

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

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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

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

					Draπ A	annuai	work P	ian (A	NP): Janua	ary - D	ecemb	er 2025)							
PILLAR I: Institu	tional Effectiveness		1st (Quarter			2nd (Quarte	r		3rd C	Quarter			4th C	Quarter		Priority Ranking (%)***	Lead	Total Budget USD
		Т	imeline	<u> </u>	Amt.	1	Timeline	2	Amt.	1	Timelin	e	Amt.	1	Timelin	e	Amt.			
Expected																				
Outcomes	Planned Activities / Actions	Jan	Feb	Mar		Apr	May	Jun		Jul	Aug	Sep		Oct	Nov	Dec				
I. All fixed	1.1 Enhance Fixed Asset																	6%		
assets are	Maintenance Systems																			
fully	1.1.1 Manage maintenance																		Grace M.	
functional	logs and identify GoL fixed																		Sonpon &	
and	assets (equipment, vehicles,																		Barnabas	
maintained	furniture).**				0.00				0.00				0.00				0.00		Dumoe	0.00
to avoid	1.1.2 Coordinate with																		Tisdell S.	
downtime	Maintenance, ICT Divisions,																		Yarkpah&	
and maximize	and vendors for asset repairs				0.00				40.000				0.00				0.00		Jeremiah	0.000.00
usability.	and maintenance. ***				0.00				\$9,000				0.00				0.00	201	W. Fahn	9,000.00
	1.2 Strengthen Asset																	9%		0.00
II. Improved	Safeguarding Processes																			0.00
accountabilit	1.2.2 Maintain and update				0.00				0.00				0.00				0.00		Jeremiah	0.00
y and	the Fixed Asset Registry. **				0.00				0.00				0.00				0.00		W. Fahn	0.00
accurate	1.2.3 Oversee asset																		T:I-II C	
documentati	movement, including																		Tisdell S.	
on for all	transfers, returns, and																		Yarkpah &	
fixed assets,	condition assessments ect.				0.00				0.00				0.00				0.00		Jeremiah	0.00
enhancing security and	1.2.4 Submit fixed asset				0.00				0.00				0.00				0.00		W. Fahn	0.00
-																			Ticdoll C	
compliance.	assignment requests for				0.00				0.00				0.00				0.00		Tisdell S.	0.00
III. Full	authorization and filing. **				0.00				0.00				0.00				0.00	15%	Yarkpah	0.00
	1.3 Enhance Asset Compliance and Audit Readiness																	15%		0.00
compliance with	1.3.1 Provide regulatory																		Tisdell S.	0.00
regulatory	guidance on asset disposal,																		Yarkpah &	
standards	utilization, and compliance																		Yarkpan & Jeremiah	
and minimal	with GSA requirements. **				0.00				0.00				0.00				0.00		W. Fahn	0.00
audit queries	·				0.00				0.00				0.00				0.00			0.00
audit queries	1.3.2 Review and align																		GAD &	
	internal asset policy with				0.00				0.00				0.00				0.00		ALTD	0.00

during	audit recommendations and																			
eviews.	regulatory requirements. **																			
	1.3.3 Full compliance with regulatory standards and minimal audit queries during reviews. **				0.00				0.00				0.00				0.00		Tisdell S. Yarkpa & Jeremiah W. Fahn	0.00
PILLAR II: Innova	ation and Research		1st C	Quarter			2nd	Quarte	r		3rd C	Quarter	r		4th C	uarter			Lead	Total
		Т	imeline	-	Amt.	-	Timeline		Amt.	-	Timelin		Amt.	Т	imelin	-	Amt.			Budget
Expected Outcomes	Planned Activities / Actions	Jan	Feb	Mar	7 3 3 3 3 3	Apr	May	Jun		Jul	Aug	Sep		Oct	Nov	Dec				
I An efficient, transparent, and	2.1 Implement Digital Solutions for Consumable Asset Management																	12%		
automated system for managing consumable	2.1.1 Design and deploy an automated inventory system (e.g., Excel). **				0.00				0.00				0.0				0.00		Tisdell S. Yarkaph & Jeremiah W. Fahn	0.00
assets.	2.1.2 Optimize consumable asset organization for better accessibility and tracking. **				0.00				0.00				0.0				0.00		Alexander D. Ahlayea	0.00
	2.1.3 Conduct regular tracking on supplies for improved reporting and decision-making. **				0.00				0.00				0.0				0.00		Jeremiah W. Fahn & Alexander D. Ahlayea	0.00
II. Comprehensi ve	2.2 Conduct Fixed Asset Needs Assessments and Gap Analysis																	9%		
understandin g of asset needs and gaps,	2.2.1 Verify asset existence and availability through site inspections.***								\$1,500										Tisdell S. Yarkpah & Jeremiah W. Fahn	1,500.0
supporting informed decision- making for	2.2.2 Analyze departmental needs to inform acquisition planning.**				0.00				0.00				0.00				0.00		Tisdell S. Yarkpah & Jeremiah	0.00

PILLAR III: Sust	ainability and Resilience		1st (Quarter			2nd	Quarte	r		3rd (Quarte	r		4th (Quarte	r		Lead	Total
		Ti	meline	e	Amt.		Timeline		Amt.		Timelin	ie	Amt.		Timelin	e	Amt.			Budget
Expected																				
Outcomes	Planned Activities / Actions	Jan	Feb	Mar		Apr	May	Jun		Jul	Aug	Sep		Oct	Nov	Dec				
I. Increased	3.1 Promote the Reliable Use of																	5%		
lifespan of	Fixed Assets																			
fixed assets,	3.1.1 Coordinate internal																		Jeremiah	
with reduced	processes to ensure																		W. Fahn &	
repair and	sustainability in asset usage												0.0						Grace M.	
replacement	and maintenance. **				0.00				0.00				0				0.00		Sonpon	0.00
costs.	3.1.2 Monitor the lifecycle																		Grace M.	
	and condition of all GOL-																		Sonpon &	
	assigned assets to ensure												0.0						Tutu	
	longevity. **				0.00				0.00				0				0.00		Holmes	0.00
Efficient	3.2 Enhance Vehicle Movement																	7%		
vehicle	Monitoring System																			
usage,	3.2.1 Implement plans and																			
reduced	logs for vehicle assignments												0.0						Barnabas	
operational	and movements. **				0.00				0.00				0				0.00		Dumoe	0.00
costs, and	3.2.2 Schedule vehicle usage																			
increased	based on departmental																			
productivity.	priorities to minimize												0.0						Barnabas	
	resource waste. **				0.00				0.00				0				0.00		Dumoe	0.00
PILLAR IV: Capa	acity Building		1ct (Quarter			2nd (Quarte	ır		3rd (Quarte	,		4th (Quarte	r		Lead	Total
		Т	meline	-	Amt.		Timeline		Amt.		Timelin		Amt.		Timelin		Amt.		-	Budge
Expected		•			Airie				Airici				Aine			Ì	Aine			
Outcomes	Planned Activities / Actions	Jan	Feb	Mar		Apr	May	Jun		Jul	Aug	Sep		Oct	Nov	Dec				
	4.1 Training and Development of																	9%		
I. Enhanced	Personnel																			1,500.0
staff																			Jeremiah	
competency,	4.1.1 Recommend and																		W. Fahn &	
ensuring	facilitate driver and logistics																		Tisdell S.	
better	personnel training.***																		Yarkpah	
management																			Jeremiah	
of assets and	4.1.2 Partner with NGOs and																		W. Fahn &	
risk	MoT for regulatory and																		Tisdell S.	
mitigation.	operational workshops.***																		Yarkpah	
																			Tarkhan	

Improved internal	4.2 Strengthen Internal Knowledge of Asset Management																	7%		
processes	Procedures																			
and greater staff autonomy in asset	4.2.1 Conduct awareness sessions on updated procedures for compliance,				0.00				0.00				0.0				0.00		Jeremiah W. Fahn & Tisdell S.	0.00
	safety, and efficiency. **				0.00				0.00				0.0				0.00		Yarkpah	0.00
management.	4.2.2 Equip personnel with tips to independently																			
	manage and document				0.00				0.00				0.00				0.00		Assignees	0.00
	assets.**				0.00				0.00				0.00				0.00		& ALTD	0.00
PILLAR V: Stake	holder Engagement		1st (Quarter			2nd (Quarte	r		3rd (Quarter	r		4th C	Quarter	•		Lead	Total
		Т	meline		Amt.		Timeline		Amt.		Timelin	10	Amt.	-	Γimelin	۵	Amt.			Budget
Expected				i -	Aiii.			-	Aiiic				Aiiit.	· '			Aiiic.			
Outcomes	Planned Activities / Actions	Jan	Feb	Mar		Apr	May	Jun		Jul	Aug	Sep		Oct	Nov	Dec				
I.	5.1 Foster Collaboration with			11101		7.40	,	•			710.8	336						9%		
Strengthened	Regulatory Agencies																			2,000.00
partnerships with	5.1.1 Engage GSA and MFDP to standardize coding,																		Jeremiah W. Fahn &	
regulatory bodies,	registry, and compliance processes.***				0.00				\$2,000				0.00				0.00		Tisdell S. Yarkpah	2,000.00
leading to smoother asset	5.1.2 Facilitate meetings with procurement and asset																		Jeremiah W. Fahn &	
management processes.	regulatory teams for joint strategies.**				0.00				0.00				0.00				0.00		Tisdell S. Yarkpah	0.00
Greater transparency	5.2 Enhance Transparency in Asset Management Documentation																	12%		0.00
and 	5.2.1 File all asset-related																		Jeremiah	0.00
enhanced trust among	documentations, including acquisitions and audits, for												0.0						W. Fahn & Grace M.	
stakeholders due to clear	accountability. **				0.00				0.00				0				0.00		Sonpon	0.00
and	5.2.2 Respond to audit												-						Jeremiah	
organized	scorecards and implement																		W. Fahn &	
documentati	corrective actions to resolve												0.0						Tisdell S.	
on.	queries. **				0.00				0.00				0				0.00		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: Institution	nal Effectiveness		1 st	t Quarte	r		2nd	Quarte	ŗ		3rd	Quarte	r		4th	Quarte	r	Priority Ranking (%)***	Lead	Total Budget
			Timelir	ne	Amt.		Timeline)	Amt.	Lead			Amt.	T	imeline		Amt.			
Expected Outcomes	Planned Activities / Actions	Jan	Feb	Mar		Apr	May	Jun		Jul	Aug	Sep		Oct	Nov	Dec				
I. Enhanced	1. Career Development and Productivity																			0.00
organizational structures, streamlined workflows, and improved civil	1.1 Ladder Development								0.00				0.00				0.00	20%	Mrs. Kumba Zotaa - Kadiis	
service operations	1.1.1 Liaise with ESD for data collection to identify Job				0.00				0.00				0.00				0.00		CMTD Staff	00

		•	•	Ī	•			ı	•	r		7 I	
	Families with												
	Requisite												
	Steps**												
	1.1.2 Create a												
	matrix of all job			0.00		0.00		0.00		0.00			
	families**												
	1.1.3 Research												
	job classification												
	in other											CMTD	
	jurisdictions (In											Staff	
	collaboration												
	with M&E)***			\$500		\$500		\$500		\$500			\$2,000
	1.1.4 Develop												
	career ladder for											CMTD	
	all positions of											Staff	
	the civil											Stair	
	service***			\$400		\$400		\$300		\$300			\$1,400
	Subtotal			\$900		\$900		\$800		\$800			\$3,400
											10%	Mrs.	
	1.2 Coaching and											Kumba	
	Career Awareness											Zotaa –	
	Workshops											Kadii	
<u>.</u>	1.2.1 Liaise with											Ruun	
	the National												
	Commission of												
	Higher Education												
	to identify recent											CMTD	
	graduates for											Staff	
	cadet, internship,												
	and mentoring												
	programs.***			\$1,500									\$1,500
	1.2.2 Visit local			, ,									1 /2 2 2
	universities and												
	create awareness											CMTD	
	on the civil											Staff	
	service of Liberia.												
1													
[]	***					\$2,000							\$2,000
						\$2,000						CMTD	\$2,000

university students.***											
1.2.4 Establish smaller mentorship groups within universities.								\$4,000		CMTD Staff	\$4,000
Subtotal		\$1,500		\$5,500		\$3,500		\$5,000			\$15,500
1.3 Career Support to Capacity Programs									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.***		7,500		\$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

					ĆE OO				Ć7F0				ć750				62.250			ćE 250
	Subtotal				\$500				\$750				\$750				\$3,250			\$5,250
PILLAR II: Innov	vation and Research		1st	Quarto	er		2nd	Quarte	er		3rd	Quarte	er		4th	Quarte	er	Priority Ranking (%)***	Lead	Total Budget
		,	Timeli	ne	Amt.	Т	imelin	e	Amt.	7	[imelin	e	Amt.	T	imelin	e	Amt.			
Expected Outcomes	Planned Activities / Actions	Jan	Feb	Mar		Apr	May	Jun		Jul	Aug	Sep		Oct	Nov	Dec				
	2.1 Publish Careers in the Civil Service																	10%	Mrs. Kumba Zotaa – Kadii	
II. Evidence- based decision- making supported through data- driven HR	2.1.1 Research and collect data on all careers in the civil service (in collaboration with M&E)***				\$2,000								\$2,000						CMTD Staff	\$4,000
reforms.	2.1.2 Develop and circulate a comprehensive report on career data.***								\$750				\$750				\$750		CMTD Staff	\$2,250
	Subtotal				\$2,000				\$750				\$2,750				\$750			\$6,250
PILLAR III: Sust Resilience			1st Quarter				2nd	Quarte	er		3rd	Quarte	r		4th	Quarte	er	Priority Ranking (%)***	Lead	Total Budget
		,	Timeline Amt.				imelin	e	Amt.	7	imelin	e	Amt.	T	imelin	e	Amt.			
Expected Outcomes	Planned Activities / Actions	Jan	Feb	Mar		Apr	May	Jun		Jul	Aug	Sep		Oct	Nov	Dec				
III. HR systems strengthened to	3.1 Integration of																	5%	Mrs. Kumba	

ensure	Resilience in																		Zotaa –	
adaptability and long-term	Career Support 3.1.1 Evaluate																		Kadii	
stability.																				
stability.	and integrate resilience																			
	metrics into																		CMTD	\$1,400.0
	career																		Staff	0
	development.**																			
	*				\$350				\$350				\$350				\$350			
	0.14.41				\$350				\$350				\$350				\$350			\$1,400
	Subtotal				φ330				\$330				ф330				ф330		•	\$1,400
PILLAR IV: Capa	city Building																	Priority		Total
			1.4	d Quart	O#		2nd	Quarte	. 		2*4	Quarte	. **		14h	Quarte	144	Ranking (%)***	Lead	Budget
		-			Amt.	-			Amt.				Amt.			-	Amt.	(70)		
Т (1	Planned Activities /		Timeli	ne	Amt.	J	[imelin	e	Am.		Fimelin	ie	Am.	1	imeline	e	Am.			
Expected Outcomes	Actions	Jan	Feb	Mar		Apr	May	Jun		Jul	Aug	Sep		Oct	Nov	Dec				
Outcomes	Actions	Jan	reb	IVIAI		Apı	May	Jun		Jui	Aug	Зер		Oct	NOV	Dec		20%	Ms.	
	4.1 Training																	20%	Sylvia	
	and Development																		Squire	
	Programs																		Squire	
	4.1.1 Conduct																			
	periodic																			
IV. Skills and	Training Needs																			
competencies	Assessments																			
within the CSA	(TNAs) across																			
and civil	SEs. ***				\$1,500				\$1,500				\$1,500				\$1,500			\$6,000
service	4.1.2 Develop				,				,				*				,			
workforce	and roll out an																			
developed.	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
Subtotal		\$11,500		\$20,800		\$16,800		\$33,800			\$82,900
4.2 Support to PMS									15%	Ms. Sylvia Squire	
4.2.1 Conduct awareness exercises on the national training policy. ***						\$1,000				CMTD Staff	\$1,000

V. Communicatio	5.1 Stakeholder																	10%	Ms. Sylvia Squire	
Expected Outcomes	Planned Activities / Actions	Jan	Feb	Mar		Apr	May	Jun		Jul	Aug	Sep		Oct	Nov	Dec		100/		
			Timeli	ne	Amt.	Т	imelin	e	Amt.	7	imelin	e	Amt.	T	imeline	e	Amt.			
112211 VI Start			1st	Quarte			2nd	Quarte	1		3rd	Quarte			4th	Quarte		Ranking (%)***	Lead	Total Budget
PILLAR V: Stake	eholder Engagement																	Priority		TD (1
	Subtotal				\$4,700				\$3,700				\$4,700				\$6,200			\$19,300
	programs. ***	_			\$2,500				\$2,500				\$2,500				\$2,500			\$10,000
	specialized training																		Staff	
	advanced and																		CMTD	
	assessment. *** 4.2.6 Organize				\$500				\$500				\$500				\$500			\$2,00
	competency																		Staff	
	4.2.5 Conduct employee																		CMTD	
	across SEs. ***				\$300				\$300				\$300				\$300		Juli	\$1,20
	training effectiveness																		CMTD Staff	
	4.2.4 Evaluate				71,000												\$2,300			75,50
	dissemination. ***				\$1,000												\$2,500			\$3,500
	online																		Staff	
	service training subjects for																		CMTD	
	applicable civil																			
	policies. *** 4.2.3 Identify				\$400				\$400				\$400				\$400			\$1,60
	with training				4				4				4				4		Staff	4
	4.2.2 Monitor compliance																		CMTD	

Grand Totals			\$21,4 5	50		\$32,7	50		\$29	,650			\$5	0,150	\$134,000
	Subtotal		\$0			\$0.00			\$0.00			\$0.00			\$0.00
	5.1.4 Assist Administration with training within CSA. **		0.00			0.00			0.00			0.00		CMTD Staff	
	5.1.3 Assist ESD with payroll coordination. **		0.00			0.00			0.00			0.00		CMTD Staff	
	5.1.2 Support administration with training initiatives within the CSA.		0.00			0.00			0.00			0.00		CMTD Staff	
& collaboration enhanced.	5.1.1 Assist the MSD with client services recruitment and training. **		0.00			0.00			0.00			0.00			

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

Civil Service Agency (CSA): Civil Service Reform & Policy Division (CSRPD)

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

PILLAR I: Institution	onal Effectiveness		1st	Quarter			2nd	Quart	er		3rd	Quart	er		4th	Quarte	er	Priority Ranking (%)***	Lead	Total Budget
		1	Timeline	•	Amt.	-	Timelin	е	Amt.		Timelin	e	Amt.	1	Timelin	e	Amt.			10,040.00
Expected	Planned Activities /																			
Outcomes	Actions	Jan	Feb	Mar		Apr	May	Jun		Jul	Aug	Sep		Oct	Nov	Dec				0.00
I. Human	1.1 Convening of the																	25%		
Workforce	Regional Public Service																			
Development	Leadership Conference on																			
through South-	Human Workforce																			

South	Development through										T	
Partnership	South-South Partnership											
framework	South-South Partnership											
established and												
inaugural	1.1.1 Establish											
conference	interim organizing											
prepared,	leadership for the											
fostering	Regional Public											
regional public	Service Leadership										Mulbah K.	
service	Conference. **		0.00		0.00		0.00		0.00		Yorgbor, Jr.	0.00
collaboration.	1.1.2 Configure the		0.00		0.00		0.00		0.00		1016001, 31.	0.00
collaboration.	Technical Working											
	Group (TWG).											
	1.1.3 Develop the											
	institutional											
	framework for the											
	Human Workforce											
	Development											
	through South-										NA: Ibab IV	
	South		0.00		0.00		0.00		0.00		Mulbah K.	0.00
	Partnership**		0.00		0.00		0.00		0.00		Yorgbor, Jr.	0.00
	1.1.4 Facilitate											
	preparatory works											
	to support the											
	inaugural Regional										Mulbah K.	
	Public Service										Yorgbor, Jr.	
	Leadership										& Edleen T.	
	conference. **		0.00		0.00		0.00		0.00		Clark	0.00
II. Strengthened	1.2 Coordination of									10%		
coordination of	Internal Reform											
internal reforms	Committee (IRC) Activities											240
and readiness	2.1.1 Facilitate IRC											
for agency-wide	meetings to										1	
implementation.	develop work plans										Mulbah K.	
	and provide										Yorgbor, Jr.	
	updates on reform										& Edleen T.	
	activities. ***										Clark	
	2.1.2 Establish IRC										Mulbah K.	
	Secretariat for										Yorgbor, Jr.	
	preparing agendas,										& Tina Willie	

i																					
		minutes, and				ĺ															
		periodic reports.																			

		2.1.3 Share																			
		meeting outcomes																		Tina Willie	
		with IRC members																		&	
		and relevant heads																		Maimunah	
		of entities.***																		Kanneh	
		2.1.4 Pilot IRC at																		Karirich	
		two SEs (Ministry																			
		of Labor and																		Mulbah K.	
		Ministry of Gender,																		Yorgbor and	
		Children and Social																		Edleen T.	
		Protection).***																		Clark	
											ı										
PILLAR II: Innovati	ion and	Research																	Priority	Lead	Total
								٠.											Ranking		Budge
					Quarte				Quart				Quart				Quarte		(%)***		
	T -			Timeline	<u> </u>	Amt.	1	Timelin	e	Amt.		Timelin	e	Amt.] 1	Timelin	е	Amt.			
Expected		ed Activities /													_						
Outcomes	Action		Jan	Feb	Mar		Apr	May	Jun		Jul	Διισ	San		Oct	Nov	Dec				
II. A	2.2								• • • • • • • • • • • • • • • • • • • •		Jui	Aug	Jeb		Oct						
		Develop and						,			Jui	Aug	Зер		000		500		4%		
standardized	Implei	ment a National					·		Juni		Jui	Aug	ЗЕР		000	1101	500		4%		
national OHS	Imple: Occup	ment a National ational Health and						,	-		Jui	ДиБ	Зер		000		200		4%		
national OHS policy,	Imple: Occup	ment a National ational Health and (OHS) Policy									Jui	Див	Зер		Jet				4%		0.00
national OHS policy, promoting safe	Imple: Occup	ment a National ational Health and (OHS) Policy 2.2.1 Establish						,			Jui	AMB	Зер						4%		0.00
national OHS policy, promoting safe and healthy	Imple: Occup	ment a National ational Health and (OHS) Policy 2.2.1 Establish TWG for drafting									Jui	AMB	Зер						4%		
national OHS policy, promoting safe and healthy work	Imple: Occup	ment a National ational Health and (OHS) Policy 2.2.1 Establish TWG for drafting the policy. **				0.00				0.00	Jui	746	Зер						4%		0.00
national OHS policy, promoting safe and healthy work environments in	Imple: Occup	nent a National ational Health and (OHS) Policy 2.2.1 Establish TWG for drafting the policy. ** 2.2.2 Solicit inputs				0.00				0.00		Λω _δ	Зер						4%		
national OHS policy, promoting safe and healthy work	Imple: Occup	nent a National ational Health and (OHS) Policy 2.2.1 Establish TWG for drafting the policy. ** 2.2.2 Solicit inputs from Ministries,				0.00				0.00		745	Зер						4%		
national OHS policy, promoting safe and healthy work environments in	Imple: Occup	nent a National ational Health and (OHS) Policy 2.2.1 Establish TWG for drafting the policy. ** 2.2.2 Solicit inputs from Ministries, Agencies, and				0.00				0.00		745	Эер						4%		
national OHS policy, promoting safe and healthy work environments in	Imple: Occup	nent a National ational Health and (OHS) Policy 2.2.1 Establish TWG for drafting the policy. ** 2.2.2 Solicit inputs from Ministries, Agencies, and Commissions				0.00				0.00		Tu _b	-						4%		0.00
national OHS policy, promoting safe and healthy work environments in	Imple: Occup	nent a National ational Health and (OHS) Policy 2.2.1 Establish TWG for drafting the policy. ** 2.2.2 Solicit inputs from Ministries, Agencies, and				0.00				0.00		746	Зер						4%		
national OHS policy, promoting safe and healthy work environments in	Imple: Occup	nent a National ational Health and (OHS) Policy 2.2.1 Establish TWG for drafting the policy. ** 2.2.2 Solicit inputs from Ministries, Agencies, and Commissions										- Tug	Sep						4%		0.00
national OHS policy, promoting safe and healthy work environments in	Imple: Occup	nent a National ational Health and (OHS) Policy 2.2.1 Establish TWG for drafting the policy. ** 2.2.2 Solicit inputs from Ministries, Agencies, and Commissions (MACs). **										- Tub	Sep	0.00					4%		0.00
national OHS policy, promoting safe and healthy work environments in	Imple: Occup	nent a National ational Health and (OHS) Policy 2.2.1 Establish TWG for drafting the policy. ** 2.2.2 Solicit inputs from Ministries, Agencies, and Commissions (MACs). ** 2.2.3 Validate the										746	569	0.00					4%		0.00
national OHS policy, promoting safe and healthy work environments in	Imple: Occup	nent a National ational Health and (OHS) Policy 2.2.1 Establish TWG for drafting the policy. ** 2.2.2 Solicit inputs from Ministries, Agencies, and Commissions (MACs). ** 2.2.3 Validate the draft OHS policy.**										- Tug	569	0.00					4%		0.00
national OHS policy, promoting safe and healthy work environments in	Imple: Occup	nent a National ational Health and (OHS) Policy 2.2.1 Establish TWG for drafting the policy. ** 2.2.2 Solicit inputs from Ministries, Agencies, and Commissions (MACs). ** 2.2.3 Validate the draft OHS policy. ** 2.2.4 Obtain										- Tug	569	0.00					4%		0.00
national OHS policy, promoting safe and healthy work environments in	Imple: Occup	nent a National ational Health and (OHS) Policy 2.2.1 Establish TWG for drafting the policy. ** 2.2.2 Solicit inputs from Ministries, Agencies, and Commissions (MACs). ** 2.2.3 Validate the draft OHS policy.** 2.2.4 Obtain cabinet										- Aug	5	0.00					4%		0.00

PILLAR III: Sustain	ability a	and Resilience		1st	Quarter			2nd	Quart	er		3rd	l Quart	er		4th	Quart	er	Priority Ranking (%)***	Lead	Total Budget
			1	Timeline	9	Amt.	-	Timelin	е	Amt.		Timelin	ie	Amt.	1	Γimelin	e	Amt.			
Expected	Plann	ed Activities /																			
Outcomes	Actio	-	Jan	Feb	Mar		Apr	May	Jun		Jul	Aug	Sep		Oct	Nov	Dec			ı	
		Assist in the																	3%		
		opment of Job																			0.00
	Descr	iptions 3.1.1 Provide																			0.00
I. Comprehensive,		support for revising																			
updated, and		and updating																			
standardized job		existing job																			
descriptions		descriptions for																		Edleen T.	
aligned with the		spending entities.																		Clark	
evolving civil		**				0.00				0.00				0.00				0.00		Clark	0.00
service		3.1.2 Assist in																			
structure.		creating job																			
		descriptions for																		Edleen T.	
		newly established																		Clark	
		positions. **				0.00				0.00				0.00				0.00			0.00
II. Accessibility	3.2	Publish Institutional																	15%		
to key		ments in Pocket-																		Mulbah K.	
institutional documents for		Formats Programme																		Yorgbor,Jr.	5,000.0
civil servants,		Acquire funding to																			
enhancing policy		ice pocket-sized																			
adherence and	docur	nents, including: ***													-						
reference.		a) Civil Service Standing Orders																			
		(1,000 copies).																			
		b) Revised Human													-						
		Resources Policy																			
		Manual (1,000																			
		copies). ***																			
		c) Policy Guidelines									1				1						
		for Recruiting																			
		Consultants in																			

	Public Service (1,000 copies). ***																			
PILLAR IV: Capacit	y Building		1st	Quarter			2nd	Quart	er		3rd	Quart	er		4th	Quarte	er	Priority Ranking (%)***	Lead	Total Budge
		1	Timeline	2	Amt.	1	Timelin	е	Amt.	,	Timelin	e	Amt.	1	Timelin	e	Amt.			
Expected Outcomes	Planned Activities / Actions	Jan	Feb	Mar		Apr	May	Jun		Jul	Aug	Sep		Oct	Nov	Dec				
Enhanced	4.1 Capacity Development through Tripartite MOU																	20%		0.00
reform implementation skills within the workforce, promoting sustainable	4.1.1 Include training and knowledge sharing in TWG activities for reform implementation. **				0.00				0.00				0.00				0.00		Edleen T. Clark & Tina Willie	0.00
development in civil service reform.	4.1.2 Develop and circulate periodic reports on learning outcomes and adjustments to strategies. **				0.00				0.00				0.00				0.00		Edleen T. Clark & Tina Willie	0.00
	otrategies.				0.00				0.00				0.00	l			0.00			0.00
PILLAR V: Stakeho	lder Engagement		1st (Quarter			2nd	Quart	er		3rd	Quart	er		4th	Quarte	er	Priority Ranking (%)***	Lead	Total Budge
		1	Timeline	•	Amt.	7	Timelin	е	Amt.		Timelin	e	Amt.	7	Timelin	e	Amt.			
Expected Outcomes	Planned Activities / Actions	Jan	Feb	Mar		Apr	May	Jun		Jul	Aug	Sep		Oct	Nov	Dec				
l. Strong stakeholder alignment and	5.1 Facilitate Engagement for National OHS Policy Development																	3%		0.00
support for the National OHS policy.	5.1.1 Gather and consolidate inputs from MACs to ensure								0.00										Mulbah K. Yorgbor, Jr.	0.00

			_	_			_	_		_	_	_				
	comprehensive															
	policy															
	development. **															
	5.1.2 Host a															
	validation															
	conference for														Mulbah K.	
	stakeholder buy-in.														Yorgbor, Jr.	
	**								0.00						1018201,311	0.00
	5.2 Support Regional													10%		
	Public Service Leadership															
	Conference Collaboration															
II. Enhanced	Efforts															0.00
regional	5.2.1 Provide															
cooperation for	support to ensure															
effective public	alignment between															
service delivery.	stakeholders in															
-	regional public														Mulbah K.	
	service leadership														Yorgbor, Jr.	
	initiatives. **			0.00		0.00			0.00				0.00		1018501,311	0.00
III. Strengthened	5.3 Implementing													10%		
partnership and	Reform and Capacity-															
implementation	Building under the CSA-															
of reform	LIPA-GC Tripartite MOU															2,400.00
milestones	5.3.1 Conduct															
through	rotational TWG															
strategic	meetings to															
collaboration.	develop, monitor,															
	and evaluate														Edleen T.	
	milestones under														Clark	
	the MOU. ***			500.000		500.00			500.00				500.00		Clark	2,000.00
	5.3.2 Provide															,
	periodic updates to															
	heads of														Edleen T.	
	collaborating														Clark	
	entities.***			100.00		100.00			100.00				100.00		Clark	400.00
	5.3.3 Collaborate														Edleen T.	122300
	with CSA divisions														Clark, Tina	
	for activity														Willie &	
	implementation														Maimunah	
	under the MOU.**			0.00		0.00			0.00				0.00		Kanneh	
	under the MOU.			0.00		0.00			0.00				0.00	<u> </u>	Namicii	1

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 Sei	_			mmunication lan (AWP): Ja							
PILLAR I: Institutio	nal Eff	ectiveness		15	st Quar	ter		2nd	Quarte	er		3rd	Quarto	er		4tl	h Quar	ter	Priority Ranking (%)***	Lead	Total (USD)
				Timelir	ne	Amt.	Ti	imeline		Amt.	Ti	meline		Amt.	1	Timelin	e	Amt.			
Expected	Plan	ned Activities /																			
Outcomes	Actio	ons	Jan	Feb	Mar		Apr	May	Jun		Jul	Aug	Sep		Oct	Nov	Dec				
I. Increased	1.1 E	nhance Public																	25%		
awareness and	Awa	reness through																			
engagement	Broa	dcast Programs																		J.N.N.Swen	3,600
with CSA		1.1.1 Produce																			
initiatives		weekly																			
among civil		episodes for																			
servants		the Civil Service																			
nationwide.		Hour.**				0.00				0.00				0.00				0.00			0.00

		1.1.2 Ensure simulcasts on regional radio																			
		stations for a wider audience.***				900.00				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			0.00
	Disti Civil	1.2 Expand ribution of The Servant				2.00								2,00					10%	Dahant Caint Da	5.53
II. Broader reach and accessibility to civil servants	ıvıag	azine 1.2.1 Publish and distribute 500 copies quarterly.***				7,500.00				7,500.00				7,500.00				7,500.00		Robert Saint -Pe	30,00
across all regions, promoting CSA updates and achievements.		1.2.2 Leverage email marketing platforms like Bravo and WhatsApp channels for																			
		online distribution.***				620.00				120.00				120.00				120.00			980.0
PILLAR II: Innovation	on and	i Research		15	t Quart	ter		2nd	Quarte	:r		3rd	Quarte	er		4tl	h Quart	ter	Priority Ranking (%)***	Lead	
				Timelir		Amt.	Ti	imeline		Amt.	Le ad			Amt.	1	imelin		Amt.			
Expected Outcomes	Plan Actio	ned Activities / ons	Jan	Feb	Mar		Apr	May	Jun		Jul	Aug	Sep		Oct	Nov	Dec				

I I I I I I I I I I I I I I I I I I I		2.1 Establish a	1	ĺ	I	İ	ĺ	ĺ	ĺ	İ	ĺ	1	ĺ		ĺ	ĺ	1 1		250/		1
I. High-quality in-																			25%		
house media		i Studio for																			
productions and		anced Media																		Abu Kamara/	
improved	Proc	duction																		Robert Saint-Pe	
engagement		2.1.1 Acquire																			
with civil		essential tools																			
servants and		for Spotlight																			
stakeholders in		productions,																			
remote areas.		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		2.2 Develop a																	10%		
communication	Crisi																				
plan to	Com	munication Plan																		Swen/Robert/Abu	
safeguard CSA's		2.2.1 Research																		, ,	
reputation		and outline																			
during		strategies for																			
emergencies.		proactive crisis																			
0.00		management																			
		and media																			
		engagement.																			
		***				2,500.00				2,500.00				2,500.00				2,500.00			10,00
					1	2,300.00				2,300.00				2,300.00	_	_		2,300.00			10,00
PILLAR III: Sustaina	bility	and Resilience																	Priority	Lead	
																			Ranking		
				19	t Quar	ter		2nd	Quarte	er		3rd (Quarte	er		4t	h Quart	er	(%)***		
				Timelir		Amt.	Т	imeline		Amt.	Tir	meline		Amt.	-	Timelin		Amt.			
Expected	Plan	ned Activities /					_			1											
Outcomes	Acti		Jan	Feb	Mar		Apr	May	Jun		Jul	Aug	Sep		Oct	Nov	Dec				
2 3 100 11100	,	····	, ,,,,,			1	. ۱۰۰۸۰		7 4.11	l	,	۵	201						l		l .

	2.4 Duamate																	1 0/		
I. Cost-effective	3.1 Promote																	15%		
and	Sustainable																			
environmentally	Communications																		D: 1/D 1 .	
friendly	Practices																		Dioda/Robert	
communication	3.1.1 Transition																			
practices.	to a blend of																			
	print and digital																			
	magazine																			
	distribution. ***				2 500 00				2 500 00				2 500 00				2 500 00			40.00
					2,500.00				2,500.00				2,500.00				2,500.00			10,00
	3.1.2 Focus on																			
	regional																			
	partnerships																			
	for outreach to																			
	enhance local																			
	participation																			
	without																			
	increasing																			
	travel costs. **				0.00				0.00				0.00				0.00			0.00
PILLAR IV: Capacity	y Building																	Priority	Lead	
																		Ranking		
			19	st Quart	ter		2nd	Quarte	er		3rd	Quarte	er		4t	h Quart	ter	(%)***		
																Qua.				
			Timelii	ne	Amt.	Ti	imeline		Amt.	Ti	meline		Amt.	1	Timelin		Amt.			
Expected	Planned Activities /		Timelii	ne	Amt.	Ti	imeline		Amt.	Ti	meline		Amt.	1	Timelin		Amt.			
Expected Outcomes	Planned Activities / Actions	Jan		ne Mar	Amt.	Ti Apr	imeline May		Amt.	Ti Jul	meline Aug		Amt.	Oct		е	Amt.			
					Amt.				Amt.				Amt.		Nov	е	Amt.	5%		
	Actions				Amt.				Amt.				Amt.			е	Amt.	5%	Swen	
	Actions 4.1 Train				Amt.				Amt.				Amt.			е	Amt.	5%	Swen	
	Actions 4.1 Train Communication Staff				Amt.				Amt.				Amt.			е	Amt.	5%	Swen	
Outcomes	4.1 Train Communication Staff 4.1.1 Host				Amt.				Amt.				Amt.			е	Amt.	5%	Swen	
I. A well-trained communications team capable of	4.1 Train Communication Staff 4.1.1 Host workshops on				Amt.				Amt.				Amt.			е	Amt.	5%	Swen	
I. A well-trained communications team capable of managing and	Actions 4.1 Train Communication Staff 4.1.1 Host workshops on effective communication strategies,				Amt.				Amt.				Amt.			е	Amt.	5%	Swen	
I. A well-trained communications team capable of managing and improving public	Actions 4.1 Train Communication Staff 4.1.1 Host workshops on effective communication				Amt.				Amt.				Amt.			е	Amt.	5%	Swen	
I. A well-trained communications team capable of managing and	Actions 4.1 Train Communication Staff 4.1.1 Host workshops on effective communication strategies,				Amt.				Amt.				Amt.			е	Amt.	5%	Swen	
I. A well-trained communications team capable of managing and improving public	Actions 4.1 Train Communication Staff 4.1.1 Host workshops on effective communication strategies, media engagement, and crisis				Amt.				Amt.				Amt.			е	Amt.	5%	Swen	
I. A well-trained communications team capable of managing and improving public engagement	Actions 4.1 Train Communication Staff 4.1.1 Host workshops on effective communication strategies, media engagement,				Amt.				Amt.				Amt.			е	Amt.	5%	Swen	
I. A well-trained communications team capable of managing and improving public engagement	Actions 4.1 Train Communication Staff 4.1.1 Host workshops on effective communication strategies, media engagement, and crisis				Amt.				Amt.				Amt.			е	Amt.	5%	Swen	10,00

	4.1.2 Provide																			
	hands-on																			
	training for																			
	creating																			
	impactful																			
	content and																			
	building public																			
	relations skills.																			
	**				0.00				0.00				0.00				0.00			0.00
		ı																		
PILLAR V: Stakehol	der Engagement																	Priority	Lead	
																		Ranking		
			19	st Quar	ter		2nd	Quarte	er		3rd	Quart	er		4t	h Quar	ter	(%)***		
			Timelii		Amt.	т	imeline		Amt.	Т	imeline		Amt.	1	Γimelin		Amt.			
Expected	Planned Activities /																			
Outcomes	Actions	Jan	Feb	Mar		Apr	May	Jun		Jul	Aug	Sep		Oct	Nov	Dec				
	5.1 Increase																	5%		
	Media Outreach and																			
	Public Visibility																		Swen/ Dioda	
	5.1.1 Host																			
I. Stronger public	regular press																			
trust and	briefings to																			
broader	share updates																			
stakeholder	on CSA																			
engagement	activities.***				10,000.00				10,000.00				10,000.00				10,000.00			40,00
through	5.1.2 Schedule																			
frequent and	quarterly radio																			
transparent	appearances																			
communications.	for the DG,																			
	ensuring																			
	nationwide																			
	broadcast																			
	coverage. ***				1,000.00				1,000.00				1,000.00				1,000.00			4,000
II. Greater	5.2 Regional				2,000.00				2,000.00				2,000.00				2,000.00	5%		.,000
inclusivity in	Tours and Outreach																			
policy dialogue	Campaigns																		Swen/Dioda	
and decision-	5.2.1 Engage						1												,	
making	regional																			
processes by	stakeholders				2,500.00				2,500.00				2,500.00				2,500.00			10,00
		1	1		,	1	1	1	,			i .	,	1	i	1	,	1	1	-,,,,

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

Employment Services Division (ESD)

The **ESD** focuses on enhancing payroll processing, improving systems for recruitment and testing, and increasing capacity among staff. Key initiatives include ensuring timely monthly payroll processing for government employees and consultants, migrating to an upgraded payroll and personnel management system (ATAPS-CSM), and implementing digital tools like ePayslip for civil servants. The plan also outlines support for harmonizing pay scales, automating registration and testing workflows, and decentralizing CSA testing. Staff will be trained on new systems like ePAN and CSM to improve operational competence, with a focus on regional service center rollouts. Stakeholder engagement efforts will support updated recruitment processes and ensure fair, transparent employment opportunities for civil servants. For the overall implementation of the workplan and for the purpose of accountability and transparency, the head of the division Mr. Roland D. Kallon will be responsible for the full execution and reporting of the division activities

									_	ncy (CSA) Work Pla	-	-									
PILLAR I: Institution	onal Eff	fectiveness		1st (Quarter			2nd (Quarte	ſ		3rd C	Quarter			4th C	Quartei	ſ	Priority Ranking (%)***	Lead	Total Budget
			-	Timelir	ne	Amt.	-	Timelin	е	Amt.		Timelin	e	Amt.	-	Timelin	е	Amt.			7,224.00
Expected Outcomes	Planr	ned Activities / Actions	Jan	Feb	Mar		Apr	May	Jun		Jul	Aug	Sep		Oct	Nov	Dec		40%	Roland D. Kallon/Charles/ Amelia	
I. Monthly payroll	1.1	Timely Execution of thly Payroll	54.1	100	- iii		7.6	inay	, Jun		, Ju.	71.00	966		00.	1101	500			7 WHENG	
processing completed on		1.1.1 Process GoL monthly payroll. ***																			
time, ensuring smooth operations and		1.1.2 Process consultancy monthly payroll.***																			

employee satisfaction.	1.1.3 Process Personnel Action Notices (PAN).***																			
	Notices (PAN).																			
PILLAR II: Innovat	ion and Research		1st (Quarter			2nd (Quarte	r		3rd (Quarte	r		4th (Quarte	r	Priority Ranking (%)***	Lead	Total Budge
		-	Timelir		Amt.	,	Timelin		Amt.		Timelir		Amt.	-	Timelin		Amt.	, ,		
Expected	Ι				Aine		1	_	Ame				Aine	'			Aine	10%	Charles B.	
Outcomes	Planned Activities / Actions	Jan	Feb	Mar		Apr	May	Jun		Jul	Aug	Sep		Oct	Nov	Dec			Allen/Kallon	0.00
I. Successful	2.1 Migration of ATAPS to										- 0								, -	
transition to	CSM																			
ATAPS-CSM	2.1.1 Provide support																			
with improved	to the ESRP team.**																			
payroll and	2.1.2 Execute parallel																			
personnel	run post-data																			
management	migration.**																			
capabilities.	2.2.3 Implement CMS																			
•	Go-Live.																			
	2.2.3 Execute ePAN																			
	Go-Live. **																			
Enhanced	2.2 Implement ePayslip for																	5%	Roland D.	
access and	Civil Servants																		Kallon	5,500.00
transparency in	2.2.1 Develop and roll																			,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,
payroll	out ePayslip systems																			
management	for all civil servants.																			
through	***																			
digitization.																				
									L											
PILLAR III: Sustain	ability and Resilience		1 s t (Quarter			2nd (Quarte	r		3rd (Quarte	·		4th (Quarte	r	Priority Ranking (%)***	Lead	Total Budge
																	Amt.	(70)		
Fyrn a stand			Timelir 	ie	Amt.		Timeline	: 	Amt.		Timelir 	ie	Amt.		<u> Fimelin</u>	e I	Amt.	200/	Charles /	
Expected Outcomes	Planned Activities / Actions	lan	Feb	Mar		A	Nanc	Jun		1,1	۸	Sep		Oct	Nov	Dec		20%	Charles/ Kallon	
		Jan	reb	iviar	-	Apr	May	Jun		Jul	Aug	seb		Oct	INOV	Dec			NallOII	
A transparent	3.1 Supporting Harmonization of Pay and																			
and harmonized																				06 000 00
pay structure	Grade					l		l		<u> </u>								L		96,000.00

established to	3.1.1 Support review		ĺ		ĺ															
ensure equity	of government-led pay																			
and fairness.	scale and grade																			
una funticissi	harmonization for																			
	public and civil																			
	servants. ***																			
Improved	3.2 Automation in																	10%	Ngumbo/	
operational	Registration and Testing																		Deboise/	
efficiency and	Units																		Kallon	60,000.00
broader access	3.2.1 Conduct a needs																		Kanon	00,000.00
to CSA testing	assessment for																			
and registration	registration and																			
services.	testing units. ***																			
	3.1.2 Review																			
	workflows for																			
	registration and																			
	testing for potential																			
	automation. ***																			
	3.2.3 Decentralize																			
	automated web-based																			
	CSA examinations and																			
	testing processes. ***																			
					,										,					
PILLAR IV: Capacit	ty Building																	Priority	Lead	Total Budget
																		Ranking		
			1st C	Quarter			2nd C	Quarte	•		3rd (Quarte	r		4th (Quarte	r	(%)***		
			Timelin	ne	Amt.	1	imelin	e	Amt.		Timelir	ne	Amt.	-	Timelin	e	Amt.		-	
Expected																		10%		
Outcomes	Planned Activities / Actions	Jan	Feb	Mar		Apr	May	Jun		Jul	Aug	Sep		Oct	Nov	Dec			Kallon/ Amelia	
I. Increased	4.1 ePAN + CSM																			
operational	Rollout and Training												<u></u>		<u> </u>		<u></u>			40,000.00
competence	4.1.1 Train CSA super																			
among staff and	users to operate																			
successful	functionality within																			
rollout of key	the CSM and serve as																			
systems at	trainers (TOT). ***																			
regional HR	4.1.2 Train end users													1						
service centers.	to operate CSM																			
Jei vice centers.																				
	functionality. ***																		1	

	4.1.3 Issue laptops to 29 HR offices. 4.1.4 Provide CSM and ePAN rollout in three regional HR service																			
	centers. ***																			
PILLAR V: Stakeh	older Engagement		1st (Quartei			2nd (Quarte	r		3rd (Quarte	r		4th (Quarte	r	Priority Ranking (%)***	Lead	Total Budget
			Timelir	ne	Amt.		Timelin	е	Amt.		Timelii	ne	Amt.		Timelin	е	Amt.			
Expected Outcomes	Planned Activities / Actions	Jan	Feb	Mar		Apr	May	Jun		Jul	Aug	Sep		Oct	Nov	Dec		5%	Deboise/ Kallon	40,000.00
I. Stronger stakeholder alignment in	5.1 Support and Engagement for Testing Upgrades																			
supporting updates and recruitment	5.1.1 Review current testing materials for updating.***																			
processes, enabling fair employment opportunities.	5.1.2 Conduct needs assessment for registration and testing units. ***																			
.,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	5.1.3 Screen and prepare a list of qualified candidates for recruitment. ***																			

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

							Civ	/il Serv	ice Agenc	y (CSA): Finaı	nce Div	vision							
						Dr	aft Ann	ual W	ork Plan (AWP):	Januar	y - Dec	cember 2	025						
PILLAR I: Institution	onal Effectiveness		1st	Quarte	r		2nd	Quarte	er		3rd (Quarte	er		4th C	uarter		Priority Ranking (%)***	Lead	Total Budget
			Timelir	ne	Amt.	1	Timelin	е	Amt.	-	Timelin	e	Amt.	-	Timelin	е	Amt.			
Expected Outcomes	Planned Activities / Actions	Jan	Feb	Mar		Apr	May	Jun		Jul	Aug	Sep		Oct	Nov	Dec				
I. FY 2024 financial statements	1.1 Budget Execution											_						20%	Mr. Boakai Fette Varney	0.00
prepared and submitted.	1.1.1 Prepare CSA Fourth Quarter and Consolidated Financial Statements for FY 2024.				0.00															0.00

	1.1.2 Prepare CSA Draft Budget for the Budget Hearing for FY 2026.**															0.00			0.00
II. IFMIS transactions	1.2 Financial Transaction Management																20%	Mr. Nicolas Siseo & Jerry B. Flomo	1,000.00
processed on time for efficient service delivery.	1.2.1 Process monthly financial transactions through the IFMIS platform for FY 2025 and retroactive as necessary. ***																		
III. Financial records maintained for audit readiness and accuracy.	1.3.1 File all financial documents for audit and record-keeping purposes. ***																		
PILLAR II: Innovation	on and Research		1st	Ouarte	r		2nd	Ouarte	ır		3rd (Ouarte	er	4th C)uarter		Priority Ranking (%)***	Lead	Total Budg
PILLAR II: Innovation	on and Research	-		Quarte ne		-		Quarte	r Amt.	-		Quarte			<u>Quarter</u>	Amt.	_	Lead	Total Budg
PILLAR II: Innovation Expected Outcomes		Jan	Timelir	ie	Amt.	Apr	imelin	9			Timelin	ie	Amt.	Timelin	e		Ranking	Lead	Total Budg
Expected Outcomes	Planned Activities / Actions 2.1 Enhance Financial Monitoring		Timelin					9		Jul	Timelin	ie			e		Ranking	Mr. Jerry B. Flomo	Total Budg
Expected Outcomes	Planned Activities / Actions 2.1 Enhance Financial		Timelir	ie			imelin	9			Timelin	ie		Timelin	e		Ranking (%)***	Mr. Jerry B.	

PILLAR III: Sustaina	bility and Resilience		1st	Quarte	er		2nd	Quarte	r		3rd (Quarte	r		4th C	(uarter		Priority Ranking (%)***	Lead	Total Budge
			Timelir	ne	Amt.	1	Timelin	e	Amt.		Γimelin	e	Amt.		Timelin	e	Amt.			
Expected Outcomes	Planned Activities / Actions	Jan	Feb	Mar		Apr	May	Jun		Jul	Aug	Sep		Oct	Nov	Dec				
I. Financial	3.1 Strengthen Financial Systems											,						20%	Mr. Mark Paye	500.00
contingency system established for emergencies.	3.1.1 Build financial resilience by developing a contingency fund system.***																		7.2	
II. Financial records digitized for sustainability and efficiency.	3.2.1 Introduce digital archiving for all financial records to ensure long-term data accessibility.***																			
PILLAR IV: Capacity	Building																	Priority Ranking	Lead	Total Budg
			1st	Quarte	er		2nd	Quarte	r		3rd (Quarte	r		4th C	uarter		(%)***		
			1st Timelir		Amt.	7	2nd		r Amt.		3rd (Timelin		r Amt.	-	4th C	· · · · · · · · · · · · · · · · · · ·	Amt.			
•	Planned Activities / Actions	Jan				Apr		9		Jul				Oct	Timelin	· · · · · · · · · · · · · · · · · · ·				
Outcomes I. Staff skills on	Planned Activities / Actions 4.1 Staff Development		Timelir	ne			Timelin	9			Γimelin	е			Timelin	e			Mr. Mark Paye	5,000.00
Expected Outcomes I. Staff skills on IFMIS operations enhanced.			Timelir	ne			Timelin	9			Γimelin	е			Timelin	e		(%)***		5,000.00

PILLAR V: Stakehol	der Engagement		1st	Quarte	r		2nd	Quarte	er		3rd (Quarte	r		4th C	Quarter		Priority Ranking (%)***	Lead	Total Budget
			Timelir	ne	Amt.	1	Timelin	е	Amt.	-	Timelin	е	Amt.	1	Timelin	e	Amt.			
Expected																				
Outcomes	Planned Activities / Actions	Jan	Feb	Mar		Apr	May	Jun		Jul	Aug	Sep		Oct	Nov	Dec				
	5.1 Promote Stakeholder																	5%	Mr. Mark	
I. Improved	Interaction																		Paye	300.00
collaboration	5.1.1 Conduct semi-																			
with	annual meetings with																			
stakeholders on	government agencies																			
financial	and external partners																			
strategies.	to address financial																			
	issues. **																			
II. Budget	5.2.1 Disseminate																			
performance	quarterly budget																			
shared for	performance reports to																			
transparency and	stakeholders for																			
accountability.	feedback. **																			

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

PILLAR I: Institutional E	ffectiveness								e Agency (CSA Annual Work F	-								Priority Ranking		
		Time	1st Q	uarter	Amt.		2nd Timeline	d Quart	er Amt.		3rd Timelin	d Quart	er Amt.		Timeline	Ith Qua	Amt.	(%)***	Lead	
Expected Outcomes	Planned Activities / Actions	Jan	Feb	Mar	7.1110	Apr	May	Jun	7	Jul	Aug	Sep	7.1116	Oct	Nov	Dec	7.1111.			T
I. Optimized internal processes, efficient resource allocation,	1.1 Maintain a clean and organized environment						•				5	•							Patrick kyne & maint, crew	
and enhanced operational accountability.	1.1.1 Routinely clean office facilities.***				5,250.00				5,000.00				5,000.00				5,250.00		Robert Karpee & maint, crew	
	1.1.2 Provide painting for office facilities.***																25,000.00		Robert Karpeh & Maint. Crew	Ī
	1.1.3 Maintain exterior lawns and				575.00				75.00				75.00				0.00		Patrick Kyne & Maint, crew	İ

Expected Outcomes	Planned Activities / Actions	Jan	Feb	Mar		Apr	May	Jun		Jul	Aug	Sep		Oct	Nov	Dec			
	Dlamad Astivities /	Time	eline		Amt.		Timeline	!	Amt.		Timelin	e	Amt.		Timelin	e I	Amt.	_	
			1st Qu	arter			2nd	Quart	er		3rd	d Quart	er		4	Ith Qua	rter	(%)***	
PILLAR II: Innovation a	nd Research																	Priority Ranking	Lead
	guardsmen.***				2,500.00				0.00				500.00				0.00		Mangt.
	uniforms and equipment for																		Edwin K. Jallah & Sr.
	1.3.3 Provide																		- · · · ·
	preparedness.***																5,500.00		(LNFS)
	1.3.2 Conduct fire drills for staff																		Outsourced to Experts
	facilities. ***				750.00				750.00				750.00				750.00		Team
	service for CSA																		& Security
	1.3.1 Conduct routine security																		Aloysius Teh
	and Security Service																		
	1.3 Facility Protection				2,300.00				500.00				300.00				230.00		anic. cicw
	install, and replace electrical fixtures.***				2,500.00				500.00				300.00				200.00		Robert Karpeh & Maint. Crew
	2.1.3 Purchase,				730.00				300.00				200.00				500.00		CIEW
	2.2.2 Maintain air conditioners and furniture.***				750.00				300.00				200.00				500.00		Kpehe Kollie & Maint. Crew
	2.1.1 Request, operate, and maintain standby generator.***				45,000.00				250.00				250.00				250.00		Prince Bainda & Maint. Crew
	office systems																		
	during peak dry season. *** 1.2 Maintain critical				3,500.00				250.00				0.00				250.00		Kayne & Maint. Crew
	1.1.4 Fetch bathroom water																		Patrick
	provide mowing services.***																		

	· 1				1	1			1	1			ı				i		
thinking solutions in	2.1.1 Support ICT				İ												I		Robert
dministrative	installations and																		Karpeh &
processes.	infrastructure.**				0.00				0.00				0.00				0.00		Maint. Crew
· ·	2.2 Research and	!		1 1	l										i l		ĺ		
· ·	assess office efficiencies		j		<u> </u>										<u> </u>		<u> </u>		
· ·	2.2.1 Analyze		[]	Ī ļ	_ 						Ţ			Ī	i l		 I	T	Γ
ŀ	maintenance	ļ		1]	İ	!									i l		I		
!	records and trends	ļ		1]	l	'									i		İ		Robert
ŀ	for improvements.	ļ		1]	İ	!									i l		I		Karpeh &
· ·	**	!		1 1	0.00				0.00				0.00		i l		0.00		Maint. Crew
ļ.	2.2.2 Issue supplies				ĺ												i	1	1
ŀ	to end-users upon	ļ		1]	l												İ		
!	approval of	ļ		1]	l												İ		A. Zeegar &
ŀ	requests. **	ļ		l J	0.00				0.00				0.00				0.00		O. Quiwon
PILLAR III: Sustainabilit	read Positiones																	Duionitu	Lead
PILLAR III. Justamasiii.	/ and Resilience																	Priority	Leau
							_											Ranking	
				Inter			2nd	d Quart	er		3r	d Quart	er		4	th Quar	ter	(%)***	
			1st Qu	adi ter		+				+				1				 	1
		Timel		uarter	Amt.		Timeline		Amt.		Timelin		Amt.		Timeline		Amt.		
	Planned Activities /		line		Amt.		Timeline	2			Timelin	e			Timeline	2	Amt.		
Expected Outcomes	Actions	Timel Jan		Mar	Amt.	Apr				Jul		e		Oct			Amt.		
II. Enhanced	Actions 3.1 Integrate green		line		Amt.		Timeline	2			Timelin	e			Timeline	2	Amt.		
II. Enhanced environmental	3.1 Integrate green practices		line		Amt.		Timeline	2			Timelin	e			Timeline	2	Amt.		
II. Enhanced environmental practices and	3.1 Integrate green practices Reduce energy and		line		Amt.		Timeline	2			Timelin	e			Timeline	2	Amt.		
II. Enhanced environmental practices and financial resilience	3.1 Integrate green practices Reduce energy and water wastage in		line				Timeline	2	Amt.		Timelin	e	Amt.		Timeline	2			
II. Enhanced environmental practices and financial resilience to safeguard	3.1 Integrate green practices Reduce energy and water wastage in office facilities. **		line		Amt.		Timeline	2			Timelin	e			Timeline	2	Amt.		A. Zeegar & O. Quiwon
II. Enhanced environmental practices and financial resilience	Actions 3.1 Integrate green practices Reduce energy and water wastage in office facilities. ** 3.2 Develop		line				Timeline	2	Amt.		Timelin	e	Amt.		Timeline	2			
II. Enhanced environmental practices and financial resilience to safeguard	Actions 3.1 Integrate green practices Reduce energy and water wastage in office facilities. ** 3.2 Develop contingency strategies		line				Timeline	2	Amt.		Timelin	e	Amt.		Timeline	2			
II. Enhanced environmental practices and financial resilience to safeguard	Actions 3.1 Integrate green practices Reduce energy and water wastage in office facilities. ** 3.2 Develop contingency strategies Build fire safety		line				Timeline	2	Amt.		Timelin	e	Amt.		Timeline	2			
II. Enhanced environmental practices and financial resilience to safeguard	Actions 3.1 Integrate green practices Reduce energy and water wastage in office facilities. ** 3.2 Develop contingency strategies Build fire safety and disaster		line				Timeline	2	Amt.		Timelin	e	Amt.		Timeline	2			
II. Enhanced environmental practices and financial resilience to safeguard	Actions 3.1 Integrate green practices Reduce energy and water wastage in office facilities. ** 3.2 Develop contingency strategies Build fire safety and disaster resilience through		line				Timeline	2	Amt.		Timelin	e	Amt.		Timeline	2			O. Quiwon
II. Enhanced environmental practices and financial resilience to safeguard	Actions 3.1 Integrate green practices Reduce energy and water wastage in office facilities. ** 3.2 Develop contingency strategies Build fire safety and disaster		line				Timeline	2	Amt.		Timelin	e	Amt.		Timeline	2			O. Quiwon
II. Enhanced environmental practices and financial resilience to safeguard	Actions 3.1 Integrate green practices Reduce energy and water wastage in office facilities. ** 3.2 Develop contingency strategies Build fire safety and disaster resilience through		line		0.00		Timeline	2	Amt. 0.00		Timelin	e	Amt.		Timeline	2	0.00		O. Quiwon V. Kpatakollie
II. Enhanced environmental practices and financial resilience to safeguard	Actions 3.1 Integrate green practices Reduce energy and water wastage in office facilities. ** 3.2 Develop contingency strategies Build fire safety and disaster resilience through drills. ** 3.3 Financial resilience and oversight		line		0.00		Timeline	2	Amt. 0.00		Timelin	e	Amt.		Timeline	2	0.00		O. Quiwon V. Kpatakollie
II. Enhanced environmental practices and financial resilience to safeguard	Actions 3.1 Integrate green practices Reduce energy and water wastage in office facilities. ** 3.2 Develop contingency strategies Build fire safety and disaster resilience through drills. ** 3.3 Financial		line		0.00		Timeline	2	Amt. 0.00		Timelin	e	Amt.		Timeline	2	0.00		O. Quiwon V. Kpatakollie
II. Enhanced environmental practices and financial resilience to safeguard	Actions 3.1 Integrate green practices Reduce energy and water wastage in office facilities. ** 3.2 Develop contingency strategies Build fire safety and disaster resilience through drills. ** 3.3 Financial resilience and oversight		line		0.00		Timeline	2	Amt. 0.00		Timelin	e	Amt.		Timeline	2	0.00		O. Quiwon V. Kpatakollie
II. Enhanced environmental practices and financial resilience to safeguard	Actions 3.1 Integrate green practices Reduce energy and water wastage in office facilities. ** 3.2 Develop contingency strategies Build fire safety and disaster resilience through drills. ** 3.3 Financial resilience and oversight Conduct regular		line		0.00		Timeline	2	Amt. 0.00		Timelin	e	Amt.		Timeline	2	0.00		V. Kpatakollie Safety Tear

PILLAR IV: Capacity Bui	ilding		1st C	Quarter			2r	nd Quarte	ter		3	rd Quarti	tter			4th Quar	arter	Priority Ranking (%)***	Lead	
		4	131 4	larter			21.0	Quarte	<u>'</u>	Lead		J Quuit				iii Quu.	Tei			47
		Timel	line		Amt.		Timeline	e	Amt.			<u> </u>	Amt.		Timeline	e	Amt.	_		47
Expected Outcomes	Planned Activities / Actions	Jan	Feb	Mar	Lead	Apr	May	Jun	1	Jul	Aug	Sep		Oct	Nov	Dec				
Expected Outcomes	4.1 Staff training	Jan	FED	IVIai	+	Aþi	IVIAY	Jun		Jui	Aug	3eh	+	000	INOV	DEC	 	+		+
•	and development	4			'	'	1 '	1 '	1	'	'	'					'		1	
1	Provide refresher training for guardsmen and	<u></u>															The state of the s		V. Kpatakollie &	
•	staff. ***	1	'		'	'	1 '	1 '	1	'	'	'			'		1,500.00		Security Team	
•	4.2 Leadership	4	 									<u> </u>			†				1	T
Enhanced skills and	engagement					Щ'	⊥'	⊥'	 '	<u> </u>	Д′	⊥′						↓ '	1	┵
morale of administrative staff and improved	Represent CSA management in external								<u>'</u>			'					'	'	Edwin K.	
service delivery.	functions.***				1,000.00				1,000.00	<u> </u>	<u> </u>	'	1,000.00				1,000.00	<u> </u>	Jallah	
•	4.3 Senior-level	4				,		1	1			,							1	Ī
•	program coordination	f	1			'	1 '	<u> </u>	-	•	'	<u> </u>			1			'	1	
,	Assist senior	1	-		•	'	1 '		4 '	•	'				1		⊿ '	'	1	
•	management in internal and	1	-		<u> </u>	'	1 '		⊿ ′		'						⊿ '	1	1	
•	external	1	-		<u> </u>	'	1 '		⊿ ′		'						⊿ '	1	Edwin K.	Ì
,	communications.	1	•		.	'	1 '		4 '	•	'				•		/	'	Jallah	
· · · · · · · · · · · · · · · · · · ·	**	1	'			⊥′	'		4'	'	⊥′				<u> </u>		0.00	<u> </u>	& G.A. Team	
							A													4
PILLAR V: Stakeholder	Engagement																	Priority Ranking (%)***	Lead	
			1st Qu	Jarter				nd Quarte				rd Quarte				4th Quar		(70)		4
		Timel	line		Amt.	+	Timeline	<u> </u>	Amt.	 	Timelin	<u>.е</u>	Amt.	 	Timeline	<u>e</u> '	Amt.	- '		4
Expected Outcomes	Planned Activities / Actions	Jan	Feb	Mar	'	Apr	May	Jun	1	Jul	Aug	Sep		Oct	Nov	Dec	'	'	1	
I. Strengthened	Actions	Jan	LEN	IVIAI	<u> </u>	Aþi	IVIAY	Jun		Jui	Aug	3ch		Oct	NOV	Dec	 	+'		+
communication and	5.1 Administrative	4															'	'	1	
collaboration with	support for engagement	4															'	'	1	
internal and external stakeholders.	Assist in planning and executing CSA	 																	Edwin K. Jallah & G.A.	٠
<u> </u>	programs.	1	<u> </u>			Ш′	⊥′		<u> </u>	<u> </u>	⊥′				'			'	Team	

		Develop meeting agendas and maintain minutes.	As needed			
	stake	5.2 Conduct			Edwin K. Jallah & G.A. Team	
		Host external engagement forums and staff meetings.	As needed		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

								•	y (CSA): G ork Plan (<i>A</i>			•	•	•						
PILLAR I: Institu	itional Effectiveness		1st (Quarter				Quarter	·	WP).	•	Quarter		3	4th Q	uarter		Priority Ranking (%)***	Lead	Total Budget
			Timelin	ie	Amt.		Timeline	•	Amt.		Timelin	e	Amt.		Timeline	2	Amt.			
Expected																				
Outcomes	Planned Activities / Actions	Jan	Feb	Mar		Apr	May	Jun		Jul	Aug	Sep		Oct	Nov	Dec				
	1.1 Supervise grievance and																			
I. Enhanced	complaints management.																			
efficiency and	1.1.1 Document all																	10%		
accountability	grievances,																			
in grievance	complaints, petitions,																			
processing	appeals, and decisions																			\$3,000
and	of the Examining																		James M.	
resolution	Committee and Board																		Blamah/ M.	
	of Appeal.***																		Paygar	

within the civil service.	1.1.2 Monitor compliance with decisions of the Board of Appeal and make												5%		\$2,000
	recommendations to the Deputy Director General.***													James M. Blamah	
	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
	Subtotals														\$12,000
PILLAR II: Innova	ation and Research	1ct C	Quarter		2nd C	Quarter		3×4 (Quarter		4th O	uarter	Priority Ranking (%)***	Lead	Total Budget

			Timelir	ne	Amt.		Timeline	1	Amt.		Timelin	e	Amt.		Timelin	e	Amt.			
Expected Outcomes	Planned Activities / Actions	Jan	Feb	Mar		Apr	May	Jun		Jul	Aug	Sep		Oct	Nov	Dec				
I. A robust,	2.1 Adopt research-based grievance management					-	-											5%		
data-driven grievance management system	2.2.1 Analyze grievance data to identify trends and policy gaps.***																	2%	James M. Blamah	\$2,000
integrated with digital tools.	2.1.2 Implement digital tools for complaint tracking and resolution.***																	3%	M. Paygar	\$3,000
	2.1.3 Prepare compliance reports on Board of Appeal decisions and Examining Committee rulings. ***																	20%	James M. Blamah	\$1,500
	Subtotals																			\$6,500
PILLAR III: Susta	ainability and Resilience		1st (Quarter			2nd (Quarter			3rd (Quarter			4th Q	uarter		Priority Ranking (%)***	Lead	Total Budget
			Timelir	ne	Amt.		Timeline		Amt.		Timelin	e	Amt.		Timelin	e	Amt.			
Expected Outcomes	Planned Activities / Actions	Jan	Feb	Mar		Apr	May	Jun		Jul	Aug	Sep		Oct	Nov	Dec				
	3.1 Enhance grievance system sustainability					-														
I. A sustainable and adaptable	3.1.1 Integrate risk mitigation into grievance procedures for resilience. ***																	2%	James M. Blamah	\$2,000
framework for managing grievances.	3.1.2 Promote sustainable practices through digital documentation and																	2%	James M. Blama/ M. Paygar	\$2,000

	Subtotals																			\$4,000
PILLAR IV: Capa	acity Building																	Priority Ranking	Lead	Total Budget
				Quarter	I			Quarter				Quarter				uarter	I	(%)***	_	
			Timelin	e	Amt.		Timeline	:	Amt.		Timelin	e	Amt.		Timeline	•	Amt.			
Expected Outcomes	Planned Activities / Actions	Jan	Feb	Mar		Apr	May	Jun		Jul	Aug	Sep		Oct	Nov	Dec				
	4.1 Build capacity for	-					,													
I. Enhanced	grievance management																			
capacity of staff to handle	4.1.1 Organize staff training on grievance policies, gender																	5%		\$4,000
complaints effectively and	sensitivity, and disciplinary measures.***																		James M. Blama/ M. Paygar	\$4,000
equitably.	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
	3356663				<u> </u>	<u> </u>														, ÇO, 300
PILLAR V: Stake	eholder Engagement		1st (Quarter			2nd (Quarter			3rd (Quarter			4th Q	uarter		Priority Ranking (%)***	Lead	Total Budget
			Timelin	e	Amt.		Timeline	,	Amt.		Timelin	e	Amt.		Timeline	2	Amt.			
Expected Outcomes	Planned Activities / Actions	Jan	Feb	Mar		Apr	May	Jun		Jul	Aug	Sep		Oct	Nov	Dec		-		

I. Broader	5.1 Enhance				[1			
awareness	engagement and public												
and inclusion	awareness												
in grievance processes, ensuring fair participation of all	5.1.1 Conduct stakeholder forums to share updates, gather feedback, and co- create solutions. ***										5%	James M. Blamah	\$4,000
stakeholders.	5.1.2 Host public outreach programs to raise awareness of grievance processes.										2%	James M. Blamah	\$3,000
	5.1.3 Report on grievances by gender to promote fair and equitable resolution mechanisms. ***										2%	James M. Blamah	\$2,000
	5.1.4 Strengthen partnerships with ministries and commissions to enhance grievance procedures. ***										4%	James M. Blamah	\$2,000
	Subtotals												\$11,000
	GRAND TOTAL												\$41,500

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

							С	ivil Serv	rice Ag	ency (CSA): Hun	nan Res	ource	Division (I	HRD)						
								Draft Ar	nual V	Vork Plan	(AWP): Janua	ary - Do	ecember 2	025						
PILLAR I: Institution	nal Effectiveness			1st	Quarte	r		2nd	Quarte	r		3rd	Quarte	er		4th	n Quart	er	Priority Ranking (%)***	Lead	Total Budget
			T	Timelin	ne	Amt.	1	Timeline	e	Amt.		Timelin	e	Amt.	1	Timelin	e	Amt.			
Expected Outcomes	Planned Activities / Actions		Jan	Feb	Mar		Apr	May	Jun		Jul	Aug	Sep		Oct	Nov	Dec				
	1.1 Coordina employees' perforn planning												-						10%		
	1.1.1 Conduction annual performance planning for supervisors.	ormance all				0.00														Garrison/ Sarah	0.00
I. A performance- oriented culture	1.1.2 Organiz workshop for supervisors.	r new																2,500.00		Garrison/ Sarah	2,500.00
strengthened through clear	1.2 Implement HR to recruit and se	policies																	10%		

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

Expected Outcomes	Planned Actions	d Activities /	Jan	Feb	Mar		Apr	May	Jun		Jul	Aug	Sep		Oct	Nov	Dec				
I. Compliance		l Monitor	Jan	160	IVIGI		Apı	iviay	Juli		Jui	Aug	эср		OCC	1404	Dec		12%		
with		nance to labor																	1270	Mr.	
employment	policies																	0.00		Kamara	0.00
laws ensures a		3.1.1 Provide																0.00		Kaillala	0.00
resilient and		regular updates and																			
lawful		advice on Civil																			
workplace.		Service policies. **				0.00				0.00				0.00				0.00			0.00
workplace.		2 Establish				0.00		1		0.00				0.00				0.00	-	İ	0.00
		nious working																			
	condition																				
		3.2.1 Maintain																	10%		
		effective																			
	1 1	communication																			
	1	oetween																		Mr.	
		management and																		Kamara/	
		employees. **				0.00				0.00				0.00				0.00		Garrison	0.00
		B Ensure equitable																			
	workpla	ace practices																			
	3	3.3.1 Allow																			
		employees to							1	As needed	l										
	á	address concerns.																			
PILLAR IV: Capacit	y Building																		Priority	Lead	Total
																			Ranking		Budget
				1st	Quarte	r		2nd	Quarte	r		3rd	Quarte	er		4th	Quart	er	(%)***		
			-	Timelin	ne	Amt.		Timeline	2	Amt.		Timelir	ne	Amt.	1	Timelin	e	Amt.			
Expected	Planned	d Activities /																			
Outcomes	Actions		Jan	Feb	Mar		Apr	May	Jun		Jul	Aug	Sep		Oct	Nov	Dec				
I. Skilled	_	onduct training for					<u> </u>						<u> </u>						8%		
supervisors and		pervisors																			
HR staff		4.1.1 Train																			
empowered to		supervisors to																			
handle evolving		effectively																			
workplace		mplement CSA																			
challenges.		strategies.***																1,500.00		HR Team	1,500.00
cdiiciiges.		trengthen HR																1,300.00	5%	TIN TCAIN	1,300.00
		y through learning																0.00	3/0		0.00
	capacit	y antough leanning		l	l		l	1	l		1		l	<u> </u>	l	<u> </u>	L	0.00	<u> </u>	<u> </u>	0.00

	4.2.1 Facilitate professional development programs for HR staff. **												0.00						HR Team	0.00
PILLAR V: Stakehol	lder Engagement		1 st	Quarte	r		2nd	Quarte	er		3rd	Quarto	er		4th	Quart	er	Priority Ranking (%)***	Lead	Total Budget
		-	Timelir	ıe	Amt.	-	Timelin	е	Amt.		Γimelin	e	Amt.	1	Timelin	е	Amt.			
Expected	Planned Activities /																			
Outcomes	Actions	Jan	Feb	Mar		Apr	May	Jun		Jul	Aug	Sep		Oct	Nov	Dec				
	5.1 Establish internal communication channels																0.00	10%	Mr. Kamara	0.00
I. A harmonious	5.1.1 Develop																			
work	policies for constant																			
environment	and effective								22.00				2.22							
fostering	communication. **	<u></u>	<u> </u>						00.00				0.00					52/		0.00
collaboration between	5.2 Engage employees in decision-making																	5%		
management and employees.	5.2.1 Host forums where employees can share feedback.																			
•	***																1.500.00		HR team	1.500.00

Human Resource Management Information System Division (HRMISD)

The **HRMIS** focuses on enhancing data collection, digitization of records, and providing technical support for key HR systems. The plan includes collaborating with various divisions to gather relevant HR/Payroll, training, welfare, and performance data for strategic decision-making, as well as producing quarterly reports for management. It also aims to digitize manual records, including sorting, scanning, and uploading documents to the Records and Information Management Server (RIMS) for secure storage and accessibility. Outdated records will be discarded, while historical records will be transferred to a storage facility in Tubmanburg. Additionally, technical support will be provided for the successful migration of ATAPS to CSM, the deployment of the Electronic Personnel Action Notice (ePAN) System, and the implementation of the Employee Status Regularization Project (ESRP). For the overall implementation of the workplan and for the purpose of accountability and transparency, the head of the division Mr. Alexander E. Bessey will be responsible for the full execution and reporting of the division activities

							Civil	l Service	e Agency	(CSA):	Human	Resour	rce Mana	gement	Informa	ation Sy	stem Div	ision (HRMIS	D)	
										Draft #	۱nnual ۱	Work Pl	lan (AWP):	: Januar	ry - Dece	ember 2	:025			
PILLAR I: Institutional Effectiv	reness	15	st Quarter	er			2nd Qu	uarter				Quarter	, ,			Quarter		Priority Ranking (%)***	Lead	Total B
		Timel	line		Amt.	7	Timeline		Amt.		Timelin	ie	Amt.		Timelin	e	Amt.			
Expected Outcomes	Planned Activities / Actions	Jan	Feb	Mar		Apr	May	Jun	'	Jul	Aug	Sep	1	Oct	Nov	Dec				
I. Relevant HR/Payroll,	1.1 Data Analysis and	<u></u>									ĺ									
training, welfare, and	Reporting for Management		<u> </u>					<u> </u>	<u> </u>		L		1	<u> </u>						6,800.0
performance data	1.1.1 Liaise with ESD,								,									25%		
gathered.	WD, MSD, CMTD and								· '											
	other Divisions to				A				. '				A				l			
	collect relevant data								· ·											
	for analysis,								· ·										A. Bassey	
	interpretation and reporting. ***								 '										G. Kulah D.Arku	
II. Regular reports provided for strategic decisions.	1.1.2 Produce Quarterly Reports for	·																		

	Management's consumption and timely decision-making.***																			
PILLAR II: Innovation and Res	earch	1st	Quarte	er			2nd Qu	ıarter			3rd	Quarte	r		4th C	Quarter		Priority Ranking (%)***	Lead	
		Timel	ine		Amt.	1	Timeline		Amt.		Timelin	e	Amt.		Timelin	e	Amt.			
Expected Outcomes	Planned Activities / Actions	Jan	Feb	Mar		Apr	May	Jun		Jul	Aug	Sep		Oct	Nov	Dec				
I. Historical and current	2.1 Digitize Manual																			4400
records prepared for	Records (RIMS System)																	5%		14,387
processing.	2.1.1 Prep documents by																	5%		
	unpinning, sorting,																			
	and organizing them																			
	for scanning,																			
	indexing, and																		T. Tougeekay	
	archiving.***																		Peter Sumo	
	2.1.2 Scan, index,																	20%		
	and archive																			
II. Documents digitized and	documents (PANs,																			
ready for upload to the	Test results,																			
Records and Information	Credentials,																			
Management Server.	Employment Letters,																			
ividilugement serven	and other																			
	employment																		G.Zekiek	
	documents).***																	100/	Issac Randall	
	2.1.3 Upload all																	10%		
	scanned documents (historical and																			
	current) to the local																			
III. Documents securely	Records and																			
stored to the local RIMS	Information]		
Server for off-line/on-	Management (RIMS)]		
demand access.	Server; Backup																			
	scanned data																			
	periodically to																			
	external backup																		G. Zekieh	
	device. ***																		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 P.Sumo	
PILLAR V: Stakeholder Engage	ement	15	t Quarte	er			2nd Qu	arter	T		3rd	Quarter	T		4th C	Quarter		Priority Ranking (%)***	Lead	
		Time	line	ı	Amt.	Т	imeline		Amt.		Timelin	ie	Amt.		Timelin	e	Amt.			
Expected Outcomes	Planned Activities / Actions	Jan	Feb	Mar		Apr	May	Jun		Jul	Aug	Sep		Oct	Nov	Dec				
	3.1 Technical Support																			5 000 0
	Services 3.1.1 Provide																	5%		5,860.0
I. ATAPS to CSM migration successfully supported and implemented.	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. ***																		A. Bassey G. Kulah D. Arku 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 G. Kulah D. Arku P. Massaquoi	

	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 G. Kulah D. Arku 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 energyefficient 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.

				Civil	Service A	gency	(CSA): I	nform	ation & C	comm	unicati	on Tec	hnology	Divisio	n (ICTD)				
						Draft A	Annual \	Work F	Plan (AW	P): Jar	nuary -	Decem	ber 2025	5						
PILLAR I: Institutional	Effectiveness		1st	Quarte	r		2nd C	Quarte	r		3rd (Quarte	r		4th (Quarte	r	Priority Ranking (%)***	Lead	Total Budget
		7	Timelir	ne	Amt.	-	Timeline	e	Amt.		Timelin	e	Amt.	1	Timelin	e	Amt.			
Expected Outcomes	Planned Activities / Actions	Jan	Feb	Mar		Apr	May	Jun		Jul	Aug	Sep		Oct	Nov	Dec				
I. ICT infrastructure optimized to	1.1 Strengthen IT Systems and Infrastructure																	25%	Mr. Arthur Kortor	15,200.00
enhance operational efficiency across CSA.	1.1.1 Develop a comprehensive plan for IT equipment maintenance.***																			
COAL	1.1.2 Install and repair computers and printers as needed.																			
	1.1.3 Upgrade employees' computers to ensure efficiency.***																			

II. Communication streamlined, and	1.1.4 Perform regular network troubleshooting and maintenance.*** 1.2 Optimize Digital Communication and Website																	15%	Mr. Melvin	
the website kept	Management																		Pawa	10,200.00
up-to-date.	1.2.1 Create and manage professional email accounts for newly hired employees.***																			·
	1.2.2 Regularly update the website and monitor storage usage.***																			
PILLAR II: Innovation	and Research		1st	Quarte	r		2nd (Quarte	r		3rd (Quarte	r		4th (Quarte	r	Priority Ranking (%)***	Lead	Total Budget
			Timelir	ne	Amt.		Timelin	е	Amt.		Timelin	ne	Amt.	-	Timelin	e	Amt.			
	DI 10.0000 / 0.00					_				١		_		۵.						
Expected Outcomes CMS developed and	Planned Activities / Actions 2.1 Develop and	Jan	Feb	Mar		Apr	May	Jun		Jul	Aug	Sep		Oct	Nov	Dec		23%		
operationalized to	Implement a Consultancy																	25%	Mr. Francis	
enhance	Management System (CMS)																		Massaquoi	25,200.00
consultancy management.	2.1.1 Conduct requirement gathering and analysis. ***																		·	,
	2.1.2 Develop a System Requirement Specification (SRS) document. ***																			
	2.1.3 Design and review user interface (UI) mockups.***																			
	2.1.4 Identify appropriate tools and frameworks. ***																			
	2.1.5 Develop and test the system.																			
	2.1.6 Deploy the CMS on a live server/cloud platform. ***																			

PILLAR III: Sustainabi	lity and Resilience		1st (Quarter			2nd C	Quarte			3rd (Quarte	er		4th (Quarte	r	Priority Ranking (%)***	Lead	Total Budget
		-	Timelin	e	Amt.	1	Timeline	9	Amt.		Timelin	ie	Amt.	1	Timelin	e	Amt.			
Expected Outcomes	Planned Activities / Actions	Jan	Feb	Mar		Apr	May	Jun		Jul	Aug	Sep		Oct	Nov	Dec				
Sustainability embedded into ICT	3.1 Promote Sustainable IT Practices																	12%	Mr. Melvin Pawa	5,000.00
operations.	3.1.1 Integrate energy- efficient IT equipment where applicable.***																			
	3.1.2 Establish a system for responsible e-waste management. ***																			
	3.1.3 Conduct regular assessments to ensure minimal environmental impact of IT operations.																			
PILLAR IV: Capacity B	uilding		1st (Quarter			2nd C	Quartei			3rd (Quarte	er		4th (Quarte	r	Priority Ranking (%)***	Lead	Total Budget
		-	Timelin	ie	Amt.	1	Timeline	e	Amt.		Timelin	ie	Amt.	1	Γimelin	e	Amt.			
Expected Outcomes	Planned Activities / Actions	Jan	Feb	Mar		Apr	May	Jun		Jul	Aug	Sep		Oct	Nov	Dec				
ICT team skills enhanced for	4.1 Enhance ICT Staff Skills																	15%	Mr. Robert K. Bolay	12,000.0
modern technology applications.	Conduct training sessions on advanced IT tools and systems.***																			
	Introduce mentorship programs for junior IT staff.***																			
	Provide certifications for completed ICT training.***																			

PILLAR V: Stakeholde	er Engagement		1st	Quarte	r		2nd (Quarte	r		3rd (Quarte	r		4th (Quarte	ŗ	Priority Ranking (%)***	Lead	Total Budget
			Timelir	ne	Amt.	-	Γimelin	е	Amt.		Timelin	ie	Amt.	1	Гimelin	e	Amt.			
Expected Outcomes	Planned Activities / Actions	Jan	Feb	Mar		Apr	May	Jun		Jul	Aug	Sep		Oct	Nov	Dec				
I. Stakeholder collaboration improved through	5.1 Strengthen Engagement Through Digital Platforms																	10%	Mr. Melvin Pawa	2,000.00
effective digital channels.	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

							Civi	l Servi	ce Agency	(CSA)	: Legal	Servic	es (LSD)							
						D	raft Anr	nual W	ork Plan (AWP)	: Janua	ry - De	cember 2	025						
PILLAR I: Instituti	onal Effectiveness		1 st	: Quarte	er		2nd (Quarte	r		3rd	Quarte	er		4th	Quarte	r	Priority Ranking (%)***	Lead	Total Budget
		1st Quarter 2nd Quarter 3rd Quarter 4th Quarter (% 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	1.1 Addressing Legal Issues that Confront the CSA						,					•							Dinise/ Christine	
resolved, with contracts, agreements, and litigation	1.1.1 Provide expert and strategic legal advice to management.**				N/A				NA				N/A				N/A	10%	,	0.00
managed in compliance	1.1.2 Liaise with the Ministry of Justice to				N/A				N/A				N/A				N/A	10%		0.00

with legal standards.	represent CSA in civil litigation. **								<u> </u>								1	<u> </u>		
	1.1.3 Respond to complaints against the Civil Service Agency.				N/A				N/A				N/A					10%		
ļ	1.1.4 Prepare pleadings and representing CSA in litigations. **				N/A				N/A				N/A				N/A	10%		0.000
PILLAR II: Innovati	on and Research		15	t Quarte	er		2nd	Quarter	er		3rd	Quartei	er		4th	Quarter	ır	Priority Ranking (%)***	Lead	Total Budget
			Timelin	ne	Amt.	<u> </u>	Timeline		Amt.	7	Timeline	ie	Amt.	7	Timeline	е	Amt.			
Expected Outcomes	Planned Activities / Actions	Jan	Feb	Mar		Apr	May	Jun		Jul	Aug	Sep		Oct	Nov	Dec	 			
I. Legal frameworks and		<u> </u>	<u> </u>	<u> </u>	<u></u> '	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>				<u></u>	<u> </u>	<u> </u>	<u> </u>	Denise/ Christine	
contractual processes enhanced through	2.1.1 Draft communication for GSA lease agreements.				N/A				N/A				N/A	1			N/A	2		0.00
innovative strategies and research-based solutions.	2.1.2 Prepare contracts in conformity with laws and policies.				N/A				N/A				N/A				N/A	10%		0.00
ļ	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	· [N/A				N/A		_ 	- 	N/A	_			N/A	3%		0.00
ı	agreements. ** 2.1.5 Conduct legal	Ь			<u>'</u>															ſ

PILLAR III: Sustain	ability and Resilience		1 st	: Quarte	er		2nd (Quarte	r		3rd	Quarte	er		4th (Quarte	r	Priority Ranking (%)***	Lead	Total Budget
		-	Timelii	ne	Amt.	1	Timeline	•	Amt.		Timelir	ne	Amt.	-	Timelin	e	Amt.			
Expected																				
Outcomes	Planned Activities / Actions	Jan	Feb	Mar		Apr	May	Jun		Jul	Aug	Sep		Oct	Nov	Dec				
I. Legal																			Denise/	
frameworks and	3.1 Gender Mainstreaming																		Christine	
gender	3.1.1 Monitor																			
mainstreaming	Ministries and																			
strengthened to	Agencies for																			
ensure CSA's	implementing gender																			
commitment to	mainstreaming																			
equity,	policies. ***				\$5,000				\$5,000				\$5,000				\$5,000	5%		20,000.00
inclusion, and	3.1.2 Survey of Gender																			
resilience.	Focal Persons in																			
	collaboration with																			
	M&E. ***				\$10,000				0.00				0.00				0.00	5%		10,000.00
	3.1.3 Collect sex-				. ,															,
	disaggregated data																			
	from civil service																	5%		
	institutions. ***				\$15,000				0.00				0.00				0.00	370		15,000.00
	3.1.4 Prepare reports				713,000				0.00				0.00				0.00			13,000.00
	on gender focal points																			
	for CSA leadership.***				\$500				0.00				0.00				0.00	5%		5,000.00
	Tor CSA leadership.				3300				0.00				0.00				0.00	3%		3,000.00
																		1	•	
PILLAR IV: Capaci	ty Building																	Priority	Lead	Total
																		Ranking		Budget
				Quarte				Quarte				Quarte	l e			Quarte		(%)***		
<u>.</u>			Timelii	ne	Amt.	1	Timeline	•	Amt.		Timelir	ie	Amt.	•	Timelin	e	Amt.			
Expected	_																			
Outcomes	Planned Activities / Actions	Jan	Feb	Mar		Apr	May	Jun		Jul	Aug	Sep		Oct	Nov	Dec				
I. Legal Affairs	4.1 Strengthening Capacity																			
Department's	in Gender Data Collection,																			
effectiveness	Conflict Resolution, and																			
enhanced	Contract Management																		Denise/Christine	
through training	4.1.1 Train gender																			
and	focal persons in data																			
									i e											

development initiatives.	4.1.2 Provide support to CSA Hearing Officers.**				N/A				0.00				0.00				0.00	2%		0.00
PILLAR V: Stakeh	older Engagement		1 st	t Quarte	er		2nd (Quarte	r		3rd	Quarte	er		4th (Quarte	r	Priority Ranking (%)***	Lead	Total Budget
			Timelii	ne	Amt.		Timeline	e	Amt.		Timelir	ne	Amt.		Timelin	e	Amt.			
Expected Outcomes	Planned Activities / Actions	Jan	Feb	Mar		Apr	May	Jun		Jul	Aug	Sep		Oct	Nov	Dec				
I. Collaboration with internal and external	5.1 Strengthening Legal and Strategic Partnership																		Denise/ Christine	
stakeholders improved, fostering trust and accountability.	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

Management Services Division (MSD)

The MSD focuses on enhancing service delivery, operational efficiency, and stakeholder collaboration. Key initiatives include upgrading the Client Services Desk by recruiting staff, procuring equipment, and providing customer service training. The plan also includes finalizing foundational policies, such as the Reward and Sanction Policy, and updating the Service Delivery Charter. Innovations are introduced through automating the performance management system for eight institutions and monitoring the implementation of performance management across 13 entities. Capacity-building efforts will focus on training staff in performance monitoring, while stakeholder engagement will be strengthened through a client satisfaction survey in collaboration with M&E, aiming to improve collaboration and service outcomes. For the overall implementation of the workplan and for the purpose of accountability and transparency, the head of the division Mrs. Dorothy Meatee-Kiepeeh will be responsible for the full execution and reporting of the division activities

							C	Civil Se	rvice Age	ncy (CSA	i): Mana	agemen	t Services	Divisio	n (MSD)					
								Draf	ft Annual	Work P	lan (AW	/P): Janı	uary - Dec	ember :	2025					
PILLAR I: Institutiona	ll Effectiveness		1st (Quarter			2nd Qu	arter			3rd (Quarter			4th	n Quarte	er	Priority Ranking (%)***	Lead	Total Budget
			Timelir	ne	Amt.	1	imeline		Amt.	1	Timeline	e	Amt.		Timeline	e	Amt.			
Expected Outcomes	Planned Activities / Actions	Jan	Feb	Mar		Apr	May	Jun		Jul	Aug	Sep		Oct	Nov	Dec				
	1.1 Upgrade of the Client Services Desk																3,000.00	10%	Julius S. Parker	12,600.00
	1.1.1 Recruit two additional Client Service Officers.***																			
I. Service delivery efficiency enhanced, client	1.1.2 Procure two computers for Client Services.***																200.00			
satisfaction improved, and foundational	1.1.3 Provide customer service training for staff.***																400.00			
policies finalized for accountability.	1.1.4 Procure 10 ID tags for Client Services Desk.**																			

		-	ń	i	ı	i				41	ı	i	1	i	1	1	i		1	1	1
	1	1.1.5 Procure and install	1	1 '	1 '	1 '				⊿ '	1	$_{1}$	1	1	1 '	1	1 '	1		'	1
	<u> </u>	two suggestion boxes.***	<u></u> '	_ '	↓ '	 '				4'	4	\vdash	 -	 '	 '	↓ —_'	 '	3,600.00		<u> </u>	
		1.2 Update of the Civil	4	1 '	1 '	1	1	1	1	1 '	1	$_{1}$	1 1	1	1 '	1	1 1	1	5%	'	1
	Servi	ice Agency Service Delivery	4	1	1 '	1 '	1	1 '	1 '	1 '	1	1 1	1 1	1	1 '	1 '	1	1		Julius S.	1
	Charte		4	'	⊥'	⊥'	<u> </u>	<u> </u>	<u> </u>	<u> </u>	'			'	<u>'</u>	<u> </u>	'	<u> </u>		Parker	2,000.00
	1 1	1.2.1 Printing 200 copies of	1 '	1 '	Ţ '	Ţ '				∡	1 1	1 1	1 1	1 '	['	1 '	1 '	<u> </u>			1
	1	the Revised Service	1	1	1 '	1 '				⊿ '	1	1 1	1 1	1	1 '	1 '	1	1		'	1
	L'	Delivery Charter.***	'	<u></u> '	L'	L'				 '	L'	LI		L'	<u></u> '	'	'	l		<u> </u>	1
	_	3 Finalization of the Reward		1 '	1 '	'	1 '	1 '	1 '	1 '	1 1	$_{1}$ $^{-}$ $^{-}$	$_{1}^{-}$	1 '		1 '	1 '	<u> </u>	15%	Ignatius	1
	and §	Sanction Policy	<u> </u>	<u> </u>	<u> </u>	<u></u> '	<u> </u>	<u> </u>	<u> </u>	'	'		 '	'	<u> </u>	<u> </u>	'			Geegbae	6,400.00
	1	1.3.1 Consolidate				√ '				∡ '				4 '				√		Γ '	ī
	1	comments/input on draft				4 '				4 '				4 "				4		'	1
	1	policy in collaboration with				₄ '				4 ′				4 "				4		'	1
	1	CSRPD. ***				<u> </u>				<u> </u>				4				4		'	1
	1	1.3.2 Conduct validation	1	1	Ţ '	Ţ '	1 '	Ţ '	Ī '	1 '				4 '	Ţ '	ī !	1 1	Ī.		Γ '	ī
i	1	exercise for the first draft	1	1 '	1 '	1 '	1	1	1	1 '				4	1 '	1	1	1		'	1
i	1	at CSA senior staff	1	1 '	1 '	1 '	1	1 '	1	1 '				4	1 '	1	1	1		'	1
ı	1	meetings.***	└	 '	↓'	↓'	'	↓'	↓ —_'	⊥'				4'	 '	 '	<u> </u>		1		1
i	1	1	1	1	1 '	1	1	1 '	1	1	1	$_{1}$	$_{1}$	1				4		'	1
i	1	1	1	1 '	1 '	1 '	1	1 '	1	1	1	1	$_{1}$	1				4		'	1
i	1	1.2.3 Print 200 copies of	1	1 '	1 '	1 '	1	1	1	1 '	1	1 = 1	$_{1}$	1				4		'	1
<u> </u>		the finalized version. ***	<u> </u>	'	<u> </u>	<u> </u>	'	<u> </u>	<u> </u>	<u> </u>	<u> </u>							4	<u> </u>	<u> </u>	1
PILLAR II: Innovation	and Re	esearch																	Priority	Lead	Total Budg
																			Ranking		
				1st	Quarter			2nd Qua	earter		4	3rd C	Quarter			4t'	h Quarte	or	(%)***		
			4					-									1		(/-/	1	
			47	Timeline	<u>·е</u>	Amt.	<u>↓ T</u> i	imeline	<u> </u> '	Amt.	т	Timeline	<u> </u>	Amt.	 ′	Timeline	ا <u>و</u>	Amt.			
Expected	1.		1	1	1	1	1	1 _ '	1	1	1	$_{1}$	$_{1}$	1	1 _ 1	1 - 1	1	1	35%	Ignatius	1
Outcomes	Plann		Jan	Feb	Mar	 '	Apr	May	Jun	 '	Jul	Aug	Sep	 '	Oct	Nov	Dec			Geegbae	555,000.00
I. Automation of		2.1 Automating the	4	1	1 '	1 '	1	1	1	1 '	1	1 = 1	$_{1}$	1	1 '	1	1	1		'	1
performance		ormance Management	4 1	1	1 '	1	1	1 '	1	1	1	$_{1}$	$_{1}$	1	1 '	1	1	1		'	1
management	Syste	em for Eight Institutions	<u> </u>		 '	 '	<u> </u>		4/	 '		$\overline{}$		<u></u> '	+'	\leftarrow	\leftarrow			<u> </u>	+
enhances	1	2.1.1 Conduct consultant				4 '				4 '				4	1 '	1	1	1		'	1
operational	1	recruitment and system				4 '				4 '				4	1 '	1	1	1		'	1
efficiency and	1	development.***				4'				<u></u> '				4'	+		——			<u> </u>	+
reduces manual	1	2.1.2 Procure and install	1	1 '	1 '	1 '				4 ′				4	1 '	1	1	1		'	1
errors.	1 1	required equipment for	1	1 '	1 '	1 '				4 '				4	1 '	1	1	1		'	1
•		الله والدواد								4 ,				4	1 '	<u> </u>	1	1	1	•	
1	1 +	automation.***	'		<u> </u>	<u> </u>		\leftarrow	$\overline{}$,				ъ	+,					· ·	•
ı	1	2.1.3 Train staff in the	<u> </u>	+,	+	+				1		 	 -	 	Τ,	Τ ,	Τ ,			T	
		2.1.3 Train staff in the operation of the		+-,	†	 					 		 	 	$ ag{1}$						
		2.1.3 Train staff in the	 l								† <u> </u>									i	

PILLAR III: Sustainabi	ity and Resilience		1st (Quarter			2nd Qu	arter			3rd C	Quarter			4th	ı Quarte	er	Priority Ranking (%)***	Lead	Total Bu
			Timelin	e	Amt.	Т	imeline		Amt.		Timeline	9	Amt.		Timeline	•	Amt.	_		
Expected Outcomes	Planned Activities / Actions	Jan	Feb	Mar		Apr	May	Jun		Jul	Aug	Sep		Oct	Nov	Dec				
I. Continuous performance monitoring	3.1 Monitoring the Implementation of the Manual Performance Management	Jun	165	IVIGI		- Chi	Wildy	Jun		Jui	Aug	ЗСР		Oct	1100	Dec		15%	Ignatous	
enhances resilience and accountability across institutions.	3.1.1 Monitor performance management implementation across 13 entities.***																		Geegbae	1,200.00
	3.1.2 Train HR Officers and supervisors as needed.*** 3.1.3 Analyze performance reports and share findings with management.***																			
	·																			
PILLAR IV: Capacity B	uilding		1st C	Quarter			2nd Qu	arter			3rd C	Quarter			4th	Quarte	er	Priority Ranking (%)***	Lead	Total I
			Timelin	e	Amt.	Т	imeline		Amt.		Timeline	9	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	4.1 Capacity Building in Performance Monitoring																	5%	Ignatius Geegbae	5,750.00
manage the automated performance system.	4.1.1 Training four Performance Monitoring Officers and one Deputy Director.***																			
	4.1.2 Conduct refresher workshops on performance monitoring.***																			

PILLAR V: Stakeholde	er Engag	1St Quarter						2nd Qu	arter			3rd C	Quarter			4th	ո Quarte	er	Priority Ranking (%)***	Lead	Total Budg
				Timelin	ie	Amt.	Т	imeline		Amt.		Timeline	•	Amt.		Timeline	е	Amt.			
Expected Outcomes	Plann	ed Activities / Actions	Jan	Feb	Mar		Apr	May	Jun		Jul	Aug	Sep		Oct	Nov	Dec				
I. Improved collaboration with	satisfa	5.1 Conduct client action survey					-					_							15%	Julius S. Parker	26,600.00
stakeholders through surveys and client interaction.		5.1.1 Conduct a mapping exercise with 28 institutions to identify sample size.***																			
		5.1.2 Recruit and train enumerators (five days training).***																			
		5.1.3 Conduct the Client Satisfaction Survey in collaboration with M&E.***																			
		5.1.4 Print and publish survey reports.***																			

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

Civil Service Agency (CSA): Occupational Health & Safety Division (OHSD)

						Dra	ıft Annu	ıal Wo	rk Plan ((AWP)	: Janua	ıry - De	ecember	2025	2025	Cons	olidate	d Annual Wo	ork Plan _ CS	5A 70
PILLAR I: Institution	nal Effectiveness		1st	Quarte	r		2nd Q					, Quarte			4th (Quartei	r	Priority Ranking (%)***	Lead	Total Budget
			Timelir	ne	Amt.	-	Timeline	•	Amt.	-	Timelin	e	Amt.	7	Timelin	e	Amt.			
Expected Outcomes I. National OHS	Planned Activities / Actions 1.1 National OHS Policy	Jan	Feb	Mar		Apr	May							Oct	Nov	Dec		25%	Mrs. Watkins & Tarr	
policy framework	Development																	2370		4,500.00
developed.	1.1.1 Collaborate with MOL, MOH, and NPHIL to draft the policy and conduct risk assessments.***																			,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,
	1.2 OHS Awareness Promotion																	14%	Mrs. Watkins & Tarr	5,000.00
II. Civil servants have improved OHS awareness.	1.2.1 Conduct educational campaigns to increase understanding of OHS policies and standards.***																			
	<u> </u>		'		•															
PILLAR II: Innovation	on and Research		1st	Quarte	r		2nd Q	uarter	•		3rd (Quarte	r		4th (Quartei	r	Priority Ranking (%)***	Lead	Total Budget
			Timelir	ne	Amt.	1	Timeline	•	Amt.	-	Timelin	e	Amt.	1	Timelin	e	Amt.			
Expected Outcomes	Planned Activities / Actions	Jan	Feb	Mar		Apr	May	Jun		Jul	Aug	Sep		Oct	Nov	Dec				
I. Effective fire drill procedures tested and	2.1 Fire Drill Implementation and Research																	10%	Mrs. Watkins & Tarr	2,500.00
refined.	2.1 1 Work with CSA and the NFS to conduct drills and assess fire readiness across entities.***																			
II. Risk assessment	2.2 Departmental Risk Assessment																	15%	Mrs. Watkins & Tarr	1,500.00

reports guide safety initiatives.	2.2.1 Conduct assessments to identify fire and safety risks for readiness planning.***																			
PILLAR III: Sustaina	ability and Resilience		1st	Quarte	r		2nd Q	uarter			3rd (Quarte	r		4th C	Quarte	ſ	Priority Ranking (%)***	Lead	Total Budget
Expected			Timelir	ne	Amt.	1	Timelin	e 	Amt.	٦	Timelin	ie	Amt.	1	Timelin	e	Amt.			
Outcomes	Planned Activities / Actions	Jan	Feb	Mar		Apr	May	Jun		Jul	Aug	Sep		Oct	Nov	Dec				
I. Spending entities adopt and	3.1 Emergency Preparedness Initiatives																	13%	Mrs. Watkins & Tarr	2,000.00
operationalize plans.	3.1.1 Develop and implement emergency preparedness plans with regular reviews and follow-ups.***																			
	,																			
PILLAR IV: Capacit	y Building		1st	Quarte	r		2nd Q	uarter			3rd (Quarte	r		4th C	Quarte	r	Priority Ranking (%)***	Lead	Total Budget
			Timelir	ne	Amt.	1	Timelin	9	Amt.	1	Timelin	ie	Amt.	1	Timelin	e	Amt.			
Expected Outcomes	Planned Activities / Actions	Jan	Feb	Mar		Apr	May	Jun		Jul	Aug	Sep		Oct	Nov	Dec				
I. Civil servants are equipped with emergency	4.1 First Aid Capacity Building																	13%		
skills.	4.1.1 Conduct hands-on workshops on lifesaving first aid and CPR techniques for employees.***																		Mrs. Watkins & Tarr	2,000.00

PILLAR V: Stakehol	der Er	ngagement		1st	Quarte	r		2nd Q	uarter			3rd C	Quarte	r		4th (Quarte	1	Priority Ranking (%)***	Lead	Total Budget
				Timelir	ne	Amt.		Timeline	2	Amt.	-	Γimelin	е	Amt.	1	Timelin	e	Amt.			
Expected]		
Outcomes	Plan	ned Activities / Actions	Jan	Feb	Mar		Apr	May	Jun		Jul	Aug	Sep		Oct	Nov	Dec				
Strengthened																			10%	Mrs.	
multi-agency	5.	lanned Activities / Actions Jan Feb Mar 5.1 Agency Collaboration																		Watkins &	
partnerships on	on C	OHS Programs																		Tarr	2,500.00
OHS.		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	Δσοη	cy (CSA): F	Princin	al Adm	inistra	tive Offi	car (DA	ω)					
								•	Nork Plan	•				•	,					
PILLAR I: Institut	cional Effectiveness		1st (Quartei	r			Quarte		(2001		Quarte		2023	4tl	n Quar	ter	Priority Ranking (%)***	Lead	Total Budget
			Timelii	ne	Amt.		Timelin	е	Amt.		Timelin	e	Amt.		Timelin	е	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-	1.1 Annual Manpower Hearing and Budgeting Sessions for Fiscal Year 2025											·						25%	Alfred Drosaye & Adjua Premper (MFDP)	31,475.00
departmental coordination.	1.1.1 Conduct validation and finalize personnel listings.*** 1.1.2 Conduct HR training for HR Directors and Comptrollers.																			

	1 1 2 Duy	l	ı		i	İ	İ		İ	1 1	İ			Ī	Ī		Ī	1	I	
	1.1.3 Prepare and																			
	submit reports from																			
	1.2 Providing Technical Support to the CSA Division																	15%	Alfred Drosaye & Jennifer J. Moses	2,375.00
	1.2.1 Prepare reports, letters, and communications.***																			
	1.2.2 Provide timely and effective support to divisions and external stakeholders.***																			
III. Timely completion of	1.3 CSA Annual Report Preparation																			
the CSA's annual report	1.3.1 Request division submissions for the																			
<mark>and better</mark>	annual report.**																0.00			
<mark>inter-</mark> departmental	1.3.2 Assist in report preparation.**																			
feedback.																	0.00			
																		1		
PILLAR II: Innovat	tion and Research		1st (Quarter			2nd (Quarte	r		3rd (Quarte	r		4ti	h Quart	ter	Priority Ranking (%)***	Lead	Total Budget
			Timelir	ne	Amt.	7	Γimeline	е	Amt.	7	Timelin	ie	Amt.	7	Гimelin	e	Amt.			
Expected Outcomes	Planned Activities / Actions	Jan	Feb	Mar		Apr	May	Jun		Jul	Aug	Sep		Oct	Nov	Dec				
	2.1 GoL Consultancy																	15%	DDGP, George Collins, Jennifer Moses, Edleen T. Clark	8,100.00
I. Improved efficiency in selecting and	2.1.1 Conduct consultant screening and interviews.***																			

onboarding consultants and	2.1.2 Supervise the preparation of KPIs.***																			
measuring performance with data- driven insights.	2.1.3 Conduct onboarding of GoL consultants.***																			
II. Enhanced knowledge exchange and adoption of	2.2 JICA 3rd Country Training Program																	10%	Alfred Drosaye & Caludius Broderick	0.00
best practices from international governance training	2.1.1 Prepare and support civil servants to attend training. **																			
programs.					0.00				0.00											0.00
PILLAR III: Sustair	nability and Resilience		1st (Quartei	r		2nd	Quarte	r		3rd (Quarte	er		4th	n Quart	er	Priority Ranking (%)***	Lead	Total Budget
			Timelii		Amt.	-	Timelin		Amt.	1	Γimelin		Amt.	7	Γimelin		Amt.	(* - /		
Expected Outcomes	Planned Activities / Actions	Jan	Feb	Mar		Apr	May	Jun		Jul	Aug	Sep		Oct	Nov	Dec				
I. Efficient onboarding and	3.1 Onboarding of Civil Servants																	5%	Alfred Drosaye	
increased capacity of civil servants to adapt to organizational and governmental	3.1.1 Provide technical support in the preparation of induction and orientation for new civil servants.***																			
challenges.																	13,700.00			13,700.00
	ity Building																	Priority Ranking	Lead	Total Budget
PILLAR IV: Capaci			1st	Quartei	r		2nd	Quarte	r		3rd	Quarte	er		4th	n Quart	er	(%)***		Duuget

Expected		1						ĺ												
Outcomes	Planned Activities / Actions	Jan	Feb	Mar		Apr	May	Jun		Jul	Aug	Sep		Oct	Nov	Dec				
I. Strengthened workforce	4.1 Onboarding of Civil Servants																	5%	Alfred Drosaye & Claudio Broderick Clark	13,700
readiness and skillsets through an efficient induction program.	4.1.1 Conduct orientation and induction.***																			
II. Increased alignment of educated	4.2 Placement for Returned/Bilateral Scholarship Students																			
workforce with CSA's goals and enhanced human	4.2.1 Review applications and prepare placement letters.***																	5%	Alfred	
resources.																			Drosaye &	750.00
III. Clearer job roles leading to	4.3 Review and Develop Job Descriptions																	5%		
improved departmental performance and employee accountability.	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: Stakeh	older Engagement		1st (Quarter			2nd	Quarte	er		3rd (Quarte	r		4th	h Quar	ter	Priority Ranking (%)***	Lead	Total Budget
		<u> </u>	Timelir	e	Amt.	1	Timelin	е	Amt.	1	Timelin	e	Amt.	1	imelin	e	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	

regional partnerships												Moses & Claudius	
through regular engagement.	5.1.1 Represent CSA at CAFRAD quarterly meetings. **		0.00		0.00		0.00		,	0.00			0.00
II. Enhanced external partnerships	5.2 Prepare Expression of Interest (EOI)		0.00		0.00		0.00			0.00	5%	DG, Alfred Drosaye & Jennifer Moses	350.00
and diversified support for ongoing reform initiatives.	5.1.2 Prepare EOIs to seek financial and technical support for civil service reform.***												

Procurement Division (PD)

The PD focuses on improving procurement processes, compliance, and transparency. Key activities include conducting market needs assessments, preparing the CSA's FY-2025 procurement plan, and managing the preparation and filing of bid documents. The division will also enhance data management by digitalizing bid processes and incorporating automated evaluation tools. Efforts will be made to promote environmentally sustainable procurement by adhering to green guidelines when preparing contracts and award letters. Additionally, the plan includes capacity building through staff training in national and international procurement principles, bid assessment techniques, and vendor engagement in procurement training programs. Stakeholder engagement will be strengthened by notifying and discussing procurement decisions with vendors and evaluators before finalizing awards. For the overall implementation of the workplan and for the purpose of accountability and transparency, the head of the division Mr. Prince Weeks will be responsible for the full execution and reporting of the division activities

Civil Service Agency (CSA): Procurement Division (PD) Draft Annual Work Plan (AWP): January - December 2025

PILLAR I: Instituti	ional Effectiveness			Quarte			2nd Q					Quarte				Quartei		Priority Ranking (%)***	Lead	Total Budget
Comparts of	T	1	imelin	e	Amt.	1	<u>Fimeline</u>	•	Amt.		Timelin	e	Amt.	1	<u> Timelin</u>	e	Amt.			
Expected Outcomes	Planned Activities / Actions	Jan	Feb	Mar		Apr	May	Jun		Jul	Aug	Sep		Oct	Nov	Dec				
I. Improved	1.1 Market Needs																	20%		
operational	Assessment																		Kessely/Sophia	300.00
efficiency and	1.1.1 Collect information																			
compliance in	on cost availability and																			
procurement	vendor details.***				300.00															300.00
processes.	1.1.2 Identify vendors in																			
	relevant business lines.																			
	**				0.00															0.00

Γ	1.1.3 Align vendor				1					Ĵ	1	1			1	1		
	selection with PPCC vendors.				1				'	J	1	1		'		1		
7	1.2 Preparation of CSA FY- 2025 Procurement Plan															30%	Kessely/Sophia	0.00
	1.2.1 Prepare procurement plan. **				0.00					'	<u> </u>	 			<u> </u>			0.00
ı	1.2.2 Discuss with Procurement Committee (PC). **				0.00									<u> </u>				0.00
	1.2.3 Obtain Head of Entity approval. **				0.00					'		_		<u> </u>	'			0.00
_	1.2.4 Submit to PPCC for approval. **				0.00				<u> </u>	<u> </u>		<u> </u>		<u>'</u>		<u> </u>		0.00
<u> </u>	1.3 Preparation and Filing of Bid Documents	<u>-</u>														10%	Hannah /Julia	
	1.3.3 Prepare bid documents for FY 2025.				0.00							 _		T _ '				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					<u></u>	_ 	 						0.00
	1.4 Bid Opening and Evaluation Report Filing													,				
	1.4.1 Train evaluation panel members. **				0.00			1_										0.00
	1.4.2 Prepare evaluation matrix and reports. **				0.00													0.00
	·																	
PILLAR II: Innovation	n and Research		1st	t Quarter	er		2nd Quart	ter		3rd	Quarter	er	4ti	h Quarter	er	Priority Ranking (%)***	Lead	Total Budget
		7	Timeline		Amt.		meline	Amt.		Timelin		Amt.	Timelii		Amt.			
Expected Outcomes P	Planned Activities / Actions	Jan	Feb	Mar	'	Apr M	May Ju	ın	Jul	Aug	Sep		Oct Nov	v Dec	'			

I. Enhanced																				
	2.1 Preparation and Filing				1													10%		
data	of Bid Documents (Innovative		1 '	1	İ															
	Approach)		ı'	1!	l				<u></u>				<u></u>						Sophia/Hannah	0.00
and	2.1.1 Digitalize bid		1		ĺ															
procurement	preparation and filing		1 '	1	İ															
insights through	using a procurement		1 '	1	İ															
innovative	management		1	1	İ															
tools.	procedure.**		'		1												0.00			0.00
/	2.2 Bid Opening and	_			<u> </u>	Γ												5%		
	Evaluation Report Filing		1	1	İ															
<u>, </u>	(Innovative Approach)				<u> </u>														Kessely/Julie	
	2.1.2 Utilize automated	.	Ī ,	į l	ĺ	Ţ		Ţ												
	evaluation tools for		1	1	İ															
	matrix preparation and	.	1	1	ĺ															
	scoring.**			Щ	<u> </u>												0.00			0.00
PILLAR III: Sustain	ability and Resilience																	Priority	Lead	Total Budget
																		Ranking		
			1st	Quarter	r		2nd Q	uarter			3rd C	Quarte	r		4th (Quarte	r	(%)***		
		т	Timeline	ie	Amt.	1	Timeline		Amt.	Т	imelin	e	Amt.	1	Timelin	e	Amt.			
Expected				[]																
		. ,						•	1					l	l	l	Į.	<u>l</u>	1	•
	Planned Activities / Actions	Jan	Feb	Mar		Apr	May	Jun		Jul	Aug	Sep		Oct	Nov	Dec				
l.	Planned Activities / Actions 3.1 Preparation of	Jan	Feb	Mar		Apr	May	Jun		Jul	Aug	Sep		Oct	Nov	Dec		10%		
l.	3.1 Preparation of Award Letters and Contracts	Jan	Feb	Mar		Apr	May	Jun		Jul	Aug	Sep		Oct	Nov	Dec		10%	Kessely/Sophia	0.00
l.	3.1 Preparation of	Jan	Feb	Mar		Apr	May	Jun		Jul	Aug	Sep		Oct	Nov	Dec		10%	Kessely/Sophia	0.00
I. Environmentally	3.1 Preparation of Award Letters and Contracts	Jan	Feb	Mar		Apr	May	Jun		Jul	Aug	Sep		Oct	Nov	Dec		10%	Kessely/Sophia	0.00
I. Environmentally sustainable and	3.1 Preparation of Award Letters and Contracts 3.1.1 Finalize awards and contract preparation while adhering to green	Jan	Feb	Mar		Apr	May	Jun		Jul	Aug	Sep		Oct	Nov	Dec		10%	Kessely/Sophia	0.00
I. Environmentally sustainable and cost-efficient procurement processes	3.1 Preparation of Award Letters and Contracts 3.1.1 Finalize awards and contract preparation	Jan	Feb	Mar		Apr	May	Jun		Jul	Aug	Sep		Oct	Nov	Dec		10%	Kessely/Sophia	0.00
I. Environmentally sustainable and cost-efficient procurement	3.1 Preparation of Award Letters and Contracts 3.1.1 Finalize awards and contract preparation while adhering to green procurement guidelines (reduce paper use, etc.)	Jan	Feb	Mar		Apr	May	Jun		Jul	Aug	Sep		Oct	Nov	Dec		10%	Kessely/Sophia	
I. Environmentally sustainable and cost-efficient procurement processes	3.1 Preparation of Award Letters and Contracts 3.1.1 Finalize awards and contract preparation while adhering to green procurement guidelines	Jan	Feb	Mar	0.00	Apr	May	Jun	0.00	Jul	Aug	Sep		Oct	Nov	Dec		10%	Kessely/Sophia	0.00
I. Environmentally sustainable and cost-efficient procurement processes	3.1 Preparation of Award Letters and Contracts 3.1.1 Finalize awards and contract preparation while adhering to green procurement guidelines (reduce paper use, etc.) **	Jan	Feb	Mar	0.00	Apr	May	Jun	0.00	Jul	Aug	Sep		Oct	Nov	Dec		10%	Kessely/Sophia	
I. Environmentally sustainable and cost-efficient procurement processes	3.1 Preparation of Award Letters and Contracts 3.1.1 Finalize awards and contract preparation while adhering to green procurement guidelines (reduce paper use, etc.) ** 3.1.2Collaborate with the	Jan	Feb	Mar	0.00	Apr	May	Jun	0.00	Jul	Aug	Sep		Oct	Nov	Dec		10%	Kessely/Sophia	
I. Environmentally sustainable and cost-efficient procurement processes	3.1 Preparation of Award Letters and Contracts 3.1.1 Finalize awards and contract preparation while adhering to green procurement guidelines (reduce paper use, etc.) ** 3.1.2Collaborate with the Legal Division for	Jan	Feb	Mar		Apr	May	Jun		Jul	Aug	Sep		Oct	Nov	Dec		10%	Kessely/Sophia	0.00
I. Environmentally sustainable and cost-efficient procurement processes	3.1 Preparation of Award Letters and Contracts 3.1.1 Finalize awards and contract preparation while adhering to green procurement guidelines (reduce paper use, etc.) ** 3.1.2Collaborate with the	Jan	Feb	Mar	0.00	Apr	May	Jun	0.00	Jul	Aug	Sep		Oct	Nov	Dec		10%	Kessely/Sophia	
I. Environmentally sustainable and cost-efficient procurement processes implemented.	3.1 Preparation of Award Letters and Contracts 3.1.1 Finalize awards and contract preparation while adhering to green procurement guidelines (reduce paper use, etc.) ** 3.1.2Collaborate with the Legal Division for compliance. **	Jan	Feb	Mar		Apr	May	Jun		Jul	Aug	Sep		Oct	Nov	Dec				0.00
I. Environmentally sustainable and cost-efficient procurement processes	3.1 Preparation of Award Letters and Contracts 3.1.1 Finalize awards and contract preparation while adhering to green procurement guidelines (reduce paper use, etc.) ** 3.1.2Collaborate with the Legal Division for compliance. **	Jan	Feb	Mar		Apr	May	Jun		Jul	Aug	Sep		Oct	Nov	Dec		Priority	Kessely/Sophia Lead	0.00
I. Environmentally sustainable and cost-efficient procurement processes implemented.	3.1 Preparation of Award Letters and Contracts 3.1.1 Finalize awards and contract preparation while adhering to green procurement guidelines (reduce paper use, etc.) ** 3.1.2Collaborate with the Legal Division for compliance. **	Jan			0.00	Apr			0.00	Jul				Oct				Priority Ranking		0.00
I. Environmentally sustainable and cost-efficient procurement processes implemented.	3.1 Preparation of Award Letters and Contracts 3.1.1 Finalize awards and contract preparation while adhering to green procurement guidelines (reduce paper use, etc.) ** 3.1.2Collaborate with the Legal Division for compliance. **	Jan		Mar	0.00	Apr	May 2nd Q		0.00	Jul		Sep	r	Oct		Dec		Priority		0.00

Expected																					
Outcomes	Plan	ned Activities / Actions	Jan	Feb	Mar		Apr	May	Jun		Jul	Aug	Sep		Oct	Nov	Dec				
I. Improved skills and	Buile	4.1 Staff Capacity ding																	10%	Mr. Weeks	3,000.00
knowledge of staff and stakeholders in procurement activities.		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: Stakeh	older I	Engagement		1st	Quarte	r		2nd Q	uarter			3rd (Quarte	r		4th (Quarte	r	Priority Ranking (%)***	Lead	Total Budget
			Т	imelin		Amt.	1	Timeline	e	Amt.	-	Γimelin		Amt.	7	Γimelin	e	Amt.			
Expected Outcomes	Plan	ned Activities / Actions	Jan	Feb	Mar		Apr	May	Jun		Jul	Aug	Sep		Oct	Nov	Dec		5%	Sophia/Hannah	0.00
I. Strengthened partnerships and	Lette	5.1 Preparation of Award ers and Contracts laborative Approach)																			
transparency in procurement.	•	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

								_		_			ivision (RSD) ember 2025							
PILLAR I: Instituti	ional Effectiveness		1st (Quarte	r		2nd	Quart	er		3rc	d Quar	ter		4th	Quart	er	Priority Ranking (%)***	Lead	Total Budget
			Timelii	ne	Amt.	-	Timelin	e	Amt.		Timelir	ne	Amt.	1	Γimelin	e	Amt.			
Expected Outcomes	Planned Activities / Actions	Jan	Feb	Mar		Apr	May	Jun		Jul	Aug	Sep		Oct	Nov	Dec				
I. Improved awareness of CSA policies	1.1 Increase Awareness of CSA Policies Among Rural Civil Servants																	25%		
among rural staff.	1.1.1 Collate key CSA policies and regulations for regional educational forums. **								0.00										S. kettor	0.00
	1.1.2 Conduct one-day interactive forums with MACs in the regions to explain standing orders.								0.00											0.00
	1			<u> </u>	<u> </u>				0.00	<u> </u>	l			<u> </u>	l	<u> </u>				0.00

	1.2 Address Payroll and																	10%	C Vatta	FF 004 04
II. Payroll integrity improved by eliminating discrepancies.	1.2.1 Liaise with ESD to collect payroll data and conduct a payroll audit to eliminate ghost employees																		S. Kettor	55,904.00
	(retired/deceased).***																			
PILLAR II: Innovati	on and Research		1st (Quarter			2nd	Quart	er		3rc	d Quar	ter		4th	Quart	er	Priority Ranking (%)***	Lead	Total Budget
		-	Timelir	ne	Amt.		Timeline	е	Amt.		Timelin	ie	Amt.	-	Timelin	e	Amt.			
Expected Outcomes	Planned Activities / Actions	Jan	Feb	Mar		Apr		Jun		Jul				Oct	Nov	Dec				
I. Grievance and payroll-related	2.1 Develop a Grievance Tracking System					-	-					-						10%		
issues tracked digitally.	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
	1 ,						·		,											
PILLAR III: Sustain	ability and Resilience		1st (Quarter			2nd	Quart	er		3rc	d Quar	ter		4th	Quart	er	Priority Ranking (%)***	Lead	Total Budget
		7	Timelir	ne	Amt.	•	Timeline	e	Amt.		Timelin	ie	Amt.	-	Timelin	e	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 Jonathan Reeves, Fredrick Wolobah, Tokpah Jaliebah.	

	3.1.1 Conduct payroll verification in regional offices to ensure accuracy of employment data.***												5,000.00							5,000.00
PILLAR IV: Capacity	y Building		1st C	Quarter			2nd	Quart	er		3rc	d Quar	ter		4th	ı Quart	er	Priority Ranking (%)***	Lead	Total Budget
		1	imelir	ie	Amt.	-	Timelin	e	Amt.		Timelin	ie	Amt.		Timelin	e	Amt.			
Expected Outcomes	Planned Activities / Actions	Jan	Feb	Mar		Apr	May	Jun		Jul	Aug	Sep		Oct	Nov	Dec				
I. HR capacity for PMS implementation enhanced.	4.1 Promote PMS Implementation in Regional Offices																	10%	Fredie Goe, Jonathan Reeves, Fredrick Wolobah, Tokpah Jaliebah	14,000
	4.1.1 Conduct working sessions for HR teams and MAC supervisors on PMS implementation processes and guidelines.***																			
II. Rural civil servants well-	4.2 Enhance Understanding of CSA Policies and Guidelines																	10%		
versed in CSA policies.	4.2.1 Conduct regional forums on CSA policies and procedures to civil servants.***								2,500.00										S. kettor	2,500.00
PILLAR V: Stakehol	lder Engagement		1st C	Quarter			2nd	Quart	er		3rc	d Quar	ter		4th	Quart	er	Priority Ranking (%)***	Lead	Total Budget
		1	Timelin	ie	Amt.		Timelin	e	Amt.		Timelin	ie	Amt.		Timelin	ie	Amt.			
Expected Outcomes	Planned Activities / Actions	Jan	Feb	Mar		Apr	May	Jun		Jul	Aug	Sep		Oct	Nov	Dec	SSS			

I. Increased understanding of grievance		1 Activity 7: Enhance vance Redressal Awareness									10%		
procedures.		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	5.	2 Conduct Regional Office									5%		
office	Asse	essments											
conditions		5.2.1 Plan and execute											
assessed and		field assessment visits to											
documented.		evaluate the state and											
		challenges of regional offices. ***						1000.00		1000.00		S. Kettor	2,000.00

Research, Strategic Planning, Monitoring, & Evaluation Division (RSPM&ED)

The RSPM&ED focuses on strengthening workforce verification, HR policy analysis, and governance frameworks. Key activities include conducting workforce verification through the Employee Status Regularization Project (ESRP), analyzing workforce data to guide resource allocation, and developing frameworks for integrating results-based planning and evaluation. The division aims to improve HR reform through data-driven research, implement a resilience assessment framework for HR systems, and promote a paperless HR management system for efficiency and sustainability. Capacity building efforts will focus on strengthening monitoring and evaluation (M&E) and HR planning skills across CSA and its entities. Stakeholder engagement will be prioritized by hosting forums and developing feedback mechanisms to foster improved communication and collaboration between CSA and Spending Entities. For the overall implementation of the workplan and for the purpose of accountability and transparency, the head of the division Mr. Isaac G.F. Gorvego will be responsible for the full execution and reporting of the division activities.

Civil Service Agency (CSA): Research Strategic Planning Monitoring & Evaluation Division (RSPM&ED)

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

PILLAR I: Institution	nal Effectiveness		1st (Quarte	r		2nd (Quarte	r		3rd	Quarte	er		4th	Quarte	er	Priority Ranking (%)***	Lead	Total Budget
		1	Timelin	ne	Amt.	1	Timeline	e	Amt.		Timelin	e	Amt.	1	Timelin	е	Amt.			
Expected																				
Outcomes	Planned Activities / Actions	Jan	Feb	Mar		Apr	May	Jun		Jul	Aug	Sep		Oct	Nov	Dec				
I. Workforce	1.1 Workforce																	33%		
verification and	Verification and Data Integrity																		Gorvego & Team	350,000.00
data integrity	1.1.1 Engage unverified																			
across all	entities (e.g., Judiciary,																			
government	Defense, LNP, LDEA, LIS)																			
entities	to complete the																			

strengthened	workforce verifica	ion													
through the	process. ***														
implementation															
of the Employee	1.1.2 Conduct reg	ular													
Status	data audits to mai														
Regularization	accuracy and elim														
Project (ESRP)	ghost workers.***														
	1.1.3 Publish qua														
	ESRP progress rep														
	including updated	Ji ts,													
	workforce statistic	c by													
	gender, age, and	s by													
		00 ***													
	credential categor 1.1.4 Develop an														
	share case studies														
	quantifying the fir														
	impact of ESRP ac														
	various governme	π													
	entities. ***												201	0 0 111	
II. Improved	1.2 Workforce												8%	Gorvego, Smith	.=
reporting and	Reporting Analysis													and Kanneh	15,000.00
analysis of the	1.2.1 Analyze ESRI														
government	to provide detaile														
workforce to	statistics on workf														
guide policy	demographics and														
decisions and	credential trends														
optimize	every quarter. ***														
resource	1.2.2 Integrate fir	ancial													
allocation	metrics into ESRP														
	reporting to highli	ght													
1	L cost souings from		1	1	1										
	cost savings from								ı	1	l		1		1
	workforce regular														
	workforce regular function of ESD ar	d DG													
	workforce regular function of ESD an technical Assistan	d DG . ***													
	workforce regular function of ESD ar technical Assistant 1.2.3 Develop a po	d DG . *** licy													
	workforce regular function of ESD ar technical Assistant 1.2.3 Develop a po brief summarizing	d DG . *** licy													
	workforce regular function of ESD ar technical Assistant 1.2.3 Develop a pobrief summarizing findings and	d DG . *** licy ESRP													
	workforce regular function of ESD ar technical Assistant 1.2.3 Develop a po brief summarizing	d DG .*** licy ESRP													

	planning End of every quarter. ***										
	1.2.4 Establish a public dashboard for tracking ESRP progress and outcomes to promote transparency Every quarter. ***										
III. Governance frameworks strengthened for	1.3 Frameworks for Results- Based Planning and Evaluation								16%	Gorvego,Kanneh, Smith, Tokpah & Cooper	25,000.00
integrating results-based planning, monitoring, and evaluation across CSA and MACs	1.3.1 Develop and disseminate standardized M&E tools for use across CSA and Spending Entities. *** 1.3.2 Establish a centralized database for storing and sharing M&E findings and HR policy assessments. ***										
	1.3.3 Conduct quarterly reviews of HR policies to ensure alignment with CSA's governance goals Function of Reform & Policy Division. ***										
	1.3.4 Review and compile quarterly reports of all divisions.										
	1.3.5 Review and compile annual reports of all divisions . ***										

	1.3.6 Create and roll out a feedback mechanism to gather inputs from Spending Entities on policy implementation.																			
PILLAR II: Innovati	on and Research																	Priority	Lead	Total
			1ct	Quarte	r		2nd (Quarte	r		3rd	Quarte	ar		4th	Quarte	r	Ranking (%)***		Budget
		т	imelir		Amt.	1	Timeline		Amt.		Timelin		Amt.	-	Timelin		Amt.	(70)		
Expected													_							
Outcomes	Planned Activities / Actions	Jan	Feb	Mar		Apr	May	Jun		Jul	Aug	Sep		Oct	Nov	Dec		420/	6	
I. HR reform strategies	2.1 Data-driven HR Reform																	13%	Gorvego, Smith,	10 000 00
informed by																			i Tokban & Hoff	10.000.00
	2.1.1 In collaboration																		Tokpah & Hoff	10,000.00
comprehensive,	with Reform & Policy																		токрап & ноп	10,000.00
comprehensive, data-driven	with Reform & Policy Division, conduct annual																		токрап & ноп	10,000.00
comprehensive,	with Reform & Policy																		токрап & ноп	10,000.00
comprehensive, data-driven	with Reform & Policy Division, conduct annual research on HR trends and civil service productivity. ***																		токрап & ноп	10,000.00
comprehensive, data-driven	with Reform & Policy Division, conduct annual research on HR trends and civil service productivity. *** 2.1.2 Publish findings																		токрап & ноп	10,000.00
comprehensive, data-driven	with Reform & Policy Division, conduct annual research on HR trends and civil service productivity. *** 2.1.2 Publish findings and recommendations																		токрап & ноп	10,000.00
comprehensive, data-driven	with Reform & Policy Division, conduct annual research on HR trends and civil service productivity. *** 2.1.2 Publish findings																	5%	Gorvego, Smith,	10,000.00
comprehensive, data-driven research. II. Comprehensive	with Reform & Policy Division, conduct annual research on HR trends and civil service productivity. *** 2.1.2 Publish findings and recommendations for reform. ***																	5%		4,000.00
comprehensive, data-driven research. II. Comprehensive analysis of	with Reform & Policy Division, conduct annual research on HR trends and civil service productivity. *** 2.1.2 Publish findings and recommendations for reform. *** 2.2 HR Policy Analysis for Reform																	5%	Gorvego, Smith,	
comprehensive, data-driven research. II. Comprehensive	with Reform & Policy Division, conduct annual research on HR trends and civil service productivity. *** 2.1.2 Publish findings and recommendations for reform. *** 2.2 HR Policy Analysis																	5%	Gorvego, Smith,	

conducted to	HR policies and identify	1	ı	1	ı	1	I	1		1	I	I	İ	ĺ	I			İ		
support reform.	gaps. ***																			
support reform.	gaps.																			
	2.1.2 In collaboration																			
	with Reform & Policy																			
	Division, conduct																			
	stakeholder																			
	consultations for policy																			
	recommendations. ***																			
	2.1.3 Monitor																			
	application of resilience																			
	metrics. ***																			
PILLAR III: Sustaina	bility and Resilience																	Priority	Lead	Total
																		Ranking		Budget
			1st	Quarte	r		2nd	Quarte	r		3rd	Quarte	er		4th	Quarte	r	(%)***		
			Timelir	ne	Amt.	1	Timelin	е	Amt.		Timelin	e	Amt.	1	Γimelin	e	Amt.			
Expected																				
Outcomes	Planned Activities / Actions	Jan	Feb	Mar		Apr	May	Jun		Jul	Aug	Sep		Oct	Nov	Dec				
I. A framework																				
established to	O. A. LID Constraints Destillances																	10%	Common Kommon	
	3.1 HR Systems Resilience																	10%	Gorvego, Kanneh	7.500.00
assess and	Assessment Framework																	10%	Gorvego, Kanneh & Smith	7,500.00
assess and strengthen the	Assessment Framework 3.1.1 Develop resilience																	10%		7,500.00
assess and strengthen the resilience of HR	Assessment Framework 3.1.1 Develop resilience metrics for HR policy																	10%		7,500.00
assess and strengthen the	Assessment Framework 3.1.1 Develop resilience metrics for HR policy evaluation. ***																	10%		7,500.00
assess and strengthen the resilience of HR	Assessment Framework 3.1.1 Develop resilience metrics for HR policy evaluation. *** 3.1.2 Train MACs on																	10%		7,500.00
assess and strengthen the resilience of HR	Assessment Framework 3.1.1 Develop resilience metrics for HR policy evaluation. *** 3.1.2 Train MACs on incorporating resilience																	10%		7,500.00
assess and strengthen the resilience of HR	Assessment Framework 3.1.1 Develop resilience metrics for HR policy evaluation. *** 3.1.2 Train MACs on incorporating resilience into planning. ***																	10%		7,500.00
assess and strengthen the resilience of HR	Assessment Framework 3.1.1 Develop resilience metrics for HR policy evaluation. *** 3.1.2 Train MACs on incorporating resilience into planning. *** 3.1.3 Monitor																	10%		7,500.00
assess and strengthen the resilience of HR	Assessment Framework 3.1.1 Develop resilience metrics for HR policy evaluation. *** 3.1.2 Train MACs on incorporating resilience into planning. *** 3.1.3 Monitor application of resilience																	10%		7,500.00
assess and strengthen the resilience of HR	Assessment Framework 3.1.1 Develop resilience metrics for HR policy evaluation. *** 3.1.2 Train MACs on incorporating resilience into planning. *** 3.1.3 Monitor																	10%		7,500.00
assess and strengthen the resilience of HR systems.	Assessment Framework 3.1.1 Develop resilience metrics for HR policy evaluation. *** 3.1.2 Train MACs on incorporating resilience into planning. *** 3.1.3 Monitor application of resilience metrics. ***																			7,500.00
assess and strengthen the resilience of HR systems.	Assessment Framework 3.1.1 Develop resilience metrics for HR policy evaluation. *** 3.1.2 Train MACs on incorporating resilience into planning. *** 3.1.3 Monitor application of resilience metrics. *** 3.2 Implementation of a Paperless HR Management System																		& Smith	7,500.00 1,500.00
assess and strengthen the resilience of HR systems. II. A paperless HR management	Assessment Framework 3.1.1 Develop resilience metrics for HR policy evaluation. *** 3.1.2 Train MACs on incorporating resilience into planning. *** 3.1.3 Monitor application of resilience metrics. *** 3.2 Implementation of a Paperless HR Management																		& Smith Gorvego, Hoff,	

efficiency and sustainability.		2.2 Monitor digital doption rates. ***																			
PILLAR IV: Capacity	Building																		Priority Ranking	Lead	Total Budget
				1st	Quarte	r		2nd C	Quarte	r		3rd	Quarte	er		4th	Quarte	r	(%)***		buaget
			-	Timelin	ne	Amt.	1	Timeline	:	Amt.		Timelin	ie	Amt.	1	Γimelin	e	Amt.			
Expected																					
Outcomes		Activities / Actions	Jan	Feb	Mar		Apr	May	Jun		Jul	Aug	Sep		Oct	Nov	Dec				
I. Technical skills in monitoring and evaluation		Building M&E y for CSA and Spending																	4%	Gorvego, Reeves, Ellen, Cooper & Zuah	2,500.00
(M&E) strengthened for CSA and	4. cu	1.1 Develop a training irriculum tailored to &E needs. ***																			
Spending Entities staff.	tra Ca Tr	1.2 Conduct quarterly aining workshops areer Management & raining Division anction.***																			
II. HR planning and budgeting capacity	4.2	Building HR Planning																	4%	Smith, Tokpah & Zuah	2,500.00
enhanced	ac ar	2.1 Train staff on dvanced HR planning and budgeting achniques. ***																			
	gı pr	2.2 Provide tools and uidelines for budget reparation. ***																			
	im	2.3 Monitor aplementation of new echniques. ***																			
PILLAR V: Stakehold	der Engag	gement		1st (Quarte	r		2nd (Quarte	r		3rd	Quarto	er		4th	Quarte	r	Priority Ranking (%)***	Lead	Total Budget

			Timelir	ne	Amt.		Timelin	е	Amt.		Timelin	ie	Amt.	7	Timelin	e	Amt.			
Expected Outcomes	Planned Activities / Actions	Jan	Feb	Mar		Apr	May	Jun		Jul	Aug	Sep		Oct	Nov	Dec				
Communication and	5.1 Enhancing CSA and MACs Collaboration																	7%	Gorvego & Team	5,000.00
collaboration between CSA	5.1.1 Host stakeholder forums twice a year. ***																			
and MACs improved.	5.1.2 Develop a stakeholder feedback mechanism. ***																			

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

						_			Agency (C	-										
PILLAR I: Institu	tional Effectiveness		1 st	: Quarte	r	D		Quarte	ork Plan (<i>f</i> er	AWP):		y - Dec Quarte		25	4th	Quarte	er	Priority Ranking (%)***	Lead	Total Budget
		-	1st Quarter Timeline Amt.				Timelin	е	Amt.	1	Timelin	e	Amt.	Ti	meline	!	Amt.			
Expected																				
Outcomes	Planned Activities / Actions	Jan	Feb	Mar		Apr	May	Jun		Jul	Aug	Sep		Oct	Nov	Dec				
I. Improved	1.1 Retirement of Eligible																	25%		
management	Employees																			
and delivery of	1.1.1 Generate																			
retirement and	retirement listings of																			
benefits	eligible employees. **				00.00														R. Johnson	\$0

programs for eligible	1.1.2 Forward retirement listings to GoL spending											40
employees.	entities. **	00	0.00								R. Johnson	\$0
	1.1.3 Conduct pre-											
	retirement counseling workshops.***				¢50,000						D. Curarau	\$50,000
	·				\$50,000						D. Swaray	\$50,000
	1.1.4 Submit relevant										O Dua 9	
	documents to NASSCORP for enrollment.***						\$1,000				O. Brown & J. Hoto	\$1,000
	1.1.5 Process retirement						\$1,000				J. HOLO	\$1,000
	handshake package.***								500,0000		R. Johnson	\$500,000
	1.1.6 Organize and											
	implement retirement											
	programs in consultation										R. Johnson	
	with relevant										&	
	institutions. **								00.00		D. Swaray	\$0
	Subtotal						\$501,0					
		\$5	50,000				00					\$551,000
Expected												
Outcomes	Planned Activities / Actions											
Timely	1.2 Process Retirement									10%		
disbursement	and Death Benefits											
of financial	1.2.1 Prepare pension											
support to	matrices for payment of											
retirees and	retirement benefits. **	00	0.00		00.00		00.00		00.00		R. Johnson	00.00
beneficiaries,	1.2.2 Prepare voucher											
ensuring their	requests for Director-											
well-being	General's approval. **	00	0.00		00.00		00.00		00.00		R. Johnson	00.00
post-	1.2.3 Receive and review										R. Johnson	
retirement in	all death-related										&	
full compliance	correspondences. **	00	0.00		00.00		00.00		00.00		D. Swaray	00.00
with applicable	1.2.4 Submit										,	
policies and	communications for										D. Florkiah	
regulations.	survivors' benefits to										&	

PILLAR II: Innova	ation and Research		1st	: Quarto	er		2nd	Quart	er		3rd	Quarte	er	4th Quarter			er	Priority Ranking (%)***	Lead	Total Budget
			Timelir	ne	Amt.	-	Timelin	e	Amt.		Timelir	ie	Amt.	Т	imeline		Amt.			
Expected																				
Outcomes	Planned Activities / Actions	Jan	Feb	Mar		Apr	May	Jun		Jul	Aug	Sep		Oct	Nov	Dec		4=0/		
I. Efficiency	2.1 Efficiency and																	15%		
and	Transparency in Welfare																			
transparency	Management																			
in welfare	2.1.1 Develop system																			
scheme	automation and demo				4														R. Johnson	4
management	display.***				\$75,000										1				& Peter	\$75,000
improved	2.1.2 Implement system																			
through	improvement/fixes								4										R. Johnson	4
technological	activities.***								\$50,000										& Peter	\$50,000
enhancements.	2.1.3 Organize and hold																			
	official system																		R. Johnson	
	launch.***												\$5,000						& Peter	\$5,000
	2.2.4 Register and enroll																		R. Johnson	
	vendors/businesses.***																\$15,000		& P. Forlda	\$15,000
	Subtotal				\$75,000				\$50,000				\$5,000				\$15,000			\$145,000
PILLAR III: Susta	inability and Resilience												•		•			Priority	Lead	Total
																		Ranking		Budget
			1st	Quarte	er		2nd	Quart	er		3rd	Quarte	er		4th	Quart	er	(%)***		
			Timelir	ne	Amt.	-	Timelin	e	Amt.		Timelir	ne	Amt.	Т	imeline	:	Amt.			
Expected																				
Outcomes	Planned Activities / Actions	Jan	Feb	Mar		Apr	May	Jun		Jul	Aug	Sep		Oct	Nov	Dec				
I. Employee	3.1 Manage GoL LPA,																	20%		
well-being and	Insurance, and Micro Loan																			
operational	Schemes																			
efficiency	2.1.1.4																		M. kanneh	
sustained	3.1.1 Analyze LPA,																		R. Johnson	
through	insurance, and microloan deductions. **																		A. Doudu	
welfare	deductions. ***				00.00				00.00				00.00				00.00		P. Forlda	00.00
systems.	3.1.2 Evaluate																			
	creditworthiness and																		J. Doe	
	process credit																		J. Fallah	
	process credit														<u> </u>				J. I dilali	

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

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

BUDGET NOTES/LEGEND:

Indicator	Factor	Details/Remarks
**	Activities with	These activities are non-costed initiatives that can be executed
	0.00 budget	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

20	TOTAL	USD\$=2,783,089.00
19	WELFARE DIVISION	USD\$698,200.00
18	HUMAN RESOURCE DIVISION	USD\$12,200.00