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MARKET BUYING AND SELLING RATES
LIBERIAN DOLLARS PER US DOLLAR

DATE	BUYING	SELLING
THURSDAY, JULY 24, 2025	L\$199.8041/US\$1.00	L\$202.1444/US\$1.00

These are indicative rates based on results of daily surveys of foreign exchange market in Monrovia and selected cities of Liberia. These rates are collected from the Central bank, commercial banks, parallel market and the license forex bureaux. The rates are not set by the Central Bank of Liberia. Source: Research, Policy and Planning Department, CBL.

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Settlement for exit?



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MORE HEADLINE NEWS

MORE HEADLINE NEWS

Bong County Council opens 3rd Quarter Sitting

- Relaunches Madam Suakoko Scholarship, and charts bold development path.

By Edwin N. Khakie

The Bong County Council has officially opened its 3rd Quarter Sitting for 2025, bringing together county leaders, stakeholders, and citizens to assess the county's development status and set



ambitious new priorities aimed at driving sustainable progress.

Held at the Gbarnga Administration Building from July 23 to 24, the two-day session brings together delegates from all six electoral districts, civil society actors, student and youth representatives, and local government officials for open and inclusive deliberations on the county's development agenda. In his opening remarks, Bong County Council Chairman Aaron Sackie Fenlah described the session as a crucial platform for making informed, people-centered decisions.

"This sitting is not just about meetings it is about charting a course that will touch every

village, every school, and every household," Chairman Sackie-Fenlah said. "We are here to act in the interest of our people and deliver real progress."

Echoing that sentiment, Acting Superintendent and County Administrative Officer D. Sam

Baryougah Elliott commended the Council for its continued collaboration and commitment to advancing the county's development. He presented a comprehensive report outlining completed and ongoing projects, while identifying key administrative priorities in the future.

"We are proud of the progress we've made, but we also recognize there is more work ahead," Elliott said. "This sitting allows us to evaluate our performance and re-energize our efforts toward sustainable and inclusive growth."

A major highlight of the opening day was the announcement of the revival of the Madam Suakoko Scholarship Program, a flagship

educational initiative named after Bong County's legendary tribal leader and humanitarian icon.

Mr. Elliott disclosed that full funding for the scholarship has been secured and that the official relaunch will be announced on Thursday, July 24. He also revealed that the selection of a management committee is underway and that the names of the appointed members will be made public during Thursday's session.

"This scholarship is more than just financial aid; it's a lifeline for young people with big dreams but limited means," Elliott said. "We are committed to ensuring its full accountability and equitable distribution across all districts."

Delegates are expected to focus on several key development issues during the sitting, including stalled infrastructure projects, rural road rehabilitation, healthcare delivery, youth employment, and education reform.

Participants have praised the county administration's openness and have called for stronger follow-through on past resolutions and project commitments.

"The voices of our people must drive our priorities," one district delegate emphasized.

"We expect outcomes that go beyond paperwork. We want results on the ground."

NPA Staff Participate in Blue Economy Seminar in China

By Lincoln G. Peters

As part of its strategic plan to enhance capacity and promote sustainable port operations, the Management of the National Port Authority, in collaboration with the Government of the People's Republic of China, has sponsored eight employees to participate in a three-week seminar on Blue Economy Development and Environmental Protection.

Held from July 2–22, 2025, in Hainan Province, the seminar was organized by the International Cooperation and Exchange Centre for Development of Commerce and focused on advancing knowledge in ocean-based economic growth and environmental sustainability.

Participants included: Emmanuel Kofi Glasco, T. Aloysious Goe, Gboto Johnson, Adolphus Hare, Sotie S. Dempster, Annie T. Bucher, Theophilus M. Befford Jr., and

Achilles V. Berry.

The program is part of the cooperation for a modern NPA leadership's and environmentally commitment to professional responsible port.



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LNBA president calls for greater budgetary support to the army

Unacceptable for a Population of 5.2 million to be protected by an Army of Barely 2,000 Soldiers

By Lincoln G. Peters

The National President of the Liberian National Bar Association (LNBA), Cllr. Bornor M. Varmah has termed it completely unacceptable for the Population of Liberia, which is approximately 5.2 million, to be protected by an Army of barely 2,000 Soldiers.

The LNBA President also made a passionate appeal to the Government of Liberia to significantly increase the budgetary allocation to the Armed Forces of Liberia (AFL), citing concerns over the military's current manpower capacity.

Speaking at the Barclay Training Center (BTC) on Wednesday, July 23, 2025, during a colorful ceremony marking the promotion of several AFL officers, Cllr. Varmah expressed grave concern over the country's limited military strength in the face of growing national and regional security challenges.

"It is simply unacceptable that a sovereign country with a population of over 5.2 million

peace-building gains could be threatened if security institutions remain.

"In an increasingly unstable regional environment, where terrorism, transnational crimes, and political unrest are on the rise, Liberia must invest now in the strength and readiness of its armed forces," Cllr. Varmah urged. "The peace we enjoy today cannot be taken for granted."

The LNBA, as part of its broader advocacy for good governance, rule of law, and national security, remains committed to supporting reforms and public awareness efforts that highlight the need for sustainable investment in national defense infrastructure.

The BTC event was attended by senior government officials, members of the diplomatic corps, high-ranking military officers, and representatives from civil society. The ceremony also celebrated the professional achievements of several AFL officers whose promotions were a testament to



people is served by an army of barely 2,000 soldiers," Cllr. Varmah declared. "This is not only a security gap but a strategic vulnerability that must be urgently addressed through concrete policy and fiscal interventions."

He praised the AFL for its discipline, professionalism, and continued service to the nation but warned that no matter how committed and well-trained, a small force cannot reasonably be expected to meet the constitutional and operational demands required to safeguard the Republic.

The LNBA President called on the Liberian Legislature, the Ministry of Defense, and the national budgetary authorities to prioritize the defense sector in forthcoming fiscal cycles. He emphasized that Liberia's post-conflict reconstruction and

The LNBA reaffirms its commitment to working with all branches of government to promote an effective, accessible, and accountable justice system. As always, the Bar remains a firm partner in protecting the rule of law and defending the integrity of Liberia's democratic institutions.

The Bar looks forward to his confirmation and subsequent contributions to the dispensation of justice in Liberia.

EDITORIAL

Questioning GoL's decision on HPX Rail Access amidst AML's ongoing MDA

The recent decision by the Government of Liberia (GoL) to grant HPX (High Power Exploration) access to the national railway, while ArcelorMittal Liberia (AML) continues to hold an active Mineral Development Agreement (MDA) with the government, raises several questions about national interest and strategic priorities.

At the heart of the matter is whether the GoL's actions serve Liberia's long-term goals, or whether they prioritize foreign interests over national interests or those of its own people.

Granting HPX access to the railway while AML MDA is still in effect creates a climate of uncertainty for current and potential investors.

AML's existing agreement with the government represents not only a legal commitment but also an implicit promise to prioritize the company's expansion and its resultant contributions to Liberia's economy.

While it is true that the railway is a state asset, by signing an access agreement with HPX, GoL appears to compromise the spirit, if not the letter, of its ongoing agreement with AML. This raises critical questions:

How does GoL justify entering into a new, potentially conflicting arrangement while its prior commitments remain unresolved?

What assurances exist to prevent operational or legal clashes between AML's expansion plans and HPX's anticipated access?

The optics of this new agreement suggest that foreign iron ore shipments are being prioritized over Liberian developmental interests.

AML's expansion is not merely a matter of corporate growth; it represents an opportunity for increased employment, local procurement, tax revenue, and infrastructural development.

This move may set a concerning precedent for future negotiations, signaling to both domestic and international actors that Liberia's commitments are manipulable and that foreign pressure can yield preferential treatment, even at the expense of national development.

This perception could impede AML's ability to finance future expansions, as investors may question the reliability of GoL's assurances and the stability of their investments.

It is no secret that HPX has been mounting pressure, pushing GoL to sign this agreement, but not necessarily with Liberia's broader interests at heart.

Rather than develop, the company's strategy appears driven by the prospect of securing a lucrative deal, one that would enhance the value of the Guinean concession granted to HPX, thereby enabling it to “flip” the asset for significant profit.

In this regard, HPX's persistent lobbying can be seen less as a commitment to contributing to Liberia's long-term growth and more as a calculated move to maximize short-term gains, potentially at Liberia's expense.

These developments suggest a troubling narrative: Liberia, despite being the landlord and custodian of its own resources and infrastructure, is at risk of being the net victim in a zero-sum game orchestrated by external actors.

The benefits accrued by HPX, facilitated by GoL's acceptance, come at the cost of Liberia's own interests and the aim of AML to expand and deepen its economic impact.

In conclusion, the GoL's decision to sign a rail access agreement with HPX/Ivanhoe, while an existing agreement with a major investor remains unresolved, raises fundamental doubts.

Unless adjusted, this deal with HPX/Ivanhoe threatens to leave the nation at a disadvantage, undermining both sovereignty and future prosperity for the fleeting advantage of others.

COMMENTARY

By Pinelopi Koujianou Goldberg

Why Markets May Soon Call America's Tariff Bluff

NEW HAVEN – Three months after President Donald Trump [announced](#) plans to impose sweeping new tariffs on most countries, the US economy appears surprisingly resilient. The stock market has rebounded from its initial slump, inflation remains under control, and fears of a recession have receded – or at least they had before Trump [announced](#) a new 30% tariff on imports from Mexico and the European Union, two of America's biggest trading partners.

In the months since Trump's initial announcement, several countries have entered negotiations with the United States, offering concessions they had long resisted. Many observers view this as evidence that Trump's aggressive trade tactics are working and that economists may have overestimated the potential costs.

Yet this interpretation overlooks a critical detail: many of the tariffs that Trump announced over the past few months have not been fully implemented. In fact, the administration has repeatedly backed down from its initial threats – a pattern so consistent that it has earned the acronym [TACO](#): “Trump always chickens out.”

Despite its outspoken distrust of experts – particularly economists, scientists, and health professionals – the Trump administration has consistently been attuned to financial markets. Since early April, announcements of new or increased duties have repeatedly triggered stock-market declines. In response, the administration has often softened its stance by issuing exemptions, delaying some tariffs, and renegotiating others, leading to quick rebounds in equity prices. Announcements of bilateral deals have been met with investor optimism, while renewed threats of escalation have triggered sell-offs.

Until recently, this feedback loop has helped rein in the administration's trade policies. But the latest escalation – including a [50% tariff on copper](#), [higher-than-expected](#) tariffs on goods from Vietnam, and stalled negotiations with the EU – has barely moved the markets, with equity prices remaining elevated. The most plausible explanation is that investors no longer believe the administration will follow through on its threats. Instead, they see them as part of a now-familiar cycle: bold proclamations followed by delays or partial implementation.

Complacency, however, introduces a new kind of risk. If markets become desensitized to Trump's tariff threats, they may no longer serve as an effective check on potentially harmful policies. Freed from that constraint, Trump could be emboldened to move forward with measures his administration has so far been reluctant to implement.

It's a classic “boy who cried wolf” dynamic. In the early stages, Trump's aggressive rhetoric helped bring negotiating partners to the table without triggering the worst-case economic scenarios, largely because the market backlash acted as a deterrent. But as

investors increasingly dismiss his tariff threats, the likelihood that he will follow through on them grows. And if that happens, the long-feared consequences could finally materialize: higher consumer prices, reduced trade, disrupted supply chains, and slower long-term growth.

This dynamic extends beyond financial markets. Many countries that were once firmly committed to multilateralism are now pursuing bilateral deals with the US in the hope of avoiding punitive tariffs. Some see these developments as vindication of the administration's current approach – evidence that the US can use its economic power to reshape a system seen as unfavorable to American interests.

But the shift toward bilateralism is less an endorsement of Trump's approach than a pragmatic response. Confronting the US directly would be costly. Finding themselves on increasingly hostile and unpredictable terrain, many governments are buying time and hedging their bets.

Such hedging can move in only one direction: away from the US and toward alternative trading partners, particularly China. For most countries, that is not the preferred outcome. Vietnam, for example, has openly expressed its desire to strengthen ties with the US rather than deepen its reliance on China. But as US trade policy grows more erratic, governments are increasingly being forced to choose between the two powers.

The irony is that Trump's efforts to bully foreign governments will ultimately diminish America's global influence. Economic leverage, after all, depends on engagement. The US can pressure trading partners today precisely because it remains deeply integrated into the global economy.

Consequently, US policymakers now find themselves in a double bind. In the short term, financial markets have mitigated the impact of Trump's aggressive rhetoric by discouraging implementation of the policies that follow from it. But if investors keep treating his threats as empty noise, they will ignore the wolf when it appears.

Moreover, given America's central role in the global trading system, its retreat from multilateralism will drive other countries to seek alternatives and diversify their trade relationships. As they become less dependent on the US market, America's bargaining power will inevitably decline.

While the Trump administration's strategy may appear to be working, the absence of immediate costs is not evidence of its long-term viability. Instead, it is a sign that the warnings were heard and – for a time – heeded. If the administration ignores those warnings, economists' dire predictions may come true.

Pinelopi Koujianou Goldberg, a former World Bank Group chief economist and editor-in-chief of the [American Economic Review](#), is Professor of Economics at Yale University.

OP-ED

By Hermione Dace

Climate-Driven Hunger Will Fuel the Next Migration Crisis

LONDON – In the first half of 2025, nearly 20,000 people crossed the English Channel to the United Kingdom in small boats – a [48% increase](#) from the same period last year. In Greece, arrivals from Libya have [surged by 173%](#) since the beginning of 2024.

Seeking to curb migration, Western leaders are bolstering border enforcement and striking deals with transit countries. European Commission President [Ursula von der Leyen](#) has [called for](#) stronger border controls across the continent, and UK Prime Minister Keir Starmer has vowed to “[smash the gangs](#)” facilitating illegal crossings. While the number of international migrants has [nearly doubled since 1990](#), today's migration pressures are just a glimpse of what lies ahead, as climate change threatens to accelerate displacement sharply. Leaders alarmed by current trends must recognize that these are merely early tremors. Reactive, short-term restrictions will be wholly inadequate to stem the rising tide of people displaced by climate-driven conflicts and disasters.

Instead, governments must confront the root causes of migration. Chief among them is food insecurity, which is rising globally as climate change severely disrupts agricultural production. Nowhere is this more acute than in Africa, which has just experienced its [warmest decade](#) on record. In 2023, Kenya suffered its [worst drought in 40 years](#). The following year, Southern Africa faced its most severe drought in [at least a century](#), reducing maize harvests in Zambia and Zimbabwe by [more than half](#). Meanwhile, devastating floods in South Sudan wiped out [more than 30 million](#) farm animals in 2024.

These disruptions are harbingers of a more volatile future marked by increasingly frequent and severe climate shocks. If current trends persist, Africa's crop yields could [fall by 18% by 2050](#), while the continent's population is projected to [double by 2070](#). Elsewhere, too, agricultural productivity is faltering just when it must rise sharply to meet growing demand.

The ripple effects of climate change will not stop at national borders. Climate-driven food insecurity is already one of the [main forces](#) driving [record-high migration](#) from rural areas to urban centers. As harvests fail and extreme weather destroys livelihoods, more people will be forced to leave their homes in search of safety, stability, and opportunity. Growing competition over dwindling resources is bound to trigger political instability and violent conflict, further fueling migration pressures.

With collapsing food systems already straining governments and testing the resilience of international cooperation, investing in climate-resilient agriculture is the most effective way to ensure global stability. For Western leaders, that means taking concrete steps to expand climate-resilient agriculture abroad, from deploying early warning systems and scaling up drought-resistant crops to promoting agroecological practices that provide protection against extreme weather events.

But making these solutions widely accessible will require dismantling the financial and technical barriers that leave farmers without the tools, knowledge, and capital they need to adapt.

To this end, policymakers and international financial institutions must focus on interventions that can be rapidly scaled. For example, sharing satellite and meteorological data would strengthen early warning systems – a vital resource that enables farmers and governments to take timely, preventive action to protect harvests. Yet these systems remain out of reach for [roughly 60%](#) of Africa's population. To close this gap, the international community must support regional training hubs and model farms that demonstrate appropriate agroecological practices. Equipping farmers with such expertise will enhance local resilience and help de-risk private investment in innovative agricultural technologies, especially when combined with blended finance tools and public guarantees.

At the same time, Western governments and multilateral organizations must reverse the decade-long decline in public funding for agricultural research and development, which has weakened the global innovation pipeline just as climate risks intensify. As the Tony Blair Institute's [latest paper](#) notes, although research into climate-resilient crops is advancing in high-income countries, it often fails to reach farmers in emerging economies, where commercial incentives are limited.

One promising solution is advance market commitments – a mechanism that enables governments and international institutions like the World Bank to create a market for specific products by pledging to purchase or subsidize them once they are developed. Applying this model to climate-resilient crops could help unlock the investment needed to scale them, benefiting farmers in Africa and beyond.

With population growth driving up demand for agricultural land, today's food systems cannot meet tomorrow's needs without bold innovation and political will. To keep pace, regulatory frameworks must become more agile, allowing for faster approval and adoption of next-generation technologies like precision agriculture, gene-edited crops, and alternative animal feeds. As global demand for solutions rises, countries that act early will be best positioned to capture the resulting economic gains.

Strengthening agricultural resilience is not just a development issue; in an age of escalating climate-related disasters, it is a geopolitical imperative. Fortifying borders in the face of growing migration and asylum claims remains a costly and ineffective stand-in for tackling the deeper drivers of displacement, instability, and food insecurity. Without a fundamentally different approach, today's migration pressures will spiral into a crisis that no government can contain.

Hermione Dace is a Policy Adviser at the Tony Blair Institute for Global Change.

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OPINION

By Keith Tuffley

Brazil's Moment to Lead on Forest Conservation

OLLON, SWITZERLAND – With greenhouse-gas emissions still rising globally and nature loss continuing apace, the Amazon rainforest is approaching a tipping point. To avert climate catastrophe, the world must make rapid and significant progress on protecting forests and building a sustainable, inclusive bioeconomy. And Brazil must lead the way, starting at this November's United Nations Climate Change Conference (COP30) in Belém.

The Amazon represents one of the planet's most powerful defenses against climate change. It is more than a carbon sink; it is a reservoir of biodiversity, a regulator of rainfall across South America, and a vital component of our planet's climate system. As the custodian of nearly 60% of the Amazon, Brazil has not only a responsibility to be a good steward, but also an opportunity to demonstrate global leadership at a pivotal moment for people and the planet.

Brazil seems to recognize this. The government's renewed commitment to forest protection, under President [Luiz Inácio Lula da Silva](#)'s administration, is reflected in a sharp decline in deforestation rates. But this is just the beginning. Brazil is also working to deliver the bold ideas, scalable finance, and robust partnerships that the global green transformation demands.

Nature-based solutions – which simultaneously advance environmental imperatives and ensure sustainable economic growth – are central to this effort. Recognizing that the preservation of existing nature produces the fastest, most cost-effective results, these solutions are typically based on three pillars: protect, restore, and manage.

To protect forests, Brazil is advancing innovative approaches, both domestically and internationally. At home, the country is helping to pioneer a jurisdictional approach, which links carbon finance to state-level action to protect forests, as part of the UN Framework Convention on Climate Change's framework for “reducing emissions from deforestation and forest degradation in developing countries” ([REDD+](#)).

Brazil's jurisdictional REDD+ programs reward regions for reducing deforestation, enhancing forest carbon stocks, and ensuring that benefits reach indigenous peoples and local communities. The state of Tocantins is a worthy example: its forest-protection program, which aims to generate high-integrity carbon credits, has been shaped by inclusive public consultations and features strong governance. An initial issuance of jurisdictional REDD+ credits is expected early next year.

At the international level, Brazil has proposed a \$125 billion Tropical Forest Forever Facility, which would reward developing countries with historically low rates of deforestation and compensate them for upholding good stewardship. Unlike carbon markets, which focus on verified reductions in emissions, the TFFF would provide predictable, long-term payments to countries based on the number of hectares conserved.

These two approaches are highly complementary. Jurisdictional programs address the imperative of reducing deforestation now through performance-based finance, while the TFFF offers the steady, long-term support that is needed to sustain those gains. Together, they correct a critical market failure: the undervaluing of standing forests.

Forest protection is not easy: it demands rigorous oversight, transparent benefit-sharing, and unwavering community engagement. But when done right, it can unlock significant climate finance, catalyze private-sector participation, and drive sustainable development. The Race to Belém initiative, of which I am CEO, aims to make the most of this potential by mobilizing a huge amount of private-sector investment for forest protection in advance of COP30.

But protection is only the first pillar. Brazil is also making strides in nature restoration and sustainable land management. It has set a number of ambitious goals, including [restoring](#) 12 million hectares of forested areas by 2030; [converting](#) 40 million hectares of degraded pastureland into productive systems for food, biofuels, and high-productivity forests over the next decade; and [promoting](#) a bioeconomy that respects nature and people. The Brazil Restoration and Bioeconomy Finance Coalition, which seeks to [mobilize](#) \$10 billion in private investment by 2030, underscores the growing role of the business sector in this process.

Far from just another diplomatic gathering, COP30 is shaping up to be a defining moment for climate action – and, in particular, forest preservation, restoration, and management. With Belém located on the edge of the Amazon, delegates will be immersed in the landscape they seek to protect. More important, their host will present them with a menu of proven nature-based solutions – behind which political momentum and private-sector support are already building – that address the many causes of forest loss.

The foundations for transformative action are already in place. The challenge will be for Brazil to build on its success in harnessing national policy, subnational action, and private-sector engagement to accelerate progress and spearhead a new global model of climate action.

Keith Tuffley, a former head of investment banking, partner, and board member of Goldman Sachs Australia, is CEO of Race to Belém, a group campaigning to raise finance for forest protection in Brazil.

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PUBLIC RELATIONS DEPARTMENT

FREEPORT OF MONROVIA
BUSHROD ISLAND
P.O. BOX 1849



NATIONAL PORT AUTHORITY OF LIBERIA

GATEWAY TO LIBERIA'S ECONOMY



SPECIAL 178TH INDEPENDENCE DAY MESSAGE FROM THE MANAGEMENT AND STAFF OF THE NATIONAL PORT AUTHORITY.

As Liberians home and abroad commemorate the 178th Independence of our beloved country; Liberia on July 26, 2025, the **Chairman and Members of the Board of Directors, the Managing Director, Hon. Sekou A. M. Dukuly**, and staffs of the National Port Authority including our cherished Port Users extend a warm Independence Day felicitations to **H.E Joseph Nyuma Boakai** President of the Republic of Liberia, **H.E, Jeremiah Kpan Koun**, Vice president of the Republic of Liberia, House Speaker, Honorable **Richard N. Koon** and members of the 55th National Legislature, The Chief Justice of the Supreme Court, Her Honor, **Sie-a-Nyene Youh**, Associate Justices of the Supreme Court and members of the Judiciary, the Dean and members of the cabinet, the Chief of staff and members of the Armed forces of Liberia, members of the Joint security, the Doyen and members of Diplomatic Corp, the Business community, the Religious and Traditional Communities and the peace loving people of Liberia.

As we all observe this auspicious occasion which marks the 178th Independence of our Republic, we plead GOD Almighty guidance and blessings upon us as a Nation, as we continue to enjoy peace in fostering national growth and development.

HAPPY 178TH INDEPENDENCE DAY!

Signed: _____

Management/NPA

Section I. Invitation for Bidders
FOR THE PROCUREMENT OF GOODS
(OFFICE EQUIPMENT & FURNITURE)
IFB NO.: UL/NCB/014/2025

July 3, 2025

- The University of Liberia has allotted portion of its GOL budget for Fiscal Year 2025 and intends to apply it towards the Procurement of Office Equipment & Furniture of the University of Liberia.
- The University of Liberia now invites sealed bids from eligible and qualified bidders for the Procurement of Office Equipment & Furniture.
- Bidding will be conducted through the National Competitive Bidding (NCB) method as specified in the Public Procurement and Concessions Act, (PPCA), 2010 and it's open to all eligible bidders in the Country.

5. Specification and Quantity:

Item No.	DESCRIPTION	QUANTITY	MODE
1.	OFFICE EQUIPMENT & FURNITURE	ASSORTERD	Pieces

6. Qualification requirements include:

- Valid Government of Liberia (GOL) Business Registration with appropriate activities code
- Valid Government of Liberia Tax Clearance
- Must be registered with the PPCC updated vendor register
- Company's Profile to include: Name of Professional Personnel for Installation and assembling
 - Past performance records of similar works including the names and contact details of at least four (4) clients.
- Bids will be examined for proper signature, stamp and completeness before consideration for further evaluation. Bid document must include a table of content.

- A set of bidding documents in English can be obtained by interested bidders for a non-refundable fee of US\$50.00 (Fifty United States Dollars) from the Procurement Department, Fendall Campus, beginning July 15, 2025 – August 15, 2025 between the hours of 10:00a.m – 4:00p.m, Monday – Friday.

- All bids must be accompanied by a Notarized Bid Securing declaration valid for 90 days after the opening of bids.

- Sealed bids must be delivered to the address below at or before 2:00 p.m., on or before August 15, 2025 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:

"(OFFICE EQUIPMENT & FURNITURE)"

IFB NO.: UL/NCB/014/2025


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

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

Procurement Department
 Administrative Building, Right Wing, Room #: AC1-09
 University of Liberia
 Fendall Campus, Liberia
 Cell# 0777525575/0776455647/0886682379

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

Signed: 
 Fatu Ruth Tipoteh (Mrs.)
 DIRECTOR/Procurement Dept.

Approved: 
 Mrs. Benetta Joko Tarr
 Vice President for Administration/UL

Section I. Invitation for Bidders
FOR THE PROCUREMENT OF GOODS
(GENERAL BUILDING MATERIALS)
IFB NO.: UL/ICB/002/2025

- The University of Liberia has allotted portion of its GOL budget for Fiscal Year 2025 and intends to apply it towards the Procurement of GENERAL BUILDING MATERIALS.
- The University of Liberia now invites sealed bids from eligible and qualified bidders for the supply of the GENERAL BUILDING MATERIALS.
- Bidding will be conducted through the International Competitive Bidding (ICB) method as specified in the Public Procurement and Concessions Act, (PPCA), 2010 and it's open to all eligible bidders in and out of the Country.

5. Specification and Quantity:

LOT- 1

ITEM No.	DESCRIPTION	QUANTITY	MODE
1.	General Building Materials	Assorted	Frame Work Agreement

Lot 2.

ITEM No.	DESCRIPTION	QUANTITY	MODE
1.	Painting Materials	Assorted	Frame Work Agreement

6. Qualification requirements include:

- Valid Government of Liberia (GOL) Business Registration with appropriate activities code
- Valid Government of Liberia Tax Clearance
- Must be registered with the PPCC updated vendor register
- Must follow full Technical Specification as requested in the bidding document
- 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.
- Bids will be examined for proper signature, stamp and completeness before consideration for further evaluation. Bid document must include a table of content.

- A set of bidding documents in English can be obtained by interested bidders for a non-refundable fee of US\$50.00 (Fifty United States Dollars) from the Procurement Department, Fendall Campus, beginning July 4, 2025 – August 5, 2025 between the hours of 10:00a.m – 4:00p.m, Monday – Friday.

- All bids must be accompanied by a Notarized Bid Securing declaration valid for 90 days after the opening of bids.

- Sealed bids must be delivered to the address below at or before 2:00 p.m., on or before August 5, 2025 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:

"GENERAL BUILDING MATERIALS"

IFB NO.: UL/ICB/002/2025


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

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

Procurement Department
 Administrative Building, Right Wing, Room #: AC1-09
 University of Liberia
 Fendall Campus, Liberia
 Cell# 0777525575/0776455647/0886682379

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

Signed: 
 Fatu Ruth Tipoteh (Mrs.)
 DIRECTOR/Procurement Dept.

Approved: 
 Mrs. Benetta Joko Tarr
 Vice President for Administration

Section I. Invitation for Bidders**FOR THE PROCUREMENT OF GOODS****(THE PROCUREMENT OF 200KVA GENERATOR AND RELATED ITEMS)****IFB NO.: UL/NCB/009/2025**

- The University of Liberia has allotted portion of its GOL budget for Fiscal Year 2025 and intends to apply it towards the Procurement of 200KVA GENERATOR AND RELATED ITEMS.
- The University of Liberia now invites sealed bids from eligible and qualified bidders for the supply of the 200KVA GENERATOR AND RELATED ITEMS.
- Bidding will be conducted through the National Competitive Bidding (NCB) method as specified in the Public Procurement and Concessions Act, (PPCA), 2010 and it's open to all eligible bidders in the Country.
- Specification and Quantity:

Item No.	DESCRIPTION	QUANTITY	MODE
1.	Generator (200KVA)	1	Pieces
2.	Hydrometers	4	Pieces
3.	De-humidifier	4	Pieces
4.	Stabilizers for Stabilizers for Equipment (Heavy Duty)	7	Pieces

- Qualification requirements include:
 - Valid Government of Liberia (GOL) Business Registration with appropriate activities code
 - Valid Government of Liberia Tax Clearance
 - Must be registered with the PPCC updated vendor register
 - Must follow full Technical Specification as requested in the bidding document
 - 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.
 - Bids will be examined for proper signature, stamp and completeness before consideration for further evaluation.
- A set of bidding documents in English can be obtained by interested bidders for a non-refundable fee of US\$50.00 (Fifty United States Dollars) from the Procurement Department, Fendall Campus, beginning July 8, 2025 – August 6, 2025 between the hours of 10:00a.m – 4:00p.m, Monday – Friday.
- All bids must be accompanied by a Notarized Bid Securing declaration valid for 90 days after the opening of bids.
- Sealed bids must be delivered to the address below at or before 2:00 p.m., on or before August 6, 2025 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:

"THE PROCUREMENT OF 200KVA GENERATOR AND RELATED ITEMS"**IFB NO.: UL/NCB/009/2025**

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

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

Procurement Department
 Administrative Building, Right Wing, Room #: AC1-09
 University of Liberia
 Fendall Campus, Liberia
 Cell# 0777525575/0776455647/0886682379

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

Signed: Fatu Ruth Tipoteh (Mrs.)
 DIRECTOR/Procurement Dept.

Approved: Mrs. Benetta Joko Tarr
 Vice President for Administration/UL

Section I. Invitation for Bidders**FOR THE PROCUREMENT OF GOODS****CIVIL WORKS- 1 (RENOVATION OF RESTROOMS OF MAIN BUILDINGS)****IFB NO.: UL/ICB/001/2025**

- The University of Liberia has allotted portion of its GOL budget for Fiscal Year 2025 and intends to apply it towards the Renovation of Restrooms of main buildings located on the campuses of the University of Liberia.
- The University of Liberia now invites sealed bids from eligible and qualified bidders for the Renovation of all Restrooms, main buildings located on the campuses of the University of Liberia.
- Bidding will be conducted through the Restricted Bidding (RB) method as specified in the Public Procurement and Concessions Act, (PPCA), 2010 and it's open to all eligible bidders in the Country.
- Specification and Quantity:

Item No.	DESCRIPTION	QUANTITY	MODE
1.	Renovation of Restrooms, main buildings located on the four (4) campuses of the University of Liberia	211 Restrooms	Pieces

- Qualification requirements include:
 - Valid Government of Liberia (GOL) Business Registration with appropriate activities code
 - Valid Government of Liberia Tax Clearance
 - Must be registered with the PPCC updated vendor register
 - Article of Incorporation
 - Ministry of Public Works (MPW) Certificate
 - Association of Liberian Construction Company (ALCC) Certificate
 - Detailed work schedule for work implementation
 - Current Bank Statement
 - Company's Profile to include: Name of Professional Personnel
 - Past performance records of similar works including the names and contact details of at least four (4) clients.
 - Audited Financial Statements over the last 2 years.
 - Bids will be examined for proper signature, stamp and completeness before consideration for further evaluation. Bid document must include a table of content.
- A set of bidding documents in English can be obtained by interested bidders for a non-refundable fee of US\$50.00 (Fifty United States Dollars) from the Procurement Department, Fendall Campus, beginning July 3, 2025 – August 7, 2025 between the hours of 10:00a.m – 4:00p.m, Monday – Friday.
- All bids must be accompanied by a Notarized Bid Securing declaration valid for 90 days after the opening of bids.
- Sealed bids must be delivered to the address below at or before 2:00 p.m., on or before August 7, 2025 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:

"CIVIL WORKS (RENOVATION OF RESTROOMS OF MAIN BUILDINGS)"**IFB NO.: UL/ICBa/001/2025**

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

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

Procurement Department
 Administrative Building, Right Wing, Room #: AC1-09
 University of Liberia
 Fendall Campus, Liberia
 Cell# 0777525575/0776455647/0886682379

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

Signed: Fatu Ruth Tipoteh (Mrs.)
 DIRECTOR/Procurement Dept.

Approved: Mrs. Benetta Joko Tarr
 Vice President for Administration/UL

Section I. Invitation for Bidders**FOR THE PROCUREMENT OF GOODS****GENERATOR SPAREPARTS****IFB NO.: UL/NCB/004/2025**

- The University of Liberia has allotted portion of its GOL budget for Fiscal Year 2025 and intends to apply it towards the Renovation of Restrooms of main buildings located on the campuses of the University of Liberia.
- The University of Liberia now invites sealed bids from eligible and qualified bidders for the Renovation of all Restrooms, main, GENERATOR SPAREPARTS.
- Bidding will be conducted through the National Competitive Bidding (NCB) method as specified in the Public Procurement and Concessions Act, (PPCA), 2010 and it's open to all eligible bidders in the Country.
- Specification and Quantity:

Item No.	DESCRIPTION	QUANTITY	MODE
1.	GENERATOR SPAREPARTS	ASSORTED	Pieces

- Qualification requirements include:
 - Valid Government of Liberia (GOL) Business Registration with appropriate activities code
 - Valid Government of Liberia Tax Clearance
 - Must be registered with the PPCC updated vendor register
 - Company's Profile to include: Name of Professional Personnel (Mechanic)
 - Past performance records of similar works including the names and contact details of at least four (4) clients.
 - Bids will be examined for proper signature, stamp and completeness before consideration for further evaluation. Bid document must include a table of content.
- A set of bidding documents in English can be obtained by interested bidders for a non-refundable fee of US\$50.00 (Fifty United States Dollars) from the Procurement Department, Fendall Campus, beginning July 8, 2025 – August 6, 2025 between the hours of 10:00a.m – 4:00p.m, Monday – Friday.
- All bids must be accompanied by a Notarized Bid Securing declaration valid for 90 days after the opening of bids.
- Sealed bids must be delivered to the address below at or before 2:00 p.m., on or before August 6, 2025 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:

"(GENERATOR SPAREPARTS)"**IFB NO.: UL/NCB/004/2025**

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

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

Procurement Department
 Administrative Building, Right Wing, Room #: AC1-09
 University of Liberia
 Fendall Campus, Liberia
 Cell# 0777525575/0776455647/0886682379

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

Signed: Fatu Ruth Tipoteh (Mrs.)
 DIRECTOR/Procurement Dept.

Approved: Mrs. Benetta Joko Tarr
 Vice President for Administration/UL

Français

« N'acceptez pas un poste ministériel si vous n'êtes pas capable d'en assumer les responsabilités », avertit Dr. Adesina

Le président sortant de la Banque africaine de développement (BAD), Dr Akinwumi A. Adesina, a lancé un avertissement ferme aux membres du gouvernement libérien : « N'acceptez pas un portefeuille ministériel si vous

lancement de la toute première Banque d'investissement pour l'entrepreneuriat des jeunes du Libéria, Dr. Adesina a rappelé aux ministres que « le rôle d'un ministre est de concevoir des politiques et des programmes susceptibles de garantir le succès du gouvernement. Mais si cette tâche vous semble trop ardue, alors n'en demandez pas la charge. »

améliorant leur accès à un financement durable et à des formations en entrepreneuriat.

Dr. Adesina a précisé que sa visite au Libéria faisait suite à une invitation du chef de l'État libérien, désireux qu'il partage les leçons tirées de ses dix années à la tête de la BAD. L'objectif : insuffler un nouvel élan collectif et raviver l'espoir au sein de la nation libérienne.

Placée sous le thème « Libéria, lève-toi et brille », son intervention a mis l'accent sur la transformation de l'innovation dirigée par la jeunesse et le développement du secteur privé. Réputé pour son leadership rigoureux en matière de développement à l'échelle continentale, Dr. Adesina n'a pas mâché ses mots face aux officiels libériens :

« Il est temps d'arrêter les discours creux. Ce pays a besoin de transformation, pas de décoration. Vous avez demandé à servir ? Alors servez ! »

Cette déclaration a déclenché une salve d'applaudissements dans l'auditoire.

En présence du président Boakai, il a exhorté les mem

bres

► CONT'D ON PAGE 9



Dr. Akinwumi A. Adesina

n'êtes pas en mesure de supporter la pression qu'il implique. »

S'exprimant lors d'une réunion de haut niveau du cabinet ministériel, couplée au

La cérémonie s'est tenue au complexe ministériel EJS à Old Congo, en présence du président Joseph Nyuma Boakai. L'initiative, soutenue par la BAD, vise à autonomiser les jeunes Libériens en

De « Gbehzohn » à formatrice en chaudronnerie : l'ascension remarquable de Rufina Togbah avec ArcelorMittal Liberia

Quand Ruthfena M. Togbah obtient son diplôme du lycée Paso SD à Picano en 2018, elle est loin d'imaginer qu'un simple flyer allait changer le cours de sa vie. Ce prospectus annonçait une opportunité à l'Académie de formation d'ArcelorMittal Liberia. Une chance qu'elle saisit avec détermination – sans se douter qu'elle deviendrait un jour l'une des plus jeunes femmes formatrices de l'institution.

C'est en tombant sur cette annonce de recrutement que tout commence. Animée par la curiosité et le désir de travailler dans un domaine pratique, Ruthfena postule.

« J'ai postulé, et on m'a jugée compétente. J'ai passé les deux premiers tests, puis huit autres que j'ai aussi réussis avant d'être convoquée à un entretien. »

Convaincue de son engagement, elle arrive à Yekepa un jour avant la date fixée. « C'est dire à quel point j'étais motivée », confie-t-elle.

Au terme du programme intensif de trois ans, elle repart non seulement avec un certificat, mais surtout avec des compétences techniques solides, une confiance renouvelée, et un objectif clair.

Mais son parcours ne s'arrête pas là. Dès le lendemain de sa remise de diplôme, un de ses anciens formateurs la contacte avec une proposition inattendue : revenir à l'académie, cette fois comme formatrice.

« Au départ, je n'étais pas vraiment intéressée », admet-elle. « Mais ensuite, j'ai réfléchi à l'impact que cela pouvait avoir. J'ai compris que je pouvais être un modèle pour d'autres jeunes filles. C'est ce qui m'a fait changer d'avis. »

Depuis le 1er avril 2025, Ruthfena – désormais appelée Rufina dans le cadre professionnel – est officiellement employée par ArcelorMittal Liberia en tant que formatrice en chaudronnerie. Et bien qu'elle n'exerce que depuis quelques mois, elle marque déjà les esprits.

« Pour moi, ce n'est pas qu'un travail. C'est une opportunité de faire la différence, d'inspirer d'autres filles à croire qu'elles peuvent, elles aussi, exceller dans les métiers techniques. »

Malgré son jeune âge, Rufina est respectée par ses apprenants.

« Ils sont toujours prêts à travailler avec moi. Ils ne m'ont jamais manqué de respect. Leur motivation m'encourage à donner le meilleur de moi-même chaque jour. »

Dans un domaine longtemps réservé aux hommes, la présence de Rufina contribue à faire évoluer les mentalités.

« Avant 2017 ou 2018, il n'y avait aucune formatrice dans nos classes. Aujourd'hui, j'en suis une,

► CONT'D ON PAGE 9



Éditorial

La doctrine Trump

NEW YORK – En à peine quatre mois de deuxième administration du président américain Donald Trump, les premiers signes d'une doctrine en matière de politique étrangère apparaissent d'ores et déjà. Comme bien d'autres aspects de la présidence Trump 2.0, cette doctrine marque une rupture majeure par rapport au passé.

Les doctrines jouent un rôle de premier plan dans la politique étrangère américaine. À travers la doctrine Monroe formulée en 1823, les États-Unis ont affirmé qu'ils s'imposeraient comme la puissance prééminente sur le continent américain, et qu'ils empêcheraient tout autre pays d'établir des positions stratégiques concurrentes dans la région. De même, au début de la guerre froide, la doctrine Truman a promis un soutien des États-Unis à tous les pays qui lutteraient contre le communisme et la stratégie de subversion soviétique.

Plus récemment, la doctrine Carter a énoncé que les États-Unis ne resteraient pas spectateurs si une force extérieure cherchait à prendre le contrôle de la région du golfe Persique, riche en pétrole. La doctrine Reagan a promis assistance aux mouvements et pays opposés au communisme. Celle de George W. Bush, axée sur la liberté, a notamment adressé le message selon lequel ni les terroristes, ni ceux qui les protégeraient ne seraient à l'abri d'une intervention armée.

Point comme entre ces doctrines, elles font toutes savoir à différents destinataires quels sont les intérêts fondamentaux des États-Unis, et ce que le pays est prêt à faire pour les promouvoir. Les doctrines visent à rassurer amis et alliés, à dissuader ennemis réels ou potentiels, à galvaniser les agences en charge des questions de sécurité nationale, ainsi qu'à informer les citoyens.

Non formulée explicitement pas Trump, une nouvelle doctrine américaine émerge pourtant actuellement, que l'on pourrait qualifier de doctrine des « yeux fermés », du « rien vu, rien entendu », ou du « cela ne nous regarde pas ».

Quelle qu'en soit l'appellation, cette doctrine semble énoncer que les États-Unis ne chercheront plus à influencer ni à réagir à la manière dont les autres pays se comporteront à l'intérieur de leurs propres frontières. C'est ainsi que l'administration américaine s'est abstenue de condamner l'arrestation arbitraire d'un opposant politique de premier plan par le président turc Recep Tayyip Erdogan, les manœuvres répétées du Premier ministre israélien Benyamin Netanyahu pour affaiblir le pouvoir judiciaire dans son pays, ou encore la manière dont le Premier ministre hongrois de longue date, Viktor Orbán, ne cesse de malmenier les institutions démocratiques en Hongrie.

De même, Trump dénonce certes la politique étrangère du président russe Vladimir Poutine, ainsi que la politique économique du dirigeant chinois Xi Jinping, mais ne s'indigne en aucun cas de la répression que mènent l'un et l'autre contre leur propre population. L'administration Trump a par ailleurs décidé d'affaiblir voire de démanteler bon nombre des instruments – Voice of America, Agence des États-Unis pour le développement international, ou encore Dotation nationale pour la démocratie – employés depuis longtemps pour promouvoir la société civile et les mouvements démocratiques à travers le monde.

Ce qui se rapproche le plus d'une [formulation](#) publique de cette nouvelle doctrine a eu lieu en Arabie saoudite, le 13 mai dernier. Trump a en effet exprimé son admiration pour ce qu'il décrit comme une formidable transformation du Royaume, ajoutant que cette évolution n'était pas le fruit des efforts « d'interventionnistes occidentaux [...] qui vous donnent des leçons sur la manière de vivre et de gouverner vos propres affaires [...] Ces dernières années, trop de présidents américains ont considéré à tort qu'il était de notre devoir de sonder les âmes des dirigeants étrangers, et d'user de la politique américaine pour absoudre ou non leurs péchés ».

Les agissements de Trump, notamment sa recherche d'accords commerciaux avec plusieurs gouvernements autoritaires du Golfe et d'ailleurs, soulignent le poids de cette déclaration. À la différence de Reagan, de Carter, de Bush, de Barack Obama et de [Joe Biden](#), Trump adresse ici clairement le message selon lequel les États-Unis n'ont plus l'intention de défendre les droits de l'homme et la démocratie, de condamner les méfaits de dirigeants étrangers autoritaires, ni de faire pression pour la libération d'opposants politiques.

Cette doctrine du « rien vu, rien entendu » évite certes aux États-Unis une dérive caractéristique de la présidence Bush, durant laquelle le zèle dans la propagation de la démocratie avait conduit à une invasion irréfléchie et coûteuse de l'Irak. Elle facilite par ailleurs pour les États-Unis un travail constructif auprès de gouvernements appliquant chez eux des politiques qui, en temps normal, constitueraient un obstacle aux relations commerciales ou à la coopération sur des questions bilatérales, régionales ou mondiales essentielles.

Ce sont néanmoins les retombées négatives de cette approche qui l'emportent. La doctrine Trump accroît la probabilité que les gouvernements engagés sur cette voie redoublent d'efforts de répression intérieure et de subversion de la démocratie – régime politique caractérisé par davantage de liberté pour les individus, mais également par des marchés libres, soutenus par l'État de droit, et par une politique étrangère généralement moins agressive. La promotion de la démocratie est par conséquent bénéfique pour les investisseurs américains, et limite le risque que l'Amérique s'enlise à l'étranger dans des conflits coûteux ou prolongés.

Richard Haass, président émérite du Conseil des relations étrangères, conseiller principal chez Centerview Partners, et chercheur universitaire émérite à l'Université de New York, est l'auteur de la newsletter hebdomadaire Substack [Home & Away](#).

Français

Starts from page 8 « N'acceptez pas un poste ministériel si vous n'êtes

du cabinet et les hauts fonctionnaires à cesser de « courir après les titres » et à se concentrer sur les résultats concrets pour un pays encore marqué par des années de sous-développement, de mauvaise gouvernance et de chômage des jeunes.

« Quand vous donnez une information au Président, elle doit se concrétiser. Apprenez à vous rendre vous-mêmes comptables de vos engagements. » a-t-il martelé, insistant sur l'importance de la rigueur budgétaire et de l'atteinte d'objectifs durables.

Parmi les officiels présents figuraient le Président de la Chambre des représentants Richard Koon, le ministre des Finances Augustine Ngafuan, le

ministre de l'Agriculture Alexander Nuetah, le ministre de l'Information Jerolinmek Piah, la ministre d'État sans portefeuille Mamaka Bility, le ministre de la Justice Me N. Oswald Tweh, le ministre des Mines et de l'Énergie Wilmot Paye, le gouverneur de la Banque centrale Henry F. Saamoi, ainsi que le ministre de la Jeunesse et des Sports, J. Cole Bangalu, entre autres.

Pour rappel, Dr. Akinwumi Adesina est un économiste nigérian qui a été ministre de l'Agriculture et du Développement rural au Nigéria de 2010 à 2015. Il occupe actuellement le poste de président de la Banque africaine de développement.

Starts from page 8 De « Gbehzohn » à formatrice en chaudronnerie

et j'en suis fière. »

Elle salue également le rôle clé que joue l'Académie d'ArcelorMittal Liberia dans le développement du pays.

« C'est la seule école technique que je connaisse qui soit à la fois gratuite, moderne et équitable. Il n'y a pas de corruption, et les femmes sont même prioritaires. C'est une démarche que je respecte profondément. Je remercie ArcelorMittal Liberia et j'encourage les autres femmes à postuler. »

Interrogée sur la différence entre les études universitaires et la formation technique, elle répond avec franchise :

« Aujourd'hui au Libéria, avoir un diplôme ne garantit pas un emploi. On peut avoir tous les

papiers et rester sans travail, ou devoir faire des choses contraires à nos valeurs pour être embauchée. Mais avec des compétences techniques, les gens vous respectent. Ils vous jugent sur ce que vous êtes capable de faire. »

Son message aux jeunes femmes est clair :

« À toutes les jeunes filles, je dis : saisissez cette opportunité. Si j'ai pu le faire, vous le pouvez aussi. »

Le parcours de Rufina Togbah illustre ce qu'il est possible de réaliser lorsque les jeunes sont dotés des bonnes compétences et soutenus de manière adéquate. Grâce à ArcelorMittal Liberia, elle ne se contente pas de construire une carrière : elle construit un héritage.

Le Conseil du Comté de Bong ouvre la 3e session trimestrielle 2025

Relance de la bourse « Madam Suakoko » et cap sur un ambitieux programme de développement

Le Conseil du Comté de Bong a officiellement lancé sa troisième session trimestrielle de l'année 2025. Cet événement de deux jours, tenu du 23 au 24 juillet dans le bâtiment administratif de Gbarnga, a rassemblé les autorités locales, les délégués des six districts électoraux, les représentants de la société civile, des étudiants et des jeunes, ainsi que divers acteurs du développement.

Objectif : évaluer l'état d'avancement des projets en cours, dresser un bilan de la gouvernance locale et définir de nouvelles priorités en faveur d'un développement durable et inclusif.

Dans son discours d'ouverture, le président du Conseil, M. Aaron Sackie Fenlah, a souligné l'importance stratégique de cette session :

« Il ne s'agit pas simplement de réunions, mais d'une plateforme pour tracer un chemin qui atteindra chaque village, chaque école, chaque foyer. Nous sommes ici pour agir dans l'intérêt du peuple et produire de vrais résultats. »

Partageant cette vision, l'administrateur en chef du comté et surintendant par intérim, M. D. Sam Baryougah Elliott, a salué la collaboration continue entre les différentes parties prenantes, tout en présentant un rapport détaillé sur les projets achevés et en cours, ainsi que sur les priorités administratives à venir.

« Nous sommes fiers des progrès accomplis, mais conscients du travail qu'il reste à faire. Cette session est une opportunité pour évaluer notre performance et

redynamiser nos efforts en faveur d'une croissance durable et équitable », a-t-il déclaré.

La bourse « Madam Suakoko » relancée

L'un des temps forts de cette session a été l'annonce de la relance du Programme de bourses « Madam Suakoko », initiative éducative phare du comté, nommée en l'honneur de la célèbre cheffe tribale et figure humanitaire du Bong.

M. Elliott a révélé que le financement complet du programme est désormais acquis. Le lancement officiel est prévu pour le jeudi 24 juillet. Il a également indiqué que le processus de désignation d'un comité de gestion est en cours, et que la composition du comité sera rendue publique au cours de la même journée.

« Cette bourse ne représente pas seulement une aide financière ; elle constitue une véritable bouée de sauvetage pour de jeunes Libériens porteurs de grandes ambitions mais disposant de peu de moyens. Nous veillerons à une gestion transparente et à une répartition équitable dans tous les districts », a-t-il assuré.

Des priorités claires et des attentes

fortes

Durant ces assises, plusieurs questions cruciales sont à l'ordre du jour : relance des projets d'infrastructures suspendus, réhabilitation des routes rurales, amélioration de l'accès aux soins de santé, emploi des jeunes et réforme du système éducatif.

Les participants ont salué l'ouverture de l'administration, tout en appelant à un meilleur suivi des résolutions précédentes.

« Les voix des citoyens doivent guider nos choix. Nous ne voulons pas de simples rapports, mais des résultats visibles sur le terrain », a insisté un délégué de district.

Par ailleurs, M. Elliott a annoncé que la surintendante Loleyah Norris emménagera dans sa résidence officielle nouvellement rénovée d'ici la fin août 2025. Cette déclaration intervient dans un contexte de critiques publiques concernant le retard de son installation au siège du comté.

« Les travaux de rénovation sont presque terminés. La surintendante prendra officiellement possession de sa résidence avant la fin du mois prochain », a-t-il affirmé.



Le président de l'Ordre des avocats du Libéria appelle à un soutien budgétaire accru pour l'armée

Inacceptable qu'une population de 5,2 millions d'habitants soit protégée par à peine 2 000 soldats », déclare Me Varmah

Le président national de l'Association du Barreau national du Libéria (Liberian National Bar Association, LNBA), Me Bornor M. Varmah, a dénoncé vigoureusement la faible capacité opérationnelle de l'armée libérienne, soulignant que le pays ne peut raisonnablement compter sur une force de seulement 2 000 soldats pour assurer la sécurité de plus de 5,2 millions de citoyens.

S'exprimant lors d'une cérémonie de promotion de plusieurs officiers des Forces armées du Libéria (AFL), organisée ce mercredi au Barclay Training Center (BTC), Me Varmah a lancé un appel pressant au gouvernement pour qu'il augmente significativement les ressources allouées au secteur de la défense.

« Il est tout simplement inacceptable qu'un pays souverain comme le Libéria, avec plus de 5 millions d'habitants, soit défendu par une armée aussi réduite. Ce n'est pas seulement un déficit sécuritaire, c'est une vulnérabilité stratégique majeure qu'il faut corriger de toute urgence », a-t-il déclaré.

Tout en saluant la discipline, le professionnalisme et le dévouement constant des forces armées, Me Varmah a souligné qu'aussi compétente soit-elle, une petite armée ne peut pas remplir convenablement ses missions constitutionnelles et opérationnelles.

Il a exhorté le Parlement, le ministère de la Défense et les autorités



budgétaires nationales à faire du secteur de la défense une priorité dans les prochains cycles budgétaires, mettant en garde contre les conséquences potentielles d'un sous-investissement prolongé dans les institutions de sécurité.

« Dans un contexte régional de plus en plus instable, marqué par le terrorisme, la criminalité transnationale et l'agitation politique, le Libéria doit impérativement investir dans la montée en puissance et la réactivité de ses forces armées. La paix don't nous jouissons aujourd'hui ne doit jamais être tenue pour acquise », a-t-il averti.

Un plaidoyer pour la sécurité et l'État de droit

Dans le cadre de son engagement global en faveur de la bonne gouvernance, de l'État de droit et de la sécurité nationale, la LNBA a réaffirmé sa volonté d'accompagner les réformes nécessaires et de sensibiliser le public à l'importance d'un investissement durable dans les infrastructures de défense.

La cérémonie du BTC s'est déroulée en présence de hauts responsables gouvernementaux, de membres du corps diplomatique, d'officiers supérieurs de l'armée et de représentants de la société civile. L'événement a également célébré la progression professionnelle de plusieurs officiers de l'AFL, don't les promotions témoignent de leur engagement exceptionnel au service de la nation.

Appui à la nomination d'un nouveau juge à la Cour suprême

Par ailleurs, la LNBA a salué la décision du président Joseph N. Boakai de nommer Me Kanneh au poste de juge-associé à la Cour suprême du Libéria.

L'Association a réitéré son engagement à collaborer avec les trois branches du gouvernement pour promouvoir un système judiciaire efficace, accessible et responsable.

« Le Barreau demeure un partenaire fidèle de l'État pour la défense de l'État de droit et la préservation de l'intégrité des institutions démocratiques du Libéria », a souligné l'organisation dans une déclaration officielle.

La LNBA se dit confiante quant à la confirmation prochaine de Me Kanneh et attend avec intérêt sa contribution au renforcement de la justice au Libéria.

Dual occupancy looms at Supreme Court

The Supreme Court of Liberia risks constitutional dilemma here, if President Boakai commissions newly-appointed Chief Justice Yamie Gbeisay, before outgoing Chief Justice, Sie-A-Nyene Yuoh, exists office in August.

By Stephen G. Fellajuah

Monrovia, Liberia; July 24, 2025 - Liberia's judiciary may soon find itself in a constitutional dilemma if President Joseph Boakai commission Chief Justice-designate, Yamie Gbeisay before outgoing Chief Justice, Sie-A-Nyene Yuoh, officially retires on August 15, 2025. This development has raised serious concern among constitutional scholars and legal practitioners, who warn that premature assumption of office by the incoming Chief Justice could lead to dual occupancy, violating the Liberian Constitution and undermining judicial integrity. Chief Justice Yuoh reached the constitutionally mandated retirement age of 70 earlier this year. However, she remains legally in office as she finalizes all cases heard during the March Term of Court, in accordance with Article 72(b) of the 1986 Constitution of Liberia and long-standing judicial tradition. Article 72(b) clearly provides: "The Chief Justice and the Associate Justices of the Supreme Court and judges of subordinate courts of record shall be retired at the age of seventy; provided, however, that a justice or judge who has attained that age may continue in office for as long as may be necessary to enable him to render judgment or perform any other judicial duty in regard to proceedings entertained by him before he

According to Article 68 of the Constitution: "The Chief Justice and Associate Justices shall take and subscribe to an oath or affirmation before taking office." Cllr. Varmah notes that this means mere commissioning (the issuance of the formal instrument of appointment by the President) does not constitute an assumption of office. The critical legal act is the oath of office, which signifies the beginning of judicial functions. He emphasized that Liberia's judicial tradition has always respected this timeline, saying "Traditionally, the outgoing Chief Justice remains in office until the effective date of retirement. The new Chief Justice only takes the oath of office and assumes the role after the retirement or resignation becomes effective." If Justice Gbeisay were to take the oath of office or begin performing judicial duties before August 15, it would create a scenario of dual occupancy, two Chief Justices in office simultaneously. Such a situation could be interpreted as a violation of Article 72(b), and may result in legal uncertainty around Supreme Court decisions made during that time. "If the new Chief Justice assumes office while the current Chief Justice remains legally seated, it may lead to an unconstitutional overlap or usurpation of authority," Cllr. Varmah cautioned.



attained that age." This constitutional clause is interpreted as allowing Chief Justice Yuoh to remain in office until August 15, by which time she is expected to have completed all pending matters under her jurisdiction prior to reaching retirement. Chief Justice-designate Yamie Gbeisay has already been confirmed by the Liberian Senate after he was nominated by President Boakai. Reports indicate that he may be commissioned this week, which has triggered alarm among some legal analysts. However, Cllr. Bornor M. Varmah, President of the Liberia National Bar Association (LNBA), has downplayed fears of a constitutional crisis, stating that the situation does not amount to a breach as long as proper constitutional procedure is followed. "There is no potential for a constitutional and institutional crisis depending on how the transition is managed," Cllr. Varmah said. "The President has acted within his powers by nominating and securing Senate confirmation of a new Chief Justice before the effective retirement date of the incumbent." The legal debate hinges not on nomination or confirmation, but on the timing of the oath and assumption of office.

To avoid this, the LNBA President recommends the following, including delaying the oath of office for Chief Justice-designate Gbeisay until after August 15, 2025, when the current Chief Justice formally retires. Maintain transparency and public communication to prevent confusion or the perception of a judicial power struggle, and ensure the constitutional timeline is followed exactly, protecting both institutional credibility and the rule of law, he added. "A smooth, transparent, and constitutionally timed transition is essential for maintaining public confidence in the rule of law and the impartiality of the judiciary," Varmah noted. "From where I sit, I can confirm that there is no potential for a looming constitutional crisis as alleged by some members of the public. In fact, a smooth transition is being proffered between the outgoing and incoming Chief Justices." As the August 15 retirement date approaches, all eyes will remain on the Executive Mansion and the Judiciary to see whether they uphold Liberia's democratic and legal principles, preserving the delicate balance between power and process at the highest level of the justice system. **Editing by Jonathan Browne**

REPUBLIC OF LIBERIA
MONTERRADO COUNTY

IN THE DEBT COURT FOR MONTERRADO CO.
SITTING IN ITS JUNE TERM, A.D. 2025.

BEFORE HIS HONOR: JAMES E. JONES, JUDGE, DEBT COURT, MO. CO

The Management of Master Trading Center, by & thru its General Manager, Khaled Ismail of Randall Street, Monrovia, Liberia

PLAINTIFF

VERSUS

The Management of Ginko Energies Liberia, by & thru its Managing Director, Mr. Jack Yu, of the City of Monrovia, Liberia

DEFENDANT

ACTION OF DEBT

GREETINGS:

REPUBLIC OF LIBERIA
BAILIFF RUTH C. SUMO

ACTING SHERIFF DEBT COURT, MO. CO.

RE-SUMMONS BY PUBLICATION & MAILING:

YOU ARE HEREBY COMMANDED TO SUMMON BY PUBLICATION & MAIL: The Management of Ginko Energies Liberia, by & thru its Managing Director, Mr. Jack Yu, of the City of Monrovia, Liberia, DEFENDANT to appear before the Debt Court for Monterrado County, sitting in its August Term A.D. 2025, same being the 12th day of August A.D. 2025, at the hour of 10: 00A.M. at the Debt Court House, Temple of Justice Building, City of Monrovia, Liberia, to answer to the complaint of Plaintiff in the above captioned cause of action and to notify the said Defendant that upon it failure to appear, judgment will be entered against it by default.

YOU ARE HEREBY FURTHER COMMANDED to notify the said defendant to file its formal appearance/answer in my office on or before the 18th day of July A.D. 2025. Meanwhile, you will return this Writ in my Office on or before the said 18th day of July A.D. 2025 with your Official returns endorsed on the back thereof as to the form and manner of service.

AND HAVE YOU THERE THIS WRIT OF SUMMONS BY PUBLICATION & MAILING:

GIVEN UNDER MY HAND AND SEAL OF
COURT THIS 7th DAY OF JULY, A.D. 2025.

SEAL.

Marcathys S. Hne, Jr.
CLERK OF COURT
DEBT COURT, MO. CO.

\$5.00 Revenue Stamp Affixed On The Original Copy.

REPUBLIC OF LIBERIA) IN THE DEBT COURT FOR MONTERRADO COUNTY
MONTERRADO COUNTY) SITTING IN ITS MAY TERM A.D. 2025

BEFORE HIS HONOR: JAMES E. JONES, RESIDENT JUDGE DEBT COURT

The Management of Master Trading Center
By and thru its General Manager of Mr. Khaled
Ismail of Rendell Street Monrovia, Liberia

PLAINTIFF

VERSUS

The management of Ginko Energies
Liberia by and thru its Managing Director
Mr. JACK YU of the city of Monrovia

DEFENDANT

ACTION OF DEBT

PLAINTIFF'S COMPLAINT

AND NOW COMES THE PLAINTIFF, praying your honor and this honorable court to hold the defendant liable to the Plaintiff in debt for the following legal and factual reason to wit:

1. Plaintiff says that it is a registered business entity operating under the laws of the Republic of Liberia and is authorized to bring this action of debt against the Defendant, and attached and marked as P/1 is a copy of the plaintiff's document to substantiate this claim.
2. Plaintiff says that he runs a Moto Garage and spare parts store of which defendant has been taking parts and drawing down on account for spare parts and services of the defendant's vehicle.
3. Plaintiff says that the defendant left his 2010 black Toyota Land Cruiser SUV, which the defendant left with the plaintiff for repairs, and the defendant is yet to pay the repair cost. Attached and marked as P/2 is a copy of the Black Jeep title to substantiate this claim.
4. Plaintiff says that the defendant paid some of the money and has an outstanding balance of (US\$2,610.00), two thousand six hundred and ten United States dollars as the amount owed. Attached and marked as P/ 3 is a copy of the statement of accounts.
5. Plaintiff says that since the 2nd day of February A.D. 2024, the defendant refused to answer the plaintiff's calls, refused to settle his debt with the plaintiff, and refused to pay for the servicing of the vehicle.
6. Plaintiff says that in May of 2024, the plaintiff hired his lawyer to collect his debt from the defendant. The defendant's lawyer then sent a demand letter to the defendant but was told that the defendant is out of the bailiwick. Attached and marked as P/4' is a copy of the demand letter.
7. Plaintiff says that based on the facts stated above, the action of debt will lie.

WHEREFORE AND IN VIEW OF THE FOREGOING, the plaintiff prays your honor and this honorable court to adjudge the defendant liable to the Plaintiff and also dispose of the collateral or assets that is the Jeep of the defendant that is in the possession of the Plaintiff.

A). (US\$2,610.00), Two Thousand Six Hundred and Ten United States Dollars as debt owed.

B). Six percent statutory interest C) 2% of successful attorney fees. D) 6 % percent sheriff collection fees.

Respectfully Submitted
the within named Plaintiff by and thru
His legal counsel

CLLR: BENJAMIN B. STEWART, JR.
Tel: 0886413930/0777413930

REPUBLIC OF LIBERIA) IN THE OFFICE OF THE JUSTICE OF THE PEACE
MONTERRADO COUNTY) FOR AND IN MONTERRADO COUNTY

The Management of Master Trading Center
By and thru its General Manager of Mr. Khaled
Ismail of Rendell Street Monrovia, Liberia

PLAINTIFF

VERSUS

The management of Ginko Energies
Liberia by and thru its Managing Director
Mr. JACK YU of the city of Monrovia

DEFENDANT

ACTION OF DEBT

PLAINTIFF'S AFFIDAVITS

PERSONALLY APPEARED BEFORE ME a duly qualify Justice of the Peace in and for Monterrado county CLLR. BENJAMIN B. STEWART, JR, who, made oath and swore that the attached Complaint of the Plaintiff is correct to and as to the facts he verily believed them to be true to the best of his knowledge and beliefs.

GIVEN UNDER MY HAND AND SEALS THIS
7th DAY OF JULY, A.D. 2025

Signed:
CLLR: BENJAMIN B. STEWART, JR.
AFFAINT

Settlement for exit?

Circumstances or actions leading to the suspension, exit and nomination of new commissioners to the Liberia Telecommunication Authority (LTA) by President Boakai have come under Senate inquiry at the Capitol, with conflicting accounts being provided.

By Lincoln G. Peters

Monrovia, Liberia; July 24, 2025 - The Chairperson-designate for the Liberia Telecommunication Authority (LTA), Clarence Massaquoi, provides contradicting and dangling statements about the Government of Liberia's potential settlement agreement with

resolution. I saw copies of resignation. However, in those letters, I didn't see condition set in. Has there been discussion around those who were commissioners? Yes. I said to the chair that I keep hearing that there are conversations. In those conversations, if those conversations came to the attention of the Board? This is what we have in place; I am not sure that this Board will be insensitive. I will ask the chair and the members of the



former commissioners of the LTA, to create vacancies for him and four other persons nominated by President Joseph Boakai to the institution. Concern about the settlement agreement was raised by Montserrado County Senator Abraham Darius Dillon, who questioned the commissioner-designate, and his co-commissioners regarding their knowledge and viewing of a document signed by now suspended LTA Commissioner, Abdullah Kamara, regarding contracts with former commissioners of the LTA. Senator Dillon queried the new commissioner-designate whether it's within his certain knowledge that the government, particularly the Executive headed by President Boakai, entered into settlement agreement contract with his predecessor to create a vacancy under the condition of "payment and vacancy"? Responding, LTA Commissioner-designate, Clarence Massaquoi, admitted that he heard conversation of a potential agreement with his predecessor, but clarified that he has not seen document to such effect, instead of a letter of resignation that he has in his possession from his predecessor. Accordingly, he stated that, he only heard about discussion around possibility that there could be contract saying, "Yes I have." But he assured that when he is confirmed by the Senate or even prior to being confirmed, once he comes in contact with those contracts, he will bring them to the attention of the Liberian Senate. "Are we in the know of a contract agreement for settlement between my predecessors and the government? Board decisions are taken in the Board room by

committee that I am aware of resignation before me, but I don't have contract", the LTA acting Commissioner stated. However, displeased with the response of the Commissioner-designate, Senator Dillon called the nominee to order, while urging that he should be very simple and explicit regarding the contract agreement, if he has seen the contract and what are the details of it. "Mr. Nominee, I only asked if you have seen the contract. Now, to answer your question and you are using legislative words? Please be clear and don't speak to me as if you are on legislative floor", Dillon demanded. Massaquoi responded: To be clear with you, this Board has not received any contract. I have not spoken to the validity of the contract. I said that this Board, as a Board, is in possession of no contract. However, if it was to come to the attention of this Board, this Board can't ignore." Dillion, also speaking on tenure protection and the Supreme Court of Liberia's definition of tenure contract, said that tenure has been prescribed by the Supreme Court as a contractor under Article 25 of the Constitution of Liberia; therefore, it should not be impend, while stating that if the commissioners-designate are confirmed by the Liberian Senate, they will be confirming them to positions to which there have been occupants in those positions with current contract that should be protected by law. Accordingly, he contended that if when the Senate confirms them, they will be aiding and abetting violation of the Constitution and contract agreement under the law, while asking the commissioner to give his perspective if it's true or not. Responding to the senator's question and

Starts from Back page LPRC & Commence Ministry hooked

LPRC employees at both LPRC's tanks and Private tanks derive and report evaporation figures to management. He also revealed that evaporation charges in the petroleum formula are derived from landed cost of petroleum products. Regarding Storage Charge, he that the amount charged for storage covers all of its activities, including regulatory, administrative, vessel discharge jetty maintenance, testing and storage. He confirmed that private storage tank owners are charging the same amount, but not rendering same services as LPRC. However, after a through engagement with both LPRC and Ministry of Commence, the Joint Committee insisted that the financing cost is still excessive and should be reduced. The committee report discovered that a storage charge of \$0.35 by LPRC is extremely excessive and the highest in the sub region and possibly the world. "That the Global Industry storage charge is less than US\$0.05 per gallon. That storage charge in Sierra Leone is US\$4.70 per MT of PMS or US\$0.013 per gallon and for Diesel US\$4.70 per MT or US\$0.015 per gallon, and in Nigeria is 2.58 naira per liter (US\$ 0.0064) per gallon and that the current storage charge is a public fund and should be mostly directed to benefit the country", they noted. The committee disclosed that the evaporation between 1 to 1.5 percent of landing cost of petroleum are excessive and should be reduced. "That from January to June 12, 2025, the

total importation of petroleum products is 89,528,399 in the following categories: PMS 37, 560,567; AGO 45,263,415; JET-A1 1,648,673; HFO 5,055,744; that by applying the current evaporation rates of 1.5% for PMS, and 1% for the other products, would suggest a total of 1,083,085 gallons evaporated in the following categories: PMS 563,408 gallons; AGO 452,634 gallons, JET A-1, 16,486 gallons, HFO 50,557 gallons", the committee noted. The report further indicated that the evaporation is monitored by LPRC employees and has never been independently verified or audited. It indicated a need for an independent verification of actual evaporation, petroleum quantity imported and quality of petroleum. "That LPRC's storage charge covers for all of its services, including storage, vessel discharge, through port, testing, regulatory; that private storage tank owners do not provide these services besides storage; that the private tank owners get the same amount of \$0.35 per gallon of petroleum product for storage as LPRC", the committee argued. The committee further pointed out that LPRC regulatory, testing, Jetty maintenance and Vessel discharge charges are not separately accounted for in the Petroleum Pricing Formula but are included in the storage charge, which should not be. *Editing by Jonathan Browne*

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concern, the LTA Commissioner-designate acknowledged Article 25 of the 1986 Constitution of Liberia, but argued that the same Constitution gives President Joseph N. Boakia the authority to nominate and appoint with the consent of the Liberian senate. However, he clarified that the positions that they have been nominated for are all vacant positions, despite failing to provide record and proof regarding the resignation of his predecessor. According to him, there was a Supreme Court ruling, and in line with the ruling, President Boakai determined and decided to suspend, and the Court ruled that by the President's administrative power, he was fully acting in line with the Constitution to have taken the decision he took, arguing that the President was in no error regarding their nominations. "Senator, yes, the law provides for such. We read the law fully. Obviously, we can't dispute Article 25 of the 1986 Constitution of Liberia. So, if the tenure position is not vacant then there is an

implication there. But, as far as we are concern and as far as we know, those positions as of now, all five positions are vacant. And so, therefore, it now gives the President the right legally to constitutionally nominate for the filling of those positions. So, if I was to be confirmed by the Liberian Senate, I will be going into a position that is vacant. And by that, the very Article 25 of the Constitution will be implemented. So, Article 25 of the Constitution is guaranteed, but there is a portion of the Constitution that gives the President the power to nominate and appoint with the consent of the senate." He clarified. On Monday, July 21, 2025, the five commissioners nominated by President Boakia appeared before the Liberian Senate for confirmation hearing. The hearing, which lasted up to 7:15 pm, was presided over by River Gee County Senator and Chair of the Committee on Posts and Telecommunications, Francis Dopoh. *Editing by Jonathan Browne*

-In US\$0.35 petroleum storage charge
The Liberian Senate terms current Petroleum Pricing Formula in Liberia as unfair and troubling.

Monrovia, Liberia;
July 24, 2025 - The
Liberian Senate had
uncovered and indicted the
Liberia Petroleum Refinery
Corporation (LPRC) for
massive corruption into the
petroleum pricing formula

Margibi County Senator, J. Emmanuel Nuquay, on June 30, 2025, wrote Plenary, highlighting

Speaking on evaporation charges during the hearing, the LPRC Management said evaporation charges are standard in the industry, and that

The Senate made the discovery and took the action through its Joint Committee on Ways, Means, Finance and

In furtherance of Plenary's mandate, the Joint Committee



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A collage of various New Dawn publications. It includes a newspaper with the headline "JSS\$2.5m for road by-elections", a calendar titled "New Dawn CALENDAR", a magazine titled "New Dawn SPORTS", and a brochure titled "New Dawn BROCHURE". The publications are arranged in an overlapping fashion on a blue background.

A photograph of a large industrial paper mill machine, likely a paper press or dryer. The machine is white with a control panel on the left side featuring a digital display and various buttons. A large roller is visible in the center, and a colorful rainbow graphic is overlaid on the left side of the image.