through South-South Partnership                    |   |  |  |  |      |  |  |  |      |  |  |  |      |  |  |     |      |  |  |      |
|   |  | 1.1.1 Establish interim organizing leadership for the Regional Public Service Leadership Conference. **   |  |  |  | 0.00 |  |  |  | 0.00 |  |  |  | 0.00 |  |  |     | 0.00 |  | Mulbah K. Yorgbor, Jr.                   | 0.00 |
|   |  | 1.1.2 Configure the Technical Working Group (TWG).<br>1.1.3 Develop the institutional framework for the Human Workforce Development through South-South Partnership** |  |  |  | 0.00 |  |  |  | 0.00 |  |  |  | 0.00 |  |  |     | 0.00 |  | Mulbah K. Yorgbor, Jr.                   | 0.00 |
|   |  | 1.1.4 Facilitate preparatory works to support the inaugural Regional Public Service Leadership conference. **   |  |  |  | 0.00 |  |  |  | 0.00 |  |  |  | 0.00 |  |  |     | 0.00 |  | Mulbah K. Yorgbor, Jr. & Edleen T. Clark | 0.00 |
| II. Strengthened coordination of internal reforms and readiness for agency-wide implementation.                             | 1.2 Coordination of Internal Reform Committee (IRC) Activities |   |  |  |  |      |  |  |  |      |  |  |  |      |  |  | 10% |      |  | 240                                      |      |
|   |  | 2.1.1 Facilitate IRC meetings to develop work plans and provide updates on reform activities. ***   |  |  |  |      |  |  |  |      |  |  |  |      |  |  |     |      | Mulbah K. Yorgbor, Jr. & Edleen T. Clark |  |      |
|   |  | 2.1.2 Establish IRC Secretariat for preparing agendas,  |  |  |  |      |  |  |  |      |  |  |  |      |  |  |     |      | Mulbah K. Yorgbor, Jr. & Tina Willie     |  |      |

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|   |   |  |                      |                                 |      |          |             |      |          |      |             |          |  |      |             |     |  |      |                               |                                     |                 |
|---|---|--|----------------------|---------------------------------|------|----------|-------------|------|----------|------|-------------|----------|--|------|-------------|-----|--|------|-------------------------------|-------------------------------------|-----------------|
|   |   | Public Service<br>(1,000 copies). ***  |                      |                                 |      |          |             |      |          |      |             |          |  |      |             |     |  |      |                               |                                     |                 |
|   |   |  |                      |                                 |      |          |             |      |          |      |             |          |  |      |             |     |  |      |                               |                                     |                 |
| PILLAR IV: Capacity Building  |   |  | 1st Quarter          |                                 |      |          | 2nd Quarter |      |          |      | 3rd Quarter |          |  |      | 4th Quarter |     |  |      | Priority<br>Ranking<br>(%)*** | Lead                                | Total<br>Budget |
|   |   |  | Timeline             |                                 | Amt. | Timeline |             | Amt. | Timeline |      | Amt.        | Timeline |  | Amt. |             |     |  |      |                               |                                     |                 |
|   |   |  | Expected<br>Outcomes | Planned Activities /<br>Actions |      | Jan      | Feb         | Mar  |          | Apr  | May         | Jun      |  | Jul  | Aug         | Sep |  | Oct  | Nov                           | Dec                                 |                 |
| Enhanced<br>reform<br>implementation<br>skills within the<br>workforce,<br>promoting<br>sustainable<br>development in<br>civil service<br>reform. | 4.1 Capacity<br>Development through<br>Tripartite MOU               |  |                      |                                 |      |          |             |      |          |      |             |          |  |      |             |     |  |      | 20%                           |                                     | 0.00            |
|   |   | 4.1.1 Include<br>training and<br>knowledge sharing<br>in TWG activities<br>for reform<br>implementation. **        |                      |                                 |      | 0.00     |             |      |          | 0.00 |             |          |  | 0.00 |             |     |  | 0.00 |                               | Edleen T.<br>Clark & Tina<br>Willie | 0.00            |
|   |   | 4.1.2 Develop and<br>circulate periodic<br>reports on learning<br>outcomes and<br>adjustments to<br>strategies. ** |                      |                                 |      | 0.00     |             |      |          | 0.00 |             |          |  | 0.00 |             |     |  | 0.00 |                               | Edleen T.<br>Clark & Tina<br>Willie | 0.00            |
|   |   |  |                      |                                 |      |          |             |      |          |      |             |          |  |      |             |     |  |      |                               |                                     |                 |
| PILLAR V: Stakeholder Engagement  |   |  | 1st Quarter          |                                 |      |          | 2nd Quarter |      |          |      | 3rd Quarter |          |  |      | 4th Quarter |     |  |      | Priority<br>Ranking<br>(%)*** | Lead                                | Total<br>Budget |
|   |   |  | Timeline             |                                 | Amt. | Timeline |             | Amt. | Timeline |      | Amt.        | Timeline |  | Amt. |             |     |  |      |                               |                                     |                 |
|   |   |  | Expected<br>Outcomes | Planned Activities /<br>Actions |      | Jan      | Feb         | Mar  |          | Apr  | May         | Jun      |  | Jul  | Aug         | Sep |  | Oct  | Nov                           | Dec                                 |                 |
| I. Strong<br>stakeholder<br>alignment and<br>support for the<br>National OHS<br>policy.   | 5.1 Facilitate<br>Engagement for National<br>OHS Policy Development |  |                      |                                 |      |          |             |      |          |      |             |          |  |      |             |     |  |      | 3%                            |                                     | 0.00            |
|   |   | 5.1.1 Gather and<br>consolidate inputs<br>from MACs to<br>ensure   |                      |                                 |      |          |             |      |          | 0.00 |             |          |  |      |             |     |  |      |                               | Mulbah K.<br>Yorgbor, Jr.           | 0.00            |

|  |  |  |  |  |  |         |  |  |        |  |  |        |      |  |  |        |     |  |                        |      |
|--|--|--|--|--|--|---------|--|--|--------|--|--|--------|------|--|--|--------|-----|--|------------------------|------|
|  |  | comprehensive policy development. **   |  |  |  |         |  |  |        |  |  |        |      |  |  |        |     |  |                        |      |
|  |  | 5.1.2 Host a validation conference for stakeholder buy-in. **  |  |  |  |         |  |  |        |  |  |        | 0.00 |  |  |        |     |  | Mulbah K. Yorgbor, Jr. | 0.00 |
| II. Enhanced regional cooperation for effective public service delivery.                               | 5.2 Support Regional Public Service Leadership Conference Collaboration Efforts    |  |  |  |  |         |  |  |        |  |  |        |      |  |  |        | 10% |  | 0.00                   |      |
|  |  | 5.2.1 Provide support to ensure alignment between stakeholders in regional public service leadership initiatives. ** |  |  |  | 0.00    |  |  | 0.00   |  |  | 0.00   |      |  |  | 0.00   |     | Mulbah K. Yorgbor, Jr.                         | 0.00                   |      |
| III. Strengthened partnership and implementation of reform milestones through strategic collaboration. | 5.3 Implementing Reform and Capacity-Building under the CSA-LIPA-GC Tripartite MOU |  |  |  |  |         |  |  |        |  |  |        |      |  |  |        | 10% |  | 2,400.00               |      |
|  |  | 5.3.1 Conduct rotational TWG meetings to develop, monitor, and evaluate milestones under the MOU. ***                |  |  |  | 500.000 |  |  | 500.00 |  |  | 500.00 |      |  |  | 500.00 |     | Edleen T. Clark                                | 2,000.00               |      |
|  |  | 5.3.2 Provide periodic updates to heads of collaborating entities.***  |  |  |  | 100.00  |  |  | 100.00 |  |  | 100.00 |      |  |  | 100.00 |     | Edleen T. Clark                                | 400.00                 |      |
|  |  | 5.3.3 Collaborate with CSA divisions for activity implementation under the MOU.**                                    |  |  |  | 0.00    |  |  | 0.00   |  |  | 0.00   |      |  |  | 0.00   |     | Edleen T. Clark, Tina Willie & Maimunah Kanneh |                        |      |



## Communications & Public Relations Unit (CPRU)

The **CPRU** aims to enhance public awareness, engagement, and stakeholder trust through strategic communication initiatives. Key activities include producing the "Civil Service Hour" broadcast program, expanding the distribution of the "Civil Servant Magazine," and establishing a mini studio to improve media productions for civil servants and stakeholders in remote areas. The plan emphasizes sustainable communication practices, such as blending print and digital distribution and reducing travel costs through regional partnerships. Training will be provided to communication staff to strengthen public relations and crisis management skills. Furthermore, media outreach, press briefings, regional tours, and collaboration with local media outlets will facilitate greater inclusivity and public visibility for CSA initiatives, strengthening stakeholder engagement and promoting transparency. For the overall implementation of the workplan and for the purpose of accountability and transparency, the head of the division Mr. Joseph N.N. Swen will be responsible for the full execution and reporting of the division activities

| Civil Service Agency (CSA): Communications & Public Relations Unit (CPRU)<br>Draft Annual Work Plan (AWP): January - December 2025 |   |   |             |     |     |      |             |     |     |      |             |     |     |      |             |     |     |      |                         |            |                    |
|--|---|---|-------------|-----|-----|------|-------------|-----|-----|------|-------------|-----|-----|------|-------------|-----|-----|------|-------------------------|------------|--------------------|
| PILLAR I: Institutional Effectiveness  |   |   | 1st Quarter |     |     |      | 2nd Quarter |     |     |      | 3rd Quarter |     |     |      | 4th Quarter |     |     |      | Priority Ranking (%)*** | Lead       | Total Budget (USD) |
|  |   |   | Timeline    |     |     | Amt. | Timeline    |     |     | Amt. | Timeline    |     |     | Amt. | Timeline    |     |     | Amt. |                         |            |                    |
| Expected Outcomes  | Planned Activities / Actions                            |   | Jan         | Feb | Mar |      | Apr         | May | Jun |      | Jul         | Aug | Sep |      | Oct         | Nov | Dec |      |                         |            |                    |
| I. Increased awareness and engagement with CSA initiatives among civil servants nationwide.  | 1.1 Enhance Public Awareness through Broadcast Programs |   |             |     |     |      |             |     |     |      |             |     |     |      |             |     |     |      | 25%                     |            |                    |
|  |   | 1.1.1 Produce weekly episodes for the Civil Service Hour.** |             |     |     | 0.00 |             |     |     | 0.00 |             |     |     | 0.00 |             |     |     | 0.00 |                         | J.N.N.Swen |                    |
|  |   |   |             |     |     |      |             |     |     |      |             |     |     |      |             |     |     |      |                         | 3,600      |                    |
|  |   |   |             |     |     |      |             |     |     |      |             |     |     |      |             |     |     |      |                         | 0.00       |                    |

|   |   |   |             |     |      |             |     |      |             |          |      |             |  |          |                         |      |                  |       |  |
|---|---|---|-------------|-----|------|-------------|-----|------|-------------|----------|------|-------------|--|----------|-------------------------|------|------------------|-------|--|
|   |   | 1.1.2 Ensure simulcasts on regional radio stations for a wider audience.***                           |             |     |      | 900.00      |     |      |             | 900.00   |      |             |  | 900.00   |                         |      |                  | 3,600 |  |
|   |   | 1.1.3 Monitor audience engagement and refine content based on feedback. **                            |             |     |      | 0.00        |     |      |             | 0.00     |      |             |  | 0.00     |                         |      |                  | 0.00  |  |
| II. Broader reach and accessibility to civil servants across all regions, promoting CSA updates and achievements. | 1.2 Expand Distribution of The Civil Servant Magazine |   |             |     |      |             |     |      |             |          |      |             |  |          |                         | 10%  | Robert Saint -Pe |       |  |
|   |   | 1.2.1 Publish and distribute 500 copies quarterly.***   |             |     |      | 7,500.00    |     |      |             | 7,500.00 |      |             |  | 7,500.00 |                         |      |                  | 30,00 |  |
|   |   | 1.2.2 Leverage email marketing platforms like Bravo and WhatsApp channels for online distribution.*** |             |     |      | 620.00      |     |      |             | 120.00   |      |             |  | 120.00   |                         |      |                  | 980.0 |  |
|   |   |   |             |     |      |             |     |      |             |          |      |             |  |          |                         |      |                  |       |  |
| PILLAR II: Innovation and Research  |   |   | 1st Quarter |     |      | 2nd Quarter |     |      | 3rd Quarter |          |      | 4th Quarter |  |          | Priority Ranking (%)*** | Lead |                  |       |  |
|   |   |   | Timeline    |     | Amt. | Timeline    |     | Amt. | Le ad       |          | Amt. | Timeline    |  | Amt.     |                         |      |                  |       |  |
| Expected Outcomes   | Planned Activities / Actions                          | Jan   | Feb         | Mar |      | Apr         | May | Jun  |             | Jul      | Aug  | Sep         |  | Oct      | Nov                     | Dec  |                  |       |  |

|  |   |  |             |     |     |             |          |     |             |      |          |             |          |      |                         |      |          |     |                                |        |
|--|---|--|-------------|-----|-----|-------------|----------|-----|-------------|------|----------|-------------|----------|------|-------------------------|------|----------|-----|--------------------------------|--------|
| I. High-quality in-house media productions and improved engagement with civil servants and stakeholders in remote areas. | 2.1 Establish a Mini Studio for Enhanced Media Production |  |             |     |     |             |          |     |             |      |          |             |          |      |                         |      |          | 25% | Abu Kamara/<br>Robert Saint-Pe |        |
|  |   | 2.1.1 Acquire essential tools for Spotlight productions, including a laptop, camera, microphone, lighting, and editing software. *** |             |     |     | 8,429.00    |          |     | 180.00      |      |          |             | 180.00   |      |                         |      | 180.00   |     |                                | 8,969  |
|  |   | 2.1.2 Conduct regional outreach campaigns and outdoor media initiatives to enhance CSA visibility. **                                |             |     |     |             |          |     | 0.00        |      |          |             | 0.00     |      |                         |      | 0.00     |     |                                | 0.00   |
| II. A robust crisis communication plan to safeguard CSA’s reputation during emergencies.                                 | 2.2 Develop a Crisis Communication Plan                   |  |             |     |     |             |          |     |             |      |          |             |          |      |                         |      |          | 10% | Swen/Robert/Abu                |        |
|  |   | 2.2.1 Research and outline strategies for proactive crisis management and media engagement. ***                                      |             |     |     | 2,500.00    |          |     | 2,500.00    |      |          |             | 2,500.00 |      |                         |      | 2,500.00 |     |                                | 10,000 |
|  |   |  |             |     |     |             |          |     |             |      |          |             |          |      |                         |      |          |     |                                |        |
| PILLAR III: Sustainability and Resilience  |   |  | 1st Quarter |     |     | 2nd Quarter |          |     | 3rd Quarter |      |          | 4th Quarter |          |      | Priority Ranking (%)*** | Lead |          |     |                                |        |
|  |   |  | Timeline    |     |     | Amt.        | Timeline |     |             | Amt. | Timeline |             |          | Amt. |                         |      |          |     |                                |        |
|  |   |  | Jan         | Feb | Mar |             | Apr      | May | Jun         |      | Jul      | Aug         | Sep      |      | Oct                     | Nov  | Dec      |     |                                |        |
| Expected Outcomes  | Planned Activities / Actions                              |  | Jan         | Feb | Mar |             | Apr      | May | Jun         |      | Jul      | Aug         | Sep      |      | Oct                     | Nov  | Dec      |     |                                |        |



|  |   |   |             |     |     |           |             |     |     |           |             |     |     |           |             |     |     |           |                         |        |  |
|--|---|---|-------------|-----|-----|-----------|-------------|-----|-----|-----------|-------------|-----|-----|-----------|-------------|-----|-----|-----------|-------------------------|--------|--|
|  |   | 4.1.2 Provide hands-on training for creating impactful content and building public relations skills. ** |             |     |     | 0.00      |             |     |     | 0.00      |             |     |     | 0.00      |             |     |     | 0.00      |                         |        |  |
|  |   |   |             |     |     |           |             |     |     |           |             |     |     |           |             |     |     |           |                         |        |  |
| PILLAR V: Stakeholder Engagement   |   |   | 1st Quarter |     |     |           | 2nd Quarter |     |     |           | 3rd Quarter |     |     |           | 4th Quarter |     |     |           | Priority Ranking (%)*** | Lead   |  |
|  |   |   | Timeline    |     |     | Amt.      | Timeline    |     |     | Amt.      | Timeline    |     |     | Amt.      | Timeline    |     |     | Amt.      |                         |        |  |
| Expected Outcomes  | Planned Activities / Actions                      |   | Jan         | Feb | Mar |           | Apr         | May | Jun |           | Jul         | Aug | Sep |           | Oct         | Nov | Dec |           |                         |        |  |
| I. Stronger public trust and broader stakeholder engagement through frequent and transparent communications. | 5.1 Increase Media Outreach and Public Visibility |   |             |     |     |           |             |     |     |           |             |     |     |           |             |     |     | 5%        | Swen/ Dioda             |        |  |
|  |   | 5.1.1 Host regular press briefings to share updates on CSA activities.***                               |             |     |     | 10,000.00 |             |     |     | 10,000.00 |             |     |     | 10,000.00 |             |     |     | 10,000.00 |                         | 40,000 |  |
|  |   | 5.1.2 Schedule quarterly radio appearances for the DG, ensuring nationwide broadcast coverage. ***      |             |     |     | 1,000.00  |             |     |     | 1,000.00  |             |     |     | 1,000.00  |             |     |     | 1,000.00  |                         | 4,000  |  |
| II. Greater inclusivity in policy dialogue and decision-making processes by                                  | 5.2 Regional Tours and Outreach Campaigns         |   |             |     |     |           |             |     |     |           |             |     |     |           |             |     |     | 5%        | Swen/Dioda              |        |  |
|  |   | 5.2.1 Engage regional stakeholders  |             |     |     | 2,500.00  |             |     |     | 2,500.00  |             |     |     | 2,500.00  |             |     |     | 2,500.00  |                         | 10,000 |  |

|   |  |  |  |  |  |      |  |  |  |  |      |  |  |  |  |      |  |  |  |      |
|---|--|--|--|--|--|------|--|--|--|--|------|--|--|--|--|------|--|--|--|------|
| incorporating feedback from remote communities. |  | through planned tours and media coverage. ***  |  |  |  |      |  |  |  |  |      |  |  |  |  |      |  |  |  |      |
|   |  | 5.2.2 Collaborate with local media outlets for improved community reach and feedback. ** |  |  |  | 0.00 |  |  |  |  | 0.00 |  |  |  |  | 0.00 |  |  |  | 0.00 |



[illegible]



[illegible]



## Finance Division (FD)

The **FD** focuses on improving financial management, reporting, and stakeholder engagement. Key activities include preparing the FY 2024 financial statements, ensuring timely processing of financial transactions via the IFMIS platform, and maintaining records for audit readiness. Efforts will be made to enhance real-time budget tracking through analytics tools and to develop financial trend reports for decision-making. The division plans to establish a contingency fund system for emergencies and digitize financial records for efficiency. Capacity-building efforts will include training staff on IFMIS operations and modern financial reporting techniques. Additionally, stakeholder engagement will be improved through regular meetings and the dissemination of quarterly budget performance reports to ensure transparency and collaboration. For the overall implementation of the workplan and for the purpose of accountability and transparency, the head of the division Mr. Boakai J. Varney will be responsible for the full execution and reporting of the division activities

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## General Administration Division (GAD)

The **GAD** aims to optimize internal operations, strengthen digital adoption, enhance environmental and financial sustainability, and improve staff training and stakeholder engagement. Key activities include maintaining office facilities, ensuring security through routine services and fire drills, and supporting ICT infrastructure for improved administrative processes. The division plans to integrate green practices and build disaster resilience through safety drills. Training programs will be offered to improve staff competencies, and leadership will engage in external functions and internal communications. Additionally, the GAD will facilitate stakeholder engagement through administrative support and collaborative forums to enhance communication and collaboration both internally and externally. For the overall implementation of the workplan and for the purpose of accountability and transparency, the head of the division Mr. Edwin K. Jallah will be responsible for the full execution and reporting of the division activities

|  |  | Civil Service Agency (CSA): General Administration Division (GAD) |  |             |     |          |      |             |     |     |          |             |     |     |          |             |     |     |           |                            |                             |   |
|--|--|---|--|-------------|-----|----------|------|-------------|-----|-----|----------|-------------|-----|-----|----------|-------------|-----|-----|-----------|----------------------------|-----------------------------|---|
|  |  | Draft Annual Work Plan (AWP): January - December 2025             |  |             |     |          |      |             |     |     |          |             |     |     |          |             |     |     |           |                            |                             |   |
| PILLAR I: Institutional Effectiveness  |  |   |  | 1st Quarter |     |          |      | 2nd Quarter |     |     |          | 3rd Quarter |     |     |          | 4th Quarter |     |     |           | Priority Ranking (%)***    | Lead                        | T |
|  |  |   |  | Timeline    |     |          | Amt. | Timeline    |     |     | Amt.     | Timeline    |     |     | Amt.     | Timeline    |     |     | Amt.      |                            |                             |   |
| Expected Outcomes  | Planned Activities / Actions                   |   |  | Jan         | Feb | Mar      |      | Apr         | May | Jun |          | Jul         | Aug | Sep |          | Oct         | Nov | Dec |           |                            |                             |   |
| I. Optimized internal processes, efficient resource allocation, and enhanced operational accountability. | 1.1 Maintain a clean and organized environment |   |  |             |     |          |      |             |     |     |          |             |     |     |          |             |     |     |           | Patrick kyne & maint, crew | 2                           |   |
|  |  | 1.1.1 Routinely clean office facilities.***                       |  |             |     | 5,250.00 |      |             |     |     | 5,000.00 |             |     |     | 5,000.00 |             |     |     | 5,250.00  |                            | Robert Karpee & maint, crew | 2 |
|  |  | 1.1.2 Provide painting for office facilities.***                  |  |             |     |          |      |             |     |     |          |             |     |     |          |             |     |     | 25,000.00 |                            | Robert Karpeh & Maint. Crew |   |
|  |  | 1.1.3 Maintain exterior lawns and                                 |  |             |     | 575.00   |      |             |     |     | 75.00    |             |     |     | 75.00    |             |     |     | 0.00      |                            | Patrick Kyne & Maint, crew  |   |

|  |   |  |  |  |           |  |  |  |        |  |  |  |        |  |  |  |          |                              |
|--|---|--|--|--|-----------|--|--|--|--------|--|--|--|--------|--|--|--|----------|------------------------------|
|  | provide mowing services.***                                   |  |  |  |           |  |  |  |        |  |  |  |        |  |  |  |          |                              |
|  | 1.1.4 Fetch bathroom water during peak dry season.***         |  |  |  | 3,500.00  |  |  |  | 250.00 |  |  |  | 0.00   |  |  |  | 250.00   | Patrick Kayne & Maint. Crew  |
|  | <b>1.2 Maintain critical office systems</b>                   |  |  |  |           |  |  |  |        |  |  |  |        |  |  |  |          |                              |
|  | 2.1.1 Request, operate, and maintain standby generator.***    |  |  |  | 45,000.00 |  |  |  | 250.00 |  |  |  | 250.00 |  |  |  | 250.00   | Prince Binda & Maint. Crew   |
|  | 2.2.2 Maintain air conditioners and furniture.***             |  |  |  | 750.00    |  |  |  | 300.00 |  |  |  | 200.00 |  |  |  | 500.00   | Kpehe Kolie & Maint. Crew    |
|  | 2.1.3 Purchase, install, and replace electrical fixtures.***  |  |  |  | 2,500.00  |  |  |  | 500.00 |  |  |  | 300.00 |  |  |  | 200.00   | Robert Karpeh & Maint. Crew  |
|  | <b>1.3 Facility Protection and Security Service</b>           |  |  |  |           |  |  |  |        |  |  |  |        |  |  |  |          |                              |
|  | 1.3.1 Conduct routine security service for CSA facilities.*** |  |  |  | 750.00    |  |  |  | 750.00 |  |  |  | 750.00 |  |  |  | 750.00   | Aloysius Teh & Security Team |
|  | 1.3.2 Conduct fire drills for staff preparedness.***          |  |  |  |           |  |  |  |        |  |  |  |        |  |  |  | 5,500.00 | Outsourced to Experts (LNFS) |
|  | 1.3.3 Provide uniforms and equipment for guardsmen.***        |  |  |  | 2,500.00  |  |  |  | 0.00   |  |  |  | 500.00 |  |  |  | 0.00     | Edwin K. Jallah & Sr. Mangt. |

| PILLAR II: Innovation and Research                            |  | 1st Quarter |     |     |      | 2nd Quarter |     |     |      | 3rd Quarter |     |     |      | 4th Quarter |     |     |      | Priority Ranking (%)*** | Lead                        |
|---|--|-------------|-----|-----|------|-------------|-----|-----|------|-------------|-----|-----|------|-------------|-----|-----|------|-------------------------|-----------------------------|
|   |  | Timeline    |     |     | Amt. | Timeline    |     |     | Amt. | Timeline    |     |     | Amt. | Timeline    |     |     | Amt. |                         |                             |
| Expected Outcomes   | Planned Activities / Actions             | Jan         | Feb | Mar |      | Apr         | May | Jun |      | Jul         | Aug | Sep |      | Oct         | Nov | Dec |      |                         |                             |
| I. Strengthened use of digital tools and adoption of forward- | <b>2.1 Promote ICT-driven operations</b> |             |     |     |      |             |     |     |      |             |     |     |      |             |     |     |      |                         | Robert Karpeh & Maint. Crew |





| PILLAR IV: Capacity Building   |   |  | 1st Quarter |     |     |           | 2nd Quarter |     |     |          | 3rd Quarter |     |     |          | 4th Quarter |     |          |          | Priority Ranking (%)***        | Lead            |   |
|--|---|--|-------------|-----|-----|-----------|-------------|-----|-----|----------|-------------|-----|-----|----------|-------------|-----|----------|----------|--------------------------------|-----------------|---|
|  |   |  | Timeline    |     |     | Amt. Lead | Timeline    |     |     | Amt.     | Lead        |     |     | Amt.     | Timeline    |     |          | Amt.     |                                |                 |   |
|  |   |  | Jan         | Feb | Mar |           | Apr         | May | Jun |          | Jul         | Aug | Sep |          | Oct         | Nov | Dec      |          |                                |                 |   |
| Expected Outcomes  | Planned Activities / Actions              |  |             |     |     |           |             |     |     |          |             |     |     |          |             |     |          |          |                                |                 |   |
| Enhanced skills and morale of administrative staff and improved service delivery.        | 4.1 Staff training and development        |  |             |     |     |           |             |     |     |          |             |     |     |          |             |     |          |          |                                |                 |   |
|  |   | Provide refresher training for guardsmen and staff. ***              |             |     |     |           |             |     |     |          |             |     |     |          |             |     | 1,500.00 |          | V. Kpatakollie & Security Team | 1               |   |
|  | 4.2 Leadership engagement                 |  |             |     |     |           |             |     |     |          |             |     |     |          |             |     |          |          |                                |                 |   |
|  |   | Represent CSA management in external functions.***                   |             |     |     | 1,000.00  |             |     |     | 1,000.00 |             |     |     | 1,000.00 |             |     |          | 1,000.00 |                                | Edwin K. Jallah | 4 |
|  | 4.3 Senior-level program coordination     |  |             |     |     |           |             |     |     |          |             |     |     |          |             |     |          |          |                                |                 |   |
|  |   | Assist senior management in internal and external communications. ** |             |     |     |           |             |     |     |          |             |     |     |          |             |     | 0.00     |          | Edwin K. Jallah & G.A. Team    | 0               |   |
|  |   |  |             |     |     |           |             |     |     |          |             |     |     |          |             |     |          |          |                                |                 |   |
| PILLAR V: Stakeholder Engagement   |   |  | 1st Quarter |     |     |           | 2nd Quarter |     |     |          | 3rd Quarter |     |     |          | 4th Quarter |     |          |          | Priority Ranking (%)***        | Lead            |   |
|  |   |  | Timeline    |     |     | Amt.      | Timeline    |     |     | Amt.     | Timeline    |     |     | Amt.     | Timeline    |     |          | Amt.     |                                |                 |   |
|  |   |  | Jan         | Feb | Mar |           | Apr         | May | Jun |          | Jul         | Aug | Sep |          | Oct         | Nov | Dec      |          |                                |                 |   |
| Expected Outcomes  | Planned Activities / Actions              |  |             |     |     |           |             |     |     |          |             |     |     |          |             |     |          |          |                                |                 |   |
| I. Strengthened communication and collaboration with internal and external stakeholders. | 5.1 Administrative support for engagement |  |             |     |     |           |             |     |     |          |             |     |     |          |             |     |          |          |                                |                 |   |
|  |   | Assist in planning and executing CSA programs.                       |             |     |     |           |             |     |     |          |             |     |     |          |             |     |          |          | Edwin K. Jallah & G.A. Team    |                 |   |

|  |  |   |                  |  |  |                             |  |
|--|--|---|------------------|--|--|-----------------------------|--|
|  |  | Develop meeting agendas and maintain minutes.       | <i>As needed</i> |  |  |                             |  |
|  |  | <b>5.2 Conduct stakeholder collaboration</b>        |                  |  |  | Edwin K. Jallah & G.A. Team |  |
|  |  | Host external engagement forums and staff meetings. | <i>As needed</i> |  |  | Edwin K. Jallah & G.A. Team |  |

## Grievance & Complaints Unit (GCU)

The **GCU** focuses on promoting efficient and transparent grievance management across the civil service. Key activities include supervising the processing and documentation of complaints, grievances, and appeals; supporting the Board of Appeal Secretariat; and monitoring compliance with decisions. Efforts to enhance grievance management procedures involve drafting policies, annual plans, budgets, and reports, while ensuring adherence to fairness and accessibility standards. The work plan also includes drafting contract agreements, reviewing compliance reports, and addressing gender mainstreaming to balance male and female cases. With a focus on modernizing and improving disciplinary processes, the unit aims to create equitable solutions for all civil servants. For the overall implementation of the workplan and for the purpose of accountability and transparency, the head of the division Mr. James M. Blamah will be responsible for the full execution and reporting of the division activities

|  |   |   |  |  |             |     |     |      |             |     |     |      |             |     |     |      |             |     |     |      |                            |         |              |
|--|---|---|--|--|-------------|-----|-----|------|-------------|-----|-----|------|-------------|-----|-----|------|-------------|-----|-----|------|----------------------------|---------|--------------|
|  | Civil Service Agency (CSA): Grievance & Complaints Unit (GCU) |   |  |  |             |     |     |      |             |     |     |      |             |     |     |      |             |     |     |      |                            |         |              |
| Draft Annual Work Plan (AWP): January - December 2025                            |   |   |  |  |             |     |     |      |             |     |     |      |             |     |     |      |             |     |     |      |                            |         |              |
| PILLAR I: Institutional Effectiveness  |   |   |  |  | 1st Quarter |     |     |      | 2nd Quarter |     |     |      | 3rd Quarter |     |     |      | 4th Quarter |     |     |      | Priority Ranking (%)***    | Lead    | Total Budget |
|  |   |   |  |  | Timeline    |     |     | Amt. | Timeline    |     |     | Amt. | Timeline    |     |     | Amt. | Timeline    |     |     | Amt. |                            |         |              |
| Expected Outcomes  | Planned Activities / Actions                                  |   |  |  | Jan         | Feb | Mar |      | Apr         | May | Jun |      | Jul         | Aug | Sep |      | Oct         | Nov | Dec |      |                            |         |              |
| I. Enhanced efficiency and accountability in grievance processing and resolution | 1.1 Supervise grievance and complaints management.            |   |  |  |             |     |     |      |             |     |     |      |             |     |     |      |             |     |     |      | James M. Blamah/ M. Paygar | \$3,000 |              |
|  |   | 1.1.1 Document all grievances, complaints, petitions, appeals, and decisions of the Examining Committee and Board of Appeal.*** |  |  |             |     |     |      |             |     |     |      |             |     |     |      |             |     | 10% |      |                            |         |              |

|   |  |                    |  |  |                    |  |  |                    |  |  |                    |  |  |                                |  |             |                            |                     |
|---|--|--------------------|--|--|--------------------|--|--|--------------------|--|--|--------------------|--|--|--------------------------------|--|-------------|----------------------------|---------------------|
| within the civil service.                 | 1.1.2 Monitor compliance with decisions of the Board of Appeal and make recommendations to the Deputy Director General.***                           |                    |  |  |                    |  |  |                    |  |  |                    |  |  |                                |  | 5%          | James M. Blamah            | \$2,000             |
|   | 1.1.3 Supervise the processing of complaints, petitions, and grievances from civil servants.***  |                    |  |  |                    |  |  |                    |  |  |                    |  |  |                                |  | 10%         | James M. Blamah/ M. Paygar | \$1,000             |
|   | 1.1.4 Assist the Deputy Director General for HRM- Policy to ensure the administrative responsibilities of the Board of Appeal Secretariat are met.** |                    |  |  |                    |  |  |                    |  |  |                    |  |  |                                |  |             |                            |                     |
|   | 1.1.5 Collate policy inputs to improve grievance management.***  |                    |  |  |                    |  |  |                    |  |  |                    |  |  |                                |  | 5%          | James M. Blamah            | \$2,000             |
|   | 1.1.6 Develop and update grievance management policies and procedures.***  |                    |  |  |                    |  |  |                    |  |  |                    |  |  |                                |  | 5 %         | James M. Blamah            | \$3,000             |
|   | 1.1.7 Prepare annual plans and budgets for the unit.   |                    |  |  |                    |  |  |                    |  |  |                    |  |  |                                |  | 3%          | James M. Blamah            | \$1,000             |
|   | <b>Subtotals</b>   |                    |  |  |                    |  |  |                    |  |  |                    |  |  |                                |  |             |                            | <b>\$12,000</b>     |
|   |  |                    |  |  |                    |  |  |                    |  |  |                    |  |  |                                |  |             |                            |                     |
| <b>PILLAR II: Innovation and Research</b> |  | <b>1st Quarter</b> |  |  | <b>2nd Quarter</b> |  |  | <b>3rd Quarter</b> |  |  | <b>4th Quarter</b> |  |  | <b>Priority Ranking (%)***</b> |  | <b>Lead</b> |                            | <b>Total Budget</b> |

|   |   | Timeline   |             |     | Amt. | Timeline    |     |      | Amt.        | Timeline |      |             | Amt. | Timeline |                         |      | Amt.         |  |     |                           |
|---|---|--|-------------|-----|------|-------------|-----|------|-------------|----------|------|-------------|------|----------|-------------------------|------|--------------|--|-----|---------------------------|
| Expected Outcomes   | Planned Activities / Actions                  |  | Jan         | Feb | Mar  |             | Apr | May  | Jun         |          | Jul  | Aug         | Sep  |          | Oct                     | Nov  | Dec          |  |     |                           |
| I. A robust, data-driven grievance management system integrated with digital tools. | 2.1 Adopt research-based grievance management |  |             |     |      |             |     |      |             |          |      |             |      |          |                         |      |              |  | 5%  |                           |
|   |   | 2.2.1 Analyze grievance data to identify trends and policy gaps.***                                |             |     |      |             |     |      |             |          |      |             |      |          |                         |      |              |  | 2%  | James M. Blamah           |
|   |   | 2.1.2 Implement digital tools for complaint tracking and resolution.***                            |             |     |      |             |     |      |             |          |      |             |      |          |                         |      |              |  | 3%  | M. Paygar                 |
|   |   | 2.1.3 Prepare compliance reports on Board of Appeal decisions and Examining Committee rulings. *** |             |     |      |             |     |      |             |          |      |             |      |          |                         |      |              |  | 20% | James M. Blamah           |
|   | Subtotals                                     |  |             |     |      |             |     |      |             |          |      |             |      |          |                         |      |              |  |     | \$6,500                   |
|   |   |  |             |     |      |             |     |      |             |          |      |             |      |          |                         |      |              |  |     |                           |
| PILLAR III: Sustainability and Resilience   |   |  | 1st Quarter |     |      | 2nd Quarter |     |      | 3rd Quarter |          |      | 4th Quarter |      |          | Priority Ranking (%)*** | Lead | Total Budget |  |     |                           |
|   |   |  | Timeline    |     | Amt. | Timeline    |     | Amt. | Timeline    |          | Amt. | Timeline    |      | Amt.     |                         |      |              |  |     |                           |
| Expected Outcomes   | Planned Activities / Actions                  |  | Jan         | Feb | Mar  |             | Apr | May  | Jun         |          | Jul  | Aug         | Sep  |          | Oct                     | Nov  | Dec          |  |     |                           |
| I. A sustainable and adaptable framework for managing grievances.                   | 3.1 Enhance grievance system sustainability   |  |             |     |      |             |     |      |             |          |      |             |      |          |                         |      |              |  |     |                           |
|   |   | 3.1.1 Integrate risk mitigation into grievance procedures for resilience. ***                      |             |     |      |             |     |      |             |          |      |             |      |          |                         |      |              |  | 2%  | James M. Blamah           |
|   |   | 3.1.2 Promote sustainable practices through digital documentation and                              |             |     |      |             |     |      |             |          |      |             |      |          |                         |      |              |  | 2%  | James M. Blama/ M. Paygar |

|   |   |   |             |     |     |      |             |     |     |      |             |     |     |      |             |     |     |      |                           |         |              |
|---|---|---|-------------|-----|-----|------|-------------|-----|-----|------|-------------|-----|-----|------|-------------|-----|-----|------|---------------------------|---------|--------------|
|   |   | minimal paper use.<br>***   |             |     |     |      |             |     |     |      |             |     |     |      |             |     |     |      |                           |         |              |
|   |   | Subtotals   |             |     |     |      |             |     |     |      |             |     |     |      |             |     |     |      | \$4,000                   |         |              |
|   |   |   |             |     |     |      |             |     |     |      |             |     |     |      |             |     |     |      |                           |         |              |
| PILLAR IV: Capacity Building  |   |   | 1st Quarter |     |     |      | 2nd Quarter |     |     |      | 3rd Quarter |     |     |      | 4th Quarter |     |     |      | Priority Ranking (%)***   | Lead    | Total Budget |
|   |   |   | Timeline    |     |     | Amt. | Timeline    |     |     | Amt. | Timeline    |     |     | Amt. | Timeline    |     |     | Amt. |                           |         |              |
| Expected Outcomes   | Planned Activities / Actions                |   | Jan         | Feb | Mar |      | Apr         | May | Jun |      | Jul         | Aug | Sep |      | Oct         | Nov | Dec |      |                           |         |              |
| I. Enhanced capacity of staff to handle complaints effectively and equitably. | 4.1 Build capacity for grievance management |   |             |     |     |      |             |     |     |      |             |     |     |      |             |     |     |      |                           |         |              |
|   |   | 4.1.1 Organize staff training on grievance policies, gender sensitivity, and disciplinary measures. *** |             |     |     |      |             |     |     |      |             |     |     |      |             |     |     | 5%   | James M. Blama/ M. Paygar | \$4,000 |              |
|   |   | 4.1.2 Create draft contract agreements for Examining Committee Hearing Officers. ***                    |             |     |     |      |             |     |     |      |             |     |     |      |             |     |     | 5%   | James M. Blama            | \$2,000 |              |
|   |   | 4.1.3 Provide mentorship and development programs to improve staff competencies. ***                    |             |     |     |      |             |     |     |      |             |     |     |      |             |     |     | 5%   | James M. Blamah           | \$2,000 |              |
|   | Subtotals                                   |   |             |     |     |      |             |     |     |      |             |     |     |      |             |     |     |      |                           | \$8,000 |              |
|   |   |   |             |     |     |      |             |     |     |      |             |     |     |      |             |     |     |      |                           |         |              |
| PILLAR V: Stakeholder Engagement  |   |   | 1st Quarter |     |     |      | 2nd Quarter |     |     |      | 3rd Quarter |     |     |      | 4th Quarter |     |     |      | Priority Ranking (%)***   | Lead    | Total Budget |
|   |   |   | Timeline    |     |     | Amt. | Timeline    |     |     | Amt. | Timeline    |     |     | Amt. | Timeline    |     |     | Amt. |                           |         |              |
| Expected Outcomes   | Planned Activities / Actions                |   | Jan         | Feb | Mar |      | Apr         | May | Jun |      | Jul         | Aug | Sep |      | Oct         | Nov | Dec |      |                           |         |              |





## Human Resource Division (HRD)

The **HRD** focuses on enhancing performance, modernizing HR systems, ensuring legal compliance, building staff capacity, and fostering stakeholder engagement. Key activities include conducting performance planning and reviews, overseeing recruitment, and implementing HR policies for employee management. The HRD will digitize personnel records for efficient retrieval and streamline filing systems to improve service delivery. It also aims to ensure adherence to labor policies, maintain effective communication between management and staff, and provide forums for employee feedback. Staff training will empower supervisors and HR personnel to address evolving challenges, while continuous professional development will strengthen HR capabilities. For the overall implementation of the workplan and for the purpose of accountability and transparency, the head of the division Mr. Augustine M. Kamara will be responsible for the full execution and reporting of the division activities

|  |  | Civil Service Agency (CSA): Human Resource Division (HRD)         |  |             |     |     |      |             |     |     |      |             |     |     |      |             |     |          |      |                         |                 |              |
|--|--|---|--|-------------|-----|-----|------|-------------|-----|-----|------|-------------|-----|-----|------|-------------|-----|----------|------|-------------------------|-----------------|--------------|
|  |  | Draft Annual Work Plan (AWP): January - December 2025             |  |             |     |     |      |             |     |     |      |             |     |     |      |             |     |          |      |                         |                 |              |
| PILLAR I: Institutional Effectiveness                        |  |   |  | 1st Quarter |     |     |      | 2nd Quarter |     |     |      | 3rd Quarter |     |     |      | 4th Quarter |     |          |      | Priority Ranking (%)*** | Lead            | Total Budget |
|  |  |   |  | Timeline    |     |     | Amt. | Timeline    |     |     | Amt. | Timeline    |     |     | Amt. | Timeline    |     |          | Amt. |                         |                 |              |
| Expected Outcomes  | Planned Activities / Actions                   |   |  | Jan         | Feb | Mar |      | Apr         | May | Jun |      | Jul         | Aug | Sep |      | Oct         | Nov | Dec      |      |                         |                 |              |
| I. A performance-oriented culture strengthened through clear | 1.1 Coordinate employees' performance planning |   |  |             |     |     |      |             |     |     |      |             |     |     |      |             |     |          |      | 10%                     |                 |              |
|  |  | 1.1.1 Conduct annual performance planning for all supervisors. ** |  |             |     |     | 0.00 |             |     |     |      |             |     |     |      |             |     |          |      |                         | Garrison/ Sarah | 0.00         |
|  |  | 1.1.2 Organize a workshop for new supervisors. ***                |  |             |     |     |      |             |     |     |      |             |     |     |      |             |     | 2,500.00 |      |                         | Garrison/ Sarah | 2,500.00     |
|  |  | 1.2 Implement HR policies to recruit and select                   |  |             |     |     |      |             |     |     |      |             |     |     |      |             |     |          |      |                         | 10%             |              |

|  |                                   |  |             |     |      |          |             |      |          |      |             |          |     |      |             |     |     |          |                         |                   |                      |          |
|--|-----------------------------------|--|-------------|-----|------|----------|-------------|------|----------|------|-------------|----------|-----|------|-------------|-----|-----|----------|-------------------------|-------------------|----------------------|----------|
| planning, accountability, and organizational policies.   |                                   | 1.2.1 Oversee recruitment (advertisements, interviews, training). ***  |             |     |      |          |             |      |          |      |             |          |     |      |             |     |     | 1,200.00 |                         | 10%               | Mr. Kamara           | 1,200.00 |
|  | 1.3 Monitor HR requirements       |  |             |     |      |          |             |      |          |      |             |          |     |      |             |     |     |          |                         |                   |                      |          |
|  |                                   | 1.3.1 Conduct mid-year performance reviews for all employees. ***      |             |     |      |          |             |      |          |      |             |          |     |      |             |     |     |          |                         |                   | Mr. Sonpon/ Garrison | 500.00   |
|  |                                   | 1.3.2 Monitor daily attendance and report gaps. **                     |             |     |      | 0.00     |             |      |          | 0.00 |             |          |     | 0.00 |             |     |     | 0.00     |                         |                   |                      |          |
|  |                                   |  |             |     |      |          |             |      |          |      |             |          |     |      |             |     |     |          |                         |                   |                      |          |
| PILLAR II: Innovation and Research   |                                   |  | 1st Quarter |     |      |          | 2nd Quarter |      |          |      | 3rd Quarter |          |     |      | 4th Quarter |     |     |          | Priority Ranking (%)*** | Lead              | Total Budget         |          |
|  |                                   |  | Timeline    |     | Amt. | Timeline |             | Amt. | Timeline |      | Amt.        | Timeline |     | Amt. |             |     |     |          |                         |                   |                      |          |
| Expected Outcomes  | Planned Activities / Actions      |  | Jan         | Feb | Mar  |          | Apr         | May  | Jun      |      | Jul         | Aug      | Sep |      | Oct         | Nov | Dec |          |                         |                   |                      |          |
| I. Modernized HR systems leveraging innovative practices to ensure effective service delivery. | 2.1 Improve HR records management |  |             |     |      |          |             |      |          |      |             |          |     |      |             |     |     |          |                         |                   |                      |          |
|  |                                   | 2.1.1 Update and digitize personnel files for efficient retrieval. *** |             |     |      |          |             |      |          |      |             |          |     |      |             |     |     | 5,000.00 | 10%                     | Marshall/ Naklen  | 5,000.00             |          |
|  | 2.2 Enhance filing systems        |  |             |     |      |          |             |      |          |      |             |          |     |      |             |     |     |          |                         |                   |                      |          |
|  |                                   | 2.2.1 Implement an efficient filing and HR data retrieval system. **   |             |     |      |          |             |      |          |      |             |          |     | 0.00 |             |     |     | 0.00     | 10%                     | Mike/ Emma/ Sansu | 0.00                 |          |
|  |                                   |  |             |     |      |          |             |      |          |      |             |          |     |      |             |     |     |          |                         |                   |                      |          |
| PILLAR III: Sustainability and Resilience  |                                   |  | 1st Quarter |     |      |          | 2nd Quarter |      |          |      | 3rd Quarter |          |     |      | 4th Quarter |     |     |          | Priority Ranking (%)*** | Lead              | Total Budget         |          |
|  |                                   |  | Timeline    |     | Amt. | Timeline |             | Amt. | Timeline |      | Amt.        | Timeline |     | Amt. |             |     |     |          |                         |                   |                      |          |

| Expected Outcomes  | Planned Activities / Actions                |   | Jan         | Feb | Mar  |          | Apr         | May  | Jun      |      | Jul         | Aug      | Sep |      | Oct         | Nov | Dec  |          |                         |                         |              |  |
|--|---|---|-------------|-----|------|----------|-------------|------|----------|------|-------------|----------|-----|------|-------------|-----|------|----------|-------------------------|-------------------------|--------------|--|
| I. Compliance with employment laws ensures a resilient and lawful workplace.           | 3.1 Monitor conformance to labor policies   |   |             |     |      |          |             |      |          |      |             |          |     |      |             |     |      | 0.00     | 12%                     | Mr. Kamara              | 0.00         |  |
|  |   | 3.1.1 Provide regular updates and advice on Civil Service policies. **      |             |     |      | 0.00     |             |      |          | 0.00 |             |          |     | 0.00 |             |     |      | 0.00     |                         |                         | 0.00         |  |
|  | 3.2 Establish harmonious working conditions |   |             |     |      |          |             |      |          |      |             |          |     |      |             |     |      |          |                         |                         |              |  |
|  |   | 3.2.1 Maintain effective communication between management and employees. ** |             |     |      | 0.00     |             |      |          | 0.00 |             |          |     | 0.00 |             |     |      | 0.00     | 10%                     | Mr. Kamara/<br>Garrison | 0.00         |  |
|  | 3.3 Ensure equitable workplace practices    |   |             |     |      |          |             |      |          |      |             |          |     |      |             |     |      |          |                         |                         |              |  |
|  |   | 3.3.1 Allow employees to address concerns.                                  | As needed   |     |      |          |             |      |          |      |             |          |     |      |             |     |      |          |                         |                         |              |  |
|  |   |   |             |     |      |          |             |      |          |      |             |          |     |      |             |     |      |          |                         |                         |              |  |
| PILLAR IV: Capacity Building   |   |   | 1st Quarter |     |      |          | 2nd Quarter |      |          |      | 3rd Quarter |          |     |      | 4th Quarter |     |      |          | Priority Ranking (%)*** | Lead                    | Total Budget |  |
|  |   |   | Timeline    |     | Amt. | Timeline |             | Amt. | Timeline |      | Amt.        | Timeline |     | Amt. | Timeline    |     | Amt. |          |                         |                         |              |  |
| Expected Outcomes  | Planned Activities / Actions                |   | Jan         | Feb | Mar  |          | Apr         | May  | Jun      |      | Jul         | Aug      | Sep |      | Oct         | Nov | Dec  |          |                         |                         |              |  |
| I. Skilled supervisors and HR staff empowered to handle evolving workplace challenges. | 4.1 Conduct training for new supervisors    |   |             |     |      |          |             |      |          |      |             |          |     |      |             |     |      | 8%       |                         |                         |              |  |
|  |   | 4.1.1 Train supervisors to effectively implement CSA strategies.***         |             |     |      |          |             |      |          |      |             |          |     |      |             |     |      | 1,500.00 | HR Team                 | 1,500.00                |              |  |
|  | 4.2 Strengthen HR capacity through learning |   |             |     |      |          |             |      |          |      |             |          |     |      |             |     |      | 0.00     | 5%                      |                         | 0.00         |  |





Management's  
consumption and  
timely decision-  
making.\*\*\*

**PILLAR II: Innovation and Research**

| PILLAR II: Innovation and Research   |   |  | 1st Quarter |     |     |      | 2nd Quarter |     |     |      | 3rd Quarter |     |     |      | 4th Quarter |     |     |                            | Priority Ranking (%)*** | Lead |  |
|--|---|--|-------------|-----|-----|------|-------------|-----|-----|------|-------------|-----|-----|------|-------------|-----|-----|----------------------------|-------------------------|------|--|
|  |   |  | Timeline    |     |     | Amt. | Timeline    |     |     | Amt. | Timeline    |     |     | Amt. | Timeline    |     |     | Amt.                       |                         |      |  |
|  |   |  | Jan         | Feb | Mar |      | Apr         | May | Jun |      | Jul         | Aug | Sep |      | Oct         | Nov | Dec |                            |                         |      |  |
| Expected Outcomes  | Planned Activities / Actions              |  |             |     |     |      |             |     |     |      |             |     |     |      |             |     |     |                            |                         |      |  |
| I. Historical and current records prepared for processing.                                     | 2.1 Digitize Manual Records (RIMS System) |  |             |     |     |      |             |     |     |      |             |     |     |      |             |     |     |                            | 14,387.                 |      |  |
|  |   | 2.1.1 Prep documents by unpinning, sorting, and organizing them for scanning, indexing, and archiving.***  |             |     |     |      |             |     |     |      |             |     |     |      |             |     | 5%  | T. Tougeekay<br>Peter Sumo |                         |      |  |
| II. Documents digitized and ready for upload to the Records and Information Management Server. |   | 2.1.2 Scan, index, and archive documents (PANs, Test results, Credentials, Employment Letters, and other employment documents).***   |             |     |     |      |             |     |     |      |             |     |     |      |             |     | 20% | G.Zekiek<br>Issac Randall  |                         |      |  |
| III. Documents securely stored to the local RIMS Server for off-line/on-demand access.         |   | 2.1.3 Upload all scanned documents (historical and current) to the local Records and Information Management (RIMS) Server; Backup scanned data periodically to external backup device. *** |             |     |     |      |             |     |     |      |             |     |     |      |             |     | 10% | G. Zekieh<br>Isaac Randell |                         |      |  |

|  |                                |  |             |     |     |  |             |     |     |  |             |     |     |  |             |     |     |    |  |      |  |
|--|--------------------------------|--|-------------|-----|-----|--|-------------|-----|-----|--|-------------|-----|-----|--|-------------|-----|-----|----|--|------|--|
| IV. Outdated Records discarded & Historical Records archived in Tubmanburg storage facility. |                                | 2.1.4 Properly identify and secure scanned documents for discarding (1973 - 2005) and transfer historical documents (2006–present) to a storage facility in Tubmanburg, Bomi County. ***   |             |     |     |  |             |     |     |  |             |     |     |  |             |     |     | 5% | T. Tougeekay<br>P.Sumo                           |      |  |
|  |                                |  |             |     |     |  |             |     |     |  |             |     |     |  |             |     |     |    |  |      |  |
|  |                                |  |             |     |     |  |             |     |     |  |             |     |     |  |             |     |     |    |  |      |  |
| PILLAR V: Stakeholder Engagement   |                                |  | 1st Quarter |     |     |  | 2nd Quarter |     |     |  | 3rd Quarter |     |     |  | 4th Quarter |     |     |    | Priority Ranking (%)***                          | Lead |  |
|  |                                |  |             |     |     |  |             |     |     |  |             |     |     |  |             |     |     |    |  |      |  |
| Expected Outcomes  | Planned Activities / Actions   |  | Jan         | Feb | Mar |  | Apr         | May | Jun |  | Jul         | Aug | Sep |  | Oct         | Nov | Dec |    |  |      |  |
|  | 3.1 Technical Support Services |  |             |     |     |  |             |     |     |  |             |     |     |  |             |     |     |    | 5,860.0  |      |  |
| I. ATAPS to CSM migration successfully supported and implemented.                            |                                | 3.1.1 Provide Technical Support to the ATAPS to CSM Migration activities in collaboration with the Employment Services Division - (Attend technical meetings and provide inputs to setup and configuration of the CSM Dual currency functionality, USD based salary, GoL salary payment calculation ratios, pay grades & position codes. *** |             |     |     |  |             |     |     |  |             |     |     |  |             |     |     | 5% | A. Bassey<br>G. Kulah<br>D. Arku<br>P. Massaquoi |      |  |
|  |                                |  |             |     |     |  |             |     |     |  |             |     |     |  |             |     |     |    |  |      |  |
| II. Electronic Personnel Action Notice (ePAN) System deployed and functional.                |                                | 3.1.2 Provide Technical Support to the deployment of the Electronic Personnel Action Notice (ePAN)   |             |     |     |  |             |     |     |  |             |     |     |  |             |     |     | 5% | A. Bassey<br>G. Kulah<br>D. Arku<br>P. Massaquoi |      |  |

5,860.0

|   |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |    |  |   |  |
|---|--|---|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|----|--|---|--|
|   |  | System developed by FreeBalance in collaboration with the CSA & MFDP. ***   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |    |  |   |  |
| III. ESRP Project successfully supported and implemented. |  | 3.1.3 Provide Technical Resources and support (human and capital) to the Employee Status Regularization Project (ESRP)..*** |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | 5% |  | A. Bassey<br>G. Kulah<br>D. Arku<br>P.Massaquoi |  |



## Information & Communication Technology Division (ICTD)

The **ICTD** aims to optimize IT infrastructure, streamline communication, and foster innovation through a variety of strategic actions. The plan includes strengthening IT systems with maintenance and upgrades, optimizing digital communication through a website management overhaul, and implementing a Consultancy Management System (CMS). Additionally, ICT operations will focus on sustainability by adopting energy-efficient equipment and managing e-waste responsibly. Capacity building efforts will include training and mentoring ICT staff to stay current with advanced tools and technologies. Lastly, stakeholder engagement will be enhanced by developing digital platforms for feedback and hosting virtual forums to improve collaboration. For the overall implementation of the workplan and for the purpose of accountability and transparency, the head of the division Mr. Robert K. Bolay, Jr. will be responsible for the full execution and reporting of the division activities.

[illegible]



[illegible]

| PILLAR V: Stakeholder Engagement  |   | 1st Quarter |     |     |      | 2nd Quarter |     |     |      | 3rd Quarter |     |     |      | 4th Quarter |     |     |      | Priority Ranking (%)*** | Lead            | Total Budget |
|---|---|-------------|-----|-----|------|-------------|-----|-----|------|-------------|-----|-----|------|-------------|-----|-----|------|-------------------------|-----------------|--------------|
|   |   | Timeline    |     |     | Amt. | Timeline    |     |     | Amt. | Timeline    |     |     | Amt. | Timeline    |     |     | Amt. |                         |                 |              |
| Expected Outcomes   | Planned Activities / Actions  | Jan         | Feb | Mar |      | Apr         | May | Jun |      | Jul         | Aug | Sep |      | Oct         | Nov | Dec |      |                         |                 |              |
| I. Stakeholder collaboration improved through effective digital channels. | <b>5.1 Strengthen Engagement Through Digital Platforms</b>                |             |     |     |      |             |     |     |      |             |     |     |      |             |     |     |      | 10%                     | Mr. Melvin Pawa | 2,000.00     |
|   | 5.1.1 Develop an online feedback platform for stakeholders.***            |             |     |     |      |             |     |     |      |             |     |     |      |             |     |     |      |                         |                 |              |
|   | 5.1.2 Host quarterly virtual forums with stakeholders.***                 |             |     |     |      |             |     |     |      |             |     |     |      |             |     |     |      |                         |                 |              |
|   | 5.1.3 Enhance digital communication tools for real-time interactions. *** |             |     |     |      |             |     |     |      |             |     |     |      |             |     |     |      |                         |                 |              |

## Legal Services Division (LSD)

The **LSD** focuses on enhancing legal frameworks, addressing legal challenges, and ensuring compliance with laws and policies. The plan includes providing strategic legal advice, representing CSA in civil litigation, and reviewing contracts to ensure legal conformity. Key actions also involve conducting legal research, monitoring gender mainstreaming policies, and collecting sex-disaggregated data to support CSA's commitment to equity and inclusion. Capacity-building efforts target strengthening the skills of gender focal persons, CSA hearing officers, and other staff involved in contract management and conflict resolution. Additionally, the plan includes enhancing stakeholder engagement through workshops and legal partnerships to foster collaboration and accountability. For the overall implementation of the workplan and for the purpose of accountability and transparency, the head of the division Mrs. Denise J. Suah will be responsible for the full execution and reporting of the division activities

|  |   | Civil Service Agency (CSA): Legal Services (LSD)                 |  |             |     |     |      |             |     |     |      |             |     |     |      |             |     |     |      |                         |      |              |
|--|---|--|--|-------------|-----|-----|------|-------------|-----|-----|------|-------------|-----|-----|------|-------------|-----|-----|------|-------------------------|------|--------------|
|  |   | Draft Annual Work Plan (AWP): January - December 2025            |  |             |     |     |      |             |     |     |      |             |     |     |      |             |     |     |      |                         |      |              |
| PILLAR I: Institutional Effectiveness  |   |  |  | 1st Quarter |     |     |      | 2nd Quarter |     |     |      | 3rd Quarter |     |     |      | 4th Quarter |     |     |      | Priority Ranking (%)*** | Lead | Total Budget |
|  |   |  |  | Timeline    |     |     | Amt. | Timeline    |     |     | Amt. | Timeline    |     |     | Amt. | Timeline    |     |     | Amt. |                         |      |              |
| Expected Outcomes  | Planned Activities / Actions                      |  |  | Jan         | Feb | Mar |      | Apr         | May | Jun |      | Jul         | Aug | Sep |      | Oct         | Nov | Dec |      |                         |      |              |
| Legal issues within CSA effectively resolved, with contracts, agreements, and litigation managed in compliance | 1.1 Addressing Legal Issues that Confront the CSA |  |  |             |     |     |      |             |     |     |      |             |     |     |      |             |     |     |      | Dinise/ Christine       |      |              |
|  |   | 1.1.1 Provide expert and strategic legal advice to management.** |  |             |     |     | N/A  |             |     |     |      | NA          |     |     |      | N/A         |     |     |      |                         | 0.00 |              |
|  |   | 1.1.2 Liaise with the Ministry of Justice to                     |  |             |     |     | N/A  |             |     |     |      | N/A         |     |     |      | N/A         |     |     |      |                         | 0.00 |              |

|  |                              |  |             |     |      |          |             |      |          |         |             |          |     |         |             |     |     |         |                         |          |              |
|--|------------------------------|--|-------------|-----|------|----------|-------------|------|----------|---------|-------------|----------|-----|---------|-------------|-----|-----|---------|-------------------------|----------|--------------|
| with legal standards.  |                              | represent CSA in civil litigation. **                                |             |     |      |          |             |      |          |         |             |          |     |         |             |     |     |         |                         |          |              |
|  |                              | 1.1.3 Respond to complaints against the Civil Service Agency. **     |             |     |      |          | N/A         |      |          |         |             | N/A      |     |         |             |     |     | 10%     |                         |          |              |
|  |                              | 1.1.4 Prepare pleadings and representing CSA in litigations. **      |             |     |      |          | N/A         |      |          |         |             | N/A      |     |         |             |     | N/A | 10%     | 0.000                   |          |              |
|  |                              |  |             |     |      |          |             |      |          |         |             |          |     |         |             |     |     |         |                         |          |              |
| PILLAR II: Innovation and Research   |                              |  | 1st Quarter |     |      |          | 2nd Quarter |      |          |         | 3rd Quarter |          |     |         | 4th Quarter |     |     |         | Priority Ranking (%)*** | Lead     | Total Budget |
|  |                              |  | Timeline    |     | Amt. | Timeline |             | Amt. | Timeline |         | Amt.        | Timeline |     | Amt.    |             |     |     |         |                         |          |              |
| Expected Outcomes  | Planned Activities / Actions |  | Jan         | Feb | Mar  |          | Apr         | May  | Jun      |         | Jul         | Aug      | Sep |         | Oct         | Nov | Dec |         |                         |          |              |
| I. Legal frameworks and contractual processes enhanced through innovative strategies and research-based solutions. | 2.1 Contract Management      |  |             |     |      |          |             |      |          |         |             |          |     |         |             |     |     |         | Denise/ Christine       |          |              |
|  |                              | 2.1.1 Draft communication for GSA lease agreements. **               |             |     |      | N/A      |             |      |          | N/A     |             |          |     | N/A     |             |     |     | N/A     | 2                       | 0.00     |              |
|  |                              | 2.1.2 Prepare contracts in conformity with laws and policies.        |             |     |      | N/A      |             |      |          | N/A     |             |          |     | N/A     |             |     |     | N/A     | 10%                     | 0.00     |              |
|  |                              | 2.1.3 Review CSA agreements for legal compliance.**                  |             |     |      | N/A      |             |      |          | N/A     |             |          |     | N/A     |             |     |     | N/A     | 5                       | 0.00     |              |
|  |                              | 2.1.4 Collect and storing CSA’s lease agreements. **                 |             |     |      | N/A      |             |      |          | N/A     |             |          |     | N/A     |             |     |     | N/A     | 3%                      | 0.00     |              |
|  |                              | 2.1.5 Conduct legal research for adequate representation of CSA. *** |             |     |      | \$2,000  |             |      |          | \$2,000 |             |          |     | \$2,000 |             |     |     | \$2,000 | 10%                     | 8,000.00 |              |
|  |                              |  |             |     |      |          |             |      |          |         |             |          |     |         |             |     |     |         |                         |          |              |

| PILLAR III: Sustainability and Resilience  |  | 1st Quarter   |     |     |      | 2nd Quarter |     |     |      | 3rd Quarter |     |     |      | 4th Quarter |     |     |      | Priority Ranking (%)*** | Lead             | Total Budget |
|--|--|---|-----|-----|------|-------------|-----|-----|------|-------------|-----|-----|------|-------------|-----|-----|------|-------------------------|------------------|--------------|
|  |  | Timeline  |     |     | Amt. | Timeline    |     |     | Amt. | Timeline    |     |     | Amt. | Timeline    |     |     | Amt. |                         |                  |              |
| Expected Outcomes  | Planned Activities / Actions   |   | Jan | Feb | Mar  |             | Apr | May | Jun  |             | Jul | Aug | Sep  |             | Oct | Nov | Dec  |                         |                  |              |
| I. Legal frameworks and gender mainstreaming strengthened to ensure CSA’s commitment to equity, inclusion, and resilience. | 3.1 Gender Mainstreaming   |   |     |     |      |             |     |     |      |             |     |     |      |             |     |     |      |                         | Denise/Christine |              |
|  |  | 3.1.1 Monitor Ministries and Agencies for implementing gender mainstreaming policies. *** |     |     |      |             |     |     |      |             |     |     |      |             |     |     |      |                         |                  | 20,000.00    |
|  |  | 3.1.2 Survey of Gender Focal Persons in collaboration with M&E. ***                       |     |     |      |             |     |     |      |             |     |     |      |             |     |     |      |                         |                  | 10,000.00    |
|  |  | 3.1.3 Collect sex-disaggregated data from civil service institutions. ***                 |     |     |      |             |     |     |      |             |     |     |      |             |     |     |      |                         |                  | 15,000.00    |
|  |  | 3.1.4 Prepare reports on gender focal points for CSA leadership.***                       |     |     |      |             |     |     |      |             |     |     |      |             |     |     |      |                         |                  | 5,000.00     |
|  |  |   |     |     |      |             |     |     |      |             |     |     |      |             |     |     |      |                         |                  |              |
| PILLAR IV: Capacity Building   |  | 1st Quarter   |     |     |      | 2nd Quarter |     |     |      | 3rd Quarter |     |     |      | 4th Quarter |     |     |      | Priority Ranking (%)*** | Lead             | Total Budget |
|  |  | Timeline  |     |     | Amt. | Timeline    |     |     | Amt. | Timeline    |     |     | Amt. | Timeline    |     |     | Amt. |                         |                  |              |
| Expected Outcomes  | Planned Activities / Actions   |   | Jan | Feb | Mar  |             | Apr | May | Jun  |             | Jul | Aug | Sep  |             | Oct | Nov | Dec  |                         |                  |              |
| I. Legal Affairs Department’s effectiveness enhanced through training and  | 4.1 Strengthening Capacity in Gender Data Collection, Conflict Resolution, and Contract Management |   |     |     |      |             |     |     |      |             |     |     |      |             |     |     |      |                         | Denise/Christine |              |
|  |  | 4.1.1 Train gender focal persons in data collection. ***                                  |     |     |      |             |     |     |      |             |     |     |      |             |     |     |      |                         |                  | 22,000.00    |

|  |   |   |                   |                              |      |          |             |      |          |      |             |          |      |      |             |     |      |      |                         |      |              |
|--|---|---|-------------------|------------------------------|------|----------|-------------|------|----------|------|-------------|----------|------|------|-------------|-----|------|------|-------------------------|------|--------------|
| development initiatives.   |   | 4.1.2 Provide support to CSA Hearing Officers.**  |                   |                              |      | N/A      |             |      | 0.00     |      |             |          | 0.00 |      |             |     | 0.00 | 2%   |                         | 0.00 |              |
|  |   |   |                   |                              |      |          |             |      |          |      |             |          |      |      |             |     |      |      |                         |      |              |
| PILLAR V: Stakeholder Engagement   |   |   | 1st Quarter       |                              |      |          | 2nd Quarter |      |          |      | 3rd Quarter |          |      |      | 4th Quarter |     |      |      | Priority Ranking (%)*** | Lead | Total Budget |
|  |   |   | Timeline          |                              | Amt. | Timeline |             | Amt. | Timeline |      | Amt.        | Timeline |      | Amt. |             |     |      |      |                         |      |              |
|  |   |   | Expected Outcomes | Planned Activities / Actions |      | Jan      | Feb         | Mar  |          | Apr  | May         | Jun      |      | Jul  | Aug         | Sep |      | Oct  | Nov                     | Dec  |              |
| I. Collaboration with internal and external stakeholders improved, fostering trust and accountability. | 5.1 Strengthening Legal and Strategic Partnership |   |                   |                              |      |          |             |      |          |      |             |          |      |      |             |     |      |      | Denise/Christine        |      |              |
|  |   | 5.1.1 Conduct workshops for Spending Entities on Disciplinary Procedure in collaboration with DDGHRMP.*** |                   |                              |      | \$25,000 |             |      |          | 0.00 |             |          |      | 0.00 |             |     |      | 0.00 | 3%                      |      | 25,000.00    |







| PILLAR III: Sustainability and Resilience  |   | 1st Quarter |     |      |          | 2nd Quarter |      |          |  | 3rd Quarter |          |     |      | 4th Quarter |     |     |  | Priority Ranking (%)*** | Lead             | Total Budget |  |
|--|---|-------------|-----|------|----------|-------------|------|----------|--|-------------|----------|-----|------|-------------|-----|-----|--|-------------------------|------------------|--------------|--|
|  |   | Timeline    |     | Amt. | Timeline |             | Amt. | Timeline |  | Amt.        | Timeline |     | Amt. |             |     |     |  |                         |                  |              |  |
| Expected Outcomes  | Planned Activities / Actions  | Jan         | Feb | Mar  |          | Apr         | May  | Jun      |  | Jul         | Aug      | Sep |      | Oct         | Nov | Dec |  |                         |                  |              |  |
| I. Continuous performance monitoring enhances resilience and accountability across institutions. | 3.1 Monitoring the Implementation of the Manual Performance Management System   |             |     |      |          |             |      |          |  |             |          |     |      |             |     |     |  | 15%                     | Ignatous Geegbae | 1,200.00     |  |
|  | 3.1.1 Monitor performance management implementation across 13 entities.***      |             |     |      |          |             |      |          |  |             |          |     |      |             |     |     |  |                         |                  |              |  |
|  | 3.1.2 Train HR Officers and supervisors as needed.***                           |             |     |      |          |             |      |          |  |             |          |     |      |             |     |     |  |                         |                  |              |  |
|  | 3.1.3 Analyze performance reports and share findings with management.***        |             |     |      |          |             |      |          |  |             |          |     |      |             |     |     |  |                         |                  |              |  |
|  |   |             |     |      |          |             |      |          |  |             |          |     |      |             |     |     |  |                         |                  |              |  |
| PILLAR IV: Capacity Building   |   | 1st Quarter |     |      |          | 2nd Quarter |      |          |  | 3rd Quarter |          |     |      | 4th Quarter |     |     |  | Priority Ranking (%)*** | Lead             | Total Budget |  |
|  |   | Timeline    |     | Amt. | Timeline |             | Amt. | Timeline |  | Amt.        | Timeline |     | Amt. |             |     |     |  |                         |                  |              |  |
| Expected Outcomes  | Planned Activities / Actions  | Jan         | Feb | Mar  |          | Apr         | May  | Jun      |  | Jul         | Aug      | Sep |      | Oct         | Nov | Dec |  |                         |                  |              |  |
| I. Employees equipped with the skills to efficiently manage the automated performance system.    | 4.1 Capacity Building in Performance Monitoring                                 |             |     |      |          |             |      |          |  |             |          |     |      |             |     |     |  | 5%                      | Ignatius Geegbae | 5,750.00     |  |
|  | 4.1.1 Training four Performance Monitoring Officers and one Deputy Director.*** |             |     |      |          |             |      |          |  |             |          |     |      |             |     |     |  |                         |                  |              |  |
|  | 4.1.2 Conduct refresher workshops on performance monitoring.***                 |             |     |      |          |             |      |          |  |             |          |     |      |             |     |     |  |                         |                  |              |  |
|  |   |             |     |      |          |             |      |          |  |             |          |     |      |             |     |     |  |                         |                  |              |  |



## Occupational Health & Safety Division (OHSD)

The **OHSD** outlines key activities aimed at enhancing safety and health awareness within civil service agencies. The department will collaborate with the Ministry of Labor (MOL), Ministry of Health (MOH), and the National Public Health Institute of Liberia (NPHIL) to develop a National OHS policy and raise awareness through educational campaigns. Further, fire drill procedures will be tested, risk assessments will be conducted for safety planning, and emergency preparedness initiatives will be developed and operationalized across entities. The OHSD will also provide first aid and CPR training for civil servants. Finally, the division will strengthen partnerships with multiple agencies to implement comprehensive OHS programs throughout the country. For the overall implementation of the workplan and for the purpose of accountability and transparency, the head of the division Mrs. Cherie Watkins will be responsible for the full execution and reporting of the division activities

| PILLAR I: Institutional Effectiveness                  |   | 1st Quarter |     |     |      | 2nd Quarter |     |     |      | 3rd Quarter |     |     |      | 4th Quarter |     |     |      | Priority Ranking (%)*** | Lead                | Total Budget |
|--|---|-------------|-----|-----|------|-------------|-----|-----|------|-------------|-----|-----|------|-------------|-----|-----|------|-------------------------|---------------------|--------------|
|  |   | Timeline    |     |     | Amt. | Timeline    |     |     | Amt. | Timeline    |     |     | Amt. | Timeline    |     |     | Amt. |                         |                     |              |
|  |   | Jan         | Feb | Mar |      | Apr         | May | Jun |      | Jul         | Aug | Sep |      | Oct         | Nov | Dec |      |                         |                     |              |
| Expected Outcomes                                      | Planned Activities / Actions  |             |     |     |      |             |     |     |      |             |     |     |      |             |     |     |      |                         | Mrs. Watkins & Tarr |              |
| I. National OHS policy framework developed.            | <b>1.1 National OHS Policy Development</b>  |             |     |     |      |             |     |     |      |             |     |     |      |             |     |     |      | 25%                     |                     | 4,500.00     |
|  | 1.1.1 Collaborate with MOL, MOH, and NPHIL to draft the policy and conduct risk assessments.*** |             |     |     |      |             |     |     |      |             |     |     |      |             |     |     |      |                         |                     |              |
| II. Civil servants have improved OHS awareness.        | <b>1.2 OHS Awareness Promotion</b>  |             |     |     |      |             |     |     |      |             |     |     |      |             |     |     |      | 14%                     | Mrs. Watkins & Tarr | 5,000.00     |
|  | 1.2.1 Conduct educational campaigns to increase understanding of OHS policies and standards.*** |             |     |     |      |             |     |     |      |             |     |     |      |             |     |     |      |                         |                     |              |
|  |   |             |     |     |      |             |     |     |      |             |     |     |      |             |     |     |      |                         |                     |              |
| PILLAR II: Innovation and Research                     |   | 1st Quarter |     |     |      | 2nd Quarter |     |     |      | 3rd Quarter |     |     |      | 4th Quarter |     |     |      | Priority Ranking (%)*** | Lead                | Total Budget |
|  |   | Timeline    |     |     | Amt. | Timeline    |     |     | Amt. | Timeline    |     |     | Amt. | Timeline    |     |     | Amt. |                         |                     |              |
|  |   | Jan         | Feb | Mar |      | Apr         | May | Jun |      | Jul         | Aug | Sep |      | Oct         | Nov | Dec |      |                         |                     |              |
| Expected Outcomes                                      | Planned Activities / Actions  |             |     |     |      |             |     |     |      |             |     |     |      |             |     |     |      |                         |                     |              |
| I. Effective fire drill procedures tested and refined. | <b>2.1 Fire Drill Implementation and Research</b>   |             |     |     |      |             |     |     |      |             |     |     |      |             |     |     |      | 10%                     | Mrs. Watkins & Tarr | 2,500.00     |
|  | 2.1.1 Work with CSA and the NFS to conduct drills and assess fire readiness across entities.*** |             |     |     |      |             |     |     |      |             |     |     |      |             |     |     |      |                         |                     |              |
| II. Risk assessment                                    | <b>2.2 Departmental Risk Assessment</b>   |             |     |     |      |             |     |     |      |             |     |     |      |             |     |     |      | 15%                     | Mrs. Watkins & Tarr | 1,500.00     |



| PILLAR V: Stakeholder Engagement               |  | 1st Quarter |     |     |      | 2nd Quarter |     |     |      | 3rd Quarter |     |     |      | 4th Quarter |     |     |      | Priority Ranking (%)*** | Lead                | Total Budget |
|--|--|-------------|-----|-----|------|-------------|-----|-----|------|-------------|-----|-----|------|-------------|-----|-----|------|-------------------------|---------------------|--------------|
|  |  | Timeline    |     |     | Amt. | Timeline    |     |     | Amt. | Timeline    |     |     | Amt. | Timeline    |     |     | Amt. |                         |                     |              |
| Expected Outcomes                              | Planned Activities / Actions   | Jan         | Feb | Mar |      | Apr         | May | Jun |      | Jul         | Aug | Sep |      | Oct         | Nov | Dec |      |                         |                     |              |
| Strengthened multi-agency partnerships on OHS. | <b>5.1 Agency Collaboration on OHS Programs</b>  |             |     |     |      |             |     |     |      |             |     |     |      |             |     |     |      | 10%                     | Mrs. Watkins & Tarr | 2,500.00     |
|  | 5.1.1 Partner with MOL, MOH, and NPHIL to design and implement cohesive national OHS programs. *** |             |     |     |      |             |     |     |      |             |     |     |      |             |     |     |      |                         |                     |              |



## Principal Administrative Officer (PAO)

The **PAO** focuses on enhancing personnel management, improving communication efficiency, and supporting the completion of key reports. Planned activities include conducting annual manpower hearings, HR training, and preparing the CSA's annual report. Additionally, the PAO will oversee consultant selection, onboarding, and performance monitoring, as well as support civil servant training programs such as the JICA Third Country Training. Efforts to enhance workforce readiness will also involve preparing induction and orientation programs for new civil servants and reviewing placement opportunities for returned scholarship students. The PAO is also involved in reviewing and standardizing job descriptions and participating in quarterly engagements with CAFRAD to strengthen regional partnerships and external support for civil service reforms. For the overall implementation of the workplan and for the purpose of accountability and transparency, the head of the division Mr. Alfred Drosaye will be responsible for the full execution and reporting of the division activities

|   |   | Civil Service Agency (CSA): Principal Administrative Officer (PAO) |     |             |  |      |          |             |      |          |     |             |          |     |      |             |  |     |                                       |                         |      |              |
|---|---|--|-----|-------------|--|------|----------|-------------|------|----------|-----|-------------|----------|-----|------|-------------|--|-----|---------------------------------------|-------------------------|------|--------------|
|   |   | Draft Annual Work Plan (AWP): January - December 2025              |     |             |  |      |          |             |      |          |     |             |          |     |      |             |  |     |                                       |                         |      |              |
| PILLAR I: Institutional Effectiveness   |   |  |     | 1st Quarter |  |      |          | 2nd Quarter |      |          |     | 3rd Quarter |          |     |      | 4th Quarter |  |     |                                       | Priority Ranking (%)*** | Lead | Total Budget |
|   |   |  |     | Timeline    |  | Amt. | Timeline |             | Amt. | Timeline |     | Amt.        | Timeline |     | Amt. |             |  |     |                                       |                         |      |              |
| Expected Outcomes   | Planned Activities / Actions  | Jan  | Feb | Mar         |  | Apr  | May      | Jun         |      | Jul      | Aug | Sep         |          | Oct | Nov  | Dec         |  |     |                                       |                         |      |              |
| I. Streamlined personnel management process and better inter-departmental coordination. | 1.1 Annual Manpower Hearing and Budgeting Sessions for Fiscal Year 2025 |  |     |             |  |      |          |             |      |          |     |             |          |     |      |             |  | 25% | Alfred Drosaye & Adjua Premper (MFDP) | 31,475.00               |      |              |
|   | 1.1.1 Conduct validation and finalize personnel listings.***            |  |     |             |  |      |          |             |      |          |     |             |          |     |      |             |  |     |                                       |                         |      |              |
|   | 1.1.2 Conduct HR training for HR Directors and Comptrollers.            |  |     |             |  |      |          |             |      |          |     |             |          |     |      |             |  |     |                                       |                         |      |              |



|  |                                       |  |             |     |      |             |     |      |             |      |      |             |     |      |                         |      |              |     |                                     |           |
|--|---------------------------------------|--|-------------|-----|------|-------------|-----|------|-------------|------|------|-------------|-----|------|-------------------------|------|--------------|-----|-------------------------------------|-----------|
| onboarding consultants and measuring performance with data-driven insights.  |                                       | 2.1.2 Supervise the preparation of KPIs.***  |             |     |      |             |     |      |             |      |      |             |     |      |                         |      |              |     |                                     |           |
|  |                                       | 2.1.3 Conduct onboarding of GoL consultants.***  |             |     |      |             |     |      |             |      |      |             |     |      |                         |      |              |     |                                     |           |
| II. Enhanced knowledge exchange and adoption of best practices from international governance training programs.          | 2.2 JICA 3rd Country Training Program |  |             |     |      |             |     |      |             |      |      |             |     |      |                         |      |              | 10% | Alfred Drosaye & Caludius Broderick | 0.00      |
|  |                                       | 2.1.1 Prepare and support civil servants to attend training. **  |             |     |      | 0.00        |     |      |             | 0.00 |      |             |     |      |                         |      |              |     |                                     | 0.00      |
|  |                                       |  |             |     |      |             |     |      |             |      |      |             |     |      |                         |      |              |     |                                     |           |
| PILLAR III: Sustainability and Resilience  |                                       |  | 1st Quarter |     |      | 2nd Quarter |     |      | 3rd Quarter |      |      | 4th Quarter |     |      | Priority Ranking (%)*** | Lead | Total Budget |     |                                     |           |
|  |                                       |  | Timeline    |     | Amt. | Timeline    |     | Amt. | Timeline    |      | Amt. | Timeline    |     | Amt. |                         |      |              |     |                                     |           |
| Expected Outcomes  | Planned Activities / Actions          |  | Jan         | Feb | Mar  |             | Apr | May  | Jun         |      | Jul  | Aug         | Sep |      | Oct                     | Nov  | Dec          |     |                                     |           |
| I. Efficient onboarding and increased capacity of civil servants to adapt to organizational and governmental challenges. | 3.1 Onboarding of Civil Servants      |  |             |     |      |             |     |      |             |      |      |             |     |      |                         |      |              | 5%  | Alfred Drosaye                      |           |
|  |                                       | 3.1.1 Provide technical support in the preparation of induction and orientation for new civil servants.*** |             |     |      |             |     |      |             |      |      |             |     |      |                         |      |              |     |                                     | 13,700.00 |
|  |                                       |  |             |     |      |             |     |      |             |      |      |             |     |      |                         |      |              |     |                                     |           |
| PILLAR IV: Capacity Building   |                                       |  | 1st Quarter |     |      | 2nd Quarter |     |      | 3rd Quarter |      |      | 4th Quarter |     |      | Priority Ranking (%)*** | Lead | Total Budget |     |                                     |           |
|  |                                       |  | Timeline    |     | Amt. | Timeline    |     | Amt. | Timeline    |      | Amt. | Timeline    |     | Amt. |                         |      |              |     |                                     |           |

| Expected Outcomes  | Planned Activities / Actions                              |   | Jan               | Feb                          | Mar  |          | Apr         | May  | Jun      |      | Jul         | Aug      | Sep |      | Oct         | Nov | Dec |     |                           |  |              |
|--|---|---|-------------------|------------------------------|------|----------|-------------|------|----------|------|-------------|----------|-----|------|-------------|-----|-----|-----|---------------------------|--|--------------|
| I. Strengthened workforce readiness and skillsets through an efficient induction program.        | 4.1 Onboarding of Civil Servants                          |   |                   |                              |      |          |             |      |          |      |             |          |     |      |             |     |     |     | 5%                        | Alfred Drosaye & Claudio Broderick Clark | 13,700       |
|  |   | 4.1.1 Conduct orientation and induction.***   |                   |                              |      |          |             |      |          |      |             |          |     |      |             |     |     |     |                           |  |              |
| II. Increased alignment of educated workforce with CSA’s goals and enhanced human resources.     | 4.2 Placement for Returned/Bilateral Scholarship Students |   |                   |                              |      |          |             |      |          |      |             |          |     |      |             |     |     |     |                           |  |              |
|  |   | 4.2.1 Review applications and prepare placement letters.***                                   |                   |                              |      |          |             |      |          |      |             |          |     |      |             |     |     |     | 5%                        | Alfred Drosaye &                         | 750.00       |
| III. Clearer job roles leading to improved departmental performance and employee accountability. | 4.3 Review and Develop Job Descriptions                   |   |                   |                              |      |          |             |      |          |      |             |          |     |      |             |     |     |     | 5%                        |  |              |
|  |   | 4.3.1 Assist in the standardization of job descriptions across CSA and other institutions. ** |                   |                              |      |          |             |      |          | 0.00 |             |          |     | 0.00 |             |     |     |     |                           | Alfred Drosaye                           | 0.00         |
|  |   |   |                   |                              |      |          |             |      |          |      |             |          |     |      |             |     |     |     |                           |  |              |
| PILLAR V: Stakeholder Engagement   |   |   | 1st Quarter       |                              |      |          | 2nd Quarter |      |          |      | 3rd Quarter |          |     |      | 4th Quarter |     |     |     | Priority Ranking (%)***   | Lead                                     | Total Budget |
|  |   |   | Timeline          |                              | Amt. | Timeline |             | Amt. | Timeline |      | Amt.        | Timeline |     | Amt. |             |     |     |     |                           |  |              |
|  |   |   | Expected Outcomes | Planned Activities / Actions | Jan  | Feb      | Mar         |      | Apr      | May  | Jun         |          | Jul | Aug  | Sep         |     | Oct | Nov | Dec                       |  |              |
| I. Strengthened collaboration and better   | 5.1 Quarterly Engagement with CAFRAD                      |   |                   |                              |      |          |             |      |          |      |             |          |     |      |             |     |     | 10% | Alfred Drosaye & Jennifer |  |              |

[illegible]



|                                    |                              |  |             |     |      |      |             |     |      |  |             |     |      |  |             |     |      |     |                         |      |              |
|------------------------------------|------------------------------|--|-------------|-----|------|------|-------------|-----|------|--|-------------|-----|------|--|-------------|-----|------|-----|-------------------------|------|--------------|
|                                    |                              | 1.1.3 Align vendor selection with PPCC vendors.              |             |     |      |      |             |     |      |  |             |     |      |  |             |     |      |     |                         |      |              |
|                                    |                              | 1.2 Preparation of CSA FY-2025 Procurement Plan              |             |     |      |      |             |     |      |  |             |     |      |  |             |     |      | 30% | Kessely/Sophia          | 0.00 |              |
|                                    |                              | 1.2.1 Prepare procurement plan. **                           |             |     |      | 0.00 |             |     |      |  |             |     |      |  |             |     |      |     |                         | 0.00 |              |
|                                    |                              | 1.2.2 Discuss with Procurement Committee (PC). **            |             |     |      | 0.00 |             |     |      |  |             |     |      |  |             |     |      |     |                         | 0.00 |              |
|                                    |                              | 1.2.3 Obtain Head of Entity approval. **                     |             |     |      | 0.00 |             |     |      |  |             |     |      |  |             |     |      |     |                         | 0.00 |              |
|                                    |                              | 1.2.4 Submit to PPCC for approval. **                        |             |     |      | 0.00 |             |     |      |  |             |     |      |  |             |     |      |     |                         | 0.00 |              |
|                                    |                              | 1.3 Preparation and Filing of Bid Documents                  |             |     |      |      |             |     |      |  |             |     |      |  |             |     |      | 10% | Hannah /Julia           |      |              |
|                                    |                              | 1.3.3 Prepare bid documents for FY 2025. **                  |             |     |      | 0.00 |             |     |      |  |             |     |      |  |             |     |      |     |                         | 0.00 |              |
|                                    |                              | 1.3.2 Obtain specifications from end users. **               |             |     |      | 0.00 |             |     |      |  |             |     |      |  |             |     |      |     |                         | 0.00 |              |
|                                    |                              | 1.3.4 Publish bid documents on CSA website/local dailies. ** |             |     |      | 0.00 |             |     |      |  |             |     |      |  |             |     |      |     |                         | 0.00 |              |
|                                    |                              | 1.4 Bid Opening and Evaluation Report Filing                 |             |     |      |      |             |     |      |  |             |     |      |  |             |     |      |     |                         |      |              |
|                                    |                              | 1.4.1 Train evaluation panel members. **                     |             |     |      | 0.00 |             |     |      |  |             |     |      |  |             |     |      |     |                         | 0.00 |              |
|                                    |                              | 1.4.2 Prepare evaluation matrix and reports. **              |             |     |      | 0.00 |             |     |      |  |             |     |      |  |             |     |      |     |                         | 0.00 |              |
|                                    |                              |  |             |     |      |      |             |     |      |  |             |     |      |  |             |     |      |     |                         |      |              |
|                                    |                              |  |             |     |      |      |             |     |      |  |             |     |      |  |             |     |      |     |                         |      |              |
| PILLAR II: Innovation and Research |                              |  | 1st Quarter |     |      |      | 2nd Quarter |     |      |  | 3rd Quarter |     |      |  | 4th Quarter |     |      |     | Priority Ranking (%)*** | Lead | Total Budget |
|                                    |                              |  | Timeline    |     | Amt. |      | Timeline    |     | Amt. |  | Timeline    |     | Amt. |  | Timeline    |     | Amt. |     |                         |      |              |
| Expected Outcomes                  | Planned Activities / Actions |  | Jan         | Feb | Mar  |      | Apr         | May | Jun  |  | Jul         | Aug | Sep  |  | Oct         | Nov | Dec  |     |                         |      |              |

|  |   |   |             |     |      |          |             |      |          |      |             |          |     |      |             |     |      |     |                         |      |              |
|--|---|---|-------------|-----|------|----------|-------------|------|----------|------|-------------|----------|-----|------|-------------|-----|------|-----|-------------------------|------|--------------|
| I. Enhanced data management and procurement insights through innovative tools.       | 2.1 Preparation and Filing of Bid Documents (Innovative Approach)                       |   |             |     |      |          |             |      |          |      |             |          |     |      |             |     |      | 10% | Sophia/Hannah           | 0.00 |              |
|  | 2.1.1 Digitalize bid preparation and filing using a procurement management procedure.** |   |             |     |      |          |             |      |          |      |             |          |     |      |             |     | 0.00 |     |                         | 0.00 |              |
|  | 2.2 Bid Opening and Evaluation Report Filing (Innovative Approach)                      |   |             |     |      |          |             |      |          |      |             |          |     |      |             |     |      | 5%  | Kessely/Julie           |      |              |
|  |   | 2.1.2 Utilize automated evaluation tools for matrix preparation and scoring.**  |             |     |      |          |             |      |          |      |             |          |     |      |             |     | 0.00 |     |                         | 0.00 |              |
|  |   |   |             |     |      |          |             |      |          |      |             |          |     |      |             |     |      |     |                         |      |              |
| PILLAR III: Sustainability and Resilience  |   |   | 1st Quarter |     |      |          | 2nd Quarter |      |          |      | 3rd Quarter |          |     |      | 4th Quarter |     |      |     | Priority Ranking (%)*** | Lead | Total Budget |
|  |   |   | Timeline    |     | Amt. | Timeline |             | Amt. | Timeline |      | Amt.        | Timeline |     | Amt. | Timeline    |     | Amt. |     |                         |      |              |
| Expected Outcomes  | Planned Activities / Actions  |   | Jan         | Feb | Mar  |          | Apr         | May  | Jun      |      | Jul         | Aug      | Sep |      | Oct         | Nov | Dec  |     |                         |      |              |
| I. Environmentally sustainable and cost-efficient procurement processes implemented. | 3.1 Preparation of Award Letters and Contracts  |   |             |     |      |          |             |      |          |      |             |          |     |      |             |     |      | 10% | Kessely/Sophia          | 0.00 |              |
|  |   | 3.1.1 Finalize awards and contract preparation while adhering to green procurement guidelines (reduce paper use, etc.) ** |             |     |      | 0.00     |             |      |          | 0.00 |             |          |     |      |             |     |      |     |                         | 0.00 |              |
|  |   | 3.1.2Collaborate with the Legal Division for compliance. **   |             |     |      | 0.00     |             |      |          | 0.00 |             |          |     |      |             |     |      |     |                         | 0.00 |              |
|  |   |   |             |     |      |          |             |      |          |      |             |          |     |      |             |     |      |     |                         |      |              |
| PILLAR IV: Capacity Building   |   |   | 1st Quarter |     |      |          | 2nd Quarter |      |          |      | 3rd Quarter |          |     |      | 4th Quarter |     |      |     | Priority Ranking (%)*** | Lead | Total Budget |
|  |   |   | Timeline    |     | Amt. | Timeline |             | Amt. | Timeline |      | Amt.        | Timeline |     | Amt. | Timeline    |     | Amt. |     |                         |      |              |



| Expected Outcomes   | Planned Activities / Actions  |  | Jan               | Feb                          | Mar  |     | Apr         | May | Jun  |      | Jul         | Aug | Sep  |     | Oct         | Nov | Dec  |      |                         |           |              |
|---|---|--|-------------------|------------------------------|------|-----|-------------|-----|------|------|-------------|-----|------|-----|-------------|-----|------|------|-------------------------|-----------|--------------|
| I. Improved skills and knowledge of staff and stakeholders in procurement activities. | 4.1 Staff Capacity Building   |  |                   |                              |      |     |             |     |      |      |             |     |      |     |             |     |      |      | 10%                     | Mr. Weeks | 3,000.00     |
|   |   | 4.1.1 Conduct training for staff in national and international procurement principles. ***                         |                   |                              |      |     |             |     |      |      |             |     |      |     |             |     |      |      |                         |           |              |
|   |   | 4.1.2 Train evaluation panel members in bid assessment techniques. ***   |                   |                              |      |     |             |     |      |      |             |     |      |     |             |     |      |      |                         |           |              |
|   |   | 4.1.3 Engage local vendors in public procurement training programs.***   |                   |                              |      |     |             |     |      |      |             |     |      |     |             |     |      |      |                         |           |              |
|   |   |  |                   |                              |      |     |             |     |      |      |             |     |      |     |             |     |      |      |                         |           |              |
| PILLAR V: Stakeholder Engagement  |   |  | 1st Quarter       |                              |      |     | 2nd Quarter |     |      |      | 3rd Quarter |     |      |     | 4th Quarter |     |      |      | Priority Ranking (%)*** | Lead      | Total Budget |
|   |   |  | Timeline          |                              | Amt. |     | Timeline    |     | Amt. |      | Timeline    |     | Amt. |     | Timeline    |     | Amt. |      |                         |           |              |
|   |   |  | Expected Outcomes | Planned Activities / Actions |      | Jan | Feb         | Mar |      | Apr  | May         | Jun |      | Jul | Aug         | Sep |      | Oct  | Nov                     | Dec       |              |
| I. Strengthened partnerships and transparency in procurement.                         | 5.1 Preparation of Award Letters and Contracts (Collaborative Approach) |  |                   |                              |      |     |             |     |      |      |             |     |      |     |             |     |      |      |                         |           |              |
|   |   | 5.1 Notification and discussion with stakeholders, including vendors and evaluators, before award finalization. ** |                   |                              |      |     |             |     |      | 0.00 |             |     |      |     |             |     |      | 0.00 |                         |           | 0.00         |

## Regional Services Division (RSD)

The **RSD** focuses on improving the effectiveness, transparency, and sustainability of regional offices. Key initiatives include increasing awareness of CSA policies among rural staff through educational forums, eliminating payroll discrepancies by conducting audits, and developing a grievance tracking system to address issues more efficiently. The division will also focus on verifying employment data for integrity through payroll verification exercises and strengthening HR capacity for the implementation of Performance Management Systems (PMS) in regional offices. Additionally, capacity building will include enhancing rural civil servants' understanding of CSA policies, while stakeholder engagement will focus on educating staff about grievance redressal procedures and assessing regional office conditions to identify challenges. For the overall implementation of the workplan and for the purpose of accountability and transparency, the head of the division Mr. Steve Kettor will be responsible for the full execution and reporting of the division activities

| Civil Service Agency (CSA): Regional Services Division (RSD) |   |  |  |             |     |      |  |             |     |      |      |             |     |      |  |             |     |      |           |
|--|---|--|--|-------------|-----|------|--|-------------|-----|------|------|-------------|-----|------|--|-------------|-----|------|-----------|
| Draft Annual Work Plan (AWP): January - December 2025        |   |  |  |             |     |      |  |             |     |      |      |             |     |      |  |             |     |      |           |
| PILLAR I: Institutional Effectiveness                        |   |  |  | 1st Quarter |     |      |  | 2nd Quarter |     |      |      | 3rd Quarter |     |      |  | 4th Quarter |     |      |           |
|  |   |  |  | Timeline    |     | Amt. |  | Timeline    |     | Amt. |      | Timeline    |     | Amt. |  | Timeline    |     | Amt. |           |
| Expected Outcomes  | Planned Activities / Actions                                      |  |  | Jan         | Feb | Mar  |  | Apr         | May | Jun  |      | Jul         | Aug | Sep  |  | Oct         | Nov | Dec  |           |
| I. Improved awareness of CSA policies among rural staff.     | 1.1 Increase Awareness of CSA Policies Among Rural Civil Servants |  |  |             |     |      |  |             |     |      |      |             |     |      |  |             |     |      | 25%       |
|  |   | 1.1.1 Collate key CSA policies and regulations for regional educational forums. **               |  |             |     |      |  |             |     |      | 0.00 |             |     |      |  |             |     |      | S. kettor |
|  |   | 1.1.2 Conduct one-day interactive forums with MACs in the regions to explain standing orders. ** |  |             |     |      |  |             |     |      | 0.00 |             |     |      |  |             |     |      | 0.00      |

|  |  |   |             |     |      |          |             |      |          |          |             |          |     |      |             |     |     |     |   |           |              |
|--|--|---|-------------|-----|------|----------|-------------|------|----------|----------|-------------|----------|-----|------|-------------|-----|-----|-----|---|-----------|--------------|
| II. Payroll integrity improved by eliminating discrepancies. | 1.2 Address Payroll and Employment Discrepancies |   |             |     |      |          |             |      |          |          |             |          |     |      |             |     |     | 10% | S. Kettor   | 55,904.00 |              |
|  |  | 1.2.1 Liaise with ESD to collect payroll data and conduct a payroll audit to eliminate ghost employees (retired/deceased).*** |             |     |      |          |             |      |          |          |             |          |     |      |             |     |     |     |   |           |              |
|  |  |   |             |     |      |          |             |      |          |          |             |          |     |      |             |     |     |     |   |           |              |
| PILLAR II: Innovation and Research                           |  |   | 1st Quarter |     |      |          | 2nd Quarter |      |          |          | 3rd Quarter |          |     |      | 4th Quarter |     |     |     | Priority Ranking (%)***   | Lead      | Total Budget |
|  |  |   | Timeline    |     | Amt. | Timeline |             | Amt. | Timeline |          | Amt.        | Timeline |     | Amt. |             |     |     |     |   |           |              |
| Expected Outcomes  | Planned Activities / Actions                     |   | Jan         | Feb | Mar  |          | Apr         | May  | Jun      |          | Jul         | Aug      | Sep |      | Oct         | Nov | Dec |     |   |           |              |
| I. Grievance and payroll-related issues tracked digitally.   | 2.1 Develop a Grievance Tracking System          |   |             |     |      |          |             |      |          |          |             |          |     |      |             |     |     | 10% |   |           |              |
|  |  | 2.1.1 Collaborate with the legal unit to create and implement a system for tracking grievances and payroll-related issues.*** |             |     |      |          |             |      |          | 1,000.00 |             |          |     |      |             |     |     |     | S. Kettor   | 1,000.00  |              |
|  |  |   |             |     |      |          |             |      |          |          |             |          |     |      |             |     |     |     |   |           |              |
| PILLAR III: Sustainability and Resilience                    |  |   | 1st Quarter |     |      |          | 2nd Quarter |      |          |          | 3rd Quarter |          |     |      | 4th Quarter |     |     |     | Priority Ranking (%)***   | Lead      | Total Budget |
|  |  |   | Timeline    |     | Amt. | Timeline |             | Amt. | Timeline |          | Amt.        | Timeline |     | Amt. |             |     |     |     |   |           |              |
| Expected Outcomes  | Planned Activities / Actions                     |   | Jan         | Feb | Mar  |          | Apr         | May  | Jun      |          | Jul         | Aug      | Sep |      | Oct         | Nov | Dec |     |   |           |              |
| I. Employment data verified; integrity strengthened.         | 3.1 Conduct Payroll Verification Exercises       |   |             |     |      |          |             |      |          |          |             |          |     |      |             |     |     | 20% | Fredie Goe<br>Jonathan Reeves,<br>Fredrick Wolobah,<br>Tokpah Jaliebah. |           |              |



|   |   |  |  |  |  |  |  |  |          |  |  |  |         |  |  |  |         |     |           |          |
|---|---|--|--|--|--|--|--|--|----------|--|--|--|---------|--|--|--|---------|-----|-----------|----------|
| I. Increased understanding of grievance procedures.     | 5.1 Activity 7: Enhance Grievance Redressal Awareness |  |  |  |  |  |  |  |          |  |  |  |         |  |  |  |         | 10% |           |          |
|   |   | 5.1.1 Collaborate with the legal unit to conduct educational forums on grievance redressal procedures in the counties. *** |  |  |  |  |  |  | 4,000.00 |  |  |  |         |  |  |  |         |     | S.Kettor  | 4,000.00 |
| II. Regional office conditions assessed and documented. | 5.2 Conduct Regional Office Assessments               |  |  |  |  |  |  |  |          |  |  |  |         |  |  |  |         | 5%  |           |          |
|   |   | 5.2.1 Plan and execute field assessment visits to evaluate the state and challenges of regional offices. ***               |  |  |  |  |  |  |          |  |  |  | 1000.00 |  |  |  | 1000.00 |     | S. Kettor | 2,000.00 |



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1.3.6 Create and roll out a feedback mechanism to gather inputs from Spending Entities on policy implementation.  
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|  |   |  |             |     |      |          |             |      |          |  |             |          |     |      |             |     |     |    |                                       |          |              |
|--|---|--|-------------|-----|------|----------|-------------|------|----------|--|-------------|----------|-----|------|-------------|-----|-----|----|---------------------------------------|----------|--------------|
| efficiency and sustainability.   |   | 3.2.2 Monitor digital adoption rates. ***  |             |     |      |          |             |      |          |  |             |          |     |      |             |     |     |    |                                       |          |              |
|  |   |  |             |     |      |          |             |      |          |  |             |          |     |      |             |     |     |    |                                       |          |              |
| PILLAR IV: Capacity Building   |   |  | 1st Quarter |     |      |          | 2nd Quarter |      |          |  | 3rd Quarter |          |     |      | 4th Quarter |     |     |    | Priority Ranking (%)***               | Lead     | Total Budget |
|  |   |  | Timeline    |     | Amt. | Timeline |             | Amt. | Timeline |  | Amt.        | Timeline |     | Amt. |             |     |     |    |                                       |          |              |
| Expected Outcomes  | Planned Activities / Actions                            |  | Jan         | Feb | Mar  |          | Apr         | May  | Jun      |  | Jul         | Aug      | Sep |      | Oct         | Nov | Dec |    |                                       |          |              |
| I. Technical skills in monitoring and evaluation (M&E) strengthened for CSA and Spending Entities staff. | 4.1 Building M&E Capacity for CSA and Spending Entities |  |             |     |      |          |             |      |          |  |             |          |     |      |             |     |     | 4% | Gorvego, Reeves, Ellen, Cooper & Zuah | 2,500.00 |              |
|  |   | 4.1.1 Develop a training curriculum tailored to M&E needs. ***                                   |             |     |      |          |             |      |          |  |             |          |     |      |             |     |     |    |                                       |          |              |
|  |   | 4.1.2 Conduct quarterly training workshops<br>Career Management & Training Division function.*** |             |     |      |          |             |      |          |  |             |          |     |      |             |     |     |    |                                       |          |              |
| II. HR planning and budgeting capacity enhanced  | 4.2 Building HR Planning and Budgeting Capacity         |  |             |     |      |          |             |      |          |  |             |          |     |      |             |     |     | 4% | Smith, Tokpah & Zuah                  | 2,500.00 |              |
|  |   | 4.2.1 Train staff on advanced HR planning and budgeting techniques. ***                          |             |     |      |          |             |      |          |  |             |          |     |      |             |     |     |    |                                       |          |              |
|  |   | 4.2.2 Provide tools and guidelines for budget preparation. ***                                   |             |     |      |          |             |      |          |  |             |          |     |      |             |     |     |    |                                       |          |              |
|  |   | 4.2.3 Monitor implementation of new techniques. ***  |             |     |      |          |             |      |          |  |             |          |     |      |             |     |     |    |                                       |          |              |
|  |   |  |             |     |      |          |             |      |          |  |             |          |     |      |             |     |     |    |                                       |          |              |
| PILLAR V: Stakeholder Engagement   |   |  | 1st Quarter |     |      |          | 2nd Quarter |      |          |  | 3rd Quarter |          |     |      | 4th Quarter |     |     |    | Priority Ranking (%)***               | Lead     | Total Budget |



## Welfare Division (WD)

The **WD** focuses on improving the management and delivery of retirement, benefits programs, and welfare services. Key activities include generating retirement listings, conducting pre-retirement counseling workshops, processing pension benefits, and facilitating retirement programs. The division aims to enhance efficiency and transparency in welfare scheme management through system automation and improvements, with a goal of launching an upgraded system. Additionally, the division will manage the Government of Liberia's LPA, insurance, and microloan schemes, focusing on monthly deductions, vendor enrollments, and creditworthiness evaluations. Capacity building efforts will ensure employees and stakeholders are better equipped to manage welfare services, while stakeholder engagement initiatives will enforce adherence to the LPA program regulations and maintain checks and balances through monthly bank reconciliations and vendor engagement. For the overall implementation of the workplan and for the purpose of accountability and transparency, the head of the division Mr. Rufus K. Johnson will be responsible for the full execution and reporting of the division activities

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|   |   |  |  |  |          |  |  |          |  |  |  |           |  |  |  |         |     |                        |           |
|---|---|--|--|--|----------|--|--|----------|--|--|--|-----------|--|--|--|---------|-----|------------------------|-----------|
| programs for eligible employees.  | 1.1.2 Forward retirement listings to GoL spending entities. **                                  |  |  |  | 00.00    |  |  |          |  |  |  |           |  |  |  |         |     | R. Johnson             | \$0       |
|   | 1.1.3 Conduct pre-retirement counseling workshops.***   |  |  |  |          |  |  | \$50,000 |  |  |  |           |  |  |  |         |     | D. Swaray              | \$50,000  |
|   | 1.1.4 Submit relevant documents to NASSCORP for enrollment.***                                  |  |  |  |          |  |  |          |  |  |  | \$1,000   |  |  |  |         |     | O. Brown & J. Hoto     | \$1,000   |
|   | 1.1.5 Process retirement handshake package.***  |  |  |  |          |  |  |          |  |  |  |           |  |  |  | 500,000 |     | R. Johnson             | \$500,000 |
|   | 1.1.6 Organize and implement retirement programs in consultation with relevant institutions. ** |  |  |  |          |  |  |          |  |  |  |           |  |  |  |         |     | R. Johnson & D. Swaray | \$0       |
|   | <b>Subtotal</b>   |  |  |  | \$50,000 |  |  |          |  |  |  | \$501,000 |  |  |  |         |     |                        | \$551,000 |
|   |   |  |  |  |          |  |  |          |  |  |  |           |  |  |  |         |     |                        |           |
| <b>Expected Outcomes</b>  | <b>Planned Activities / Actions</b>   |  |  |  |          |  |  |          |  |  |  |           |  |  |  |         |     |                        |           |
| <b>Timely disbursement of financial support to retirees and beneficiaries, ensuring their well-being post-retirement in full compliance with applicable policies and regulations.</b> | <b>1.2 Process Retirement and Death Benefits</b>  |  |  |  |          |  |  |          |  |  |  |           |  |  |  |         | 10% |                        |           |
|   | 1.2.1 Prepare pension matrices for payment of retirement benefits. **                           |  |  |  | 00.00    |  |  | 00.00    |  |  |  | 00.00     |  |  |  | 00.00   |     | R. Johnson             | 00.00     |
|   | 1.2.2 Prepare voucher requests for Director-General's approval. **                              |  |  |  | 00.00    |  |  | 00.00    |  |  |  | 00.00     |  |  |  | 00.00   |     | R. Johnson             | 00.00     |
|   | 1.2.3 Receive and review all death-related correspondences. **                                  |  |  |  | 00.00    |  |  | 00.00    |  |  |  | 00.00     |  |  |  | 00.00   |     | R. Johnson & D. Swaray | 00.00     |
|   | 1.2.4 Submit communications for survivors' benefits to NASSCORP. **                             |  |  |  | 00.00    |  |  | 00.00    |  |  |  | 00.00     |  |  |  | 00.00   |     | D. Florkiah & O. Brown | 00.00     |

| PILLAR II: Innovation and Research   |   |   |          | 1st Quarter |     |     |          | 2nd Quarter |     |     |          | 3rd Quarter |     |     |         | 4th Quarter |     |          |          | Priority Ranking (%)***                           | Lead      | Total Budget |
|--|---|---|----------|-------------|-----|-----|----------|-------------|-----|-----|----------|-------------|-----|-----|---------|-------------|-----|----------|----------|---|-----------|--------------|
|  |   |   |          | Timeline    |     |     | Amt.     | Timeline    |     |     | Amt.     | Timeline    |     |     | Amt.    | Timeline    |     |          | Amt.     |   |           |              |
|  |   |   |          | Jan         | Feb | Mar |          | Apr         | May | Jun |          | Jul         | Aug | Sep |         | Oct         | Nov | Dec      |          |   |           |              |
| Expected Outcomes  | Planned Activities / Actions                          |   |          | Jan         | Feb | Mar |          | Apr         | May | Jun |          | Jul         | Aug | Sep |         | Oct         | Nov | Dec      |          |   |           |              |
| I. Efficiency and transparency in welfare scheme management improved through technological enhancements. | 2.1 Efficiency and Transparency in Welfare Management |   |          |             |     |     |          |             |     |     |          |             |     |     |         |             |     |          | 15%      |   |           |              |
|  |   | 2.1.1 Develop system automation and demo display.***                |          |             |     |     | \$75,000 |             |     |     |          |             |     |     |         |             |     |          |          | R. Johnson & Peter                                | \$75,000  |              |
|  |   | 2.1.2 Implement system improvement/fixes activities.***             |          |             |     |     |          |             |     |     | \$50,000 |             |     |     |         |             |     |          |          | R. Johnson & Peter                                | \$50,000  |              |
|  |   | 2.1.3 Organize and hold official system launch.***                  |          |             |     |     |          |             |     |     |          |             |     |     | \$5,000 |             |     |          |          | R. Johnson & Peter                                | \$5,000   |              |
|  |   | 2.2.4 Register and enroll vendors/businesses.***                    |          |             |     |     |          |             |     |     |          |             |     |     |         |             |     | \$15,000 |          | R. Johnson & P. Forlida                           | \$15,000  |              |
|  |   |   | Subtotal |             |     |     | \$75,000 |             |     |     | \$50,000 |             |     |     | \$5,000 |             |     |          | \$15,000 |   | \$145,000 |              |
| PILLAR III: Sustainability and Resilience  |   |   |          | 1st Quarter |     |     |          | 2nd Quarter |     |     |          | 3rd Quarter |     |     |         | 4th Quarter |     |          |          | Priority Ranking (%)***                           | Lead      | Total Budget |
|  |   |   |          | Timeline    |     |     | Amt.     | Timeline    |     |     | Amt.     | Timeline    |     |     | Amt.    | Timeline    |     |          | Amt.     |   |           |              |
|  |   |   |          | Jan         | Feb | Mar |          | Apr         | May | Jun |          | Jul         | Aug | Sep |         | Oct         | Nov | Dec      |          |   |           |              |
| Expected Outcomes  | Planned Activities / Actions                          |   |          | Jan         | Feb | Mar |          | Apr         | May | Jun |          | Jul         | Aug | Sep |         | Oct         | Nov | Dec      |          |   |           |              |
| I. Employee well-being and operational efficiency sustained through welfare systems.                     | 3.1 Manage GoL LPA, Insurance, and Micro Loan Schemes |   |          |             |     |     |          |             |     |     |          |             |     |     |         |             |     |          | 20%      |   |           |              |
|  |   | 3.1.1 Analyze LPA, insurance, and microloan deductions. **          |          |             |     |     | 00.00    |             |     |     | 00.00    |             |     |     | 00.00   |             |     |          | 00.00    | M. kanneh<br>R. Johnson<br>A. Doudu<br>P. Forlida | 00.00     |              |
|  |   | 3.1.2 Evaluate creditworthiness and process credit applications. ** |          |             |     |     | 00.00    |             |     |     | 00.00    |             |     |     | 00.00   |             |     |          | 00.00    | J. Doe<br>J. Fallah<br>A. Doudu                   | 00.00     |              |

|   |   |  |   |             |     |      |             |     |      |             |       |      |             |     |       |                         |      |              |                         |                        |       |
|---|---|--|---|-------------|-----|------|-------------|-----|------|-------------|-------|------|-------------|-----|-------|-------------------------|------|--------------|-------------------------|------------------------|-------|
|   |   |  | 3.1.3 Collaborate with ESD to execute monthly deductions. **            |             |     |      | 00.00       |     |      |             | 00.00 |      |             |     | 00.00 |                         |      |              | R. Johnson & P. Forlida | 00.00                  |       |
|   |   |  | 3.1.4 Follow up with MFDP for check remittance to payees. **            |             |     |      | 00.00       |     |      |             | 00.00 |      |             |     | 00.00 |                         |      |              | P. Forlida & M. Moll    | 00.00                  |       |
|   |   |  | 3.1.5 Facilitate enrollment of additional vendors in the LPA scheme.*** |             |     |      | \$250       |     |      |             | \$250 |      |             |     | \$250 |                         |      |              | Economic Services Unit  | \$1,000                |       |
|   |   |  | Subtotal  |             |     |      | \$250       |     |      |             | \$250 |      |             |     | \$250 |                         |      |              |                         | \$1,000                |       |
| PILLAR IV: Capacity Building  |   |  |   | 1st Quarter |     |      | 2nd Quarter |     |      | 3rd Quarter |       |      | 4th Quarter |     |       | Priority Ranking (%)*** | Lead | Total Budget |                         |                        |       |
|   |   |  |   | Timeline    |     | Amt. | Timeline    |     | Amt. | Timeline    |       | Amt. | Timeline    |     | Amt.  |                         |      |              |                         |                        |       |
| Expected Outcomes   | Planned Activities / Actions                |  |   | Jan         | Feb | Mar  |             | Apr | May  | Jun         |       | Jul  | Aug         | Sep |       | Oct                     | Nov  | Dec          |                         |                        |       |
| I. Employees and stakeholders better equipped to manage and deliver welfare services. | 4.1 Awarding of Leave to Eligible Employees |  |   |             |     |      |             |     |      |             |       |      |             |     |       |                         |      |              | 15%                     |                        |       |
|   |   | 4.1.1 Request and receive leave schedules from GoL spending entities. ** |   |             |     |      | 00.00       |     |      |             | 00.00 |      |             |     |       | 00.00                   |      |              |                         | R. Johnson & P. Monboe | 00.00 |
|   |   | 4.1.2 Review and disaggregate submitted schedules. **                    |   |             |     |      | 00.00       |     |      |             | 00.00 |      |             |     |       | 00.00                   |      |              |                         | A.Keitah & P. Monboe   | 00.00 |
|   |   | 4.1.3 Prepare matrixes and correspondences for approval. **              |   |             |     |      | 00.00       |     |      |             | 00.00 |      |             |     |       | 00.00                   |      |              |                         | .Keitah & P. Monboe    | 00.00 |
|   |   | 4.1.4 Dispatch approved leave requests on a monthly basis.***            |   |             |     |      | \$150       |     |      |             | \$150 |      |             |     |       | \$150                   |      |              |                         | L.Philips              | \$600 |
|   |   |  |   |             |     |      |             |     |      |             |       |      |             |     |       |                         |      |              |                         |                        |       |
| PILLAR V: Stakeholder Engagement  |   |  |   | 1st Quarter |     |      | 2nd Quarter |     |      | 3rd Quarter |       |      | 4th Quarter |     |       | Priority Ranking (%)*** | Lead | Total Budget |                         |                        |       |
|   |   |  |   | Timeline    |     | Amt. | Timeline    |     | Amt. | Timeline    |       | Amt. | Timeline    |     | Amt.  |                         |      |              |                         |                        |       |
| Expected Outcomes   | Planned Activities / Actions                |  |   | Jan         | Feb | Mar  |             | Apr | May  | Jun         |       | Jul  | Aug         | Sep |       | Oct                     | Nov  | Dec          |                         |                        |       |



|   |   |  |  |  |       |  |  |  |       |  |  |  |       |  |  |  |       |                                      |       |
|---|---|--|--|--|-------|--|--|--|-------|--|--|--|-------|--|--|--|-------|--------------------------------------|-------|
| 1. Ensure that all stakeholders adhere to the LPA program regulations and agreement | 5.1 Ensuring checks and balances for LPA management                     |  |  |  |       |  |  |  |       |  |  |  |       |  |  |  | 15%   |                                      |       |
|   | 5.1.1 Conduct Monthly Bank reconciliation with Banking institutions. ** |  |  |  | 00.00 |  |  |  | 00.00 |  |  |  | 00.00 |  |  |  | 00.00 | P. Forda                             | 00.00 |
|   | 5.1.2 Engage vendors on LPA inventories and price regulation. ***       |  |  |  | \$150 |  |  |  | \$150 |  |  |  | \$150 |  |  |  | \$150 | R. Johnson<br>M. Kanneh<br>P. Forlda | \$600 |
|   |   |  |  |  |       |  |  |  |       |  |  |  |       |  |  |  |       |                                      |       |

**BUDGET NOTES/LEGEND:**

| Indicator | Factor                      | Details/Remarks   |
|-----------|-----------------------------|---|
| **        | Activities with 0.00 budget | These activities are non-costed initiatives that can be executed without direct budget allocations. They require no additional financial allocation and can be implemented within existing resources.   |
| ***       | Priority Ranking            | Priority ranking represents the relative importance and urgency of each activity in influencing the effectiveness of operations. It does NOT indicate financial allocations but rather the level of attention and strategic action required. Higher-ranked factors demand immediate intervention to mitigate risks or capitalize on opportunities, while lower-ranked ones remain important but may be addressed progressively over time. |

## Divisions and Budget for the year

| No. | NAME OF DIVISION                                      | PROPOSE BUDGET   |
|-----|---|------------------|
| 1   | ASSET LOGISTIC TRANSPORTATION DIVISION                | USD\$14,200.00   |
| 2   | COMMUNICATION & PUBLIC RELATION UNIT                  | USD\$ 131,149.00 |
| 3   | GRIVEINCE COMMITTEE UNIT                              | USD41,500.00     |
| 4   | GENERAL ADMINISTRATION DIVISION                       | USD 142,725.00   |
| 5   | HUMAN RESOURCE MANAGEMENT INFORMATION SYSTEM DIVISION | USD\$27,047.00   |
| 6   | INFORMATION COMMUNICATION TECHNOLOGY DIVISION         | USD\$ 69, 600.00 |
| 7   | LEGAL SERVICE DIVISION                                | USD\$105,000.00  |
| 8   | OCCUPATIONAL HEALTH AND SAFETY                        | USD\$20,000.00   |
| 9   | PRINCIPAL ADMINISTRATIVE OFFICER                      | USD\$70,450.00   |
| 10  | PROCUREMENT DIVISION                                  | USD\$3,600.00    |
| 11  | REGIONAL SERVICE DIVISION                             | USD\$84,404.00   |
| 12  | RESEARCH PLANNING MONITORING & EVALUATION             | USD\$ 423,000.00 |
| 13  | CAREER MANAGEMENT TRAINING DIVISION                   | USD\$134,000.00  |
| 14  | CIVIL SERVICE REFORM &POLICY DIVISION                 | USD\$10,040.00   |
| 15  | EMPLOYMENT SERVICES DIVISION                          | USD\$248,724.00  |
| 16  | MANAGEMENT SERVICE DIVISION                           | USD\$609,550.00  |
| 17  | FINANCE DIVISION                                      | USD\$7,300.00    |

|           |                         |                           |
|-----------|-------------------------|---------------------------|
| 18        | HUMAN RESOURCE DIVISION | USD\$12,200.00            |
| 19        | WELFARE DIVISION        | USD\$698,200.00           |
| <b>20</b> | <b>TOTAL</b>            | <b>USD\$=2,783,089.00</b> |