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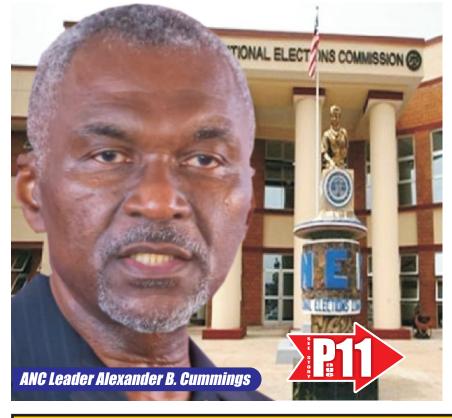
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Cummings hails elections results

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Dial *352#

Continental News

Ethiopia's once mighty my has been outflanked

nce a formidable force that commanded the respect of the US, the Ethiopian army has suffered such heavy losses on the front lines that the government has taken the extraordinary step of calling on ordinary citizens to join the war against the Tigrayan rebels.

It marks a dramatic change in the military's fortunes.

A year ago it ousted the Tigray People's Liberation Front (TPLF) as the ruling party in the northern Tigray region - now the group's fighters are taking towns on the way to the capital, Addis Ababa.

"TPLF fighters first bled the army through guerrilla warfare in Tigray by carrying out hit-and-run attacks," USbased Horn of Africa analyst Faisal Roble explains."Then they went into combat to finish it off."

However, Achamyeleh Tamiru - an Ethiopian economist and political commentator - believes the

TPLF's advances are only "temporary". "Ethiopians from all walks of life are rising to defend and salvage Ethiopia," he said. The tactics of the TPLF fighters remind former BBC Tigrinya editor Samuel Ghebhrehiwet of his life as a young Eritrean guerrilla who, alongside Tigrayans, fought Ethiopia's Mengistu Haile Mariam

regime until it was overthrown in

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They were "lightly armed, highly agile, living on survival food, and showing deep resilience and determination".

Eritrea went on to win its independence, while the TPLF took power in Ethiopia though its political dominance came to an end in 2018 following mass protests.

Its leaders retreated to Tigray from where the group fired the first shots in the power in Tigray in under a current conflict in early November 2020 by launching an assault on a federal military base with the support of loyalists in the army - including commanders and soldiers who then defected to its ranks.

Not only was a huge stockpile of weapons seized, but high-ranking officers and soldiers who resisted were killed or captured in their thousands.

the base has effectively created a vacuum that literally makes Ethiopia without a

However, the military - with army, and forces and militias from Ethiopia's Amhara region overcame the setback, launching air strikes and a the TPLF being dislodged from of Tigray. BBC

month.

But, Mr Samuel said, as they committed widespread atrocities against civilians including raping, killing and burning crops - Tigrayans from "all sections of society then joined the TPLF to protect their dignity".

"Parents told their children: 'Rather than die at home go and fight.' It became a war between the people of Tigray and the "The night-time attack on army - not just a war between the TPLF and the army."According to Mr Roble, former generals who had retired federal army," Mr Achamyeleh or defected went to Tigray's mountains and caves to form the Tigray Defence Force (TDF) as crucial help from the Eritrean the TPLF's military wing to ensure that the tens of thousands of new recruits were well organised.

"These generals felt it was ground offensive that led to their duty to protect the citizens



US removes Nigeria from list of religious violators

he US has removed Nigeria from the list of religious violators, ahead of the visit by the Secretary of State Antony Blinken to the country.

The US government last year placed Nigeria on its

special watch list of states that had engaged in or tolerated the severe violation of religious freedom

Nigeria is not in the 2021 list which has Myanmar, China, Eritrea, Iran, North Korea. Pakistan, Russia, Saudi Arabia. Tajikistan and Turkmenistan.

Algeria, Comoros, Cuba, and Nicaragua are also on the special list of governments that have violated religious freedom, according to the US state department.

However, the jihadist groups Boko Haram and Iswap operating in north-east Nigeria, are still designated as entities of particular concern.

Mr Blinken is visiting Nigeria on Thursday on the second leg of his three-nation trip that includes Kenya and Senegal.

He is expected to meet Nigerian President Muhamadu Buhari to discuss how both countries can further co-operate on global health, security, expanding energy access and economic growth.

Nigeria is battling a range of security threats, including the long-running Boko Haram insurgency, inter-communal clashes and more recently, a wave of mass abductions at schools by armed gangs. BBC



Fourteen shot dead in

Sudan protests - doctors

Protests against the military have continued in Sudan

forces as thousands took to the streets to protest against the recent military takeover.

Activists had called for mass demonstrations to mark the day when a civilian was supposed to assume the leadership of the governing Sovereign Council.

The man who led last month's coup, General Abdel Fattah al-Burhan, dismissed the government, arrested dozens of politicians and named himself the head of a new Sovereign Council.

Khartoum say tear gas has BBC

octors in Sudan say 14 been fired inside hospital people have been buildings and soldiers have shot dead by security prevented some of the wounded from being treated.

> Many arrests have taken place in neighbourhoods where the electricity had been switched off.

> General Burhan and his colleagues who seized power are determined to stop anti military protests from gaining any momentum.

They are also undoing much of the progress that had been achieved after Omar al-Bashir was toppled.

His allies are taking back some power and returning the There is growing evidence country to the kind of of just how brutal the dictatorship that the vast Sudanese security forces have majority of Sudanese hoped been.Doctors in the capital had been dismantled forever.



EDITORIAL The depth of lip -service at MOE

IT SEEMS THAT education authorities in Liberia, particularly those at the Ministry of Education are far detached from development and policies in the sector, disgustingly spewing out tons of excuses and lip-services to the public. The Liberian educational system has become a free for all, with administrators in both public and private schools across the country acting at will, imposing unaffordable fees and tuitions on students that parents cannot foot because of bad shape of the economy.

WITH THE GOVERNMENT itself struggling to raise enough revenue to pay public school teachers' monthly salaries along with others in the civil service characterized by threats of strike and hasten promises by relevant authorities to intervene, it exposes weaknesses in the public sector that private institutions are exploiting by hiking fees at excruciating discomfort to parents and partners.

IT IS DISHEARTENINGLY regretting that amid public outcry against astronomical fees, the Ministry of Education would respond that it lacks the power and will to intervene in what are obtaining in private institutions as regards fees. Yet, it licenses private institutions to operate under its supervision.

SO, YOU CAN see where we are headed in the educational sector with a toothless bulldog keeping watch over a system that needs serious scrutiny and supervision in order to yield the best results. But this seems not to be happening as indicated by the mountains of outcry both in public and private schools.

WE ARE EVEN further disappointed when the Acting Minister of Education said recently in Monrovia that the ministry lacks authority to regulate fees in private schools even when parents are crying, speaks to the lip-service mentioned.

FOR THE RECORD, most Liberian parents had never shied away from sending their children to school and paying fees for them, but in the wake of a dive-nose economy with a shrinking food basket, private schools are consistently hiking fees without corresponding improvement in quality as regards qualified teachers, learning environment and academic performance that the Ministry of Education says it supervises.

WE FIND IT very paradoxical that the Ministry of Education would boast that it is on top of the game when schools under its nose like the Monrovia Consolidated School System (MCSS) faces fluctuations in teachers' salaries coupled with non-payment of pensioners and budgetary support, among others.

THESE ARE SOME of the lip-services being outlined here, because least we should forget, it is government's primary responsibility to provide quality education for her citizens, not just free education but one that is on par with neighboring countries. Despite offering free education in public universities, when lecturers at the University of Liberia downed chalk for weeks in demand of improved salary and other incentives, it doesn't show words matched with action.

IF THE EDUCATIONAL sector should move forward, we need a whole paradigm shift in strategies and policies. In other words, dynamism is the surest way to proceed in revising the sector, not only for current generation, but for posterity.

THE GUYS AT the Ministry of Education should wake up from their defensive posture and become proactive. When the authorities themselves, including the Minister of Education are running private schools, we can clearly see conflict of interest and therefore, lip-service that permeates the system.



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By Robert Skidelsky

What Killed Macroeconomics?

easing (QE), quipped then-US Federal Reserve Chair Ben Bernanke in 2014 about the Fed's bond-buying program, "is it works in practice but it doesn't work in theory." One could say the same about macroeconomic policy in general, in the sense that there is no robust theory behind it. Governments routinely "stimulate" the economy to "fight" unemployment, but with a theory that denies there is any unemployment to fight.

Mathematical refinement aside, economics has returned to what it was a century ago: the study of the allocation of given resources, plus the quantity theory of money. Macroeconomics - the theory of output as a whole, which was invented by John Maynard Keynes - has virtually disappeared.

For example, what causes unemployment? The standard textbook answer is "downward wage rigidity." A hairdresser who asks for a wage of \$14 per hour, but who can be profitably employed only at \$13 per hour, is choosing not to be employed. That choice is thus voluntary, reflecting a preference for leisure, or a decision not to be a hairdresser. The same is true of all workers in an economy. On this view, what is called unemployment is a choice not to work.

The key assumption here is that everyone optimizes: they choose the best available option for themselves. Work is always available at some price. Therefore, unemployment is optimal for the unemployed. Given the assumption, the logic is unassailable.

So, if the government expands the money supply in an effort to increase employment, the only result will be inflation, because monetary expansion does nothing to increase the supply of labor willing to work. Monetary policy should thus concern itself solely with the objective of price stability, which is best entrusted to an independent central bank free from political temptation.

Most sensible economists have quailed before the logic of their own assumptions. Thus, in their recent textbook Macroeconomics, MIT's Daron Acemoglu, Harvard University's David Laibson, and the University of Chicago's John List identify three categories of "non-voluntary" unemployment: frictional, structural, and cyclical. Frictional unemployment arises matching the quantity supplied. Cyclical - or short-run - unemployment occurs because of "technology shocks, changing sentiments, and monetary/financial factors," and is "amplified by downward wage rigidity and multipliers."

The multiplier, a neat formula for calculating the amplified effect of any upward or downward change in spending, is the one piece of macroeconomic machinery that has survived the death of Keynesian demand-management policies. Even this tool had largely fallen into disuse - multipliers were assumed to be zero shock revived it.

contingent. Thus, they can be minimized by labor-market reforms designed to "unstick"

ONDON - The problem with quantitative sticky wages, and by better regulation of banks. In a cyclical downturn - a state of disequilibrium most economists now grudgingly allow that expansionary policy can increase the short-run demand for labor even at the prevailing wage rate. This was the contribution of Keynes. As the Nobel laureate economist Robert Lucas remarked in 2009, "I guess everyone is a Keynesian in the foxhole."

> As Lucas's formulation suggests, macroeconomic policy nowadays is reserved for shocks. But because there is no model of shocks - which are unexpected by definition - stimulus policies are theory-free.

> Such policies can be either monetary or fiscal. Central banks can increase the supply of money to private firms to boost their incentive to hire more workers, or governments can run budget deficits. "Monetarist Keynesianism" (in the form of QE) was the main response to the Great Recession of 2008-09. This is what Bernanke said worked in practice, but not in theory. In fact, it didn't work in practice, either.

> Champions of QE argue that things would have been even worse without it. That is impossible to prove or disprove. The fact remains that recovery from the 2008-09 financial shock was far from complete when the new COVID-19 shock occurred in 2020, because a lot of QE money was hoarded,

> The COVID-19 pandemic impelled governments to fall back on "fiscal Keynesianism," because there was no way that just increasing the quantity of money could lead to the reopening of businesses that were prevented by law from doing so. Fiscal Keynesianism in the big lockdown meant issuing Treasury payments to people prevented from working.

> But now that the economy has reopened, the practical rationale for monetary and fiscal expansion has disappeared. Mainstream financial commentators believe the economy will bounce back as if nothing had happened. After all, economies fall into foxholes no more often than individuals normally do. So, the time has come to tighten both monetary and fiscal policy, because continued expansion of either or both will lead only to a "surge in inflation." We can all breathe a sigh of relief; the trauma is over, and normal life without unemployment will resume.

because job searches take time. Structural The relationship between theory and practice is unemployment arises because wage rigidities thus not as Bernanke saw it. Monetary policy prevent the quantity of labor demanded from works in theory but not in practice; fiscal policy works in practice but not in theory. Fiscal Keynesianism is still a policy in search of a theory. Acemoglu, Laibson, and List supply a piece of the missing theory when they note that shocks are "hard to predict." Keynes would have said they are impossible to predict, which is why he rejected the standard view that economies are cyclically stable in the absence of shocks (which is as useless as saying that leaves don't flutter in the absence of wind).

The supply and demand models that first-year economics students are taught can illuminate the before the 2008-09 financial and economic equilibrium path of the hairdressing industry but not of the economy as a whole. Macroeconomics is the child of uncertainty. Unless economists Modern economic theory holds that obstacles to recognize the existence of inescapable full employment are not inherent but uncertainty, there can be no macroeconomic theory, only prudential responses to emergencies.

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wavs

Dear Father:

You know, there is a lot going on in my village of late. I mean too many plenty things going on. I telling you mehn, Da na one day you will wake up from your bed and na hear noise. And da not just ordinary noise oo. They just there putting each other secrets outside calling each other all kina names as if they will never speak to each other again.

You want to tell me yor never had any good times, that you can remember to just go yor way and leave the orlor person if you think you na need them again.

Bor my son da politics na-you na know these people yeh?

No Father, da orlor politics there it too personal oo. No wonder this small village is like this. You look in your friend eyebolt-somebody who helped you when you were nothin then you say that politics bisnay you will call the person rogue, rogue and all kina names. Da just being ungrateful mehn.

And come to think of it Father, if you knew de man da rogue, and you took some of his booty-then you too, you who na? So what are you telling de orlor people dem that see you as somebody who get "integrity?"

Bor my son oo, where you ever see a hustler get integrity? The people can only make sweet mouth to get what they want and go by their own bisnay.

So wait oo, all the dirty clothes they washing on our village street na, da who will take them serious na? What make them think when we give them our village they will not be fighting among themselves every day for power?

Eh ehn, talking about people fighting among themselves for power, have you heard this orlor gees my Father? They say it was na easy the orlor day in front the Footballer oo. They say his strikers took it to the street right in front of him.

You say whatin?

Father, this orlor gees too heavy for my mouth. They say they didn't play there. They say they were calling each orlor all kinds of names-bag boy, medicine man and killer and all of that.

Bormy son then da na small trouble yor in there so. So wait oo, it look like somebody was crossing the line ehn?

Hmm, they say that small man who to the Alien them place there na want to respect himself. They say the man getting too close to the Footballer and the other two main man them na like the idea. Bor de thing da confusing me sef is how it started?

Father, you know plenty thing happening in this our village here at the same timena. And like our people always say-talk can bring talk. So you will never know that some kina talk na bring out all that anger there and they were just spilling their stomach out.

Um, they moh just take time with our lay village before they set it on fire for us-because the way things looking na, it is like all the grass under it dry and any little cigarette butt that will fall down on it, will destroy the entire village and we na ready for any of that.

This thin call power and money, our old people came they enjoyed it and left us with so, so old, old building in our village-making it more like a big slum already with no money to repair it.

They better take time so we can manage it and leave it with our owner children in a more peaceful way then to send it back another 1000 years like our forefathers did to us and we can see anything to show for our age.



By Xavier Vives

Was COP26 Cheap Talk?

It is easy to see why climate activists would dismiss international negotiations like the recent COP26 climate summit as mere jawboning. But in a world of geopolitical rivalries and significant coordination challenges, compromise - and the disappointment that can come with it - is a fact of life.

ARCELONA - "Blah, blah, blah." That was how the young climate activist Greta Thunberg characterized this year's climate summit in Glasgow (COP26) - even before it began. She was right, in a way. Talk is cheap whenever international agreements lack effective mechanisms to verify and enforce commitments. Gatherings like COP26 tend to lack credibility, even when they are presented as a "last chance" to prevent the end of the world as we know it. Nonetheless, such meetings help to raise awareness about the problem and potential solutions, and that is better than the denialism of past years.

True, the final agreement produced at COP26 appears weak, considering that the goal of keeping global warming below 1.5° Celsius is now barely alive. Instead of "unabated coal power" being phased out, now it will be "phased down," a crucial change inserted at India's insistence (and with China's acquiescence). While "inefficient fossil-fuels subsidies" will still be "phased out," the implication is that "efficient" fossil-fuel subsidies remain an option.

But, remember, talk is cheap. Given India's high dependence on coal, it is perhaps better that it has set its net-zero emissions target for 2070 rather than proclaiming a "midcentury" commitment that is has no intention of upholding.

More broadly, there are two main obstacles to attaining the world's stated climate goals. The first is geopolitical, exemplified by Russia's use of natural gas as a strategic tool to divide Europe between those using nuclear power as an energy-transition technology (France) and those using gas (Germany). Even more important are major rivalries like the one between the United States and China. Here, there is some good news: COP26 seems to have induced the world's two leading polluters to declare that they will work together to combat climate change. (We will know if this is more "blah, blah, blah" if and when bilateral military tensions increase.)

The second big obstacle is disagreement over how to compensate less-developed countries for forgoing or abandoning carbon-intensive technologies. The question is not only who foots the bill but also how financing should be delivered. The history of development aid is not particularly encouraging. And although it is well established that a global price for carbon is necessary to deal with the negative externality that greenhousegas emissions represent, implementing such a regime is difficult. Carbon markets remain mostly underdeveloped.

The deal adopted by almost 200 countries at COP26 will allow countries to meet their climate targets by buying offset credits representing emissions cuts made by others. This system will bring more clarity, but it is open to manipulation. Worse, it permits countries to carry forward carbon credits registered since 2013 and created under the Kyoto Protocol, potentially setting the stage for a flooding of the emissions market and an artificially low carbon price.

The COP26 agreement also encourages the public and private sectors to mobilize more climate finance, and to foster innovation in green technologies. To that end, one promising model is Operation Warp Speed, the US public-private partnership that made possible the extremely rapid development of COVID-19 vaccines.

The financial sector's role in transferring resources from brown to green technologies will be crucial. Asset managers and financial intermediaries may act out of pure self-interest in divesting from dirty assets that they have come to see as too risky (owing either to the effects of climate change or to the transition that will render them obsolete). Alternatively, they may divest at the behest of others who have a green preference or a longer horizon over which to internalize climate problems. Universal owners such as large pension funds, for example, are increasingly aware of the systemic risks posed by climate change.

In any case, the financial sector is now coordinating to align itself more closely with the global climate agenda, as demonstrated by new initiatives such as the Glasgow Financial Alliance for Net Zero, chaired by former Bank of England Governor Mark Carney. It has become increasingly clear that the voluntary sustainable-finance mandates backed by financial intermediaries need to be significantly more stringent than they are today.

Green shareholder activism may force more disclosure of exposure to climate risk or even outright divestment; but mandatory disclosure under a clear framework will probably be needed to police greenwashing. The new International Sustainability Standards Board is a welcome development in this direction.

Finally, financial regulation and central bank policies also have key roles to play in promoting a green economy. Central banks, particularly after the 2007-09 financial crisis, have a mandate to ensure financial stability, and with climate change posing a systemic risk, they will have to incorporate it in their prudential frameworks. They also will need to foster a more transparent disclosure environment, so that climate risk is properly priced (although this is easier said than done). Many central banks already are engaging in climate stress tests and designing forward-looking transition scenarios.

More controversial are the questions of whether, and to what extent, central banks should favor green assets (or penalize brown ones) in their asset-purchase programs, and to what extent capital requirements should be attuned to sustainability criteria. Should brown loans have a capital surcharge over and above risk considerations (or should green loans carry a discount)? Such provisions would make no sense in a world where carbon is priced properly, but we are a long way from that scenario.

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VA-669-22-00002

- I. GENERAL INFORMATION
- 1. SOLICITATION NO: VA-669-22-00002
- 2. ISSUANCE DATE: November 12, 2021
- CLOSING DATE AND TIME FOR RECEIPT OF OFFERS: November 26, 2021, 5:30 pm Local Time, Monrovia, Liberia
- 4. POINT OF CONTACT: Executive Officer, email at LiberiaHR@usaid.gov
- 5. POSITION TITLE: AID Project Management Specialist (Private Sector)
- MARKET VALUE: USD 40,344 64,550 [USD] FSN-11 In accordance with AIDAR Appendix J and the Local Compensation Plan of USAID Final compensation will be negotiated within the listed market value.
- PERIOD OF PERFORMANCE: This contract will be for up to five years depending on programmatic needs, funding availability, and satisfactory performance. This is considered a permanent position and employment under any contract issued under this solicitation is of a continuing nature. Its duration is expected to be part of a series of sequential contracts; all contract clauses, provisions, and regulatory requirements concerning availability of funds and the specific duration of the contract shall apply
- PLACE OF PERFORMANCE: Monrovia, Liberia with possible travel as stated in the Statement of Duties.
- ELIGIBLE OFFERORS: Individuals who are Liberian citizens or non-Liberian citizens lawfully admitted for permanent residence in Liberia. Current employees serving a probationary period with the mission are not eligible to apply
- 10. SECURITY LEVEL REQUIRED: Facility and computer access.
- 11. STATEMENT OF DUTIES

BASIC FUNCTION OF POSITION:

The Private Sector Development Specialist sits in the Economic Policy and Private Sector Initiatives Team in the Economic Growth Office (EGO). The Specialist's primary responsibility is to work on all issues pertaining to private sector development, including the policy and regulatory environment for micro, small, and medium enterprises (MSMEs) and the enabling environment for increased foreign and domestic investments and employment growth. The Private Sector Development Specialist also provides expertise on value chain development, including in the Agricultural and Biodiversity sectors; entrepreneurship development, including innovations designed to move informal businesses into the formal economy; increasing access to finance, including mobile money schemes; supporting the Government of Liberia (GoL) on the potential development of Special Economic Zones (SEZ) and improving partnerships with Concessionaires; and engaging the private sector across all sectors in which the Mission

MAJOR DUTIES AND RESPONSIBILITIES:

Provides Program Development and Support in The Management of USAID/Liberia's **Private Sector Activities:**

Private Sector Engagement (PSE) is a core tenet of the Agency's operating model and paves the pathway for countries to accelerate their Journey to Self-Reliance (J2SR). As such, it is a critical input to achieving the goals of the Mission's Country Development Cooperation Strategy (CDCS). USAID's strategy for transformational development in Liberia seeks to boost economic growth through private sector development focused on improving the enabling environment for investment, increasing competitiveness, promoting trade, and reducing poverty and unemployment. The Specialist will take an active results-oriented role to assist the Economic Growth Office (EGO) in providing leadership to the Mission to achieve this strategic vision. The position will provide technical expertise and support policy dialogue and coordination for the USAID/Liberia Economic Growth Office's leadership. This includes providing requested technical advice in private sector development issues and policies in Liberia to the Mission Director, Deputy Mission Director, and other Office Directors, as requested. The position is also responsible for maintaining comprehensive knowledge of current economic growth issues and interventions and for establishing and maintaining professional working relationships with Government of Liberia (GOL) officials, the USG interagency, other donors, key implementing partners, local leaders, and the private sector

The Specialist position serves as an expert within the Economic Growth Office, (EGO) to the Mission on private sector growth and development:

- 1. S/He will assist his/her Team Leader and the Economic Growth Office Directors in developing and supporting a comprehensive strategy for greater private sector engagement. 2. S/He will assist the Economic Growth Office to develop programs and activities which support the growth of micro, small, and medium enterprises (MSMEs) in Liberia
- 2. S/He will assist the Economic Growth Office (EGO) to develop public-private partnerships (PPPs) in Liberia.
- 3. S/He will provide expertise support to other technical offices in USAID/Liberia in their efforts
- to engage the private sector in sector portfolios. Some examples may be:

 a. Provide advice and counsel on developing the skills/capacity of local private sector service providers to meet the advocacy needs of supported Civil Society Organizations and fostering private sector partnerships to increase access to business services and improve the efficiency of public service delivery at the local (county and village)
 - Perform analysis of market issues to support the creation of workforce development programs to expand employment and entrepreneurship opportunities, focusing programs for youth to better align skills-building with the private sector demand for trained employees: and
 - Support the engagement of the private sector in the various activities under the Health Federation and WASH programs.

Provides Technical Oversight and Project Management

The Private Sector Development Specialist:

- 1. Assists the EGO Team Leader in developing and designing new activities that support USAID/Libera's Country Development Cooperation Strategy (CDCS) and Economic Growth
- 2. Serves as Contracting or Assistance Officer Representative (COR/AOR) for at least one Mission award promoting private sector development and/or improved policy environment. This role includes performing consistent monitoring and evaluation of program performance and financial oversight and providing technical guidance to contractors and grantees within the scope of the award, accepting deliverables from contractors on behalf of the mission. Contribution to regular reporting requirements such as field trip reports, quarterly accruals, procurement obligations and pipeline reviews and the semi-annual portfolio reviews is also
- 3. Works closely with Mission AORs/CORs, Mission monitoring and evaluation specialists and Program and Project Development (PPD) and the Office of Acquisition Assistance (OAA) to support development of results frameworks to track and evaluate the ways in which the Mission engages with the private sector and determine what results are achieved. Provides input to Mission and Agency quarterly and annual tracking and performance exercises and various
- 4. Provides strategic direction and technical support to the Mission in the design of key private sector development interventions and on policy reforms related to addressing challenges and barriers to private sector growth. In this context, liaises with other Mission technical colleagues working with the private sector in their own program portfolio.
- 5. Works closely with the Mission Economist, his/her Team Leader and Economic Growth Office (EGO) Directors, to analyze country-level and regional data on policy reform, private sector development, and finance from a wide variety of sources both nationally and internationally; follows closely current political, social, economic and business trends in Liberia and provides analysis on how these trends effect the development and implementation of the Mission's economic growth programs and the Government of Liberia's (GOL) implementation of its Pro-Poor Agenda for Prosperity and Development (PAPD); and conducts or manages external expert analyses of opportunities and constraints to increase private sector development in Liberia. This includes preparing, contributing to, or reviewing analytical reports on private sector development, policy environment, and employment within Liberia's political, economic, and social context.
- 6. Provides technical support for the development, procurement, and monitoring of public private partnerships within the Missions activities and provides recommendations to the Government of Liberia (GOL) on partnering with the private sector.

Knowledge Management and Relationship Development

1. Supports USAID to liaison with other donors on private sector development and policy reform, briefing USAID management and Embassy on issues and discussions and preparing necessary documents, including USAID's positions, and talking points for meetings.

2. Develops and maintains close professional contacts and active dialogue with Private Sector Advisor peers in other country donor agencies, local organizations, and various Government of Liberia (GOL) offices which engage in private sector and policy reform issues and activities, building contacts to facilitate knowledge-sharing and consultation or coordination of activities and ensuring USAID private sector program goals are realistic and achievable in the Liberian

Review policies of the Government of Liberia (GOL) that affect private sector development including Liberia's utilization of or position in regional, international or USG agreements and conventions such as Economic Community of West African States (ECOWAS), African continental free trade area agreement, AfCFTA, World Trade Organization (WTO), African Growth and Opportunity Act (AGOA), etc. Provides information on implications of these policies and agreements for Liberia and on the effective implementation of USAID private sector development programs.

Supervisory Controls: This position reports directly to the Private Sector Team Leader or his/her designate.

Supervisory Relationship: Full supervision of other USAID staff is not contemplated. The incumbent is provided with programmatic guidance on overall objectives, priorities, and deadlines; relevant operational guidance from USAID/W and USAID/Liberia; and USAID regulations and policies.

12. PHYSICAL DEMANDS

The work requested does not involve undue physical demands.

II. MINIMUM QUALIFICATIONS REQUIRED FOR THIS POSITION

- Education: University/College Degree (i.e. Bachelor's Degree) in the field of business administration, business entrepreneurship, economics, international development, or other related degree is required.
- **Prior Work Experience:** Minimum of five (5) years of prior work experience in project management positions analyzing and coordinating programs in the field of economic development, private sector promotion, or business development policy analysis is
- Work/Residency Permits: Applicants must have valid work and/or residency permits allowing work in Liberia
- Language Proficiency: Level IV (fluent) in English. Excellent English verbal communication skills, tact, and diplomacy, and the ability to establish and develop productive working relations with key stakeholders are required.

III. EVALUATION AND SELECTION FACTORS

The Evaluation Factors listed below will be the basis for evaluating and ranking applicants for position. Applicants will be scored based on the documentation submitted within the cation. Applicants must submit a supplemental document outlining their responses to the evaluation factor(s) in order to be considered.

Selection Process

After the closing date for receipt of applications, a committee will convene to review applications that meet the minimum requirements and evaluate them in accordance with the evaluation criteria. The committee will review the written responses to the Evaluation Factors and select the most qualified applications that best reflect the needs of the position. As part of the selection process, the most qualified candidates will be invited to an interview which will consist of both an oral and written evaluation. Reference checks will be made only for applicants considered as finalists. The applicant's references must be able to provide substantive information about his/her past performance and abilities

Evaluation Factors

Those applicants who meet the minimum education and experience qualifications will be evaluated based on the content of their application as well as on the applicant's writing, presentation, and communication skills. Applicants should include their name and the announcement number at the top of each additional page. Failure to specifically address the Evaluation Factors will result in the applicant not receiving full credit for pertinent

FACTOR #1: Development of USAID or donor-funded Private Sector programs: In 500 words or less, describe your experience in the development of USAID or donor-funded agricultural, agribusiness, public-private-partnerships (PPPS) or micro, small and medium enterprise (MSME) business development programs or activities. Experience should include designing private sector programs and developing strategies, project descriptions, support documents and procurement documents.

FACTOR #2: Technical Oversight and Project Management:

In 500 words or less, describe your experience in project management or contract administration including start-up, work planning, implementation, monitoring and evaluation and close-out of activities.

FACTOR #3: Knowledge Management and Relationship Development: In 500 words or

less, describe your experience in developing and maintaining contacts with government, private sector, and donor-community counterparts. Experience should include knowledge sharing, consensus building and the coordination of activities.

FACTOR #4: Experience in Agribusiness and Natural Resource Management:

words or less, describe your experience in promoting agricultural or natural resource-based businesses or endeavors. Describe private sector approaches implemented to support sustainability and environmental degradation.

Applicants determined to be competitively ranked will also be evaluated on their interview performance and satisfactory professional reference checks. The Applicant Rating System is as follows:

Evaluation Factors 40 points

Factor #1 10 points
Factor #2 10 points

Factor #4 10 points

Interview Performance 40 points

- Interview questions will revolve around the candidate's ability to:

 Describe their experience and qualifications related to managing

 - Communicate Effectively.

Candidates selected for an interview will be given a 30 minute written exercise. The purpose of the written exercise is to evaluate the candidate's writing ability and assess their analytical skills.

Total Possible Points 100 points

IV. SUBMITTING AN OFFER

Applications must be submitted electronically by email with the subject line VA-669-22-00002AID Project Management Specialist (Private Sector) LiberiaHR@usaid.gov

Applicants may submit an application package prior to the closing date and time specified in Section I, item 3 mentioned above unless revised.

Qualified applicants must submit the following documents, or their applications will not be considered for this position:

- . A current curriculum vitae (CV) or resume, not to exceed 3 pages.
- 2. A minimum of three (3) professional references with telephone and email contacts, who are not family members or relatives, with working telephone and email contacts. The applicant's references must be able to provide substantive information about his/her past performance and abilities. At least one reference provided should be a current or former
- 3. A supplemental document with a written response to the Evaluation Factors

Candidates who are applying for this position must fully meet the education requirement (graduated and degree and/or diploma already received) as specified. At the time of applications, andidates must also meet in full the work experience requirement. There is no exception to these requirements.

Short-listed candidates may be requested to provide educational documents such as transcripts for degrees, diplomas, certificates, and other pertinent documents as needed.

Any attachments provided via email must be compatible with Microsoft Word or PDF and not zipped. Note that attachments to email must not exceed 25 MB. Incomplete applications will not be considered.

The Agency retains the right to cancel or amend the solicitation and associated actions at any stage of the recruitment process

EQUAL EMPLOYMENT OPPORTUNITY: The U.S. Mission provides equal opportunity and fair and equitable treatment in employment to all people without regard to race, color, religion, sex, national origin, age, disability, political affiliation, marital status, or sexual

MORE HEADLINE NEWS

MORE HEADLINE NEWS

School administrators refund money -after suspension of CEO, 2 school principals through written communication. DLC craves for a suspension of CEO, 2 school principals through written and the school principals through the school principal t

By Patrick N. Mensah, **Maryland County**

ublic schools in Pleebo, Maryland County have begun to reimburse students after the Ministry of Education suspended the County Education Officer and two school principals for hiking

the school administration.

The Principal of the Pleebo High School Cisco Williams told a news conference that following several negotiations, meetings regarding the mandate from the Ministry of Education, his administration has resolved to refund added fees paid by students.



The reimbursement process began on Monday, November 15, 2021, with several students at the Pleebo High School in Pleebo, Sodokan district receiving their added fees charged by

Principal Williams explained added fees charged were intended to lodge three (3) Nigerian instructors, whom according to him are expected in the county to buttress his staff as he has been informed by the District Education Officer

"We have resolved due to the mandate from the ministry, coupled with order negotiations and meetings within the county to reimburse the fees paid by students today". He said.

He disclosed this is not the first time for the administration to increase fees, justifying the added fees were done to have undertaken some activities on campus.

Mr. Williams names payment of volunteers, handbooks, batches and neckties, amongst others, as reasons for hiking the school

He says since they have agreed to refund the fees, students will take responsibility to purchasing their own handbooks, batches and neckties.

He encourages students to see the reimbursement as an opportunity to purchase these school materials.

However, the chairperson for Parents-Teachers Association of the school Mr. Sloh Doe says the reimbursement is a total setback to the school.

He explains that the school currently has 10 volunteers who are being maintained through PTA fees charged by the school.

CONT'D ON PAGE 7

gov't intervention

eust Logistic private firm is appealing to government to intervene in curtailing huge bureaucratic bottleneck associated with processing containers' documents at the Freeport of Liberia.

The Manager of DLC, J. the bureaucracy surrounding should be addressed. containers clearing within specific timeframe inside the Freeport is strenuous, thus agents, because they work

Company (DLC) a Liberian company, striving to ensure that shipping system of containers are efficient and effective, but bureaucracy is impeding its effective function.

According to him, the onestop shopping center instituted to process documents faster for containers at the Freeport is not Deutoronomy Kollon explains effective like before, and it

> He stresses that clients should be patient with clearing



undermining smooth operation of clearing agents.

Mr. Kollon made the disclosure Wednesday when DLC was certificated as a very Good, Reliable and Productive Logistics Tricking Company by the Society for the Promotion of Peace, National Reconciliation and Reunification(SPPNRR) held in the firm Head Office on Bushrod Island, Monrovia.

He notes that DCL is a shipping sector.

around the clock to ensure the containers are cleared in time.

He says government intervention will go a long way in fast tracking the process to improve the clearing system.

Manager Kollon continues that Liberians are competent to operate effective shipping system, but government should support Liberian-owned companies that are striving the make a difference within the

Gol conducts regional consultations for women in trade

By Kruah Thompson

o address traderelated barriers most women traders across Africa are confronted with while trading with Liberia, the Ministry of Gender, Children and Social Protection in collaboration with the Ministry of Commerce and Industry, with support from UN Women and UNDP conducts a one-day Women In Trade Regional Consultations here.

The consultation was held simultaneously on Monday, November 15, 2021, at four (4) regional locations - Bong, Bomi, Grand Bassa and Maryland counties with participants from nearby counties.

The exercise provided a platform for women to voice their needs and interests with regard to trade in the context of the African Continental Free Trade Area (AfCFTA) Agreement, and for women



to fully own the AfCFTA by embracing the economic opportunities it avails so that it can drive socioeconomic transformation across the continent.

Most women traders across

Africa continue to face harassment, extortion, unnecessary, tariff and nontariff barriers while trading.

In March 2018, African leaders first adopted the AfCFTA, with 54 of the AU member states signing, including Liberia.

The agreement that became operational in January 2021 was hinged on removing tariffs from 90% of goods, creating a single market, deepening the economic integration of the continent, establishing a liberalised market through multiple rounds of negotiations and to aid the movement of capital and people, among others.

In separate remarks, Deputy Minister for Gender, Alice Johnson Howard, applauded both UN Women and UNDP for the support.

She described the sensitization initiative as very essential to equipping women entrepreneurs and women in cross-border trade.

Min. Johnson-Howard called on the participants to take advantage of the meeting to get updated with the trade protocol within the region.

UNDP Representative Vivian Neejay Innis acknowledged the importance of the consultations and noted that such meetings are vital in empowering women entrepreneurs with knowledge that would help promote their vibrancy in cross-border trade.

While in Gbarnga, the Assistant Commerce Minister for Small Business Administration Angel R. Banda, told the gathering that outcomes from the Consultation will feed into an Africa-wide process to develop a protocol for women in cross-border trade that will be

MORE HEADLINE NEWS

Don't politicize refugee situation -LRRRC tells politicians several International

he Liberian Refugees Repatriation and Resettlement Commission (LRRRC) wants Liberian politicians to stop politicizing refugees situation.

here in a release.

The Commission says it is seriously taken aback by some politicians who are providing information base on falsehood about the situation faced with

conventions and protocols, LRRRC is fully aware of one of its core mandate which is to provide International Protection for all refugees with Liberian refugees around the world and in Ghana being no exception.

"The Government of Liberia recently dispatched a delegation headed by the Minister of Foreign Affairs aimed at holding talks with Ghanaian Authorities to find an permanent solution to the situation", the release adds.

It continues that as a result of this bilateral meeting, a joint communiqué was signed including the establishment of a technical team headed by LRRRC of Liberia and the Ghana Refugees Board (GRB) with the mandate of developing a roadmap that will ensure the repatriation of Liberians in safety and dignity.

While in Ghana, the Liberian delegation also met with current and former Liberian refugees totaling over 5,000 Liberians residing in the Buduburam refugee camp are expected to voluntarily repatriate to Liberia.



"Challenges facing current and former Liberian refugees residing in the Republic of Ghana in the decommissioned Buduburam camp should not be politicized" the LRRRC says

those people of concerns and calls on them to stop, adding the situation is purely a humanitarian one and should be void of politics.

It notes the Republic of Liberia being a signatory to

School administrators

"Let me inform your, the added fees you hearing about is meant for the payment of these volunteers and to undertake some projects on the campus because the government's 60 percent after registration is usually spent on students' neckties, ID cards, handbooks and batches, amongst others."

"So as we are giving it back; it will serve as a total setback to the academic system because the governmentemployed teachers at this school are not enough to run this big school", Mr. Doe notes.

He describes the situation as worrisome due to lack of funds to maintain those volunteer teachers, who according to him, are playing key roles at the institution.

Receiving the refund, several students lauded national government through the Acting Minister of Education for intervening to halt the economic pinch.

announced that government, through the Ministry of Education has no authority to regulate fees charged by private schools in the country.

But a local advocacy group, Coalition for Transparency and Accountability in Education says contrary to the Deputy Minister's comments, the New Education Reform Act of 2011 clearly mandates the Government of Liberia, through the Ministry of Education to manage and regulate both public and private schools across Liberia.

National Coordinator Anderson Miamen argues that the oversight and regulatory responsibilities of the Ministry of Education are clearly outlined in relevant chapters and provisions of the New Education Reform Law of Liberia.

He specifically cites that Chapter 1.4.1 (under general provisions) that reads the Act "shall apply to and cover the establishment, management

WASHC launches roadmap on ending open defecation

By Kruah Thompson (Intern)

he office of the water sanitation and hygiene commission WASHC has for the first time developed a roadmap in Liberia that will catalog activities to end open defecation come 2025.

The "Liberia ending open defecation " roadmap will be launched officially today, Friday, November 19, 2021 in Monrovia.

Speaking Thursday, November 18, 2021 at the Ministry of Information regular press briefings, chief executive officer of the commission Ambassador Bobby Whitfield said the roadmap was drafted by CLTS to address open defecation issues globally.

The launch of the program here will put Liberia on par with countries that have blueprints in ending open defecation. Amb. Whitefield said Liberia has brought in country an Indian expert Dr. Kamal Kar, who currently chairs the community lead total sanitation project.

The CLTS program is used by the United Nations in more than 77 countries, including Nigeria.

India was the largest open defecation country in the world, but since the launch of the CLTS program, it has moved to open defecation series country.

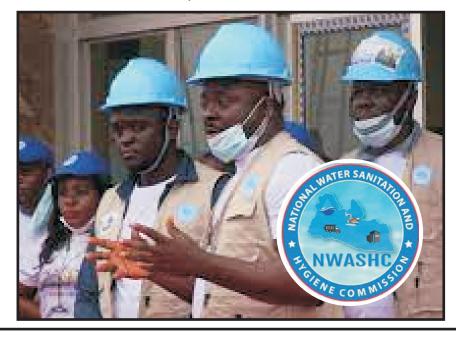
Bobby claims approximately 5 million Liberians, the entire population lack access to toilets, adding that the WASHC board will set a standard policy in monitoring the roadmap.

He stressed that development

should not only be about building roads but to improve lives of the people, adding that it can be done through ending open defecation.

Dr. Kamal Kar said 64 percent of Liberians in rural areas lack access to sanitation, but the number has reduced in Monrovia.

He noted that Liberians cannot make progress without the effort of every human being in the country.





"Thank God we have received our balance \$4.850LD. But our attention is with our volunteer teachers most especially Bro. Edward Freeman, our Mathematics Teacher who has been bearing with us for the past 7 to 8 vears, working as a volunteer. a BSc. degree holder. We don't know their next steps. We hope the government will do something quickly" the students expressed.

The Ministry of Education through Acting Minister Latim Da-thong early this week suspended Maryland County Education Officer (CEO) Professor Tehneseo P. Brohdonyen, and two school principals for one month for arbitrarily increasing fees in public schools.

However, on Thursday, November 11, 2021, while addressing the Ministry of Information's weekly Press Briefing in Monrovia, the Deputy Minister had

and supervision of All Schools within the Republic of Liberia, including but not limited to all public, private, faith-based, and boarding schools, with the only exceptions, provided for in Section 1.4.2 being military training centers and police/security training institutions.

The ministry has in a policy on fees to be paid by all public school students across the country, requiring Grade 1-6 to pay LRD1,000, Grade 7-9 to pay LRD2,000, while senior high division (10th -12th Grade) are to pay LRD3,000 at the beginning of the academic year without additional fees being added by the administration.

The hike in school fees is happening across the country, but parents in Pleebo took the bull by their own by alarming the situation, which led to the prompt intervention by the ministry. -Editing by Jonathan Browne

H'rançais

Le Prince Johnson attribue la défaite de Nimba à la malhonnêteté de certains membres de la CDC

e sénateur Yormie Johnson attribue la ■défaite de son candidat à l'élection législative partielle du district n ° 1 du comté de Nimba à la malhonnêteté des membres du bureau politique régional de Nimba du parti au pouvoir et menace de soumettre des noms au président Weah pour prendre des mesures punitives.

« Je rencontrerai le président et le ministre Nathaniel Farlo McGill et je soumettrai les noms des responsables du CDC qui travaillent dans le comté, et qui ont quand même choisi de trahir le parti », a-t-il ditquelques heures après l'annonce des résultats de l'élection partielle de mardi à Nimba qui donnent le candidat indépendant Samuel Brown gagnant du scrutin.

« Je ferai en sorte qu'ils soient licenciés, s'ils refusent de m'écouter, je me laverai les mains de la CDC, car nous ne voulons pas que cela continue, nous avons une

élection cruciale à venir et ces personnes pourraient nous faire plus de mal », a dit PYJ.

S'exprimant sur la radio SpoonFM lors d'une émission en direct mardi soir, à la suite de l'annonce des résultats provisoires de l'élection partielle dans le comté de Nimba, l'homme que le gouvernement des États-Unis a décrit comme un chef de guerre notoire, a réitéré qu'il reste le « parrain politique » du comtéde Nimba malgré la défaite de son candidat face au candidat indépendant Samuel Brown.

Selon lui, la défaite du professeur Marwiah aux élections partielles était due à la trahison des responsables

CONT'D ON PAGE 9



Cédéao : à Abidjan, les chefs d'état-major prônent l'unité pour la lutte antiterroriste Abidjan accueille depuis échanges de renseignements... progressif des troupes

mercredi 17 novembre, et jusqu'à vendredi, la 41e réunion du Comité des chefs d'état-major de la Cédéao. Les haut-gradés évoqueront ensemble la reconfiguration de l'opération Barkhane et ses possibles conséquences dans la sous-région, toujours en proie à des attaques terroristes récurrentes.

Approche collective, opérations conjointes,

NATIONAL ELECT INS COMMISSION

Les chefs d'état-major de la Cédéao (Communauté économique des États d'Afrique de l'Ouest) souhaitent mettre en place rapidement des outils de coopération inter-étatique pour parer à une menace terroriste qualifiée de « grandissante ». « Des menaces multiformes, hybrides et transnationales » selon le ministre ivoirien de la Défense, TénéBirahima Ouattara, qui craint le retrait françaises au Sahel:

« La redéfinition de la posture des partenaires au Sahel, notamment Barkhane, s'accompagnera immanquablement d'un bouleversement dans la riposte au terrorisme dans cette région et bien au-delà. Dans ce sens, l'anticipation de cette nouvelle donne, s'impose pour la préservation du fragile équilibre dans ces zones. »

« Nous sommes convaincus que les opérations conjointes sont la solution. Nous avons à faire à des groupes armés qui passent d'une frontière à l'autre, en fonction des actions menées. Il est évident que, pour pouvoir mieux sécuriser nos hommes, il nous faut agir ensemble. »

interrogent pourtant les

Interrogé sur le risque d'expansion des activités des groupes terroristes actifs au Mali, au Burkina Faso et au Niger, vers les pays côtiers du Golfe de Guinée, le général ivoirien Lassina Doumbia se dit néanmoins confiant et sans inquiétude. Les récentes attaques au nord de la Côte d'Ivoire, à Tehini ou à Kafolo,

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Éditorial

Les libériens doivent honnêtement se féliciter de l'accord amendé de l'AMI

Le gouvernement du Libéria et la direction d'ArcelorMittal Libéria (AML), l'un des plus grands géants mondiaux de l'acier, ont récemment signé une version modifiée de l'Accord de développement minier (MDA).

Dans le cadre de l'accord, l'AML investiraprès de 800 millions de dollars supplémentaires au Libéria. Mais avant même que la copie modifiée du MDA ne soit signée, les citoyens des zones opérationnelles de l'entreprise dans les comtés de Nimba et de Grand Bassa ont protesté contre l'accord. Il y a eu une action en justice et des actes de harcèlement physique et d'intimidation avec la présence d'un masque traditionnel dans les locaux de la compagnie minière à Nimba dont l'intention était de mettre fin à ses opérations.

Mais toutes ces actions contre l'accord sont-elles vraiment justifiées sans avoir pris son temps pour faire la lecture de l'amendement du MDA? Ou estce à dire que les Libériens ne font plus confiance à leur propre gouvernement avec le président George Manneh Weah aux commandes en ce qui concerne leurs intérêts dans cette concession?

Le New Dawn a feuilleté les points saillants de l'accord modifié et pense que les citoyens ordinaires ont beaucoup à gagner en termes d'emploi, de fonds de développement social régional, de bourses d'études et de formation professionnelle, entre autres grâce à l'investissement de l'AML et du gouvernement lui-même qui renflouera ses caisses grâce à cet accord gagnant-gagnant.

En tant que premier investisseur majeur sous l'administration Weah, l'engagement d'ArcelorMittal à investir 800 millions de dollars US montre clairement que la société aspire à raviver la confiance des investissements du secteur privé dans l'économie avec plus de 2000 nouveaux emplois qui devraient être créés pendant la phase de construction, et à mesure que les volumes de production augmenteront, ses équipes d'exploitation généreront également 1 000 nouveaux emplois supplémentaires, ciblant les Libériens.

Le projet d'expansion, en vertu de l'accord modifié, qui englobe les installations de traitement, ferroviaires et portuaires, promet de devenir l'un des plus grands projets miniers de toute l'Afrique de l'Ouest. Il comprendra la construction d'une nouvelle usine de concentration et une expansion substantielle des opérations minières. La premièreexpansion est prévue dès 2023 et pourrait atteindre 15 millions de tonnes par an. Ce qui pourrait stimuler le PIB.

L'accord qui est critiqué dans certains milieux devrait également renforcer la capacité du gouvernement du Libéria à répondre aux besoins d'autres utilisateurs, dont les mineurs guinéens, d'utiliser l'infrastructure libérienne pour leurs exportations. L'AML s'est engagé à conclure un accord multiutilisateur avec le gouvernement du Libéria après la ratification de l'accord

Vu que l'économie mondiale est étouffée par la pandémie de COVID-19, les Libériens devraient faire preuve de patience et être optimistes quant à l'avenir plutôt que de chercher à jeter l'eau de bain avec le bébé. Nous avons besoin d'investissements étrangers directs pour développer notre économie et les entreprises qui sont déjà sur le terrain ne devraient pas être effrayées, comme cela a été le cas de Sime Darby dans les comtés de Bomi et de Grand Cape Mount.

ArcelorMittal et le gouvernement du Libéria ont jugé nécessaire de procéder à un amendement depuis août 2016 avec l'ancienne administration Sirleaf. Cela démontre combien l'entreprise tient au partenariat avec le Libéria et au maintien des opérations à flot et son intention d'offrir des solutions gagnant-gagnant telles que l'utilisation des usines de HFO qu'elle avait achetées en 2014 pour fournir de l'électricité dont le pays a si grandement besoin. Les négociations en cours avec l'administration Weah ont commencé sérieusement le 17 septembre 2020, et il y a eu 54 rencontres avec le gouvernement, l'entreprise et ses conseillers internationaux au cours des 53 semaines qu'il a fallu pour conclure le 10 septembre 2021. Cinquante d'entre elles portaient sur le partage des infrastructures comme l'exigeait le gouvernement du Libéria.

À ce jour, la direction de l'AML a dépensé 1,7 million de dollars sur le programme de bourses d'études qui a permis à 29 Libériens de faire des études dans des universités à l'étranger. Elle a rouvert le centre de formation professionnelle de Yekepa en 2017 en dépensant 7 millions de dollars pour rénover ce centre de formation à la pointe de la technologie. Il compte à ce jour 159 apprenants. Sa première promotion qui compte 48 étudiants est sortie récemment en 2021.

Les Libériens doivent être honnêtes avec eux-mêmes : quelle autre entreprise dans le pays a fait autant en seulement 15 ans, et est prête à en faire encore plus? Nous croyons fermement que l'Accord de développement minier amendé offre d'énormes offres dont les Libériens devraient profiter.

F'rançais

Le Prince Johnson attribue la défaite de Nimba à

de la Coalition au pouvoir dans le comté. Il accuse des responsables du gouvernement de trahir le parti et de travailler contre le parti au pouvoir clandestinement.

« Je ne pouvais pas soutenirSamuel Brown. Je lui ai dit que six mois avant l'élection que je soutiendrais le professeur Francis Marwiah, qui est de la tribu Mano. Pendant la campagne, je suis allé dans toutes les villes de ce district, et les gens m'ont dit qu'ils voteraient pour moi en 2023, mais quant à l'élection partielle, ils ne pouvaient pas trahir Samuel Brown. Je leur ai donc dit de faire comme bon leur sens », a-t-il dit.

« Écoutez, je vous dis que je reste toujours le parrain politique du comté de Nimba, je suis toujours aimé par mon peuple, mais pour l'élection d'aujourd'hui, leur volonté devra être respectée », a dit l'ex-chef rebelle.

« Écoutez, l'élection d'aujourd'hui n'est qu'une élection de district, et je n'ai rien à craindre quant à ce résultat, car en ce qui me concerne, personne à Nimba ne peut me vaincre. Cela me dérange cependant parce que lorsqu'on soutient quelqu'un et ce dernier perd, on ne peut pas se sentir bien. C'est la volonté de notre peuple et elle doit être respectée.

« C'est de ma faute, j'aurais dû enquêter sur la relation de mon candidat avec les gens plutôt que de simplement le soutenir », a-til regretté.

A la question de savoir s'il

continue d'exercer toujours une influence sur les habitants de Nimba, il a déclaré : « il est malheureux que les gens pensent que j'ai perdu mon emprise sur le comté en raison de la défaite de mon candidat, le professeur Francis Marwiah. Je vais battre quiconque se présentera contre moi en 2023."

| NOVEMBER 19 | 2021

Le sénateur Johnson, dont le parti (Mouvement pour la démocratie et la reconstruction) est allié avec la coalition au pouvoir, a déclaré que la victoire du sénateur Jeremiah Koung aux élections sénatoriales spéciales du 8 décembre 2020 l'avait amené à repenser sa stratégie de campagne, déclarant que « La politique à Nimba est tribale, mais une chose que je sais, c'est que mon moral à Nimba est puissant et toujours très élevé »

PYJ insiste sur le fait qu'il reste en contact avec ses parents à Nimba et qu'ils sont inséparables, donc personne ne devrait penser que la défaite de son candidat pose un problème pour sa réélection au Sénat en

« Le problème ici est que je voulais un candidat que le peuple ne voulait pas, et pour choisir un candidat n'était pas suffisant, j'aurais dû étudier son parcours avant de le soutenir, mais encore une fois, Samuel Brown est un candidat fort c'est pourquoi notre peuple l'a élu ».

La coalition au pouvoir et le principal parti d'opposition, CPP, ont obtenu des résultats lamentables lors des élections partielles organisées dans les comtés de Bomi, Bong, Nimba et Grand Gedeh, les candidats indépendants prenant clairement la tête, selon les résultats provisoires.

Cédéao : à Abidjan, les chefs d'état-major

observateurs qui craignent que la forêt de la Comoé, à la frontière avec le Burkinan ne facilite les incursions.

« Non, pas du tout, pas du tout. Les soldats sont formés pour manœuvrer sur les terrains qui sont les nôtres, chaque armée s'entraine en fonction de sa géographie. La Côte d'Ivoire est un pays de forêt, donc la forêt de la Comoé ne peut pas être pour nous une zone difficile à maitriser, ce serait incompréhensible. Non nonnon. Évidemment, le parc de la Comoé offre beaucoup plus de refuges aux groupes armées terroristes, ça c'est un fait. Mais nous sommes capables de les y débusquer aussi, parce que nous sommes formés pour cela », explique Lassina Doumbia.

Le nombre d'attaques terroristes au Sahel a augmenté de 250% entre 2018 et 2020. 2 440 civils et 1 000 militaires ont été tués au cours de ces attaques. En 2021, la situation sécuritaire ne s'est pas améliorée.



Par Robert Skidelsky

La macroéconomie face à l'incertitude

ONDRES - Le problème du relâchement monétaire, le programme d'achat d'obligations de la Fed (la Réserve fédérale américaine), "c'est qu'en pratique il marche bien, mais pas en théorie". Telle fut en 2014 la petite phrase de Ben Bernanke, le président de la Fed à cette époque. On pourrait en dire autant de la politique macroéconomique en général, car il n'y a rien de très solide derrière. De manière habituelle, les Etats "stimulent" l'économie pour "combattre" le chômage, alors que théoriquement il n'y a pas de chômage à combattre.

Sophistications mathématiques mises à part, la science économique est revenue là où elle en était il y a 100 ans : l'étude de la répartition des ressources à laquelle s'ajoute la théorie monétaire quantitative. La macroéconomie (la théorie de la production dans son ensemble, créée par Keynes) a pratiquement disparu.

Par exemple, quelle est la cause du chômage? Selon la plupart des manuels d'économie, c'est la rigidité des salaires face à une tendance à la baisse. Un coiffeur qui demande un salaire horaire de 14 dollars, mais auquel on ne propose que 13 dollars risque de refuser. Ce choix traduit une préférence pour les loisirs ou la décision de ne pas être coiffeur. Il peut en être de même pour tous les autres travailleurs. De ce point de vue, ce que l'on appelle chômage est la décision de ne pas travailler.

L'hypothèse clé est que chacun fait le meilleur choix pour lui-même. Il existe toujours un emploi disponible pour un certain salaire. Aussi, le chômage représente-t-il le meilleur choix pour les personnes qui estiment trop faible le salaire qui leur est proposé. A partir de cette hypothèse, la logique est inattaquable.

Si l'Etat augmente la masse monétaire pour accroître l'emploi, le seul résultat sera l'inflation, car l'expansion monétaire ne permet pas d'augmenter le nombre de personnes disposées à travailler. La politique monétaire ne devrait donc se préoccuper que de la stabilité des prix. C'est une mission qu'il est préférable de confier à une banque centrale indépendante, à l'abri des tentations

La plupart des économistes sensés ont reculé devant la logique de leurs propres hypothèses. Ainsi, dans leur récent ouvrage Macroeconomics, Daron Acemoglu du MIT, David Laibson de Harvard et John List de l'université de Chicago, identifient trois types de chômage involontaire : frictionnel, structurel et cyclique. Le chômage frictionnel est dû au fait que la recherche d'un emploi prend du temps. Le chômage structurel est dû à la rigidité des salaires qui fait que le nombre de demandeurs d'emploi ne correspond pas au nombre d'emplois disponibles. Le chômage cyclique (ou à court terme) est dû aux "chocs technologiques, aux changements d'opinion et aux facteurs monétaires et financiers". Il est "amplifié par la rigidité à la baisse des salaires et les facteurs multiplicateurs".

Grâce à une formule mathématique, le multiplicateur permet de calculer l'effet amplificateur de toute variation à la hausse ou à la baisse des dépenses. C'est le seul élément macroéconomique qui a survécu à la mort des mesures keynésiennes de gestion de la demande. Même cet outil était largement tombé en désuétude (les multiplicateurs étant supposés être nuls), avant que la crise financière et économique de 2008-2009 ne le ranime.

Selon la théorie économique moderne, les obstacles au plein emploi ne sont pas inhérents mais contingents. Ils peuvent donc être réduits au minimum par une réforme du marché du travail visant à modifier les salaires et par une meilleure réglementation bancaire. En cas de ralentissement cyclique (un état de déséquilibre), la plupart des économistes admettent aujourd'hui à contrecœur qu'une politique expansionniste peut augmenter la demande de main d'œuvre à court terme, sans affecter les salaires. Ce fut la contribution de Keynes. Comme l'a noté l'économiste Robert Lucas, lauréat du prix Nobel, en 2009 : "Je suppose que tout le monde est keynésien en cas de difficulté."

Ainsi que le suggère l'expression de Lucas, la politique macroéconomique est aujourd'hui réservée aux crises. Mais comme il n'existe pas de modèle de crises - elles sont inattendues par définition - les mesures de relance ne reposent sur aucune une théorie. Ces mesures peuvent être monétaires ou budgétaires.

Les banques centrales peuvent augmenter l'offre de monnaie aux entreprises privées pour les inciter à embaucher, ou bien l'Etat peut creuser le déficit budgétaire. Le "keynésianisme monétariste" (sous la forme du relâchement monétaire) a été la principale réponse face à la Grande récession de 2008-2009. Il a fonctionné en pratique mais pas en théorie selon Bernanke. En fait, il n'a pas fonctionné du tout.

Les partisans du relâchement monétaire estiment que la situation aurait été encore pire sans cet outil. Il est impossible de prouver ou de réfuter cette hypothèse. La reprise après le choc financier de 2008-2009 était loin d'être achevée lorsque la nouvelle crise due au COVID-19 est survenue en 2020, car une grande partie de l'argent dû au relâchement monétaire a été thésaurisé.

La pandémie a poussé les Etats à se replier sur le "keynésianisme budgétaire", car il était impossible qu'une simple augmentation de la quantité de liquidité puisse entraîner la réouverture d'entreprises qui en étaient empêchées par la loi. Lors du confinement, le keynésianisme budgétaire s'est traduit par le versement d'une aide aux personnes qui ne pouvaient plus travailler.

Mais maintenant que l'économie est relancée, une politique d'expansion monétaire et budgétaire n'est plus justifiée. La plupart des commentateurs financiers croient que l'économie va rebondir comme si rien ne s'était passé. Effectivement, une économie ne trébuche pas plus souvent qu'un individu. Aussi le moment est-il venu de resserrer la politique monétaire et la politique budgétaire, car si l'expansion se prolonge, l'une ou l'autre de ces politiques, voire toutes les deux, conduiront à une poussée inflationniste. Nous pouvons pousser un soupir de soulagement : le traumatisme est derrière nous et la vie normale sans chômage peut reprendre.

La relation entre la théorie et la pratique n'est donc pas celle que Bernanke pointait du doigt. La politique monétaire fonctionne en théorie, mais pas en pratique ; la politique budgétaire fonctionne en pratique, mais pas en théorie. Le keynésianisme budgétaire reste une politique sans support théorique satisfaisant. Acemoglu, Laibson et List fournissent une partie de la théorie manguante en soulignant que les crises sont "difficiles à prévoir". Keynes aurait dit que du fait de leur imprévisibilité il rejette la théorie classique selon laquelle en l'absence de crise, les économies traversent des cycles de stabilité - ce qui n'a pas plus d'intérêt que de dire que les feuilles des arbres ne tourbillonnent pas en l'absence de vent.

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NOVEMBER 19 | 2021

UNIVERSITY OF LIBERIA

Section I. Invitation for Bid FOR THE PROCUREMENT OF GOODS (102nd Graduation Academicals) IFB NO: UL/SP/NCB/002/20/21

- The University of Liberia has allotted portion of its Convocation's budget for Fiscal Year 2020/2021 and intends to apply it towards the procurement of Academicals for the 102nd Graduating Class, 2021.
- Bidding will be conducted through the National Competitive Bidding (NCB) procedures specified in the Public Procurement & Concessions Act (PPCA), 2010 and approved by the Public Procurement & Concessions Commission (PPCC) of the Republic of Liberia.

Specification and quantity:

| TeemNo. | Description | Des **Quantity** Assorted nicals - Graduate Programs/Visitor/Professors/Law Academicals - Graduate Programs/ VISIGO School/Doctorate/ Undergraduate Program etc.

- Qualification requirements include:

 a. Valid Government of Liberia (GOL) Business Registration with Code M7410

 b. Valid GOL Tax Clearance

 c. Past Performance records including the names and contact numbers of at-least 4 clients who had purchased same/similar goods in the last 4 years. They will be used as references to check the performance and quality of the offered model, if necessary.

 d. Current Bank statement for the past two (2) years present with the ending balance of USD\$ 6,000

 e. Bids will be examined for proper signature and completeness before consideration for further evaluation.
- A set of bidding documents in English can be obtained by interested bidders for a non-refundable feem of US\$50.00 (Fifty United States Dollars) from the Procurement Department, Fendall Campus beginning November 8 December 8, 2021 between the hours of 9:00 a.m. 4:00 p.m., Monday Friday.
- All bids must be accompanied by a Notarized Bid Securing declaration valid for 90 days after the opening of bids.
- Interested Bidders are advised to visit the Procurement Department (see address below) to view samples of the fabrics
- Scaled bids must be delivered to the address below at or before 2:00 p.m., December 8, 2021 and will be opened in the presence of bidders' representatives who choose to attend in the Administrative Conference Room (AC1-01), Right wing of the Administrative Complex, Fendall Campus, University of Liberia. All bids should be addressed as follow: In the upper left corner of the envelop, print: "SEALED BID FOR THE PROCUREMENT OF ACADEMICALS"

REF.: IFB NO.:UL/SP/NCB/002/20/21

Below the bid reference number, print the bidder's address.

In the middle of the envelop, print the address below:

Procurement Department Administrative Complex, Right wing, 1st Floor, Room #: AC1-09 University of Liberia Fendall Campus, Liberia

Note that Electronic bids will not be accepted, and that late bids will be rejected and returned unopened





University of Liberia

Request for Proposals

Title of bid: Provision for Group Life and Medical Insurance Services Contract Identification No.: IFB NO. UL/NCB/QCBS/001/20/21

The University Of Liberia (UL) anticipates fund from employee salary cut and intends to apply same to the cost of procuring Group Life and Medical Insurance Services as indicated in the contract package listed in the table below. The University will enter into a framework

agreement with the selected Insurance Company during the Fiscal Year 2021/2022.

The University of Liberia now invites sealed bids in the form of proposals from eligible and qualified firms for the provision for Group Life and Medical Insurance Services during the Fiscal Year 2020/2021. Bidding will be conducted through the Request for Proposals (RFP), Quality and Cost based selection process in accordance with procedures specified in the Amended and Restated Public Procurement and Concessions Act (PPC Act) published and approved September 18, 2010.

Description of the Services to be provided as per the University of Liberia requirements are

1 Code	Contract Package	Quantity	Bid	Bid Opening
			Submission	Date
			Deadline	
IFB No.	Provision for Group	About 1,196 Insured	December 10,	Immediate after
UL/NCB/QCBS	Life and Medical	Employees, their	2021	bid submission
001/2020/2021	Insurance Services	spouses and two	2:00 PM	on December 10,
		dependents each.		2021
				@
1		ļ		2:00 PM

All Interested eligible firms/Insurance Companies may inspect and obtain a complete set of the Request for Proposals (RFP) from the address below upon payment of a non-refundable fee of US \$50.00(Fifty United States Dollars) beginning November 10, 2021, from 9:30 AM to 4:00 PM daily, Mondays to Fridays.

Proposals must be submitted at the address below on or before December 10, 2021 at 2:00 PM. Bid opening will be done Immediate thereafter at 2:00 PM, in the Administrative Conference Room AC-101 of the Administrative Building Fendall Campus, University of

RFP- Provision for Group Life & Medical Insurance Services 2021/2022

Section 3. Technical Proposal - Standard Forms

Liberia Montserrado County, in the presence of Insurance Companies, their representatives or those who choose to attend. Proposals shall be valid for a period of 90 days after the deadline of Bid submission. Late proposals will be rejected and returned unopened. Note: Electronic bidding will not be permitted.

Qualification requirements include the following:

Company's Profile

Articles of Incorporation (Where applicable)

III. Current Business Registration Certificate (Liberia Business Registry with

appropriate Coding for Insurance). **Current Tax Clearance Certificate**

Statements of past performance satisfaction from at least three (3) previous

and current clients - including names and contact numbers Copy of CBL License (CBL/RSD/002/2013)

VII. Compliance with PPCC Vendor Registration procedures

VIII. CVs of one Managerial Personnel/Team Leader and at least two (2) Insurance Staff highlighting qualifications and key experience

The University of Liberia (UL) reserves the right to reject or accept any bid submitted and to annul the process at any time without incurring any liability and without assigning any reason

All Submissions must be signed, sealed in an envelope and clearly marked, PROVISION FOR GROUP LIFE AND MEDICAL INSURANCE SERVICE IFB NO:UL/NCB/QCBS/001/20/21 and addressed to:

THE DIRECTOR OF PROCUREMENT University of Liberia Louisianna Fendall, Montserrado Co.

Republic of Liberia EMAIL ADDRESS: tipotehfr@ul.edu.lr /gibsonbt@ul.edu.lr

Signed: tu Ruth Tipoteh(Mrs.)

Denith HORZ

Vice President for Administration RFP- Provision for Group Life & Medical Insurance Services 2021/2022

PPCC and the selection process

isplaying a file full of various documents to this paper, Madam Davidetta Brown Lansanah said the Commission followed all the legal processes as require by the Public Procurement and Concession Commission or PPCC.

"I can say to you all the documents in here which require and have to go through were followed. The PPCC gave us a letter of no rejection. You can procure the equipment by itself maybe it will cost you US\$1,200 or US\$1000 something, I don't know the cost. I never went on Amazon to check but once we got through with the process and the vendor was chosen, it was a package they provided to us and part of that package of was what people call thermometer and the customized software that comes along with it." The NEC boss said. "The machine collects data and help us to conform to the norms of the GAC."

On August 27, 2021, the PPCC wrote NEC: "The Commission upon review and careful scrutiny of the NECs By-Elections Procurement Plan, expressed justifications and subsequent accompanying documents...are hereby approved." The approval letter was signed by Jargbe Roseline Nagbe Kowo, Chief Executive Officer of the PPCC, suggesting that all due diligence had been done and that the requester -NEC had fulfilled all its requirements.

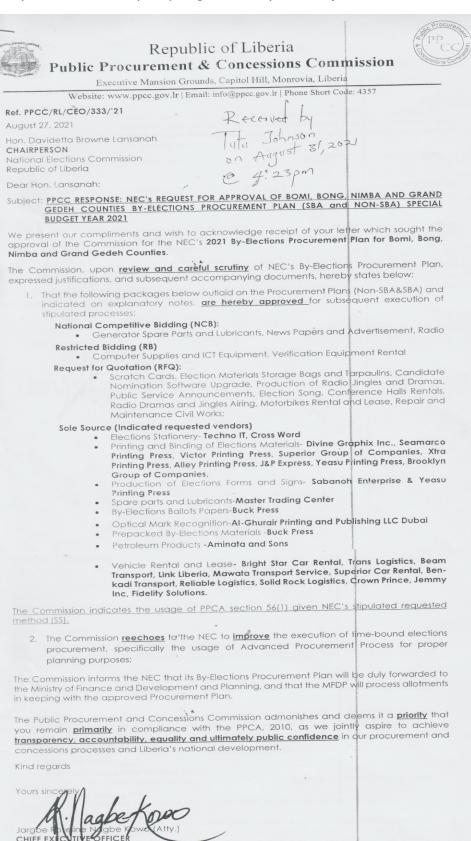
Following the approval by the PPCC. on September 1, 2021 in a letter signed by Atty Joseph A. Yarsiah, Director/ Procurement Services, NEC extended a letter of invitation to three companies: Tuma Enterprises Inc., in Congo Town, HAK Technology on Benson & Mechlin Streets and Smart Systems on Clay Street on September 1, 2021.

On the three companies, only Tuma responded to the bid invitation and was subsequently awarded the contract following evaluation by the bid committee.

Was there a conflict of interest?

The presence of Davidetta Brown Lansanah brother as operation manager of Tuma has also raised some eye-brows.

But officials at the NEC procurement department said there was no conflict of interest as the due process of the procurement exercise was followed without the involvement of the chairperson.-By Othello B. Garblah



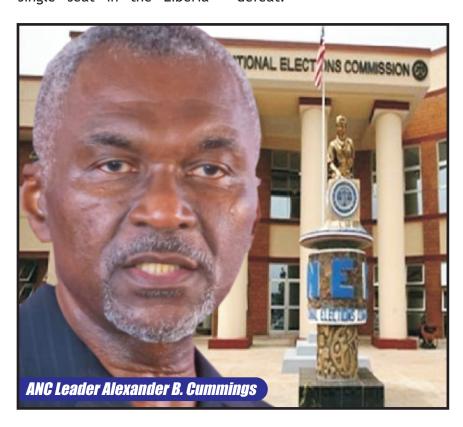
Regulating and Monitoring Compliance with the Public Procurement and Concession Act of

Cummings hails elections results

Alternative National Congress (ANC) standard bearer Alexander B. Cummings has hailed results of by- elections conducted in four of Liberia's 15 counties, though the Collaborating Political Parties (CPP) of which he is a constituent member, miserably failed to secure a single seat in the Liberia

Thursday, 18 November 2021.

Prior to the National Elections Commissions (NEC) announcing official results from the polls, some members of the public, including CPP sympathizers, had already begun criticizing the opposition bloc for incessant internal conflict among political leaders that is assumed to contribute to the party's massive defeat.



Legislature.

"We have been following the unofficial results of the various by-elections which took place on Tuesday, November 16, 2021. While the results are not what had been anticipated for the Collaborating Political Parties (CPP), it is generally good for the opposition community which won," Mr. Cummings said in a statement

Final results announced Thursday, November 18, 2021 by the National Elections Commission put both the ruling CDC and the main opposition CPP off balance with neither side winning a seat.

"I congratulate all of the winners, and urge you to continue to remain true in upholding the interests of the people who entrusted you with the privilege to represent them," Mr. Cummings said.

He further thanked the Liberian people for again demonstrating their continued commitment to preserve and consolidate Liberia's young democracy by participating in electoral processes despite shortcomings and challenges.

He also salutes everyone who contested for the courage to step forward, and for offering the nation what really is the truest test of its democracy - the freedom to equally participate and fairly

"Liberia's democracy" he says, "wins when Liberians are allowed to participate freely and fairly in choosing their leaders, and deciding the direction of the country", adding, real change is coming. Liberia deserves better.

The conduct of the by elections in four counties came this week after the House of Representatives of the 54th Legislature on February 4, 2021, February 18, 2021, February 23, 2021, and April 21, 2021, through the Chief Clerk, informed the National Elections Commission of four respective vacancies.

The vacancies affected Bong Electoral District #2, Nimba Electoral District #1, Grand Gedeh Electoral District #1, and Bomi Electoral District #1, respectively, in compliance with Chapter V Article 37 of the Constitution of the Republic of Liberia.

Girls FC.

Paynesville will climax the showdown of the weekend with City Football Academy taking on DC Shooters in the upper women's league.

DC Shooters look forward to bouncing back from their 13-0

defeat at the hands of The SKD practice pitch in Determined Girls last weekend.

Gol conducts

Cont'd from page 6

discussed and possibly traders, cross-border women adopted at a continental meeting of women in trade on AfCFTA scheduled for February

"Once this is done, Liberian businesses can officially begin to trade in the continental free trade area, which will contribute to the achieving of gender equality and empowering all women and girls, in order to reach a peaceful, prosperous and sustainable Liberia within the context of the 2030 Agenda for the Sustainable Development Goals", the Assistant Commerce Minister stated.

For his part, Mohammed O. Massalee - Technical Assistant in the Office of the Deputy Minister for Gender told the participants that the Government of Liberia is cognizant of role women often play in keeping the fabric of society together.

He stated that women are making a great difference in trade-related activities despite the hurdles and challenges that they face in conducting their businesses as

and/or exporters.

"The way women trade, the difficulties they go through, the harassment encountered at borders and the rules they abide by that you all have little or no understanding of must be heard. Your voices must come out. The outcome of this mission will be tie together to a final document representing your voice and then presented at the Parliament, the African Union and the International Community for consideration", noted Mr. Massalee.

Participants were drawn based on regions from 14 of the 15 counties. Bomi county hosted Grand Cape Mount and Gbarpolu counties while Bong served as host for Lofa and Nimba counties. Grand Bassa hosted Margibi, River Cess and Sinoe counties. Maryland county hosted participants from Grand Gedeh, Grand Kru and River Gee counties, respectively.

The National Consultation on Women in Trade is expected to take place on November 24 in Montserrado County.

New faces on Capitol Hill

By Winston W. Parley

he National Elections Commission has announced official results from the by - elections conducted in four of Liberia's 15 counties after a 100 percent tally of the votes in which the ruling Coalition for Democratic Change (CDC) and its biggest rival opposition bloc, Collaborating Political Parties (CPP), each failed to secure a single seat.

The representative by elections conducted in Nimba, Grand Gedeh, Bomi and Bong Counties bring news faces on Capitol Hill.

The new representatives elect include Madam Finda Lasanah, an independent candidate in Bomi, (3,945 votes); Mr. James Kolleh, People's Unification Party's candidate in Bong (4,283 votes); Mr. Erol Wion, Sr, LRP's candidate in Grand Gedeh County (3,404 votes);



and Mr. Samuel Brown, Sr., an independent candidate in Nimba County.

The by - elections were conducted throughout the four counties on Tuesday, 16 November 2021.

Officially announcing the

results, Madam Davidetta Brown Lansanah, Chairperson of the National Elections Commission said Thursday, 18 November 2021 that 100 percent of all polling places in the four counties had been tallied.



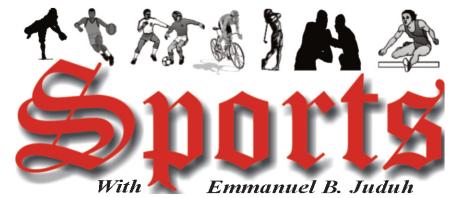
"...The Commission will Chief Clerk, informed the results. The Commission will like to take this time to thank the Government of Liberia for the early funding of the elections," said Madam Lansanah.

She also thanked voters for exercising their franchise, as well as NEC's temporary staff for their hard work, but smart work which have culminated into the final results she announced Thursday.

The conduct of the by elections in the four counties came this week after the House of Representatives of the 54th Legislature on February 4, 2021, February 18, 2021, February 23, 2021, and April 21, 2021, through the

now proceed to read the National Elections Commission





VOL. 11 NO. 204

FRIDAY, NOVEMBER 19, 2021

More women's footbal ils weekend



By Naneka Hoffman

he Orange National Women's League upper division matches continue the weekend across Liberia.

Defending champions, Determined Girls FC will clash horns with Petro Trade

Cup 2020/2021 winners Earth Angels FC in a match that is well known in women's football as El' Clasico at the Nancy B. Doe Sports Stadium in Kakata, Margibi County.

The match will be the second meeting in this season between the two teams after they met in

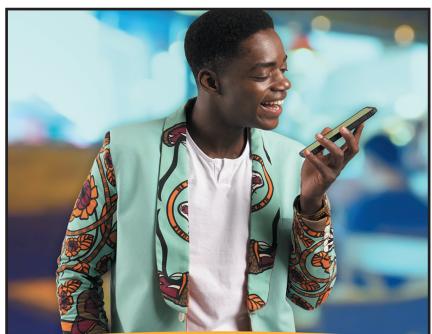
Buchanan City for the Supper Cup final, where Determined Girls FC defeated Earth Angels FC 7-0.

In another encounter of the day, at the George Weah Technical Center in Caresyburg, Montsrrado County, newly promoted side Shiatta Angels FC will welcome last season's Runner-up Blanco FC.

At the famous Tusa Field in Gardnersville, Ambassador FC will be hoping for their second win of the season when they play Margibi County- based female team Hippo FC.

Meanwhile, the famous Antoinette Tubman Stadium (ATS) in Monrovia will entertain the eyes of sports lovers when newly promoted upper league side Soccer Ambassador FC battle World

► CONT'D ON PAGE 11



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