



CIVIL SERVICE AGENCY ANNUAL REPORT 2025



**To: H.E. Joseph Nyuma Boakai, Sr.
President of the Republic of Liberia**
**By: Dr. Josiah F. Joekai, Jr.
Director-General**

Submitted: December 2025



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



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



Dr. Josiah F. Joeekai, Jr.
Director-General, Civil Service Agency

Vision, Mission & Core Values



VISION

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

MISSION

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



CORE VALUES

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

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Acronyms and Abbreviations

Acronym	Meaning
ARREST Agenda	– Agriculture, Roads, Rule of Law, Education, Sanitation and Tourism - Agenda
ATAPS	– Alternative Temporary Automated Payroll System
CMTD	– Career Management and Training Division
CSA	– Civil Service Agency
CSTC	– Civil Service Testing Center
ECOWAS	– Economic Community of West African States
FY	– Fiscal Year
GOL	– Government of Liberia
HR	– Human Resources
HRM	– Human Resource Management
ICT	– Information and Communications Technology
JICA	– Japan International Cooperation Agency
LACC	– Liberia Anti-Corruption Commission
LIPA	– Liberia Institute of Public Administration
LISGIS	– Liberia Institute of Statistics and Geo-Information Services
LPA	– Legal Power of Attorney
MACs	– Ministries, Agencies, and Commissions
MCSS	– Monrovia Consolidated School System
MFDP	– Ministry of Finance and Development Planning
NCGG	– National Centre for Good Governance
PAN	– Personnel Action Notice
PFM	– Public Financial Management
PYPP	– President's Young Professionals Program
RSD	– Regional Services Division
SES	– Senior Executive Service
WASH	– Water, Sanitation and Hygiene
SES	– Water, Sanitation and Hygiene
WASH	– Water, Sanitation and Hygiene

Message from the Director-General

It is with deep gratitude and renewed national commitment that I present the Civil Service Agency's Annual Report for Fiscal Year 2025. Under the visionary leadership of His Excellency, President Joseph Nyuma Boakai, Sr., the CSA advanced some of Liberia's most transformative governance and workforce reforms in recent history, reforms rooted in fairness, meritocracy, institutional accountability, and the elevation of public service dignity.



Throughout the year, the Agency strengthened its statutory mandate under the 1973 Act by modernizing personnel governance, enforcing standards across all Ministries, Agencies, and Commissions, and reinforcing a professional culture that supports efficiency, transparency, and national development. These achievements reflect not only institutional progress but the dedication of more than 60,000 civil servants who continue to carry the weight of the nation's aspirations.

FY 2025 stands as a defining chapter in workforce transformation. The CSA led the historic integration of 3,406 volunteer teachers and health professionals into the National Payroll System, delivered strategic government salary top-ups for 23,588 essential workers, modernized merit-based recruitment through the Civil Service Testing Center, revitalized the grievance and complaint management system to ensure employee protection, and established the first-ever Occupational Health and Safety Division in the history of the Liberian civil service.

These interventions strengthened job security, improved livelihoods, restored public confidence, and elevated the integrity of government systems. Complementing these structural reforms were groundbreaking financial empowerment programs, including the 50% Salary Advance Schemes and the first 3–5-year Long-Term Loan Facility for civil servants, that expanded financial access, deepened household stability, and positioned civil servants as key contributors to the emergence of a new middle-income class in Liberia.

As the CSA advances toward 2026, our focus remains on consolidating reform gains, deepening digital governance, expanding national testing capabilities, and working closely with the Legislature to enact the Civil Service Commission Bill. This milestone will redefine public-sector governance for generations.

Together, we are building a modern, ethical, and high-performing civil service that reflects the hopes of the Liberian people and strengthens the nation's capacity to deliver transformative change.

A handwritten signature in black ink, appearing to read "Josiah F. Joekai, Jr." followed by "Director-General, CSA".

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

Meet The Deputies



HON. DARLINGTON A. P. SMITH

DEPUTY DIRECTOR-GENERAL
FOR HUMAN RESOURCE
MANAGEMENT
& POLICY



HON. DAHNU MIANYEN

DEPUTY DIRECTOR-GENERAL
FOR ADMINISTRATION &
FINANCE

MANDATE AND CORE FUNCTIONS OF THE CIVIL SERVICE AGENCY



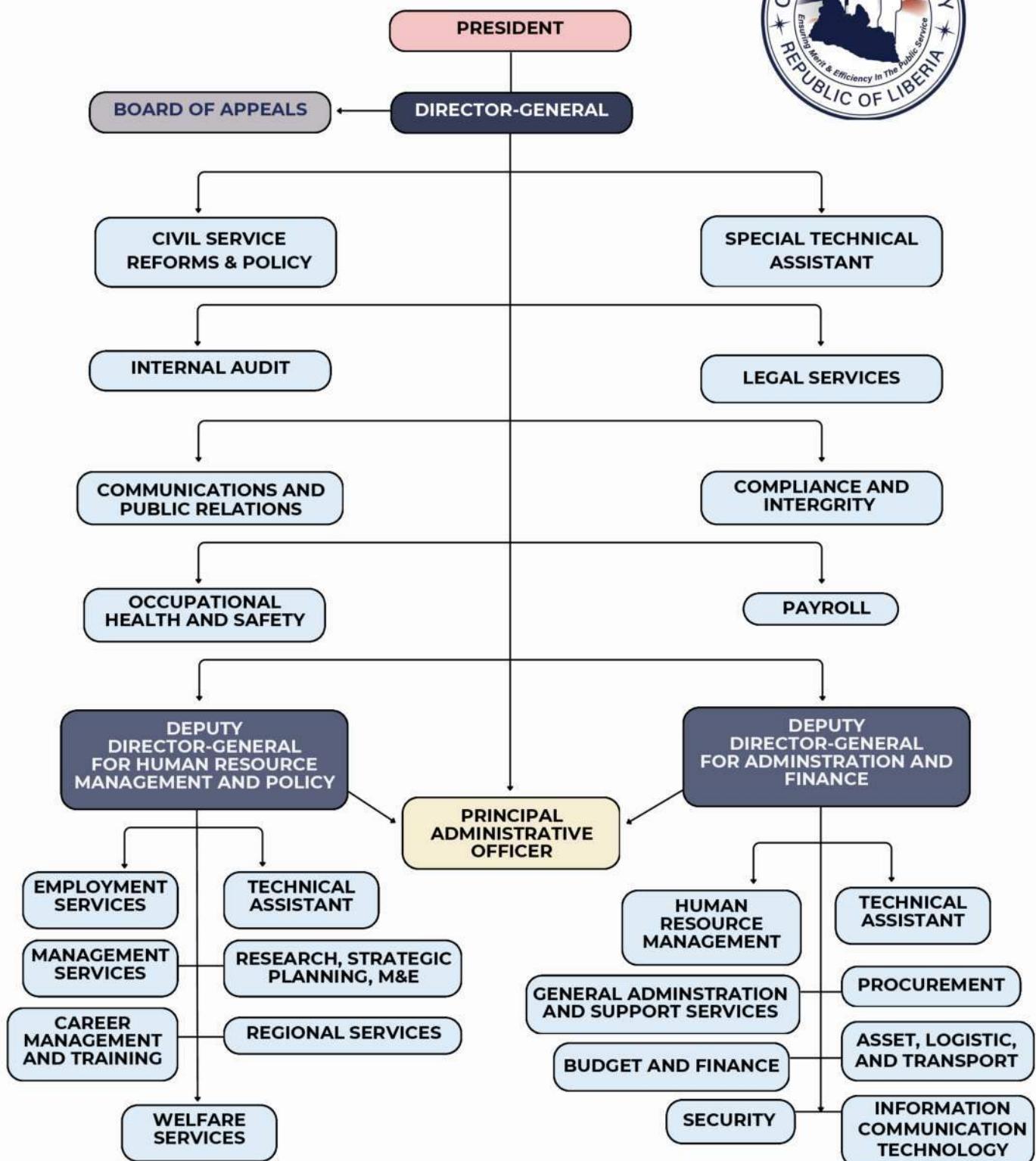
The Civil Service Agency (CSA), established by the 1973 Act as the central personnel authority of the Government of Liberia, is mandated to safeguard the integrity, efficiency, and professionalism of the civil service. The Agency is empowered to formulate, issue, and enforce civil service rules and regulations, subject to presidential approval, in alignment with the Standing Orders for the Civil Service and the Human Resource Policy Manual.

In fulfilling this mandate, the CSA ensures the protection of merit-based principles across all branches of government by upholding a transparent, accountable, and competency-driven system for public administration. This foundational authority anchors the Agency's ability to regulate personnel management processes, standardize employment practices, and strengthen institutional governance throughout the civil service.

At the core of its statutory responsibilities, the CSA administers merit-based recruitment by managing examinations, eligibility listings, and the certification and placement of civil servants across spending entities. As the official gatekeeper of all appointments into the classified service, the Agency conducts recruitment assessments, validates and approves employment actions, and maintains the official Personnel Action Notices (PANs) that establish lawful entry into government service.

Furthermore, the CSA leads government-wide human resource policy and oversight, providing strategic guidance on recruitment, training, performance management, career development, staffing, compensation, benefits administration, pensions, and conditions of employment. These core functions are essential to cultivating a capable, motivated, and accountable workforce that supports national development priorities and advances President Boakai's civil service reform agenda.

ORGANIZATIONAL STRUCTURE



STRATEGIC ALIGNMENT WITH AAID AGENDA

The Civil Service Agency (CSA) has strategically aligned its 2025–2029 Strategic Plan with the Government of Liberia's national development agenda, encapsulated in the AAID framework, Arresting the decline, setting an Agenda for Inclusive Development. This framework, structured around six core pillars, provides a comprehensive roadmap for national renewal. The CSA's strategic interventions are intrinsically aligned with and actively advance several of these critical pillars, demonstrating how robust public sector management is foundational to transformative national progress.

a) Governance and Anti-Corruption and Rule of Law

The CSA is at the forefront of the national effort to Arrest systemic decline in public integrity. By rigorously enforcing the Standing Orders, modernizing the legal and regulatory framework for public administration, and institutionalizing merit-based recruitment and promotions, the CSA is arresting malpractices and patronage. This builds a civil service founded on the Rule of Law, transparency, and accountability, which is essential for the broader Agenda.

b) Economic Transformation

A reformed public service is a critical catalyst for Economic Transformation. The CSA's work in streamlining bureaucratic processes and enhancing policy coherence reduces the cost of doing business and fosters a stable environment for growth. By arresting administrative bottlenecks and promoting efficiency, the CSA directly enables the national Agenda for private sector-led and Inclusive Development.

c) Human Capital Development

The Human Capital Development pillar is central to the CSA's mandate. Through robust training, leadership development, and competency-based HR management, the Agency is executing a core component of the national Agenda. This investment in Liberia's public servants ensures the state has the skilled talent required to drive Inclusive Development, empowering those who design and deliver services to all citizens.

d) Infrastructure Development (Digital Transformation for Service Delivery)

The CSA's drive to automate HR processes represents a strategic investment in digital Infrastructure Development. Modernizing payroll, digitizing records, and developing e-governance platforms enhance service delivery and operational transparency. This initiative helps Arrest inefficiency and manual errors, while building the technological foundation necessary for achieving an Agenda of modern, Inclusive public administration.

STRATEGIC ALIGNMENT WITH ARREST AGENDA

The Civil Service Agency's strategic plan is a targeted contribution to Liberia's AAID framework. By solidifying governance, enabling economic growth, investing in human capital, and building digital infrastructure, the CSA actively supports the mission to Arrest decline and advance the Agenda for Inclusive Development. The Agency's work ensures the machinery of government is capable of translating national plans into tangible progress for all Liberians.

KEY STATISTICS AT A GLANCE



GOL WORKFORCE MANAGED BY CIVIL SERVICE PAYROLL SYSTEM

GOL WORKFORCE GENDER DISTRIBUTION

Civil Servants
59,018 (93.49 %)

MALE



45,277

FEMALE



13,741

Appointed Officials
4,112 (6.51%)

FEMALE



603

MALE



3,509

Total Workforce **63,130**

EXECUTIVE SUMMARY

The Civil Service Agency's Annual Report for Fiscal Year 2025 documents a year of significant institutional reform and operational advancement in Liberia's public service. Guided by its statutory mandate, the Agency intensified efforts to restore professionalism, strengthen accountability, and promote merit-based human resource management across government. Under the leadership of Director-General Dr. Josiah F. Joekai, Jr., the Agency implemented reforms aligned with national development priorities and the Government's broader public sector modernization agenda.

A major achievement of the reporting period was the successful integration of 3,406 long-serving and essential volunteer workers into the national payroll system. This intervention marked a decisive transition from informal and non-regularized service arrangements to structured and lawful public employment. The integration included 2,356 qualified teachers, comprising 208 from the Monrovia Consolidated School System and 2,148 from the Ministry of Education, as well as 1,050 professional healthcare volunteers who had provided sustained service to the health sector without formal employment status. This milestone corrected long-standing employment anomalies and strengthened workforce stability in two critical service delivery sectors.

The impact of this regularization effort has been substantial. In the education sector, it improved classroom continuity, enhanced instructional consistency, and reinforced the professional standing of teachers. In the health sector, it strengthened frontline service delivery, improved workforce retention, and ensured continuity of care in health facilities nationwide. Formalizing the employment status of these professionals, the Government reaffirmed its commitment to fairness, dignity, and institutional responsibility in public service employment.

In parallel, the Agency coordinated the implementation of a targeted salary top-up initiative that benefited 23,588 frontline workers across the health, education, security, and agriculture sectors. This measure was designed to address wage disparities, improve morale, and enhance productivity among essential public servants. The initiative contributed to improved workforce motivation and supported the retention of skilled personnel in high-demand service areas.

To strengthen merit and transparency in public sector recruitment, the Civil Service Agency fully operationalized the Civil Service Testing Center. During the fiscal year, 550 candidates participated in computerized examinations, ensuring that recruitment and selection decisions were guided by objective competence-based assessments. This reform significantly reduced discretionary practices, reinforced fairness, and enhanced public confidence in civil service recruitment processes.

EXECUTIVE SUMMARY

The Agency also intensified enforcement of integrity and accountability measures. In collaboration with relevant oversight institutions, all public officials were required to comply with statutory asset declaration requirements within established deadlines.

The Civil Service Agency applied payroll sanctions to enforce compliance, including the temporary withholding of salaries for non-compliant officials. Funds generated through this enforcement action were redirected to the One Child, One Chair Presidential Initiative, supporting the production of 525 school chairs and demonstrating the redirection of compliance gains toward measurable social impact.

Advancing civil servant welfare and financial resilience remained a key priority. The Agency automated the Legal Power of Attorney platform and introduced structured financial empowerment instruments, including a 50 percent salary advance facility and a three-to-five-year long-term loan scheme. These initiatives expanded access to credit for housing, education, and household stability, reinforcing the link between employee welfare, ethical conduct, and institutional performance.

Capacity development efforts were expanded during the reporting period. Civil servants participated in Kaizen productivity training in Ghana, the Fourth Mid-Career Training Program on Public Policy and Governance in India, and a range of domestic professional development programs. Notably, the President's Young Professionals Program was decentralized to Bong and Grand Bassa Counties, extending talent development and public service exposure beyond Monrovia and strengthening inclusive national human capital development.

At the regional and international levels, the Civil Service Agency strengthened payroll integrity systems, expanded policy dissemination, and improved grievance management mechanisms to enhance fairness and institutional trust. Liberia also received continental recognition at the Tenth Africa Public Service Day in Addis Ababa, where the country was endorsed to lead the development of an ECOWAS Regional Public Service Institutions Framework, reaffirming Liberia's reemergence as a credible leader in public sector reform.

Overall, Fiscal Year 2025 reflects measurable progress in strengthening Liberia's civil service as a professional, accountable, and performance-oriented institution. The reforms documented in this report underscore the Civil Service Agency's continued commitment to building a capable workforce that delivers efficient public services, upholds integrity, and supports sustainable national development.

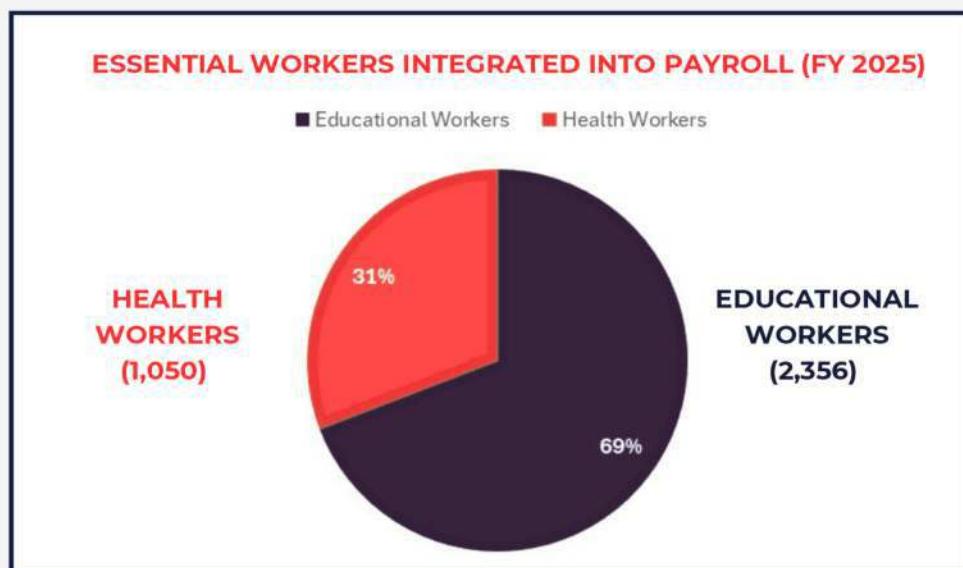
INTEGRATION OF ESSENTIAL VOLUNTEER WORKERS INTO THE NATIONAL PAYROLL SYSTEM

The integration of volunteer teachers, technical workers, and health professionals into the National Payroll System in FY2025 represents one of the most strategic and humane workforce interventions undertaken by the Civil Service Agency (CSA) in recent years. This initiative reflects a deliberate pro-worker and pro-family policy posture under President Joseph Nyuma Boakai, Sr., aimed at correcting long-standing inequities affecting essential frontline personnel who served for years without compensation.

Through strong collaboration with the Ministry of Education, MCSS, and the Ministry of Health, the CSA ensured that qualified volunteers who had been functioning without job security or financial reward were formally absorbed into government service based on verified credentials, sectoral needs, and established merit-based procedures.

In the education sector, the CSA worked closely with the Ministry of Education to place 2,148 highly qualified volunteer teachers and technical workers on the payroll across three batches in October, November, and December 2025. This historic shift acknowledges the years of sacrificial service provided by these professionals, many of whom sustained schools during severe teacher shortages.

In parallel, a rigorous personnel and credential verification exercise was conducted across the 27 schools in the Monrovia Consolidated School System (MCSS), during which 958 employees and 604 volunteers were presented for review. The CSA verified 704 employees and 459 volunteers. As of the date of this report, 208 of the 459 volunteers have been enrolled on the payroll.



INTEGRATION OF ESSENTIAL VOLUNTEER WORKERS INTO THE NATIONAL PAYROLL SYSTEM

208 MCSS volunteers were added to the payroll, reinforcing the government's commitment to fairness, accountability, and the strengthening of human capital in the country's largest urban school district.

The health sector similarly experienced a major workforce transformation as the CSA and Ministry of Health jointly executed the phased integration of volunteer health workers who had long supported Liberia's clinics and hospitals without compensation. In total, 1,050 licensed and professional volunteer health workers were placed on the payroll across three batches during 2025.

These included nurses, physician assistants, midwives, laboratory technicians, and other essential cadres whose services are indispensable to improving patient outcomes and strengthening the resilience of the national health system. Their integration not only enhances staffing levels but also supports workforce retention, quality of care, and public trust in health service delivery. Altogether, 3,406 essential workers spanning education, MCSS, and health were formally absorbed into the civil service in FY2025, marking one of the largest workforce regularization achievements in Liberia's recent governance history.

This strategic expansion strengthens service delivery, stabilizes household livelihoods, and advances CSA's statutory mandate to professionalize the public workforce through merit-based hiring and transparent verification systems. The table below provides a consolidated overview of all figures associated with these historic integrations.

Table 1. Essential Workers Integrated into the National Payroll System in FY2025

Sector / Entity	Batch 1	Batch 2	Batch 3	Subtotal	Notes
Ministry of Education (Teachers & Technical Workers)	448	405	1,295	2,148	Nationwide hiring of volunteer teachers and technical staff
MCSS Verified Volunteers	–	–	–	208	Subset of MOE volunteers, integrated after CSA verification
Ministry of Health (Volunteer Health Workers)	592	458	–	1,050	Licensed and professional health workers
Grand Total Essential Workers Integrated	–	–	–	3,406	Combined MOE, MCSS, and MOH totals

“Our nation is at a turning point. It is time for a radical change of **mindset** and **attitude**.

We must think anew, act anew, and live anew. Let us begin the renaissance of our nation with a **dedication to duty, integrity, and transparency.**”

H. E. Joseph Nyuma Boakai, Sr.

President of the Republic of Liberia

WORKFORCE STATUS AND STRUCTURAL COMPOSITION

The Government of Liberia's payroll in FY2025 reflects a consolidated workforce of 63,130 employees strategically distributed across ten core functional sectors, underscoring a deliberate alignment between human capital deployment and national development priorities. The concentration of personnel within Education (19,995 employees), Security and the Rule of Law (13,797 employees), and Health (11,471 employees) highlights the Government's sustained investment in frontline service delivery sectors that directly affect human development, public safety, and social stability. This distribution affirms a policy orientation that prioritizes the welfare, security, and productivity of citizens while reinforcing the foundational role of public institutions in nation-building.

From a strategic standpoint, the workforce composition demonstrates coherence between staffing levels and sectoral mandates. Education remains the largest employer, reflecting the Government's long-term commitment to human capital development and intergenerational equity. The significant allocation to Security and the Rule of Law reinforces state authority, consolidates peace, and protects democratic governance. At the same time, the robust health workforce supports preventive, curative, and emergency health services nationwide. Collectively, these sectors form the core of Liberia's social contract with its citizens, and their staffing levels reflect a conscious effort to balance immediate service delivery demands with long-term national resilience.

In terms of effectiveness and efficiency, Public Administration and Municipal Government, with a combined workforce of 10,548 employees, provide the administrative and coordination capacity necessary to translate national policies into operational outcomes. These institutions underpin fiscal management, human resource administration, local governance, and service decentralization, ensuring that public programs are implemented consistently and with accountability across the central and regional levels. Meanwhile, smaller but strategically essential sectors such as Energy and Environment, Agriculture, Social Development Services, Transparency and Accountability, and Industry and Commerce play a catalytic role by providing regulatory oversight, safeguarding natural resources, promoting food security, strengthening social protection systems, and enabling private-sector-led growth.

Overall, the FY2025 workforce structure reflects a measured balance between scale and specialization, promoting productivity while maintaining fiscal and administrative discipline.

WORKFORCE STATUS AND STRUCTURAL COMPOSITION

The distribution of personnel supports operational efficiency by aligning staff deployment with sectoral workloads and national priorities, thereby reducing redundancies and enhancing service delivery outcomes. The workforce composition demonstrates institutional maturity and strategic intent, positioning the public service to deliver results, adapt to emerging challenges, and sustain progress toward inclusive growth, good governance, and long-term national development.

Table 2. Workforce Category by Sector

Sectors	Number of Employees
Public Administration	4,788
Municipal Government	5,760
Transparency and Accountability	1,409
Security and the Rule of Law	13,797
Health	11,471
Social Development Services	877
Education	19,995
Energy and Environment	1,294
Agriculture	2,859
Industry and Commerce	880
Total	63,130

Table 3: Government of Liberia Payroll Gender Breakdown

Disaggregation	Male	Male Percentage	Female	Female Percentage	Total	Percentage
Civil Servants	45,277.00	76.72	13,741	23.28	59,018	100
Presidential Appointees	3,509.00	85.34	603	14.66	4,112	100
Grand Total	48,786.00	77.28	14,344	22.72	63,130	100

HR COORDINATION WITH GOVERNMENT SPENDING ENTITIES

The Civil Service Agency holds a central mandate to provide strategic human resources (HR) leadership, oversight, and support across the Government of Liberia's spending entities. The Agency's responsibilities encompass ensuring compliance with public sector HR policies, strengthening institutional capacity for human capital management, and facilitating the professionalization of the civil service.

In 2025, CSA's focus has been on enhancing collaboration with the 107 entities under our purview to build robust, transparent, and efficient HR systems that are foundational to effective governance and service delivery.

CSA has successfully implemented coordinated training programs for HR officers across multiple ministries and agencies, focusing on payroll integrity, records management, and recruitment procedures. Furthermore, proactive engagements with entity leadership have improved the timeliness and accuracy of HR reporting.

However, challenges persist, including disparities in technological capacity among entities, occasional delays in information flow, and the ongoing need for continuous professional development in a dynamic regulatory environment.

Looking ahead, the Agency committed to deepening partnership with all spending entities. CSA's strategic steps include the rollout of standardized HR digital tools to improve data consistency, establishing regular bilateral review forums to address entity-specific challenges, and developing a comprehensive HR metrics dashboard to monitor system health and compliance. By strengthening these coordination mechanisms, the Agency aim to empower each entity's HR unit, ultimately fostering a unified, merit-based, and high-performing public sector workforce.

List of Government of Liberia Spending Entities

NO.	INSTITUTION	NO.	INSTITUTION
1	Agricultural and Industrial Training Institute	2	Bomi County Community College
3	Bong County Technical College	4	Booker Washington Institute
5	Bureau of State Enterprises	6	Center for National Documents and Records
7	Central Agricultural Research Institute	8	Civil Service Agency
9	Cooperative Development Agency	10	Environmental Protection Agency

HR COORDINATION WITH GOVERNMENT SPENDING ENTITIES

11	Executive Protection Service	12	Financial Intelligence Agency
13	Forestry Development Authority	14	Forestry Training Institute
15	General Auditing Commission	16	General Services Agency
17	Governance Commission	18	Grand Bassa County Community College
19	Grand Gedeh Community College	20	Grand Kru Technical College
21	Human Rights Commission	22	Independent Information Commission
23	Internal Audit Agency	24	Jackson F. Doe Memorial Hospital
25	John F. Kennedy Medical Center	26	Judiciary
27	Kakata Rural Teacher Training Institute	28	Law Reform Commission
29	Legislature	30	Liberia Agency for Community Empowerment
31	Liberia Agriculture Commodity Regulatory Authority	32	Liberia Airport Authority
33	Liberia Anti-Corruption Commission	34	Liberia Board for Nursing and Midwifery
35	Liberia Broadcasting System	36	Liberia College of Physicians and Surgeons
37	Liberia Extractive Industries Transparency Initiative	38	Liberia Industrial Free Zone Authority
39	Liberia Institute of Public Administration	40	Liberia Institute of Statistics and Geo-Information Services
41	Liberia Intellectual Property Office	42	Liberia Land Authority
43	Liberia Medical and Dental Council	44	Liberia Medicines and Health Products Regulatory Authority
45	Liberia National Commission on Small Arms	46	Liberia Pharmacy Board
47	Liberia Refugee Repatriation and Resettlement Commission	48	Liberia Revenue Authority
49	Liberia Standards Authority	50	Lofa County Community College

HR COORDINATION WITH GOVERNMENT SPENDING ENTITIES

51	Mano River Union Commission	52	Margibi University
53	Ministry of Agriculture	54	Ministry of Commerce and Industry
55	Ministry of Education	56	Ministry of Finance and Development Planning
57	Ministry of Foreign Affairs	58	Ministry of Gender, Children and Social Protection
59	Ministry of Health and Social Welfare	60	Ministry of Information, Cultural Affairs and Tourism
61	Ministry of Internal Affairs	62	Ministry of Justice
63	Ministry of Labor	64	Ministry of Mines and Energy
65	Ministry of National Defense	66	Ministry of Posts and Telecommunications
67	Ministry of Public Works	68	Ministry of State for Presidential Affairs
69	Ministry of Transport	70	Ministry of Youth and Sports
71	Monrovia City Corporation	72	Monrovia Consolidated School System
73	National AIDS Commission	74	National Bureau of Concessions
75	National Center for the Coordination of Response Mechanism	76	National Commission on Disabilities
77	National Commission on Higher Education	78	National Council of Chiefs and Elders
79	National Disaster Management Agency	80	National Elections Commission
81	National Food and Safety Authority	82	National Food Assistance Agency
83	National Housing and Savings Bank	84	National Housing Authority
85	National Identification Registry	86	National Insurance Corporation of Liberia
87	National Investment Commission	88	National Lottery Authority
89	National Public Health Institute of Liberia	90	National Security Council

HR COORDINATION WITH GOVERNMENT SPENDING ENTITIES

91	National Transit Authority	92	National Veterans Bureau
93	National Water, Sanitation and Hygiene Commission	94	Nimba County Community College
95	Office of the Vice President	96	Paynesville City Corporation
97	Phebe Hospital and School of Nursing	98	Public Procurement and Concessions Commission
99	Rubber Development Fund Incorporated	100	Rural Renewable Energy Agency
101	Sinoe County Community College	102	Tax Appeal Board
103	Tubman University	104	Webbo Rural Teacher Training Institute
105	West African Examinations Council	106	William V. S. Tubman University
107	Zorzor Rural Teacher Training Institute		

ANNUAL MANPOWER PLANNING & ACHIEVEMENTS

The Civil Service Agency, in collaboration with the Ministry of Finance and Development Planning, successfully conducted the Annual Manpower Planning and Budgeting Sessions for 107 Government of Liberia spending entities. These sessions, held from August 26 to September 8, 2025, engaged 188 senior officials from 76 entities, including HR directors, comptrollers, and heads of administration. The primary goal was to align workforce planning with national priorities and fiscal policies, ensuring efficient and transparent allocation of human resources for Fiscal Year 2026. This year's exercise built on previous efforts to enhance coordination, validate personnel data, and address systemic challenges affecting public sector performance.

The sessions revealed several persistent human resource challenges across government entities. Delays in processing Personnel Action Notices (PANs) remain a critical bottleneck, affecting timely recruitment, promotions, and payroll adjustments. Underfunded compensation ceilings have led to widespread understaffing, salary disparities, and difficulties in retaining qualified personnel, especially in technical and specialized roles. Additional issues include outdated payroll records, mismatched bank accounts, unauthorized salary deductions, and insufficient training and capacity-building programs. These challenges collectively impact service delivery, employee morale, and institutional effectiveness.

Sector-based reviews highlighted unique staffing and operational gaps. The Health Sector reported 215 pending PANs and acute shortages of medical personnel, impacting service delivery at facilities such as John F. Kennedy Memorial Hospital and Phebe Hospital. In Education, volunteer teachers await absorption into the payroll, while universities and community colleges face faculty shortages and inadequate funding for new programs. The Security & Rule of Law Sector cited low compensation, benefits gaps, and unauthorized insurance deductions affecting judiciary and law enforcement personnel. Infrastructure, Agriculture, and Social Development sectors also highlighted critical needs for technical staff, training, and logistical support.

To address these challenges, entities and the CSA panel put forward actionable recommendations. These include the introduction of a digital PAN processing system to track approvals in real time, a comprehensive pay and grading review by mid-2027 to ensure salary equity, and the allocation of at least 2% of personnel budgets to training and capacity development. Additionally, a joint CSA-MFDP monitoring team will be established to oversee implementation, improve coordination, and ensure accountability. Strengthened payroll management, timely removal of resigned/retired staff, and decentralized manpower hearings were also emphasized to enhance responsiveness and transparency.

ANNUAL MANPOWER PLANNING & ACHIEVEMENTS

The manpower planning exercise underscores the CSA's ongoing commitment to strengthening Liberia's civil service through structured engagement, data-driven planning, and collaborative reform. While challenges persist, the Agency is dedicated to improving HR systems, fostering equitable compensation, and building a capable public workforce aligned with national development goals. Continued partnership with spending entities, MFDP, and development stakeholders will be essential to sustaining progress and ensuring that the civil service remains a pillar of effective governance and public service delivery.



GOVERNMENT SALARY TOP-UP INITIATIVE

The Government of Liberia's Salary Top-Up Initiative represents one of the most strategic workforce investments undertaken in recent years to enhance motivation, improve retention, and elevate service delivery across the civil and public service sectors. Spearheaded by the Civil Service Agency (CSA) in collaboration with the Ministry of Finance and Development Planning (MFDP), this initiative directly responds to longstanding concerns about low compensation for critical frontline workers. The program strengthened professional standards while reinforcing the administration's pro-worker and pro-family agenda, aligning employee well-being with national development priorities.

The targeted focus on essential workers in health, education, security, and agriculture underscores a deliberate policy choice to stabilize the country's most indispensable service delivery systems. Improving compensation for 23,588 employees nationwide, the Government not only boosted morale but also addressed chronic attrition, especially in rural and underserved communities.

These sectors form the backbone of national development, ensuring an educated population, a resilient healthcare system, stronger food security, and improved national safety. Salary enhancement, therefore, functions as both a workforce incentive and a national competitiveness strategy.

This essential government top-up program is a transformative driver of improved worker satisfaction, strengthened retention and institutional performance. As a direct result of this measurable financial and operational impact, the overall compensation is expected to increase by 11.37 million in FY 2026 when applied to the compensations of spending entities in the health, education, security, and agriculture sectors.

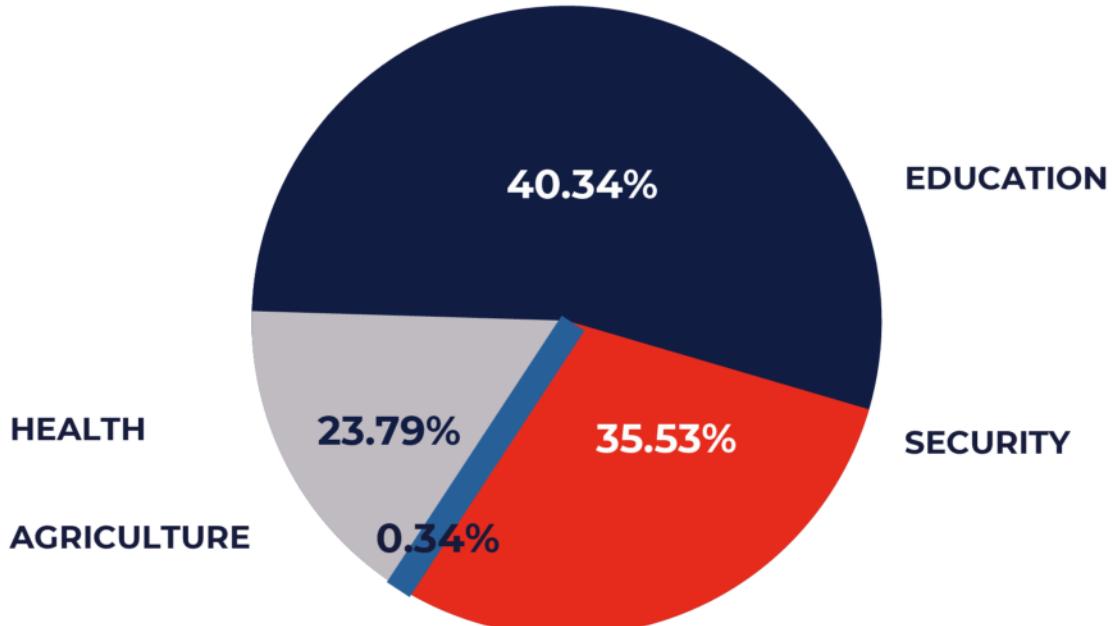
Table 4: Salary Top-Up Distribution Across Sectors

Sector	Beneficiaries	Monthly (US\$)	Annual (US\$)
Health	5,612	323,237.10	3,887,845.20
Education	9,515	262,300.15	3,147,601.80
Agriculture	81	54,523.92	654,287.04
Security	8,380	306,984.07	3,683,808.02
Total	23,588	946,045.24	11,373,542.06

GOVERNMENT SALARY TOP-UP INITIATIVE

Health workers, teachers, security officers, and agricultural technicians have all reported increased stability and motivation, contributing to reduced turnover and enhanced service outcomes. The success of this initiative reflects the Government's unwavering commitment to building a capable, accountable, and mission-driven public sector workforce.

DISTRIBUTION OF BENEFICIARIES BY SECTOR



ACCOUNTABILITY: DIVIDEND FOR NATIONAL DEVELOPMENT

In February 2025, the Civil Service Agency (CSA) executed a landmark enforcement action by blocking the one-month salaries of more than 400 government officials who failed to comply with the national assets declaration requirements. This bold measure resulted in the seizure of over US\$90,000.00, marking one of the most consequential integrity interventions under President Joseph Nyuma Boakai, Sr.'s administration. The action demonstrated the CSA support and commitment to strengthening accountability, restoring public trust, and upholding the highest standards of transparency within the public service. It also signaled a new governance culture, one in which noncompliance carries meaningful consequences.



Guided by President Boakai's vision for ethical governance that translates into direct service to citizens, the CSA redirected the recovered funds to support the flagship "One Child, One Chair" Presidential initiative. Using the seized resources, the Agency financed the production of 525 modern wooden and metal classroom chairs, which were subsequently completed and formally handed over to the Ministry of Education. The chairs were presented to His Excellency President Boakai by the Director General of the CSA, Dr. Josiah F. Joekai, Jr., who secured and supervised the funding and implementation process.

ACCOUNTABILITY DIVIDEND FOR NATIONAL DEVELOPMENT

The President then officially dedicated the chairs and turned them over to the Ministry of Education for immediate deployment to schools across Liberia, directly improving learning conditions for Liberian students.

This achievement highlights the transformative impact of integrity-led governance: sanctions intended to enforce compliance have been converted into educational assets that enhance student well-being and classroom functionality. It further reflects the strong alignment between presidential leadership and CSA's operational effectiveness in delivering measurable national outcomes. With the remaining chairs scheduled for production and delivery in the first quarter of 2026, the initiative stands as a model of how accountability can drive development. It sets a new standard for public sector reform, demonstrating that transparent, ethical, and people-centered governance can yield tangible benefits for Liberia's children, communities, and future.



“We must bind our wounds, reconcile our differences, and work together as one people with one common destiny. Liberia’s progress depends not on any one region or group, but on all of us.”

Hon. Jeremiah Kpan Koung, Sr.

Vice President of the Republic of Liberia

STRENGTHENING MERIT-BASED RECRUITMENT: CIVIL SERVICE TESTING CENTER OPERATIONS

The Civil Service Testing Center (CSTC) remained one of Liberia's most transformative governance achievements in 2025, serving as the cornerstone of the nation's transition toward a fully merit-based civil service. Established to eliminate the inefficiencies and vulnerabilities of manual examinations, the computerized testing platform delivered a transparent, standardized, and reliable recruitment process that has reshaped public confidence in government hiring.

The CSTC's innovations directly support President Joseph Nyuma Boakai's public sector renewal agenda by ensuring that competence, not connection, determines entry into the civil service. Through these advancements, the CSA has institutionalized a modern recruitment architecture aligned with international best practices and strengthened Liberia's long-term human resource governance system.

Between July and November 2025, 550 candidates sat for examinations across various professional categories. Of this number, 356 were males (64.73%), and 194 were females (35.27%), reflecting continued gender disparities in application trends but also signaling increased opportunities for women to enter the civil service competitively. The automated system enabled complete digitalization of the recruitment cycle from online registration and examination scheduling to testing and real-time scoring.

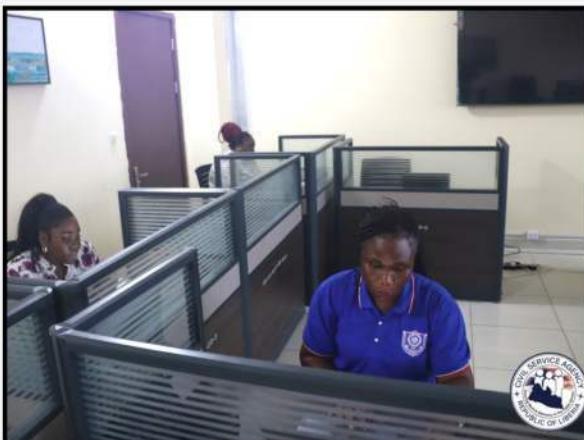
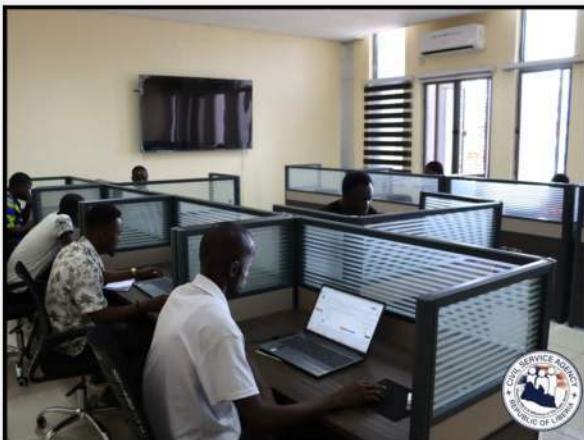
Table 5: Civil Service Testing Center Candidate Statistics, July–November 2025

Category	Number of Candidates	Percentage (%)
Male	356	64.73%
Female	194	35.27%
Total	550	100%

STRENGTHENING MERIT-BASED RECRUITMENT: CIVIL SERVICE TESTING CENTER OPERATIONS

The results of successful candidates were promptly published on the CSA website, providing complete public visibility and reinforcing the government's commitment to transparency, fairness, and accountability. In addition, Ministries, Agencies, and Commissions (MACs) received candidate results for mandatory adherence during recruitment processes.

The CSTC's operations have significantly professionalized the human resource ecosystem across the public sector. By institutionalizing objective assessment standards, the Testing Center has minimized opportunities for manipulation, elevated the culture of meritocracy, and ensured that hiring decisions reflect actual competencies. The mandatory attachment of the Statement of Results Certificate to Personnel Action Notices (PANs) has strengthened documentation integrity and curtailed informal hiring pathways.



STRENGTHENING MERIT-BASED RECRUITMENT: CIVIL SERVICE TESTING CENTER OPERATIONS

Furthermore, the CSTC's digital infrastructure has accelerated Liberia's broader e-governance transition, demonstrating the critical role technology plays in building a modern, ethical, and citizen-centered public service. Public trust in government hiring processes has improved measurably as MACs increasingly rely on CSTC-validated assessments to enforce compliance.

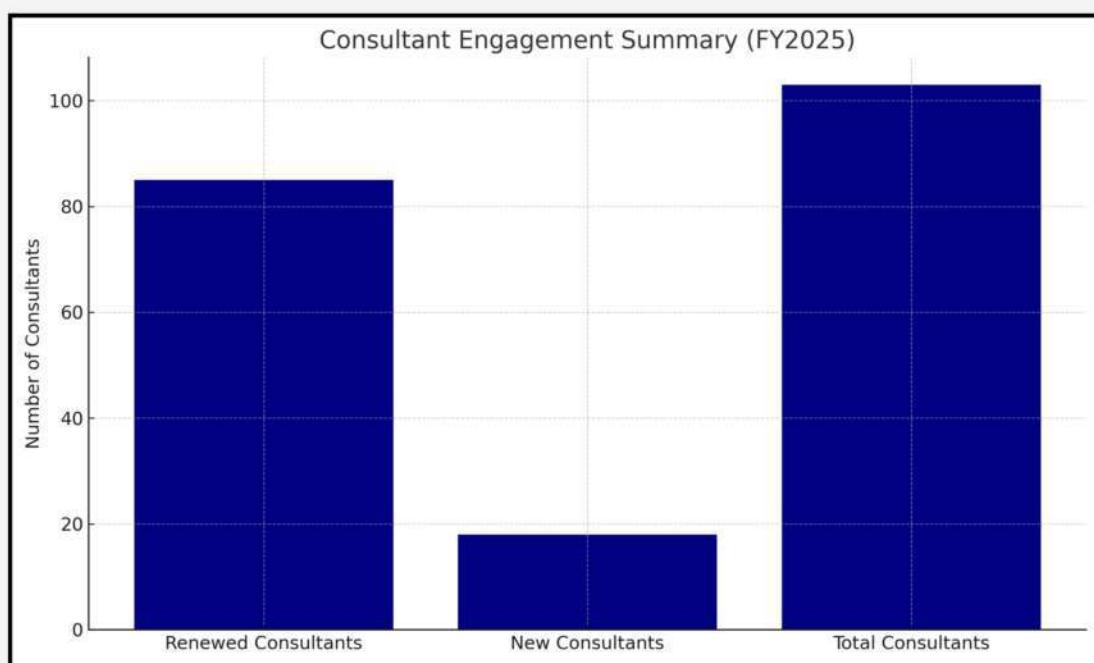
Despite its remarkable impact, the Testing Center faced several challenges in 2025, including occasional power outages and partial compliance from institutions that still default to outdated recruitment practices. These constraints underscore the need for stronger enforcement mechanisms and continued sensitization across government entities.

In 2026, the CSA will intensify inter-agency collaboration, expand testing facilities across counties, strengthen automation protocols, and enhance public awareness regarding merit-based hiring requirements. These next steps will position the CSTC as an even more robust national asset, one that continues to safeguard transparency, protect the integrity of public recruitment, and reinforce the professionalization of Liberia's civil service workforce.

THE NATIONAL CONSULTANCY PROGRAM

The National Consultancy Program continued to play a vital role in advancing the Government of Liberia's capacity-strengthening agenda during Fiscal Year 2025. The program supported multiple spending entities by providing technical expertise, improving service delivery, and addressing critical human resource gaps across government.

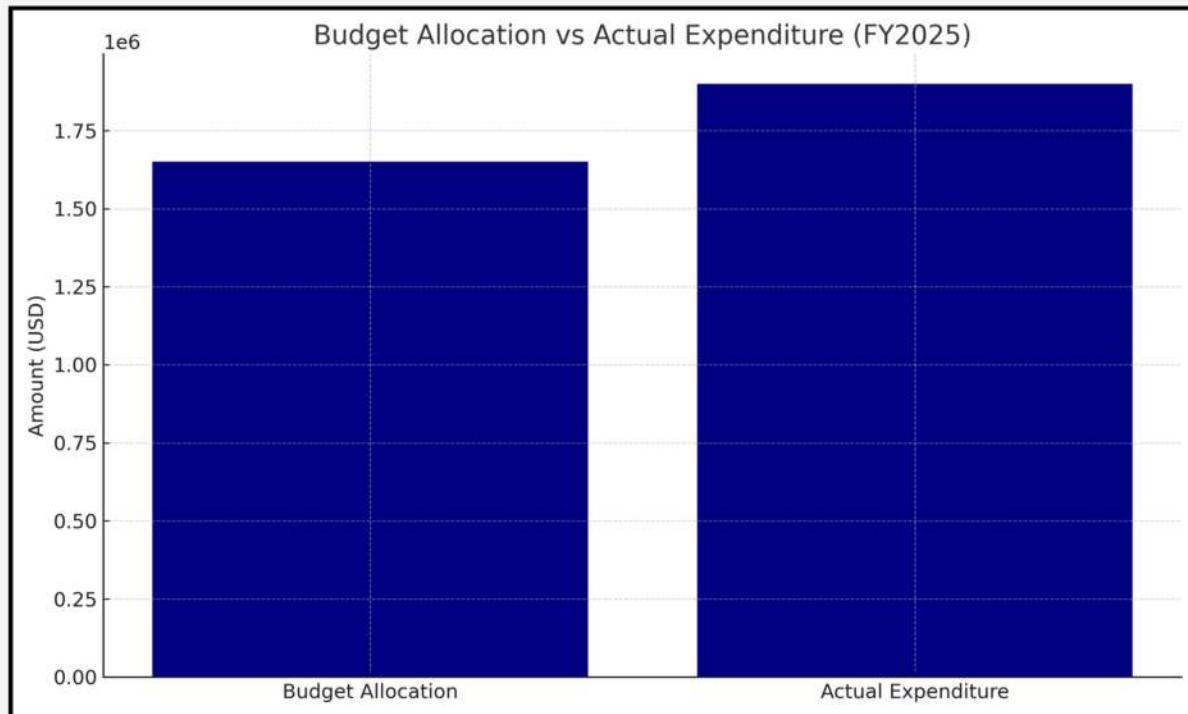
In Fiscal Year 2025, the National Consultancy Program remained a key instrument for strengthening government capacity across ministries, agencies, and commissions. A total of 103 consultants were deployed to 28 spending entities, comprising 85 renewed contracts from FY2024 and 18 newly hired, ensuring both continuity and expanded technical support.



During the year, 64 contracts ended in June and 2 in September, while 37 consultants were retained through December to support ongoing operations. Additionally, four consultants were absorbed into regular government payrolls, and four moved into new roles within government, demonstrating the program's contribution to long-term workforce development.

Financially, the program operated with an approved budget of USD 1,655,000, but expenditures surpassed this amount due to operational demands. The Ministry of Finance and Development Planning provided an additional USD \$88,066 to settle all consultant obligations fully.

THE NATIONAL CONSULTANCY PROGRAM



For the next fiscal term, the CSA has initiated broader planning and forecasting measures, strengthened its monitoring and evaluation systems, and enhanced government-wide coordination to achieve optimal results. To accomplish all of this, the Civil Service Agency, in collaboration with the Ministry of Finance and Development Planning, has considered increasing budgetary support to the Consultancy Program.

The National Consultancy Program remained an essential instrument for strengthening public service delivery in Liberia during FY2025. With improved planning, increased financial support, and strengthened oversight, the program can continue to deliver impactful results across government institutions.

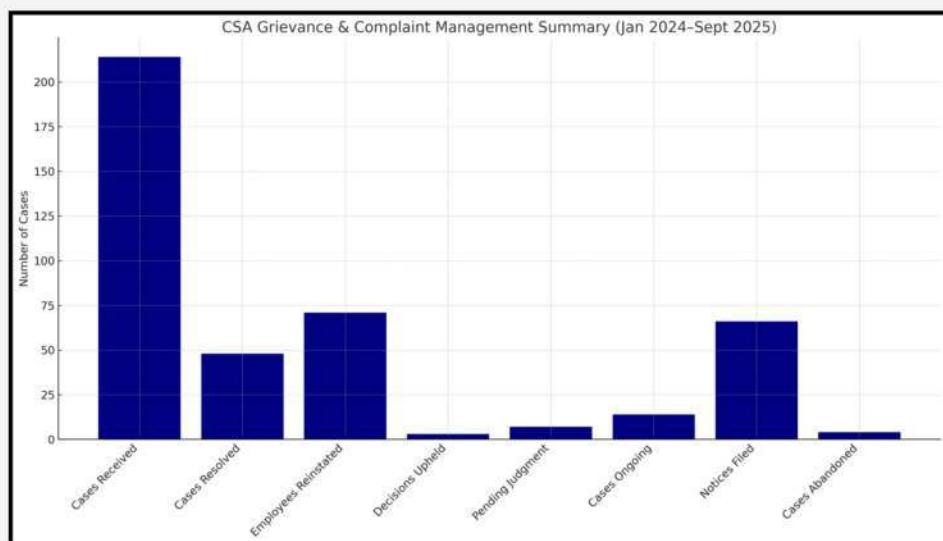
PROGRESS ON GRIEVANCE AND COMPLAINT MANAGEMENT

The Civil Service Agency's strengthened grievance and complaint management system has become a cornerstone of accountability and fairness within the Liberian civil service. Between January 2024 and September 2025, the CSA received 214 grievance cases, resolved 49, and reinstated 71 employees whose rights were violated. This is robust evidence that wrongful managerial actions are being challenged and corrected.

This mechanism has restored confidence among civil servants, assuring them that their rights, welfare, and security are protected by an independent body that acts strictly on merit, policy, and due-process standards rather than administrative discretion. The results demonstrate a renewed commitment to fairness and an empowered workforce that trusts the systems established to safeguard their employment.

The grievance mechanism plays a decisive role in checking arbitrary HR decisions across ministries and agencies. Transparent investigations have led to a dramatic reduction in unfair dismissals, suspensions, and transfers, issues that historically weakened morale and disrupted productivity. With only two decisions upholding entities, seven cases pending judgment, and 15 cases ongoing, the data reveal that many wrongful actions brought forward are legitimate and substantiated.

This underscores the depth of due-process violations that have occurred and highlights the CSA's role in reversing them. The system's independence ensures that decisions are based on verified evidence and statutory guidelines, not on personal preferences or unilateral managerial authority.



PROGRESS ON GRIEVANCE AND COMPLAINT MANAGEMENT

The integrity of the grievance process has become a symbol of institutional renewal within the civil service. Issuing 66 notices for filing, reviewing 6 appeal cases, and ensuring continuous investigations where necessary, the CSA has reinforced a culture of procedural compliance and accountability. The decline in cases and the steady resolution rate reflect growing confidence in an impartial system that listens, adjudicates fairly, and acts decisively.

Civil servants now recognize that their grievances are not ignored; they are honored, reviewed, and resolved in ways that strengthen the public sector's overall governance architecture. Overall, the grievance and complaint management framework has significantly boosted job security, trust, and productivity across the civil service. Staff now operate with the assurance that their employment rights are protected and that any unfair treatment will be subject to institutional scrutiny.

This has fostered a more motivated and professional workforce, reduced administrative tensions, and improved service delivery. Most importantly, the CSA has demonstrated that an independent, integrity-driven grievance mechanism is essential to modern public administration, one that upholds merit, restores confidence in government systems, and protects the dignity of more than 60,000 civil servants who serve the nation daily.

“A professional, merit-based, and well-motivated civil service is the essential engine for driving national development and delivering the dividends of democracy to our people. ”

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

EMPLOYEE WELL-BEING AND FINANCIAL EMPOWERMENT INITIATIVES

In 2025, the Civil Service Agency (CSA) advanced one of the most transformational employee well-being and financial empowerment agendas in Liberia's history, delivering meaningful economic relief, expanding financial access, and laying the foundation for sustainable wealth creation among civil servants. These achievements reflect the broader people-centered governance mandate of His Excellency, President Joseph Nyuma Boakai, Sr., under whose leadership the CSA has implemented a far-reaching series of reforms designed to strengthen workers' economic security, enhance confidence in public systems, and position the civil service as a stabilizing force in national development.

Core workforce reforms such as the establishment of a dignified minimum wage of US\$150, predictable and timely salary payments, merit-based recruitment through a computerized examination platform, and a revitalized grievance management system have dramatically improved job satisfaction and trust. In addition, more than 23,000 essential workers have benefitted from strategic salary top-ups, and thousands of volunteer teachers and health professionals have been integrated into the national payroll, reflecting a government firmly committed to fairness, dignity, and worker advancement.

The Civil Service Agency's commitment to employee well-being reached an unprecedented milestone in 2025 with the full automation of the Legal Power of Attorney (LPA) platform, an innovation that has revolutionized how civil servants access essential goods and services for their families. Once a respected system that symbolized dignity and partnership between government and its workforce, the LPA had collapsed under the weight of conflict and outdated processes.

Today, through visionary reform and modern digital engineering, it has been reborn as a fast, secure, and fully automated biometric platform that restores confidence and expands economic opportunity for every public employee. Civil servants across ministries, agencies, and commissions can now access a wide range of household and livelihood items instantly through LPA-approved vendors using real-time identity verification and automated payroll deductions. This transformation eliminates delays, removes manual bottlenecks, and replaces humiliation with dignity, ensuring that every worker can now take more commodities and pay small amounts over time, responsibly and honorably ("Take now, and pay small, small...").

EMPLOYEE WELL-BEING AND FINANCIAL EMPOWERMENT INITIATIVES

More than a technological upgrade, the automated LPA represents a fundamental shift in how government delivers value, trust, and empowerment to its employees. Digitizing authorizations, eliminating fraudulent transactions, ensuring vendor payments, and providing transparent audit trails, the system strengthens financial integrity while improving civil servants' economic resilience and quality of life.

The platform expands access to critical goods such as mattresses, refrigerators, electronics, furniture, and other household necessities, creating greater liquidity for employees and contributing to broader economic stimulation nationwide.

Supported by strategic partnerships with leading financial institutions and a proudly Liberian technology firm, this reform exemplifies the CSA's unwavering commitment to building a pro-worker, pro-family public service.

Through innovation, collaboration, and a deliberate focus on human dignity, the Agency is laying the foundation for a stronger, more motivated, and more productive civil service, one empowered with tools that enhance well-being, promote financial stability, and restore pride in national service.

Building on this momentum, the CSA expanded direct financial empowerment mechanisms for government employees, beginning with the 50% Salary Advance Scheme in partnership with ECOBANK, and now extended to AfriLand First Bank. This initiative has reshaped the financial landscape for civil servants by providing rapid access to up to half of their monthly earnings at an exceptionally low interest rate.

The expansion of AfriLand First Bank's operating branches across more than 10 counties has ensured nationwide accessibility, enabling employees in both urban and remote areas to meet urgent family needs, stabilize household finances, and reduce dependence on predatory lenders that traditionally charge exorbitant rates. These reforms have deepened financial liquidity for thousands of households, enhanced short-term spending power, and contributed directly to the resilience of local markets across the country.

The CSA's partnership with AfriLand First Bank also produced a historic breakthrough: the first-ever 3–5-year Long-Term Loan Facility for civil servants. This program represents a significant structural intervention that moves beyond temporary relief and empowers employees to build long-term assets, such as homes, businesses, farms, transportation services, and educational investments. With substantial borrowing windows and professional investment guidance from AfriLand, civil servants now have unprecedented opportunities to undertake capital-intensive projects that were previously out of reach.

EMPLOYEE WELL-BEING AND FINANCIAL EMPOWERMENT INITIATIVES

This intervention is not only improving individual livelihoods but also helping to create a new middle-income layer of the Liberian economy by enabling government workers to accumulate assets, expand productivity, and participate meaningfully in national wealth creation. The infusion of long-term credit into the civil service population also strengthens macroeconomic stability by increasing purchasing power, stimulating domestic industries, and reinforcing the country's recovery trajectory.

Collectively, these initiatives represent a holistic employee well-being architecture that enhances financial security, promotes economic sustainability, protects families, and anchors civil servants as key contributors to Liberia's future prosperity.



CAPACITY BUILDING AND PROFESSIONAL DEVELOPMENT INITIATIVES

The Career Management and Training Division (CMTD) of the Civil Service Agency undertook a strategic series of capacity-building programs to enhance professionalism, strengthen institutional effectiveness, and accelerate the transformation of the Liberian Civil Service. In fulfillment of the Agency's mandate under the 1973 CSA Act and consistent with the ARREST Agenda's emphasis on efficiency, accountability, and citizen-centered governance, six flagship trainings were designed and delivered between January and December 2025.

These included Test Administrator Training, Customer Service and Communication, Human Resource Management (HRM), Public Financial Management (PFM), Kaizen Theory Training, and AI and Productivity in Technology. Together, these initiatives strengthened merit-based recruitment, improved frontline service delivery, enhanced financial discipline, promoted a culture of continuous improvement, and introduced civil servants to emerging technologies essential for a modern public service.

The trainings were implemented as part of the CSA's Strategic Plan to advance a performance-driven, ethical, and digitally capable workforce. A total of 97 civil servants, 47 females and 50 males, participated across the six programs, reflecting a strong gender balance and growing interest in professional development within the public sector. Each training applied competency-based methodologies, combining technical presentations, simulations, group work, case studies, and role-plays.

Immediate post-training assessments and feedback revealed significant improvements in participants' understanding of recruitment ethics, customer engagement, HR policy application, financial accountability, and technology-enabled productivity tools. Participants demonstrated measurable increases in confidence, problem-solving capacity, and adherence to professional standards, signaling meaningful progress toward institutionalizing a reform-oriented civil service culture.

The training content directly addressed capacity gaps identified through the CSA's Performance Management System, Training Needs Assessments, and consultations with departmental directors. Persistent challenges, such as weaknesses in recruitment integrity, inconsistent customer service practices, HR compliance gaps, and limited adoption of digital tools, guided the development of a targeted training package.

CAPACITY BUILDING AND PROFESSIONAL DEVELOPMENT INITIATIVES

In addition, incorporating Kaizen Theory and foundational concepts of artificial intelligence prepared civil servants to embrace innovation and continuous learning, supporting Liberia's transition to a more agile and responsive public administration. These trainings further complemented broader CSA reforms, including payroll controls, welfare and financial empowerment initiatives, modernized performance appraisal, and credential verification processes.

Collectively, the training portfolio represents a significant advancement in workforce development and institutional strengthening within the civil service. The results illustrate the CSA's renewed commitment to professionalizing the public sector through structured, evidence-based, and forward-looking capacity development programs.

The Agency remains committed to expanding these trainings, institutionalizing refresher courses, strengthening training materials, including manuals and standard operating procedures, and deepening collaboration with ministries and spending entities to ensure uniform application of standards across government. As the CSA prepares for 2026, the Career Management and Training Division stands ready to scale these initiatives, ensuring that Liberia's civil servants are equipped with the competencies, values, and tools required to deliver efficient, transparent, and people-centered public service.



STRENGTHENING PUBLIC SECTOR GOVERNANCE THROUGH THE PRESIDENT'S YOUNG PROFESSIONALS PROGRAM (PYPP)

The Civil Service Agency (CSA) continued its commitment to developing a competent, ethical, and future-ready civil service through sustained support and expansion of the President's Young Professionals Program (PYPP), Liberia's flagship talent-pipeline initiative that attracts, trains, and integrates high-potential youth into the public sector. Since its establishment in 2009, PYPP has emerged as a transformative force in public administration, equipping, training, and placing over 200 young professionals across more than 40 government ministries and agencies.

Through its six integrated components- Meritocratic and Inclusive Recruitment, Continuous Responsive Training, Mentorship, Performance Management and Supervision, Immersion Excursions, and Ongoing Alumni Engagement the program has cultivated a new generation of public servants whose professionalism, efficiency, and innovation continue to strengthen Liberia's governance landscape. The Government of Liberia, under the leadership of President Joseph Nyuma Boakai, Sr., has reaffirmed its unwavering support for PYPP as a national leadership accelerator and a strategic platform for nurturing the country's next generation of public sector leaders.

A significant milestone in 2025 was the historic decentralization of the PYPP, marking the first time since its inception that young people outside Montserrado County gained direct access to the fellowship within their home counties. Through this pioneering effort, Bong and Grand Bassa Counties became the first pilot counties to host PYPP fellows locally, an achievement that significantly broadened the program's inclusiveness and deepened its reach nationwide.

For the first time in sixteen years, young applicants were able to apply, train, serve, and be mentored within their county structures, receiving all the benefits of the fellowship without relocating to Monrovia. This decentralization effort was powered by the successful meritocratic recruitment and placement of 40 Cohort 13 fellows, demonstrating the program's commitment to equitable access, regional empowerment, and national capacity development.

The decentralized placements resulted in meaningful contributions to county governance. In Grand Bassa County, five (5) President's Young Professionals were deployed to the Ministry of Internal Affairs, National WASH Commission, Ministry of Health, and the Port of Buchanan, where they supported administrative strengthening, service delivery, and local development initiatives.

STRENGTHENING PUBLIC SECTOR GOVERNANCE THROUGH THE PRESIDENT'S YOUNG PROFESSIONALS PROGRAM (PYPP)

In Bong County, seven (7) fellows served at the Regional Justice & Security Hub, the Ministry of Health (County Health Team), the Ministry of Agriculture, and the Ministry of Education, contributing to improved coordination, monitoring, and service efficiency within these critical institutions.

Meanwhile, in Montserrado County, twenty-eight (28) PYPP fellows continued to demonstrate outstanding professionalism and innovation across a wide array of institutions, including the Liberia Standards Authority, Conservation International, LMHRA, NaFAA, Ministry of Foreign Affairs, Liberia Maritime Authority, National AIDS Commission, Ministry of Public Works, LISGIS, ADARA-RMC, Food Authority of Liberia, MFDP, The Nature Compact, and the National Public Health Institute of Liberia, among others.

A defining moment of the program year was the graduation of Cohort XI, celebrated on August 20, 2025, at the Ellen Johnson Sirleaf Ministerial Complex. During this ceremony, the Director-General of the Civil Service Agency and Chair of the PYPP Board, Dr. Josiah F. Joekai, Jr., administered the Civil Service Oath and officially inducted twenty-five (25) young professionals into the Liberian Public Service. This induction not only reaffirmed the government's commitment to ethical and accountable governance but also symbolized the vital role PYPP continues to play in professionalizing the civil service and renewing its leadership pipeline.

To crown the year's achievements, Dr. Joekai led a high-level engagement mission to Bong and Grand Bassa Counties, where he met with mentors, supervisors, and placement institutions to assess progress and reaffirm the Government's strong support for youth development, workforce renewal, and decentralized talent cultivation. His engagement signaled the administration's recognition of PYPP as a national asset, crucial to strengthening institutional capacity, advancing development priorities, and sustaining a results-driven civil service.

Through its expansion, strengthened training model, and deepened institutional partnerships, PYPP continues to stand as a pillar of national renewal, preparing a new cadre of competent, ethical, and service-oriented leaders who are driving improved productivity and governance outcomes across Liberia.

STRENGTHENING PUBLIC SECTOR GOVERNANCE THROUGH THE PRESIDENT'S YOUNG PROFESSIONALS PROGRAM (PYPP)



BUILDING CAPACITY THROUGH SOUTH-SOUTH PARTNERSHIP-KAIZEN TRAINING IN GHANA

The Civil Service Agency (CSA) continued its commitment to strategic capacity building through participation in the “Third Country Kaizen for Enhanced Public Service Delivery Training” held in Accra, Ghana. Building on the foundation laid by the inaugural cohort in January 2025, a second cohort has recently returned from Accra, Ghana, in November 2025. The Third Country Kaizen for Enhanced Public Service Delivery Trainings, held both online and in-person, were hosted and organized by the Ghana Civil Service Training Centre (CSTC) with full sponsorship from the Japan International Cooperation Agency (JICA).

In total, across both cohorts, the CSA has deployed sixteen (16) senior personnel to this training program. The first cohort comprised of eight (8) officials, while the second cohort also included eight (8) officials, representing key divisions including Office of the Director-General, Office of the Deputy Director-General for Administration/Finance, Office of the Deputy Director-General for Human Resource Management and Policy, Office of the Principal Administrative Officer, the Civil Service Reform and Policy, Career Management and Training, Management Services, General Administration, Welfare and Communications Divisions. Both delegations were gender represented, with a total of seven (7) males and nine (9) females across both cohorts.

Online training for the first cohort was held from January 20 to 31, 2025, while the in-person training was held from February 10th to 21st, 2025. The recent cohort in-person training session was held from November 17 to 28, 2025, followed by the online training, held from October 6 to 24, 2025. These trainings brought together participants from Liberia, Ghana, Nigeria, and Sierra Leone for four intensive weeks of practical learning grounded in understanding the Japanese philosophy of Kaizen and its application to the public service.

Key topics covered during the training included core Kaizen principles such as Muda (waste elimination), 5S (workplace organization), and Change Management. Participants engaged deeply with practical tools, such as the Fishbone Diagram for root cause analysis, as well as structured problem-solving methodologies. These sessions were reinforced through case studies, group work, and field visits, enabling direct observation of Kaizen 5S in operational settings. The curriculum emphasized the development of actionable plans, with dedicated sessions guiding attendees in creating tailored Kaizen Action Plans for implementation within their home institutions.

BUILDING CAPACITY THROUGH SOUTH-SOUTH PARTNERSHIP-KAIZEN TRAINING IN GHANA

The application of training insights is already underway within the CSA, as both delegations have returned with not only enhanced knowledge but also concrete strategies for process improvement. Each member developed an institutional Action Plan to eliminate inefficiencies, enhance service delivery, and foster a culture of continuous improvement.

The hands-on experience in tools such as the Fishbone Diagram has equipped staff to address operational challenges analytically, while the emphasis on 5S principles supports ongoing efforts to streamline the CSA's internal workflows and physical workspaces. The delegations, equipped with new knowledge and transformed mindsets, have begun rolling out training sessions on Kaizen principles for employees at the Civil Service Agency.

This training has strengthened the CSA's commitment to embedding a Kaizen mindset across its operations. Both delegations are now positioned to serve as internal champions of public service reform, driving initiatives aligned with national goals for a more efficient, effective, and citizen-centered civil service. The cross-border networking component further enriched the learning experience, providing a platform for shared learning and regional collaboration on common public service challenges.



“When you
pretend
to pay
people,
they
pretend
to work.”

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

REGIONAL SERVICES – FISCAL YEAR 2025 ACTIVITIES REPORT

The Regional Services Division (RSD) demonstrated strong leadership and operational effectiveness in Fiscal Year 2025, advancing the Civil Service Agency's decentralization and governance agenda across Liberia's regional structures. Guided by a results-oriented framework, the Division strengthened institutional effectiveness, expanded policy awareness, and enhanced operational transparency despite persistent financial and logistical constraints. These achievements underscore the CSA's commitment to ensuring that public sector reforms reach every county and that civil servants across the nation have equitable access to professional information, support services, and accountability mechanisms.

Throughout FY2025, RSD operationalized its strategic pillars: institutional effectiveness, innovation, capacity building, and stakeholder engagement to drive public sector transformation at the regional level. Significant progress was made in advancing policy rollout initiatives, including identifying 126 educational districts for national policy dissemination, developing policy awareness tools, and establishing structured communication channels with local government authorities.

These efforts substantially improved compliance with civil service regulations, strengthened performance management practices, and broadened rural civil servants' understanding of key HR governance instruments.

Innovation and research remained central to RSD's operational improvements, with the development of a local database management system and the successful extraction of 65 percent of key operational data from the ATAPS platform.

Meanwhile, capacity-building interventions increased regional officers' competencies in performance management, administrative procedures, and data management, alongside strategic negotiations to construct three new regional offices and renovate the Tubmanburg Regional Office. Stakeholder engagement activities continued to deepen inter-agency collaboration, convening forums that mobilized more than 100 local officials, education and health administrators, and HR practitioners for joint policy dialogue and grievance-management awareness.

RSD also delivered high-impact regional services that strengthened accountability and workforce discipline. Through extensive civil education and awareness sessions, the Division reached 947 civil servants in Bomi County and 834 in Grand Bassa and mobilized 20 spending entities across Regions III and IV.

REGIONAL SERVICES – FISCAL YEAR 2025 ACTIVITIES REPORT

Payroll integrity measures were rigorously enforced, resulting in salary deductions for 110 absent civil servants, salary withholding for nine teachers who lacked study-leave documentation, and the deletion of 55 abandoned positions from the payroll. These interventions improved workforce discipline, restored merit-based processes, and reinforced public trust in national HR systems.

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Despite challenges related to limited budget allocation, logistical constraints, and slow information flow from partners, the RSD implemented weekly follow-up mechanisms, strengthened partner coordination, and submitted enhanced budget proposals during the FY2025 second quarter.

The Division's observations and findings highlight growing demand for policy education, strong participation from key sectors such as education and internal affairs, and the need for improved gender inclusion strategies. Fiscal Year 2025 concluded with clear evidence that continuous HR education, digital integration, strengthened compliance monitoring, and equitable training opportunities are essential to sustaining reforms and advancing service delivery across Liberia's public sector.



REGIONAL SERVICES – FISCAL YEAR 2025 ACTIVITIES REPORT



LIBERIA'S PARTICIPATION IN THE 10TH AFRICA PUBLIC SERVICE DAY (APSD) COMMEMORATION – ADDIS ABABA, ETHIOPIA

The Civil Service Agency (CSA) proudly reports Liberia's successful participation in the 10th Africa Public Service Day (APSD), held from June 21–23, 2025, at the African Union Commission Headquarters in Addis Ababa, Ethiopia. Representing the Government of Liberia, the Director General of the CSA, Dr. Josiah F. Joekai, Jr., delivered an exemplary performance that elevated the nation's image and showcased its sweeping public sector reforms.

The continental commemoration, convened under the theme "Enhancing the Agility and Resilience of Public Service Commissions to Achieve Equitable Governance and Rapidly Address Historical Service Delivery Gaps," brought together ministers, heads of public service, civil society actors, academics, development partners, and private sector leaders. Dr. Joekai effectively used this platform to project Liberia's reform achievements and reinforce its leadership role within Africa's governance transformation landscape.

Throughout the plenary deliberations and thematic sessions, Dr. Joekai articulated Liberia's reform story with clarity, depth, and strategic insight, earning the admiration of regional and global delegates. He highlighted major milestones achieved under the administration of President Joseph Nyuma Boakai, Sr., including the national payroll clean-up exercise that eliminated thousands of ghost workers; strengthened payroll governance; and restored fiscal discipline.

He further underscored the establishment of the Civil Service Testing Center to enforce merit-based recruitment; the reconstitution of the Board of Appeal to safeguard employees' rights; the advancement of paygrade and classification reforms; and the launch of salary top-up schemes for essential workers in education, health, security, and agriculture. These accomplishments were recognized by participants as transformative examples of institutional renewal, operational efficiency, and equitable governance, positioning Liberia as a model for public-sector modernization across Africa.

A key highlight of Liberia's participation was Dr. Joekai's convening of a high-level consultative meeting with representatives of ECOWAS member states, during which he proposed the creation of an ECOWAS Regional Public and Civil Service Institutions Framework. The proposal was unanimously endorsed by delegations from Ghana, Benin, Senegal, Sierra Leone, The Gambia, Mauritania, and Liberia, who elected Liberia to serve as Organizing Chair of the initiative.

LIBERIA'S PARTICIPATION IN THE 10TH AFRICA PUBLIC SERVICE DAY (APSD) COMMEMORATION – ADDIS ABABA, ETHIOPIA

This continental recognition affirms Liberia's growing influence in shaping public sector governance discourse. It mandates the CSA to lead the development of the framework's concept paper, coordinate the inaugural convening of regional leaders, and steer the formal adoption process. It further reflects the confidence reposed in Liberia's reform trajectory and its renewed leadership on regional cooperation and institutional strengthening.

In alignment with CSA's broader strategic agenda to improve employee welfare, Dr. Joekai also held a bilateral engagement with the Public Service Transport Administration of Addis Ababa. The Ethiopian authorities operate more than 500 fifty-seater buses that provide free transportation for civil servants. During the meeting, Dr. Joekai presented Liberia's centralized civil service transport reform plan and requested a donation of buses to support its implementation.

Dr. Joekai expressed deep appreciation for Liberia's reforms and agreed in principle to donate, the first such commitment of its kind. This milestone sets the stage for a new South-South partnership in public administration and requires the Ministry of Foreign Affairs to formalize the request through diplomatic channels. Overall, Liberia's participation in APSD 2025 not only showcased the country's reform progress but also secured strategic partnerships and reaffirmed the nation's rising stature in continental public-sector leadership.



HONORING A PILLAR OF PROGRESS: CSA DEDICATES CONFERENCE ROOM TO DR. C. WILLIAM ALLEN

The Civil Service Agency (CSA) has permanently honored a national architect of reform by dedicating a central space within its headquarters to his memory. During a ceremony on Friday, August 22, 2025, the CSA officially named its Executive Conference Room for Dr. C. William Allen, a visionary whose work fundamentally reshaped Liberian public administration.

The unveiling at the Ellen Johnson-Sirleaf Ministerial Complex in Congo Town brought together government officials, family, colleagues, and mentees. They shared reflections on a leader whose integrity and intellectual rigor transformed the civil service. Dr. Josiah F. Joekai, Jr., CSA Director-General, led the tribute, describing Dr. Allen as “a faithful servant of the Republic of Liberia whose legacy continues to shape the civil service.”

The event highlighted Dr. Allen’s enduring reforms, including the “Smaller Government, Better Service” philosophy, the Public Sector Modernization Project, the Senior Executive Service (SES), and the President’s Young Professionals Program (PYPP). These initiatives remain pillars of transparency, efficiency, and meritocracy.

The Dr. C. William Allen Executive Conference Room now stands as a lasting symbol and inspiration. It serves as a tangible reminder of the standards of excellence he embodied and a guiding force for Liberia’s next generation of public servants, reinforcing the CSA’s mission to build a stronger, more accountable public sector.



HONORING A PILLAR OF PROGRESS: CSA DEDICATES ROOM TO DR. C. WILLIAM ALLEN



INTERNATIONAL CAPACITY BUILDING: DEPUTY DIRECTOR-GENERAL COMPLETES PRESTIGIOUS GOVERNANCE TRAINING IN INDIA

In a demonstration of the Civil Service Agency's commitment to leadership development and international learning, the Deputy Director-General for Administration and Finance, Hon. Dahnu Mianyen, successfully completed the 4th Mid-Career Training Program on Public Policy and Governance from December 1-12, 2025. The program was hosted by the National Centre for Good Governance (NCGG) under the Ministry of External Affairs of the Government of India.

The intensive two-week course brought together senior civil servants from across Africa, including representatives from Liberia, Sierra Leone, South Africa, South Sudan, Kenya, Uganda, Tanzania, Malawi, and Botswana. Designed to strengthen public sector leadership, the curriculum focused on public policy formulation, digital governance, ethical leadership, performance management, and citizen-centered service delivery.

Hon. Mianyen distinguished himself throughout the program, earning recognition in several key areas:

- **Winner of the Case Study Competition**, where he presented a practical policy solution to a real-world governance challenge, praised for its analytical rigor and applicability in developing contexts.
- **Selected as Head of Delegation** for all participating African countries, leading formal engagements, coordinating with program officials, and representing the group in high-level dialogues.



INTERNATIONAL CAPACITY BUILDING: DEPUTY DIRECTOR-GENERAL COMPLETES PRESTIGIOUS GOVERNANCE TRAINING IN INDIA

The training combined classroom instruction, policy simulations, group discussions, and field visits to Indian governance institutions, offering exposure to innovative e-governance platforms, urban administration models, and citizen-service initiatives. These experiences provided comparative insights into effective public administration and digital transformation.

Upon his return, Hon. Mianyen expressed gratitude to the Head of the Civil Service Agency, Dr. Josiah F. Joekai, Jr., for the capacity-building opportunity and reaffirmed the Agency's dedication to securing similar developmental prospects for mid-level staff. The knowledge and networks gained from this program are anticipated to enrich Liberia's civil service reform agenda and foster continued international collaboration in governance and institutional strengthening.

This achievement underscores the Agency's strategic investment in leadership capacity, global best practices, and sustainable public sector reform, key pillars in building a professional, efficient, and responsive civil service for Liberia.

GALLERY



CSA unveils its 2025–2029 Strategic Plan to modernize Liberia's civil service to focus on institutional capacity, governance, and service delivery.



Dr. Joekai, Jr. welcomed the newly inducted Class XIII fellows of the President's Young Professionals Program during a meet-and-greet event at the CSA headquarters.



CSA convened Human Resource Directors from 105 Government Spending Entities to reinforce accountability and end unauthorized payroll changes.



Dr. Joekai represented Liberia at the 10th Africa Public Service Day in Addis Ababa, Ethiopia.

GALLERY



Graduates of Cohort XI of the President's Young Professionals Program take the civil service oath, symbolizing the infusion of young talent into Liberia's public sector.



CSA dedicates its Executive Conference Room to Dr. C. William Allen, honoring his transformative contributions to Liberia's public service.



Representatives from Sweden's Folke Bernadotte Academy met with Liberia's governance "Tripod"—the CSA, Governance Commission, and LIPA.



The newly automated Legal Power of Attorney (LPA) platform in action, providing civil servants with seamless access to household goods through biometric verification.

GALLERY



CSA opened book of condolence for former Director-General Hon. Linnie Mae Dunn Kesselly who served from 1979 to 1985.

CSA staff with their certificates after completing their Kaizen training session in Accra, Ghana, sponsored by JICA.



CSA's partnership with AfriLand First Bank launched the first long-term loan facility for civil servants, enabling asset-building and financial stability.

The historic handover of classroom chairs produced under the "One Child, One Chair" Presidential initiative, funded by accountability dividends from non-compliant officials.

LPA REBORN

HOW LIBERIA'S CIVIL SERVICE "PAY-AFTER" BENEFIT FOUND ITS WAY BACK, THIS TIME WITH SPEED, PROOF, AND PEACE OF MIND

From classrooms and clinics to county offices and ministries, a once-frustrating process is becoming a quiet symbol of what works when public institutions and Liberian innovation move together.



A homegrown digital platform developed by MWETANA is transforming a trusted welfare scheme into a secure, efficient system that restores dignity, accountability, and confidence for Liberia's public servants.



MWETANA CEO Mr. Jones speaks during the official launch.



Hon. Josiah Joekai purchases items using the LPA system at a vendor location.

On a normal workday in Monrovia, a civil servant walks into an approved store, selects what their family needs, places a finger on a scanner, and walks out with dignity intact. No stacks of paper. No endless follow-ups. No uncertainty. For thousands of public servants, that simple moment represents a quiet but powerful change – and behind it is a Liberian-built system delivered by MWETANA.

The LPA Scheme has always mattered. It helps civil servants access school supplies, household items, and building materials, repaying gradually through salary deductions. But as the program grew, the paper-based process struggled: delays, verification gaps, and weak tracking slowly eroded confidence. CSA knew reform was necessary, and what they needed was not just software, but a partner who understood Liberia's realities. That partner was MWETANA.

MWETANA approached the challenge with one question: How do we protect the civil servant, the vendor, and the government at the same time? The answer became a fully automated platform linking employees, vendors, CSA, and settlement partners in one secure LPA platform. Civil servants are validated with biometric checks tied to official employment records, vendors confirm transactions digitally, and every step is logged for accountability, all designed for real conditions and speed on the ground.

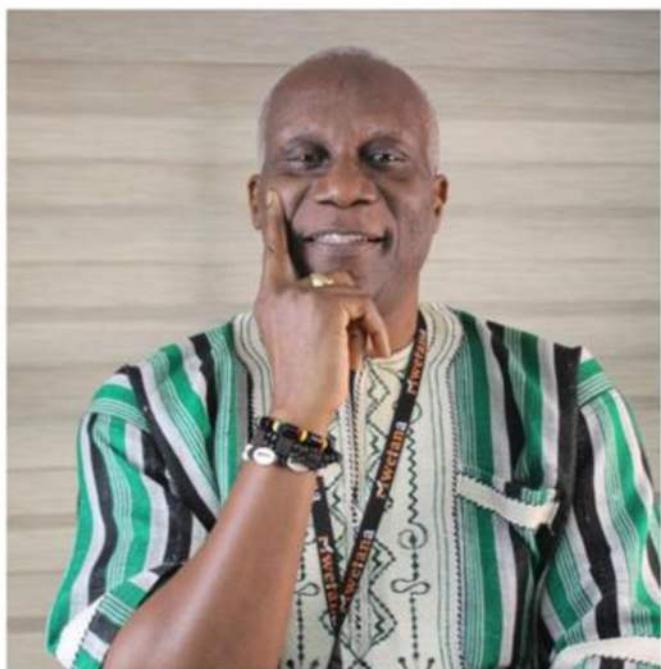
The results are visible every day. Civil servants now experience the LPA Scheme with confidence: their identity is protected, deductions are accurate, and approvals are real. Vendors benefit too, with instant verification, reduced fraud risk, and clearer records encouraging more legitimate businesses to participate. CSA gains oversight without micromanagement, with audit-ready reports and data-backed decision-making.

MWETANA's role goes beyond technology. As a Liberian-owned firm, it brought local engineers, institutional knowledge, and long-term commitment. This was not a "drop-and go" solution, it was designed, tested, refined, and supported alongside CSA. When the automated platform went live and was demonstrated at approved stores, it sent a clear message: Liberia can build and operate critical national systems at home.

The automated LPA platform proves what happens when government vision meets local technical excellence. Digital transformation can be homegrown, effective, and sustainable. For civil servants, it restores trust and dignity. For Liberia, it demonstrates that a local innovator like MWETANA can deliver solutions that work under real constraints, with accountability, speed, and pride.



MWETANA



Mr. Vivien C. Jones

CEO/President & Solutions Architect

About Us

MWETANA Consulting & Technology Group is a Liberian-owned consulting and technology firm committed to designing and delivering digital solutions that respond to real institutional needs. Built on the belief that technology should improve how people work; not complicate it, MWETANA has grown into the trusted partner for organizations seeking practical, secure, and sustainable systems. The company's approach is rooted in listening first, understanding operational realities, and then building solutions that align with local context and global standards. With a strong multi-disciplinary team and a focus on long-term impact, MWETANA combines technical expertise, capacity development, support, and accountability to ensure that systems are not only deployed, but effectively adopted and maintained.

Our Key Services

- Digital Transformation
- Software Development
- Data Center Deployment
- Network Infrastructure
- Cloud Solutions
- Cybersecurity
- ICT Equipment Supply
- Project Management
- Maintenance & Support



Why Our work leaves major Impacts



MWETANA works closely with government ministries and agencies, public institutions, universities, private sector organizations, and development partners. Over the years, the firm has supported the design, rollout, and adoption of critical digital platforms across education, public administration, finance, and health-related sectors. These partnerships are built on trust, consistency, and a shared commitment to improving service delivery through technology that works in real-world environments.



Beyond implementation, MWETANA remains actively engaged with the institutions it serves, providing ongoing training, system optimization, and technical support. This long-term engagement has helped institutions strengthen operational efficiency, improve data management, and build internal capacity. By investing in people as much as in systems, MWETANA ensures that its work leaves a lasting impact—one that continues to support institutional growth and national development.

LATEST SOLUTION NOW IN LIBERIA

SMART PASS

BIOMETRIC TIME & ATTENDANCE SYSTEM

DEVELOPED BY:
MWETANA



TURNSTILE



FLOOR STAND



ADJUSTABLE STAND



DESKTOP



WALL MOUNTED

At MWETANA Consulting & Technology Group, we empower organizations with cutting-edge technology solutions that drive efficiency, security, productivity and growth. With over a decade of expertise in biometric systems and workforce management, we deliver tailored, scalable and secured solutions. Whether you're looking to eliminate time theft, streamline operations, or enhance data-driven decision-making, MWETANA is your trusted partner in transforming challenges into opportunities. Let us help you future-proof your business with innovative, reliable, and cost-effective technology.



Upgrading to a Biometric Attendance System offers a secure, automated, and efficient solution that enhances transparency, improves workforce management, and supports accurate payroll processing. This proposal outlines the key benefits, implementation process, and financial offer for deploying our Biometric Time & Attendance solution.

KEY BENEFITS OF SMART PASS

- Eliminate Time Theft & Fraud: Biometric attendance prevents “buddy punching” and ensures only actual employees record attendance.
- Boost Productivity: Automated tracking frees HR to focus on strategic priorities instead of manual tasks.
- Accurate Payroll: Real-time data reduces errors, disputes, and ensures timely, precise employee compensation.
- Real-Time Decisions: Instant attendance insights support smarter workforce allocation, shift planning, and operational efficiency.



CSA LEGAL & POLICY INSTRUMENTS

visit our website to get a copy:
www.csa.gov.lr

REPUBLIC OF LIBERIA

AN ACT REPEALING THE PUBLIC EMPLOYMENT LAW AND AMENDING THE EXECUTIVE LAW TO CREATE A CIVIL SERVICE AGENCY



ENACTED BY SENATE AND HOUSE OF REPRESENTATIVES

APPROVED JULY 19, 1973

Republic of Liberia



STANDING ORDERS FOR THE CIVIL SERVICE

CIVIL SERVICE AGENCY
2012

Civil Service Human Resources Policy Manual

2013



REPUBLIC OF LIBERIA

Republic of Liberia

CIVIL SERVICE AGENCY (CSA)



National Policy Guidelines for Recruiting
Independent Consultants and Consultancy Firms
in the Public Service of Liberia

APRIL 2024



The Pact with Success

Afriland First Bank Liberia: Banking with Purpose

Delivering financial solutions that empower communities, support institutions, and drive national development

Afriland First Bank Liberia is more than just a financial institution: it is a **trusted partner in Liberia's growth and development**. As a leading African-owned bank, Afriland combines strong African values with international banking standards to deliver ethical, inclusive, and forward-thinking financial solutions.

Founded as part of the Afriland First Group, which spans several African countries, Afriland First Bank Liberia **brings regional expertise and a deep understanding of local needs**. The Bank's approach goes beyond transactions; it is centered on long-term relationships built on trust, transparency, and accountability.

Inclusive banking is a cornerstone of Afriland's mission. Through its **MC2 Rural Banking initiative**, the Bank ensures that financial services reach even the most remote communities. From **Zorlayea to Gbarpolu, Tappita to Nimba, Kolahun to Foya, Rivercess to Rivergee, Grand Kru to Totota, and Gbehleh Geh**, Afriland is empowering rural communities with access to **secure accounts, loans, and digital banking solutions** because no Liberian should be left behind.

Afriland serves a **diverse clientele**, including individuals, businesses, public institutions, and development partners. Its suite of tailored financial solutions addresses evolving needs while maintaining a commitment to **responsible banking practices**.

Through **strategic partnerships with public institutions**, Afriland strengthens financial security, enhances transparency in financial management, and contributes directly to Liberia's national development. By investing in communities and supporting institutional growth, the Bank is proving that **banking can be both profitable and socially impactful**.

"At Afriland First Bank Liberia, we believe that banking should be accessible to every Liberian, regardless of where they live. Our mission is to provide secure, transparent, and inclusive financial services that empower communities, support institutions, and contribute to the nation's development."

— Mr. Michel D. Pedie —
CEO, Afriland First Bank Liberia



The Pact with Success

Financial Solutions Designed Around Your Life

Personal Banking

- Savings & Current Accounts (including Salary, Student & Minor Accounts),
- Fixed Deposit Accounts, Personal & Consumer Loans,
- Salary Advance & Overdraft Facilities, ATM Services.

Business & Corporate Banking

- Business & Investment Accounts, Business Loans,
- Trade Finance (Letters of Credit, Guarantees, Import & Export),
- Corporate Overdrafts, Project Financing & Cash Management Solutions.

Digital & Electronic Banking

- Afriland Internet Banking & SARA Mobile App,
- SMS & USSD Banking, POS & ATM Network,
- Electronic Transfers (RTGS, SWIFT),
- Account Alerts & e-Statements.

Investment & Specialized Services

- Foreign Exchange & International Transfers,
- Western Union, MoneyGram & Remittance Services,
- Investment Advisory, Treasury Bills & Bonds Facilitation.

SME & Microfinance Services

- Tailored SME Accounts, Micro & Small Business Loans,
- Business Advisory & Capacity Building Support.

Value-Added Services

- Payroll Management, Corporate Collections & Payments,
- Safe Deposit Boxes, Dedicated Relationship Management.

Visit your nearest Afriland First Bank branch today to get started:



| Crown Hill | Fiamah | Duala | RedLight | Zorlayea | Gbapolu | Tappita | Nimba |
| Kolahun | Foya | Rivercess | Rivergee | Grand Kru | Totota | Gbehleh Geh |



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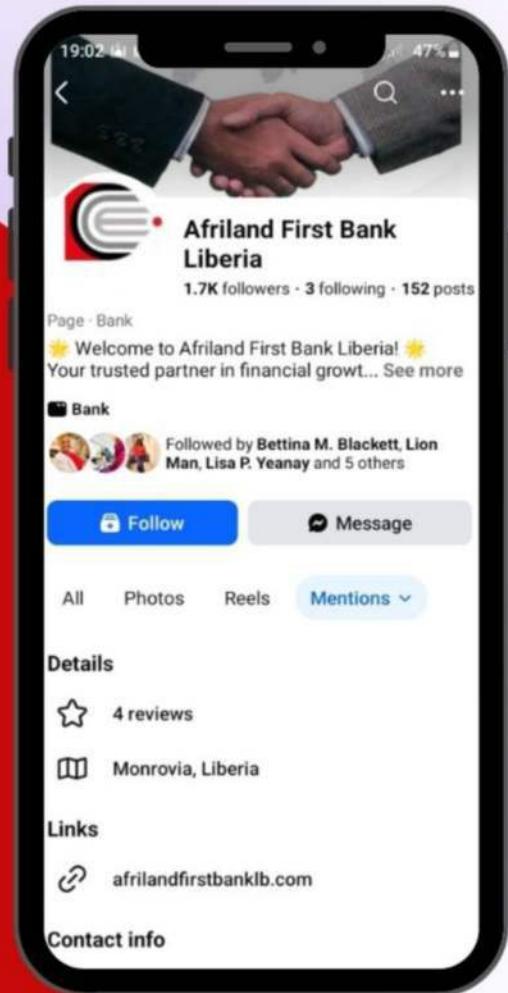
Afriland First Bank Liberia: Banking with Purpose



**A SALARY IS FOR TODAY.
A PARTNERSHIP IS FOR YOUR FUTURE.**

Delivering financial solutions that empower communities, support institutions, and drive national development.

Loan Scheme: Designed for Your Life



Flexible Tenures: Choose repayment plans from **3 to 5 years**.

Purpose-Driven: Finance your home, vehicle, education, or critical family needs.

Salary-Linked Repayment: Easy, automatic deductions aligned with your pay cycle for peace of mind.

More Than an Account: A full **financial ecosystem** with salary management, responsible lending, and digital tools to ensure you are supported all month long.

From personal banking to business growth, Afriland First Bank Liberia offers reliable solutions for every stage.

Visit your nearest Afriland First Bank branch today to get started: 

| Crown Hill | Fiamah | Duala | RedLight | Zorlayea | Gbapolu | Tappita | Nimba |
| Kolahun | Foya | Rivercess | Rivergee | Grand Kru | Totota | Gbehleh Geh |



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

**A production of the Communications and Public
Relations Unit of the Civil Service Agency**

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Town, Monrovia, Liberia**