

LIBERIA INSTITUTE OF PUBLIC ADMINISTRATION (LIPA) STRATEGIC SUSTAINABILITY PLAN— 2014-2018

OCTOBER 2013

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**LIBERIA INSTITUTE OF PUBLIC
ADMINISTRATION (LIPA)
STRATEGIC SUSTAINABILITY PLAN—
2014-2018**

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This document was submitted by IBI International to the United States Agency for International Development under USAID Contract No. 669-C-00-11-00050.

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ABBREVIATIONS

ACBF	African Capacity Building Foundation
ASCON	Administrative Staff College of Nigeria
CMD	Center for Management & Development
CRM	Customer Relationship Management
CSA	Civil Service Agency
CSO	Civil Society Organization
DG	Director-General
DDG	Deputy Director-General
DfID	Department for International Development
EU	European Union
GIMPA	Ghana Institute of Management & Public Administration.
GoL	Government of Liberia
HR	Human Resources
HRM	Human Resource Management
ICT	Information Communication Technology
IT	Information Technology
KSG	Kenya School of Governance
LIPA	Liberia Institute of Public Administration
MACs	Ministries, Agencies & Commissions
MDIs	Management Development Institute
MIS	Management Information System
MOU	Memorandum of Understanding
M&E	Monitoring and Evaluation
SIDA	Swedish International Development Agency
SWOT	Strengths, Weaknesses, Opportunities & Threats
TNA	Training Needs Assessment
USAID	United States Agency for International Development
USAID-GEMS	USAID Governance and Economic Management Support Project
UNDP	United Nations Development Program

EXECUTIVE SUMMARY

INTRODUCTION

This is a 5-year rolling Strategic Sustainability Plan prepared by the Management and Staff of the Liberia Institute of Public Administration (LIPA), with technical support from the United States Agency for International Development – Governance and Economic Management Support Program (USAID-GEMS). The purpose of the strategic sustainability plan (2014-2018) is to provide strategic direction for LIPA in the next five years and to guide management decisions and actions, thereby achieving growth and financial sustainability.

A participatory process with strong emphasis on consensus building was adopted as the main approach for developing the strategic plan. The process required the participation of all staff and other stakeholders of LIPA. This was meant to create a sense of ownership of the process and commitment for effective implementation of the plan.

SUMMARY OF SWOT ANALYSIS

A summary of the Strengths, Weaknesses, Opportunities and Threats (SWOT) of LIPA arising out of the environmental analysis is presented as follows:

Strengths

- Government institution with clear mandate for capacity building of the public sector
- Capacity for conducting training at the supervisory level
- Cadre of trained professionals
- Commitment to continuing staff development
- Access to expertise to help transform the Institute

Weaknesses

- Weak financial base
- Lack of relevance and quality of programs
- Ineffective management systems and procedures
- Inadequate skills of staff in some essential areas
- Inadequate marketing of the Institute/low visibility
- Low public image; ineffective public relations
- Inadequate space to carry out core functions; no permanent facilities
- Weak relations with stakeholders
- Low level of ICT application

Opportunities

- Modest gains in governance, sustainable economic opportunity, and safety and the rule of law
- Need/demand for capacity-building services in Liberia
- Multilateral & bilateral partnership support
- Emerging new trends in technology

Threats

- No Board of Directors
- Mandate (LIPA Act) superseded by the changing environment
- Competition from some ministries and agencies, as well as the private sector
- Dwindling donor funding and change in donors' focus

STRATEGIC ISSUES TO ADDRESS

Arising out of the SWOT and Stakeholder analysis, the following key issues were derived.

- Weak financial base
- No Board of Directors
- Mandate (LIPA Act) has been superseded by the changing environment
- Inadequate marketing of the Institute & low visibility
- Lack of relevant and quality programs
- Ineffective management systems and procedures
- Inadequate skills of staff in some essential areas
- Inadequate space to carry out core functions; no permanent facilities
- Low level of ICT application
- Weak relations with stakeholders

STRATEGIC OPTION FOR LIPA'S WAY FORWARD

- LIPA will operate as a statutory corporation with administrative and financial autonomy, given a 5-year transition period.

VISION, MISSION AND VALUE STATEMENTS

LIPA's Vision

“To be the premier centre of excellence in capacity building for sustained quality service delivery”

LIPA's Mission

“To provide capacity building support for sustained quality service delivery through training, research and consultancy services to the public and private sectors and civil society organizations”

LIPA's Core Values

- Professionalism & Quality Service
- Integrity
- Gender Equity
- Partnership Building
- Transparency & Accountability
- Teamwork

CORPORATE GOALS/OBJECTIVES

The following broad objectives or goals, which have been derived from the key issues, are expected to be achieved during the 5-year period:

- Increase the financial base of the Institute in order to sustain operations.
- Improve governance and accountability of the Institute.
- Achieve consistency between LIPA's Act and the operating environment.
- Increase the visibility of the Institute.
- Improve the relevance and quality of programs to meet customers/clients' needs.
- Improve management systems and procedures.
- Enhance the skills of staff so that they can perform their functions more efficiently and effectively.
- Increase infrastructural space and facilities that will guarantee long-term viability of operations.
- Enhance the application of modern technology in LIPA's programs.
- Improve the level of collaboration and relationships with stakeholders.

SPECIFIC OBJECTIVES

- Increase total income (turnover) from US\$1 in 2013 to US\$12m by 2018.
- Achieve financial reserve of US\$15m by 2018.
- Have a full governance structure in place by September, 2014
- Have a new mandate consistent with the operating environment by December 2014.

- Increase the total number of enrollment/admissions in all courses by an average of 50% per year over the next 5 years.
- Raise the visibility and image of LIPA to about 60% in Liberia within 1 year and increase to 80% within 5 years.
- Increase the skills of all staff to agreed LIPA standards such that they can perform their duties with a minimum competency level of 85% within the next 3 years and thereafter.
- Own office space and training facilities that can fully support LIPA's expanded activities by 2018.
- Achieve geographical coverage of all the 15 counties (4 regional zones) of Liberia by 2018.
- Have ICT infrastructure for e-learning application by 2015.
- Achieve at least 75% positive ratings of meeting key stakeholders' expectations by December 2015.
- Have a minimum of 5 strategic collaborations with other institutions secured by 2018.
- The administrative system will be considered effective and efficient when the following standards are met:
 - Preparation and submission of annual budgets, quarterly and annual reports, and board documents within agreed deadlines
 - Implementation of approved decisions not later than 48 hours
 - Regular Board meetings
 - Bi-weekly management meetings
 - Monthly information flow to staff
 - Annual staff performance appraisal conducted as scheduled
 - Policy documents reviewed every 2 years
 - Scheme of service operational with regular reviews
 - Documentation and circulation of all corporate events
 - Annual fora with stakeholders
 - Contractual agreements met without fail
- Performance Targets using the Balanced Scorecard Model have been set.

CORPORATE STRATEGIES

LIPA's Strategic Posture

The strategic focus of the Institute during the 5-year plan period:

Provide strong leadership to build the capacity of LIPA to attain world class standards for public sector capacity building and also respond to the demands of the private sector and civil society organizations. Management will rebrand LIPA and present a new image. LIPA will work closely with Ministries, Agencies and Commissions (MACs) and introduce innovative core programs that align with national development priorities. LIPA will solicit assistance and support from all Liberians and friends to develop its site and move into its own permanent facilities. It will forge strong collaborative relationships/partnerships with stakeholders (key national institutions, development partners, academic institutions, regional bodies, the private sector and Civil Society Organizations (CSOs)). The Institute will nurture a culture of proactivity and increase its flexibility to respond timeously to the needs of clients.

The specific strategies and key actions that will be implemented to achieve the objectives set are provided below:

1. Embark on aggressive financial resource generation and mobilization by:
 - Undertaking aggressive marketing of the Institute,
 - Soliciting partner support to run programs,
 - Developing innovative and relevant programs to meet the needs of LIPA target groups, and
 - Setting up an Endowment/Building Fund.
2. Review the current LIPA Act/Mandate to make it consistent with the macro- environment.
3. Design and implement effective and efficient management systems and procedures.
4. Institutionalize staff training programs at LIPA.
5. Acquire own premises and state –of-the-art facilities by:
 - Appealing to the Government of Liberia (GoL) to release a public building to LIPA, and
 - Building permanent facilities.
6. Make representations for appointment of a Board of Directors.
7. Establish and nurture strategic partnerships, alliances and relations with other organizations.
8. Acquire state-of-the-art ICT infrastructure to support and expand program delivery.

STRATEGY IMPLEMENTATION, MONITORING AND EVALUATION

Considering the strategies to be implemented in order to achieve corporate objectives, the following implementation measures have been proposed for the plan period: a modified organizational structure, a staffing plan, action plans for implementing the strategies, a capital investment plan, a risk management plan, and monitoring and control.

FINANCIAL PROJECTIONS

A projected financial income and expenditure statement for the period 2014 to 2018 has been prepared. Although the projections look favorable, there is no doubt that LIPA will require support from Government and Development Partners during the five-year transition period.

I. INTRODUCTION

PURPOSE AND SCOPE OF STRATEGIC PLAN

This is a 5-year rolling Strategic Sustainability Plan prepared by the Management and Staff of the Liberia Institute of Public Administration (LIPA), with technical support from the United States Agency for International Development – Governance and Economic Management Support Program (USAID-GEMS). The purpose of the strategic sustainability plan (2014-2018) is to provide strategic direction for LIPA in the next five years and to guide management decisions and actions, thereby achieving growth and financial sustainability.

The Strategic Plan covers the following essential areas:

1. Profile of LIPA
2. Review of Past Performance
3. Environmental Analysis
 - Internal Analysis
 - External Analysis
 - Stakeholder Analysis
 - Summary of SWOT Analysis
4. Key Issues Addressed
5. Strategic Options For LIPA's Way Forward
6. Vision, Mission and Values Statements
7. Corporate Objectives
8. Strategies
9. Strategy Implementation
10. Financial Projections

THE STRATEGIC PLANNING PROCESS

A participatory process with strong emphasis on consensus building was adopted as the main approach for developing the strategic sustainability plan. The process required the participation of all staff and other stakeholders of LIPA. This was meant to create a sense of ownership of the process and commitment for effective implementation of the plan. Various documents on LIPA's operations and Liberia's national governance environment were reviewed. The documents included:

- LIPA's Strategic Plan (2009-2014),
- LIPA Capacity Needs Assessment Report and Capacity Building Plan,

- MACs Training Needs Assessment Report,
- Civil Service Reform Strategy (2008-2011), and
- Agenda for Transformation-Steps Towards Liberia RISING 2030.

In order to solicit data/inputs into the preparation of the strategic plan, a number of meetings and consultations were held internally, comprising the following:

- A general meeting was held with all staff to officially inform them about the strategic planning process, explain the benefits, respond to any questions or concerns they might have, and solicit their total support and commitment. It was also meant to 'kill' the grapevine. The meeting was opened by the Director-General and ably supported by his three Deputies.
- A 2-hour focus group brainstorming session was held with the LIPA Professional staff. The session generated a lot of useful ideas on the strategic planning process that served as data for the strategic plan.
- The Junior Staff were engaged in a 3-hour Strategic Planning Brainstorming Workshop. The purpose of the workshop was to solicit ideas that could feed into LIPA's Strategic Plan.
- A 3-day Strategic Planning Workshop was organized for the senior and executive staff, comprising of the Director-General, Deputy Director-Generals (Training, Research and Consultancy, Admin), Directors, and Professional Staff. The main objective of the workshop was to reflect on the past and generate ideas that would serve as inputs into the strategic plan. The workshop methodology consisted of introductory presentations on the strategic planning process, discussions, brainstorming, group work and the presentation of group outputs at plenary sessions. The output of the workshop for the senior and top management staff, together with those of the other levels of staff of LIPA, was analyzed on the basis of content or themes. This eventually formed the base material for the development of the strategic sustainability plan.

External stakeholders consulted included:

- Civil Service Agency (CSA)
- Governance Commission
- USAID-GEMS
- PLAN, Liberia
- Subah Bellah Associates
- World Bank Country Office, Liberia

The consultations with the other stakeholders and internet search for best practices helped in refining the base material into a zero draft strategic document. The zero draft strategic plan was subjected to in-house review. Thereafter a stakeholders' workshop was held to validate the revised document. The feedback from the stakeholders' validation workshop culminated in the

preparation of a draft strategic plan, which was further reviewed by LIPA Management. The result is this five-year Strategic Sustainability Plan. The planning process was facilitated by USAID-GEMS, supported by an in-house team.

II. PROFILE OF LIPA

ESTABLISHMENT

The Liberia Institute of Public Administration (LIPA), originally known as the Institute of Public Administration, was established by an Act of the Legislature of Liberia in 1969. Before the Institute could commence operations, the Act was replaced with a revised Legislation in 1972. As its main function, the Institute was mandated to be “primarily concerned with improving the administrative performance and professional capabilities of the Government public service through training of personnel, research in problems of public administration, and consultation in public administration with the purpose of developing, for maximum utilization, the potential sources of talent of the manpower of the Country”.

The establishment of LIPA emanated from the need to enhance administrative efficiency and effectiveness in the public sector. The first Director-General was appointed in 1972 and LIPA became operational under USAID technical assistance, with the New York Institute of Public Administration as the technical assistance provider. In 1973, LIPA conducted a National Training Needs Assessment and thereafter designed three core training courses. Local training programs in general management, supervision and program management commenced in 1976 in rented premises at Sinkor.

In 1995, as part of post-war arrangements to provide a measure of security, the Institute was relocated in the Ministry of Finance Annex building. Space here was, however, limited and inconvenient. With the support of the British Department for International Development (DfID), LIPA moved to its present location at Mamba Point, with relatively more expanded facilities, in 2007.

MANDATE

The specific functions and duties of the Institute, as found in the Act of Legislature, include, but are not limited to the following:

- “Operating training programs for public servants in all its forms (pre-entry service training, on-the-job training) including the provision for basic academic background; such training programs shall cover the whole range of government positions, and shall extend in particular to:
 - Organizing broad-based top to bottom in-service training programs for Government employees; and
 - Developing training programs for middle grade and upper level government employees.
- “Creating and improving the capability needed for administering economic and social development programs.
- “Enunciating a career-development program by identifying specific career ladders, encouraging in-service training, management internship and executive-development programs and promotional programs based on merit.

- “Providing leadership and guidance to the agencies of government in developing more and better quality on-the-job training programs, and to serve as a research study group to study particular governmental organizational and management problem areas.
- “Studying and reviewing the indigenous situations and practices which affect social, economic and administrative development in Liberia.
- “Performing studies of systems and procedures and assist in making improvements (a) government-wide, (b) inter-departmental in such matters as record-keeping, forms control, document flow, work simplification, public relations and to improve the administrative inter-relationships with national and international technical cooperation bodies.
- “Conducting research in administration in order to provide adequate, systematic and precise information in critical areas of government for the purposes of planning and administration with the overall view toward improvement.
- “Development of a library suitable for the needs of the research program and for use by public officers.
- “Performing such other functions as may be prescribed by the President in accordance with the general policy of Government and the intent and purpose of this Act.”

ORGANIZATIONAL SETUP

The current organogram of LIPA, showing the hierarchy two levels below the Director-General, is shown in **Figure I**. At the apex of the organogram is the Board, which has not been organized since the beginning of the post-war period. The Board has responsibility for the formulation of policies for the overall development, management and operation, as well as the exercise and general supervision of the Institute. The Board is also responsible for providing strategic direction for the Institute.

LIPA is supposed to have a Board composed of seven members, all of whom shall be appointed by the President. The activities of the Board, however, are subject to the general policies of Government.

Reporting directly to the Board is the Director-General and head of the Institute. The Director-General is responsible for the day-to-day management and operation of the Institute and is assisted by three deputies: Deputy Director-General (Training and Development), Deputy Director-General for Research, Consultancy, Library & Information Services; and Deputy Director-General (Administration & Management).

The activities of the Institute are coordinated on a day-to-day basis by Management, under the leadership of the Director-General. Among its roles, Management:

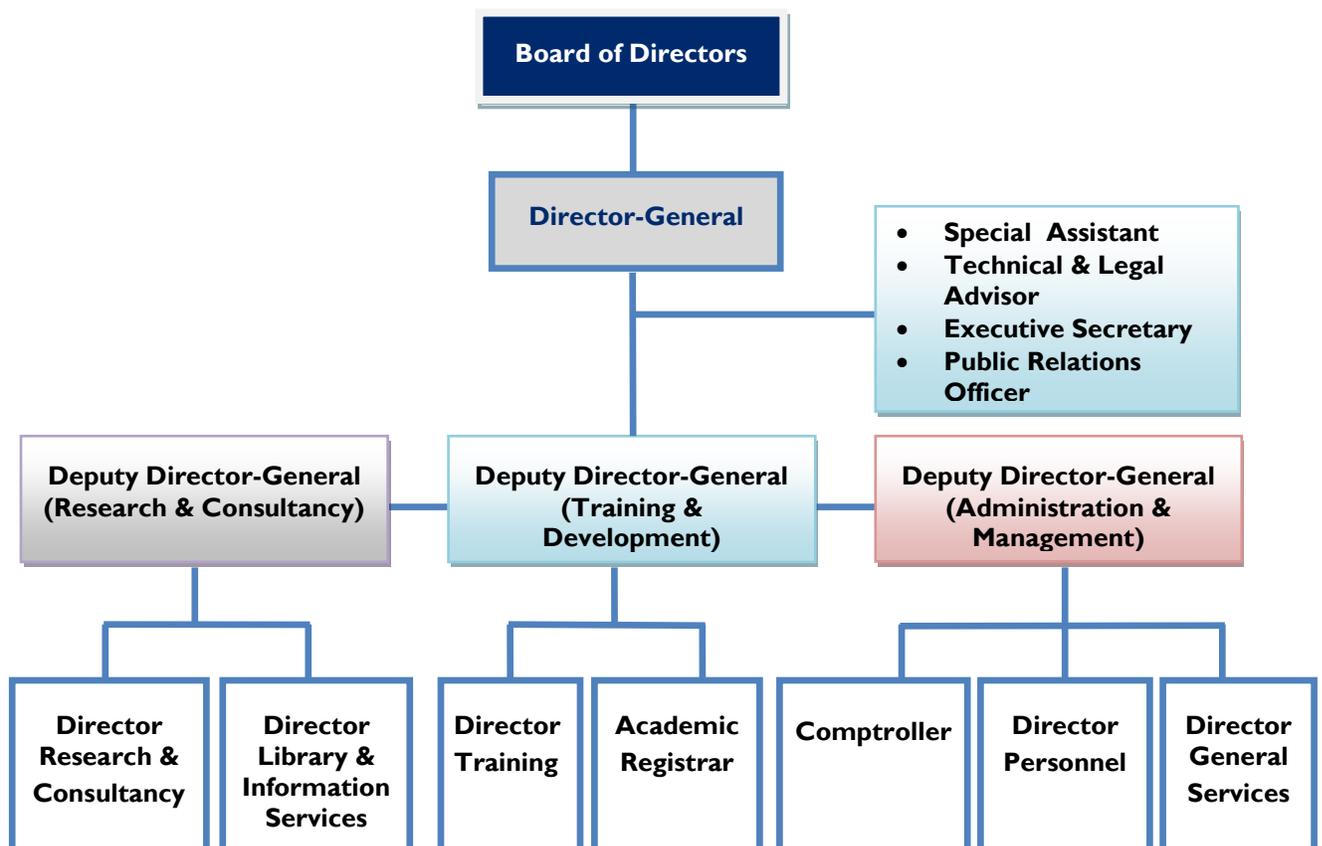
- Draws the core program of activities to be undertaken by the Institute,
- Executes the core program of activities, and
- Manages and administers the affairs of the Institute under the immediate authority of the Board (currently not in existence).

Other key staff include:

- Director of Training
- Director of Research & Consultancy
- Director of Personnel
- Director of General Services
- Academic Registrar
- Financial Controller
- Director of Library & Information Services

The current staff strength (as of December, 2013) is 68 permanent staff, comprising 52 males and 16 females. The Institute also engages the services of part-time/adjunct Lecturers and Trainers as the need arises.

Figure 1. Existing LIPA Organogram



THE CORE FUNCTIONS OF LIPA

The Institute's interventions are executed through the following three focus areas:

- Training & Development
- Research & Consultancy
- Library & Information Services

Training

In accordance with its Act, LIPA has a mandate “to operate training programs for public servants in all its forms (pre-entry service training, on-the-job training) including the provision for basic academic background; such training programs shall cover the whole range of government positions, and shall extend in particular to:

- Organize broad-based top to bottom in-service training programs for government employees; and
- Develop training programs for middle grade and upper level government employees”.

The Institute undertakes training in the following areas: public and business administration, monitoring and evaluation, public sector finance and budgeting, internal audit, internal controls, customer service, office management, strategic management, managing the boss, records management, public procurement, purchasing and supplies management, small business management, human resource management, women in management, project planning and management, banking and finance, among others. Tailor-made courses are also designed for clients.

Research & Consultancy

LIPA is mandated to study and review the indigenous situations and practices that affect social, economic and administrative development in Liberia; to perform studies of systems and procedures and assist in making improvements, either government-wide or inter-departmental, in such matters as record-keeping, forms control, document flow, work simplification, etc.; and to conduct research in administration in order to provide adequate, systematic and precise information for purposes of performance. The Research function is also expected to provide support to the training and consultancy programs by ensuring the development of quality proposals. The information resource or library function is key to a vibrant research capacity.

Research and Consultancy activities include

- Coordinating research, and consultancy projects;
- Engaging staff in developing research proposals in the field of public policy, administration and management;
- Liaising with the academic community in conducting research;
- Providing skills development for practitioners and students at internship and mentorship levels;

- Responding to expressions of interest;
- Conducting Training Needs Assessments of public and private sector organizations;
- Producing publications in forms of newsletters, magazines or journals;
- Conducting evaluations of LIPA training programs;
- Organizing public fora to discuss public policies and extend recommendations;
- Serving as a nerve center for developing management consultancy proposals; and
- Leading efforts toward institutional change and development.

Library & Information Services

According to the Act of the Legislature, LIPA is mandated to develop a library suitable for the needs of the research program and for use by public officers. This means that LIPA's library facilities must be accessible to public service staff as well as the general public.

Activities of the Library and Information Services unit include

- Circulating information resources to the general public;
- Lending information resources to staff and trainers of LIPA;
- Providing links to e-books and e-journals including courseware and open education resources that can be accessed from all computer labs via the library site and through wireless connectivity; and
- Providing a searchable catalogue database of all information resources held in the library. This database is updated continuously to reflect the complete library holdings.

Administration and Management

The Department of Administration and Management is the functional and operational unit of work of LIPA. It has five operational divisions, each with distinct functional tasks, including:

- Human Resource Management Division,
- Budget & Finance Division,
- IT System Management Division,
- Procurement & Logistics Division, and
- General Services & Maintenance Division.

The fundamental functions of the Department of Administration and Management include: human resource management, fiscal management and control, procurement and logistics management, information technology system management, general services and maintenance, as well as public relations and marketing. Specifically, the Department of Administration & Management has the following core functions:

- Manages activities relating to human resources, financial transactions, information technology, procurement services and information dissemination;
- Administers employment regulations and procedures in consonance with the civil service standing orders as well as monitors personnel performance;
- Regulates the fiscal control system along with the facilitation of financial transactions and financial management control;
- Facilitates the procurement of goods and services in consonance with the public procurement and concessions regulations;
- Manages both the physical assets and consumables through acceptable inventory control measures and logistics administration;
- Maintains accurate records with periodic updates of the office facility, vehicles, and power generators routine maintenance, servicing and repairs; and
- Regularly provide the larger society and public in general with information on the on-going activities as well as publication of various notifications.

III. REVIEW OF PAST PERFORMANCE

The review of LIPA's past performance covers the period 2009-2013. The main document crafted to guide the Institute's decisions and activities during the period is the LIPA Strategic Plan (2009-2014)

REVIEW OF 2009–2014 STRATEGIC PLAN

The 2009-2014 Strategic Plan identified five strategic issues with associated goals and strategies to be implemented during the plan period. Unfortunately no specific targets were set. It did not therefore provide a yardstick, standard or criteria against which organizational, functional or individual performance could be measured. The general understanding was that the strategic plan could not be implemented as originally designed because of lack of resources and other constraints.

A summary of the goals, strategies and outcomes of the limited implementation of the strategic plan is provided as follows:

Policy framework for Civil/Public Service Training

This strategy was to involve stakeholders in developing a national policy for civil service training and have it approved by the cabinet for implementation. The National Civil Service Training & Development Policy was developed, but it could not be implemented due to a lack of coordination and collaboration between CSA and LIPA.

Achieving Excellence in Training, Planning and Delivery: Training Program Direction, Content, Process, Quality, Target, etc.

This strategy involved conducting a training needs assessment, designing curriculum, packaging programs and developing the capacity of LIPA staff to deliver the programs. Apart from the training needs assessment, which was completed, all the other activities were still in progress with no clear plan of action.

Achieving excellence in Research and Consultancy

In order to attain excellence in Research and Consultancy, this strategy was to develop staff to advanced degree levels and through refresher courses in management services and consultancy. There has been capacity development of some staff, though it hasn't been adequate enough to make the desired impact in Research and Consultancy.

Sustainability of LIPA

To achieve sustainability, the strategy was to develop a new fee structure, develop and implement a marketing program, and acquire a land and award contract for construction of permanent facilities. The fee structure was developed: twenty-five acres of land was purchased for LIPA and a concept design was developed, but there were no funds for construction.

Modern Management of LIPA

This strategy was to put the Board of Directors in place, develop and implement a financial policy manual and a personnel policy manual, and establish regular interactions with stakeholders. The financial and personnel policy manuals were developed but were not

implemented. Study tours were undertaken to benchmark management processes in similar institutions, but experiences from the study tours were only partially implemented.

ANALYSIS OF THE RESULTS OF LIPA'S OPERATIONS

Notwithstanding the absence of targets, there were outputs in the three core functional areas of Training, Research and Consultancy, and Library Information Services during the period under review. These outputs are captured in **Table 1** below. The financial resources generated are also provided in **Table 2**.

Table 1: Operational Results

FUNCTIONAL AREA/OUTPUT	TIME FRAME (2009-2013)				
	2009	2010	2011	2012	2013
TRAINING & DEVELOPMENT					
Number of GOL/Public Sector Training programs conducted	4	2	5	5	6
Number of participants in GOL/Public Sector Training	80	36	94	107	132
Number of Public Sector Partners supported in Training conducted	11	6	4	7	4
Number of participants on Public Sector Partners supported Training	529	115	90	154	45
Number of private sector short-term competency-based tailor-made training	1	3	3	6	4
Number of participants on private sector short-term competency-based training	47	23	64	105	76
Number of LIPA Regular Enterprise Training programs delivered	2	11	13	9	19
Number of participants on LIPA Regular Enterprise Training programs	47	758	238	312	762
Total number of training courses conducted	18	22	25	27	33
Total number of participants enrolled	703	932	486	678	1,015
Total number of participants by gender—male	489	646	341	461	628
Total number of participants by gender—female	214	286	145	217	387
RESEARCH & CONSULTANCY					
RESEARCH					
Number of TNAs conducted	1	1	1	0	0
Number of impact assessments conducted on policies, projects and programs	2	0	0	0	0
Number of End-of-training Evaluation conducted	4	3	3	2	2
Number of Post-Training Impact	0	1	0	0	1

FUNCTIONAL AREA/OUTPUT	TIME FRAME (2009-2013)				
	2009	2010	2011	2012	2013
Evaluation conducted					
Number of Systems study conducted	2	1	3	2	0
Number of solicited consultancy assignments	4	3	2	2	1
Number of unsolicited consultancy assignments & type/nature	0	0	0	0	0
Interagency interactions/meetings	3	2	2	0	0
LIBRARY INFORMATION SERVICES					
Number of books selected, acquired, assigned and shelved	74	82	138	147	127
Number of users of library facilities	77	279	174	188	385
ADMINISTRATION & MANAGEMENT					
HR Division					
Number of Staff recruited in line with Institutions Need	45	2	3	15	6
Number of Staff Trained & Developed (Short term, Long term, Orientation)	8	10	13	15	18
Turnover through voluntary resignation, dismissal, death	1	0	2	1	3
Number of employees disciplined	4	4	3	4	6

Table 2: Financial Results

FUNDS GENERATED OR RECEIVED	TIME FRAME(2009-2013)				
	2009	2010	2011	2012	2013
GoL FUNDING					
Total Budget	US \$937,400-	US\$837,947-	US\$930,693-	US\$724,893-	US\$
Amount allocated	US \$702,801-	US\$789,064-	US\$861,834-	US\$725,434-	US\$
Total expenditure	US\$605,657-	US\$555,349-	US\$705,862	US\$635,540-	US\$
ENTERPRISE FUND					
Total amount	US\$123,154-	US\$153,027-	US\$323,440-	US\$351,250-	US\$
	L\$77,200-	L\$359,525-	L\$4,351,813-	L\$1,048,829-	L\$
Total expenditure	US\$131,582-	US\$156,052-	US\$244,843-	US\$356,672-	US\$
	L\$97,085-	L\$202,686-	L\$4,919,279-	L\$1,072,158-	L\$

Key Trends

Training and Development

From the operational results presented in Table I below, the following key trends can be established:

- The number of training courses increased from 18 in 2009 to 33 in 2012, representing an increase of about 83% during the period.
- The total number of participants enrolled increased from 703 in 2009 to 1,015 in 2013, constituting increased enrollment of 44%. There were, however, dips in performance in 2011 and 2012.
- Participation by gender was not skewed too much towards one sex, as females constituted 44%, 44%, 43%, 47% and 62% of the participant groups during the period under review.

Table 3: Training & Development

Performance Indicator	2009	2010	2011	2012	2013
Total number of training courses conducted	18	22	25	27	33
Total number of participants enrolled	703	932	486	678	1,015
Total number of participants by gender—male	489	646	341	461	628
Total number of participants by gender—female	214	286	145	217	387

Research & Consultancy

Generally, the performance of this department was very low, recording one paid assignment undertaken in 2012 and 2013

Financials

For GoL Funding, the actual amounts allocated in relation to the budgets were 75% in 2009, 94% in 2010, 93% in 2011 and 100% in 2012. Apart from 2009, the cuts in budget requests were not high.

Regarding the enterprise fund, there were significant increases from 2009 to 2012. However, the expenditures in US\$ in 2009, 2010 and 2012 were higher than the amounts generated.

IV. ENVIRONMENTAL ANALYSIS

As part of the strategic planning process, an in-depth environmental scanning, comprising internal, external and stakeholder analysis, was carried out to determine the strengths, weaknesses, opportunities and threats of LIPA as well as the extent to which the organization was meeting the expectations of stakeholders. This exercise culminated in the derivation of key issues that needed to be addressed in the plan period.

INTERNAL ANALYSIS

The strategic factors within the organization, which are crucial for strategy formulation, have been identified as strengths and weaknesses.

Strengths

The following strengths of LIPA have been identified:

- Government institution with a clear mandate for capacity building of the public sector.
- The Act of the Legislature established LIPA with the mandate for public sector capacity building in Liberia. This has continued up until now, in spite of the fact that some state agencies are conducting their own capacity building programmes.
- Capacity for Conducting Training at the Supervisory Level
- Although the target group of LIPA's capacity-building mandate is all levels of the civil service over the years, particularly during the post-war era, the training effort has attracted largely supervisory level staff. LIPA has therefore unique competencies and experience in supervisory training and, to some extent, training to the middle level.
- Cadre of Trained Professionals
- LIPA has a strong cadre of trained professional staff, comprising:
 - 16 Master's degree holders
 - 19 Bachelor's degree holders, and
 - 2 Post-graduate diploma holders

What is required now, among other things, is harnessing the talents and efforts of these trained staff and **challenging** them to deliver.

Commitment to Continuing Staff Development

LIPA has a strong propensity for staff development. Over the years, many staff with only bachelor's degrees have been given opportunities to upgrade their educational qualifications to master's level. Junior level staff have also taken advantage of opportunities offered by the Institute to raise their level to bachelor's degree. Currently 5 staff members are pursuing further studies at the Master's level and 12 staff members are undergoing bachelor degree programs.

Access to Expertise to Help Transform the Institute

In November, 2012, a Memorandum of Understanding and Cooperation (MOU) was signed between the United States Agency for International Development Governance and Economic Management Support Project, USAID-GEMS, managed in the Republic of Liberia by IBI International and LIPA. The purpose of the MOU was to facilitate efficient and coordinated cooperation between USAID-GEMS and LIPA, with the ultimate goal of improving LIPA's organizational performance in critical areas, according to measurable indicators.

Under the MOU, USAID-GEMS would make specialists available, including the under-mentioned, to build the capacity of LIPA to deliver its mandate.

- Capacity Building Specialist
- Training Specialist
- Procurement Specialist
- Gender Mainstreaming Specialist
- Library Management Systems Specialist
- Customer Survey Specialist
- Business Development Specialist
- Strategic Planning / Business Planning Specialist(s)
- Marketing Specialist
- Gender Specialist USAID-GEMS would also provide support towards enhancing LIPA's Program Support Services through technical assistance in the areas of: Financial Management
- Procurement Management
- Asset Management
- Human Resource Management
- Monitoring and Evaluation
- Information Technology

The MOU has been operationalized and has a duration of four years.

Weaknesses

In the course of environmental scanning, some critical weaknesses in the internal environment were identified. The weaknesses of LIPA have been analyzed as follows:

- Weak Financial Base
- Low Budget Support

- Budget support from the GoL for the operations of LIPA has been low for a long time. LIPA's budget has been cut down over the last three years. The result has been that some core functions cannot be fully undertaken. The situation is sometimes compounded when the Finance Ministry does not disburse budget lines because of budget shortfall. Other bottlenecks are caused by late submission of disbursement requests or cash plans to the Finance Ministry, procurement delays, and internal bureaucracy. Generally, the issue of GoL low budget support has not been pursued seriously by management. There is inadequate interaction and networking with the legislature. No conscious effort has been made to really address the issue. The absence of a board to network, lobby and reflect the image of the Institute in high circles may also be a factor.
 - Enterprise Fund
 - Enterprise Fund is concerned with the generation of revenue from the provision of capacity building services for the private sector and NGOs. The general approach to enterprise fund generation has not been proactive at all. No budget is prepared, there is no planning for it and no targets are set. There is no proper management of the Enterprise Fund.
 - LIPA's financial management system employs computer software with the necessary controls to assist in managing the funds. However, it is not being used to cover the enterprise funds. Yet everybody is complaining bitterly about the way the fund is managed.
 - Partnership Support
 - This represents funds and grants provided by development partners. The support forms a very small proportion of LIPA's annual total budget. The focus of partners is mainly on procurement, asset management, IT, monitoring and evaluation (M&E), the library, and human resources. Presently, no serious attention is given to partnership support as a strategy for mobilizing funds for operations. Here also, no targets are set.
 - Endowment Fund/Building Fund
 - The Institute has no endowment fund, which can serve as a seed fund to undertake long-term capital projects. Added to this, there is no planned fundraising agenda for development of the new site into permanent facilities.
- Lack of Relevance and Quality of Programs
 - It is an undeniable fact that LIPA's current programs lack relevance and quality. The programs are also not in alignment with government capacity-building priorities. The Institute does not conduct regular training needs assessments to determine the capacity-building needs of various sectors of the national economy.
 - There is therefore a need to examine the design of programs. Another area is the development and production of materials. Also critical is delivery/facilitation of programs. Classroom presentations tend to focus more on theory rather than hands-on skills preferred by practitioners. There are coordinators, but they are not playing their expected

roles. The responsibilities and duties of coordinators of programs have not been properly defined. Some coordinators say they have been marginalized. There is also overcrowding of classrooms and this has effect on the teaching and learning process. The frequent electrical power interruptions also affect the quality of program delivery.

- Private sector and civil society organizational needs for capacity building are also not assessed in order to develop relevant and innovative programs to meet their requirements. Client satisfaction surveys are not done with a goal of redesigning the current programs to appeal to clients.
- Ineffective management systems and procedures
- There is no documented policy. A draft human resources policy developed some time ago has yet to be approved for implementation. There is also no scheme of service (career path) that staff can work towards. The financial management system that is in place is modern, but it has not been followed. Generally, internal controls are weak and the level of supervision is very loose. There is no performance measurement system in place and hence no accountability. Teamwork is lacking.
- The compensation package for staff (academic and non-academic) is inadequate. The decision-making process is top-down, although the new LIPA management is taking steps to create opportunities for consultations. Communication (information flow) within the institution is poor. Information, if provided, is on short notice. Time management is not considered, as most programs and meetings begin well after 10.00am. The organizational culture is weak and does not support change. According to some staff, the level of morale is rated at about 30%.
- Inadequate skills of staff in some essential areas
- There is shortage of skills in some essential areas. The caliber of adjunct faculty is also low. The backgrounds of some staff do not attract officers in the higher echelon of the public service. Yet there is a growing need for senior and executive level capacity building. Some essential skill areas that are lacking include:
 - Policy analysis
 - Curriculum development
 - Organization development
 - Research methods
 - Change management
 - Organizational Leadership & development
 - Team building
 - Assets management
 -
 - E-library training
 - Contract management & administration
 - Gender Mainstreaming
 - Decentralization
 - Negotiation Skills
 - Lobbying
 - Networking
 - Youth development

- Legislative Studies
- NGO Management
 - ICT Skills
- Management consulting skills
- Advanced Records Management
- Retirement Planning
- Training of Trainers
- Small Business Management
- Inadequate marketing of the Institute/low visibility
- Grant Proposal Writing
- Facility management
- Hospitality management
- Safety management
- Impact Assessment
- Organization Assessment

There is inadequate marketing of the Institute, and therefore low visibility. There is no regular advertising of LIPA programs in the newspapers, radio and television. The website is not working well. Currently, no brochures, flyers, or newsletters have been produced on LIPA programs. There are also no souvenirs of any kind (car stickers, calendars, dairies, course bags, etc.) to help people to easily remember LIPA. The Institute also does not organize annual public administration conferences or annual fairs. LIPA has intentions do many things but these have not yet been executed. Though it is known in the civil service, it is not associated or synonymous with excellence in program delivery.

- Low public image; ineffective public relations

The image of LIPA in the public service is small. The public image is rated by some staff as 50/50. There is no policy on corporate social responsibility. Media relation is not effective.

- Inadequate space to carry out core functions; no permanent facilities

Since its establishment, LIPA has operated from rented premises. It has never had its own permanent premises. The relocation from the Ministry of Finance Annex building to Mamba Point was a welcome move, but the Institute is seriously constrained in terms of space for

- Training rooms,
- Staff offices,
- Library,
- ICT laboratories,
- Equipment,
- Cafeteria, and
- Parking.

There is preference of some participants from the counties for lodging facilities, but it is not possible because there are no residential facilities. Space is inadequate because of the growing

demand for LIPA courses from the general public. LIPA cannot hold or organize conferences, as the present facilities are not attractive to senior personnel in both the public and private sectors. Indeed, the facilities are not suitable for executive training and conferences.

- Weak relations with stakeholders

Generally, networking with stakeholders (eg. MACs, Management Development Institutes (MDIs), the African Association for Public Administration Management, etc.) has not been well-managed. LIPA has not been able to maintain strong working relationship with the CSA and Governance Commission. The three institutions are linked together and must be seen as collaborating effectively. Unfortunately, this is not the case. LIPA appears to be the loser from this lack of collaboration. No stakeholder surveys are conducted and no annual stakeholder fora are organized. There is no mobilization of an effective alumni association support for the Institute.

- Low level of ICT Application

The current state of ICT application is low. Internet access in the Institute is not readily available. There is urgent need for modern technology. Advanced ICT in the form of e-learning, e-library resources, e-governance, e-conferencing and video conferencing for distance learning is lacking.

EXTERNAL ANALYSIS

An external environmental analysis was carried out to assess changes and trends in the world (global, continental, regional, national) that are likely to have significant impacts on LIPA over the next 5 years and highlight the opportunities and threats. The factors considered in the analysis included: economic, socio-cultural, political/legislative, technological, ecological, competitive, and philanthropic trends.

Opportunities

The opportunities identified include:

- Modest gains in governance, sustainable economic opportunity and safety, and the rule of law

The post-war period has witnessed improvement in the governance of Liberia. Over the past 7-8 years, there have been modest gains in democratic governance, sustainable economic opportunity for the people, safety, and the rule of law. The government's goal with respect to governance and rule of law is to work in partnership with all citizens to build and operate effective institutions and systems that will strengthen peace and promote and uphold democratic governance, accountability and justice for all. The stable political climate in Liberia, coupled with significant progress in economic and human development, promotes the work of both national and international institutions.

- Need and demand for capacity-building services in Liberia

There is a need and demand for capacity-building services in the public and private sectors as well as civil society organizations. Many of the government reform programs have

capacity-building components, involving training and consultancy. Institutions and organizations in the country would like to engage the services of local credible and competent institutions. Quite apart from organizations, there are many individuals who would like to upgrade their knowledge and skills in relevant programs locally.

- Multilateral and bilateral partnership support\

Notwithstanding general decline in donor support, there is still considerable goodwill towards Liberia. Many agencies and countries continue to provide both financial support and technical assistance towards the rebuilding of the economy of the country. The World Bank, USAID, UNDP, SIDA, EU, ACBF and many individual countries continue to provide support to the people of Liberia. It is up to institutions like LIPA to position themselves adequately to take advantage of this support when available.

- Emerging new trends in technology

There is continued increase in the use of emerging telecommunication technologies in industry, commerce, government, non-governmental organizations and institutions of learning. The acquisition and use of some of these emerging telecommunication technologies would have a positive impact on the operations of the Institute.

Threats

The specific threats confronting LIPA include:

- No Board of Directors

There was a Board of Directors before the advent of the war. However, there has been no Board of Directors since the beginning of the post-war period. Representations have been made to the Executive three times over the past five years without getting any response. The first representation was made 5 years ago, the second followed in March 2012, and the third was sent in April 2013.

An advertisement for recruitment appeared in the newspapers for the positions of Director-General, Deputy Director-General Training & Development, Deputy Director-General-Research and Consultancy, and Deputy Director-General Administration. However, only a new Director-General was appointed. It is not known when the other appointments will be made, thus creating space for speculations and politicking. There has been no follow-up to the third representation to the Executive on the matter. Without a Board, there is no corporate governance, there is no accountability and there is no political influence. The Institute is not perceived as being a big player in national affairs. It has become an orphan institution.

- Mandate (LIPA Act) has been superseded by the changing environment

The LIPA Act was promulgated in 1969/72. The environment has since changed and therefore has made some areas of the mandate more or less outdated. LIPA was established to provide capacity-building services to public service institutions. However, there are now demand driven services outside the mandated target group – public service. The mandate of

LIPA also appears to overlap those of other MACs, which are also seriously engaged in training.

- Competition from some ministries, agencies and the private sector

Many MACs do conduct training for their staff instead of outsourcing to LIPA as required by the LIPA’s Act. The National Training Policy specifies that each MAC should allocate 2% of the personnel cost budget for training at LIPA. However, this Policy is not being implemented by MACs. Tertiary institutions are also conducting short-term training programs. They include the University of Liberia, AMEU, AMEZU, UMU, Cuttington University, Tubman University, Stella Maries Polytechnic, St. Clement, and Adventist University.

There are quite a number of private sector firms that provide training and consultancy services like LIPA and are direct competitors. These private training and consultancy firms include Subah Bellah Associates, Systems Development, NARDA, REAP, Freeman Consult, and Global Corporate Training, Inc. Aside from the local firms, there are also the big consultancy firms of international repute. Gaining the competitive edge will therefore call for more innovative methods of operation.

- Dwindling Donor funding and change in donors’ focus

There is no doubt that donor funds flowing to developing countries including the West Africa region have reduced considerably for nearly a decade. Large amounts of available funds are directed to areas of momentary economic/political interest and not necessarily on conflict or poverty-stricken zones. In addition, donor agencies have their own interests that fall in line with their varying mandates.

LIPA STAKEHOLDERS’ ANALYSIS

An analysis of LIPA’s Stakeholders was conducted. The analysis identified the main stakeholders, their expectations or concerns, and assessed the extent to which the expectations were being fulfilled. A summary of the results of the analysis is provided in Table 3 below:

Table 4: LIPA Stakeholder Analysis

No.	Stakeholder	Needs, perception, expectations	Extent of meeting expectations	Measures to meet expectations	Rank
1	Government of Liberia	Deliver on mandate through training, research, consultancy and library and information services; good corporate governance	Minimum/ Low	<ol style="list-style-type: none"> 1. Put in place appropriate organizational structure & Governing Board 2. Recruit & train more Professional Staff 3. Identify additional sources of funding to augment present budgetary support 4. Legislation to enforce training policy (2% of MACs Training budget) 5. Improve on quality and relevance of services 	1
2	Developmen	Improve the quality of	Minimum/	<ol style="list-style-type: none"> 1. Improve on our business processes 	4

No.	Stakeholder	Needs, perception, expectations	Extent of meeting expectations	Measures to meet expectations	Rank
	t Partners [World Bank, USAID, UNDP, SIDA, EU, etc]	programs and internal processes based on best practices; submit reports on time; account for support received; prudent use of funds	Low	(clear processes, procedures and job descriptions) 2. Improve on the financial management and internal control / internal audit systems	
3	Clients/customers (Civil & Public servants, Private sector employees, NGOs)	Capacity enhancement for quality service delivery; relevant and quality programs; more visibility	Minimum/Low	Improve the quality and relevance of our programs and customer service (service charter)	2
4	Board of Directors	Effective & efficient management; financial sustainability; good corporate image	No board	Provide policy direction; Governance structure in place	5
5	LIPA Staff/employees	Job security; Good remuneration; opportunity for advancement; availability of working tools	Minimum/Low	Motivation through attractive remuneration/benefits, staff development; commitment and professionalism; provide working tools	3
6	Professional network of MDIs	Maintain active collaboration and relationships	Minimum	Make LIPA status current with AMDIN, APAAM, etc.	6
7	Suppliers	Regularity of purchases; timely payments	Minimum	Compliance with the PPCA & PFMA	8
8	Creditors	Continuous & increased business transactions; compliance with credit terms	Moderate	Negotiate more favorable credit terms; be solvent and creditworthy	7

SUMMARY OF SWOT ANALYSIS

A summary of the Strengths, Weaknesses, Opportunities and Threats of LIPA is presented in Table 4 as follows:

Table 5: Summary of LIPA SWOT Analysis

STRENGTHS	WEAKNESSES
Government institution with clear mandate for capacity building of the public sector	Weak financial base
Capacity for conducting training at the supervisory level	Lack of relevance and quality of programs
Cadre of trained professionals	Ineffective management systems and procedures
Commitment to continuing staff development	Inadequate skills of staff in some essential areas
Access to expertise to help transform the Institute	Inadequate marketing of the Institute/Low visibility
	Low public image; ineffective public relations
	Inadequate space to carry out core functions; no permanent facilities
	Weak relations with stakeholders
	Low level of ICT Application
OPPORTUNITIES	THREATS
Modest gains in governance, sustainable economic opportunity and safety and the rule of law	No Board of Directors
Increased demand for capacity-building services in Liberia	Mandate (LIPA Act) has been superseded by the changing environment
Multilateral and bilateral partnership support	Competition from some Ministries and Agencies & the Private Sector
Emerging new trends in technology	Dwindling donor funding and change in donors' focus

STRATEGIC ISSUES TO ADDRESS

Arising out of the SWOT and Stakeholder analysis, the under-mentioned key issues were derived. These key issues indicate where **LIPA leadership needs to focus its strategic attention**. The key issues are as follows:

1. Weak Financial Base
2. No Board of Directors
3. Mandate (LIPA Act) has been superseded by the changing environment
4. Inadequate marketing of the Institute and low visibility
5. Lack of relevant and quality programs
6. Ineffective management systems and procedures
7. Inadequate skills of staff in some essential areas
8. Inadequate space to carry out core functions; no permanent facilities
9. Low level of ICT application
10. Weak relations with stakeholders

V. STRATEGIC OPTIONS: WAY FORWARD

There were some strategic choices that LIPA Management had to make to guide its future operations. A number of scenarios were created for consideration and choice. The choice, to a large extent, would determine the future direction of LIPA and what it would become.

OPTIONS

Three scenarios or options were developed and their descriptions, including the merits and demerits of each, are as follows:

- **OPTION 1:** LIPA to operate as a public service agency and adopt measures to make the institution more efficient and effective.
- **OPTION 2:** LIPA to operate as a Limited Liability Company with government as the sole shareholder.
- **OPTION 3:** LIPA to operate as a Statutory Corporation with administrative and financial autonomy.

OPTION 1: LIPA to operate as a public service agency and adopt measures to make the institution more efficient and effective

This option is essentially the present situation whereby LIPA was established as a public service agency with a mandate for public sector capacity building. It has depended on government budget allocations for survival. However; the magnitude of resource constraints has made the Institute ineffective and inefficient. Because performance has only been marginal or incremental, its impact on public sector capacity building has been very negligible.

Merits of Option 1

- Some level of financial support from government.
- LIPA will be able to implement minimum level of training programs for the public sector.

Demerits of Option 1

- LIPA will continue to be stifled by resource constraints and government bureaucratic system.
- Working capital will be inadequate.
- The optimum potential for growth and sustainability cannot be realized.
- Management efficiency cannot be **significantly** enhanced with the present work environment and work ethics.
- It will be very difficult to hire or retain qualified staff because of the non-competitive nature of salaries.
- There is slow response to market opportunities.
- There is very little motivation to increase quality of products and services.

OPTION 2: LIPA to operate as a limited liability company with Government as sole Shareholder

For this option, LIPA will be restructured resulting in a change of the ownership from a public service agency to a limited liability company with government as the sole shareholder and a clear obligation for recapitalizing the organization.

The company will operate as an autonomous body with oversight supervision by the Governing Board, which will have government representation. It will adopt modern business principles and practices in its operations in order to survive. The company will pay dividends to the government depending on operational results.

Merits of Option 2

- The company will have legal, administrative and financial autonomy thereby establishing its corporate identity and independence to do business.
- There will be remarkable enhancement in leadership and management capacity of the company. Administrative bureaucracies will be reduced and the company can be more proactive and innovative.
- Employment levels will rise significantly because of increased volume of operations.
- The company will achieve financial sustainability in the medium to long-term.
- The new company will cultivate new work habits and create a work culture that rewards performance and excellence.
- The quality of service delivery will improve significantly in order for the company to be competitive.

Demerits of Option 2

- The process of transition from a public service agency to a limited liability company can be lengthy and this can demoralize the leadership.
- There is likely to be separation of some staff, resulting in ill feelings and sentiments.
- The mission of LIPA will have to be modified to reflect the change in legal status.
- The company will be profit-oriented rather than development-oriented.
- Government and its agencies will have to pay appropriately for service delivery.

OPTION 3: LIPA to operate as a Statutory Corporation (or State-Owned Enterprise) with administrative and financial autonomy

Under Option 3, the organization will be solely-owned by government. Although it will be accountable to a supervisory Ministry or Office of the President, it will be insulated from government bureaucracy and interference as a result of the administrative and financial autonomy derived from its enabling legislation.

The organization will have to be financially self-sufficient and get off government subvention within a period of time, say 5 years. It will have to blend development-orientation with

commercial-orientation and ensure growth and survival. It will not have to pay dividends to the government but will be subject to payment of taxes on its operations, where applicable.

As a state institution with operational autonomy, Government may, from time to time, provide the Institute with capital support, particularly buildings and equipment.

Merits of Option 3:

- Because of the financial autonomy, the Institute will have to compete to achieve growth and sustainability in the medium- to long-term.
- It will be able to contract loans, sue and be sued.
- It will still enjoy the moral support of government and occasional capital support.
- It will contribute to national development, operating on a cost-recovery basis and not solely on profit basis.
- The change in legal status will result in a positive cultural change.

Demerits of Option 3:

- LIPA as a statutory corporation can no longer perform services on gratis basis. Services will have to be paid for.
- Prices of products and services will have to reflect market trends and realities. This may have negative effects on customers/clients.
- The change in legal status can take some time to be effected and this may affect commitment of the leadership.

RECOMMENDED OPTION

On the basis of the foregoing analysis, coupled with views obtained from consultations with stakeholders, Management indicates its preference for **Option 3**.

Consequently, Option 3 – LIPA to operate as statutory corporation with administrative and financial autonomy – would form the basis for developing a roadmap for the next five years (2014-2018).

VI. VISION, MISSION & CORE VALUES

LIPA'S VISION

“To be the premier centre of excellence in capacity building for sustained quality service delivery”

LIPA'S MISSION

“To provide capacity building support for sustained quality service delivery through training, research and consultancy services to the public and private sectors and civil society organizations”

LIPA'S CORE VALUES

Professionalism & Quality Service

- Quality is our hallmark
- With a culture centered on quality service delivery, LIPA will provide training, research and advisory support with high standards to all clients.

Integrity

- We uphold high moral and ethical uprightness in the delivery of training, research and consultancy, and information services.

Gender Equity

- We shall promote gender mainstream practices at all levels of management.

Partnership Building

- We shall establish link with national and international management and academic development institutions.

Transparency & Accountability

- We shall be accountable and transparent to all our clients-Government of Liberia, partners and participants.

Teamwork

- Our strength derives from the manner in which our business units and functions work side by side, driven by the common goal of providing high quality capacity building support to our clients.

VII. CORPORATE OBJECTIVES

Organizational objectives are the results or ends that the organization expects to achieve by virtue of its operations. Objectives can be broad or specific. Specific objectives are measurable.

BROAD OBJECTIVES/GOALS

The following broad objectives or goals, which have been derived from the key issues, are expected to be achieved during the 5-year period:

- To increase the financial base of the Institute in order to sustain operations.
- To improve governance and accountability of the Institute
- To achieve consistency between LIPA's Act and the operating environment.
- To increase the visibility of the Institute
- To improve the relevance and quality of programs to meet customers/clients' needs.
- To improve management systems and procedures.
- To enhance the skills of staff so that they can perform their functions more efficiently and effectively.
- To increase infrastructural space and facilities that will guarantee long-term viability of operations.
- To enhance the application of modern technology in the programs of the Institute.
- To improve the level of collaborations and relationships with stakeholders.

SPECIFIC OBJECTIVES

The specific objectives under each of the broad goals are stated below:

- To increase total income (turnover) from US\$ 1 in 2013 to US\$ 12m by 2018.
- To achieve financial reserve of US \$15m by 2018.
- To have a full governance structure in place by September 2014.
- To have a new mandate consistent with the operating environment by December 2014.
- To increase the total number of enrollment in all courses by an average of 50% per year over the next 5 years.
- To raise visibility and image of LIPA to about 60% in Liberia within 1 year and increase to 80% within 5 years.
- To increase the skills of all staff to agreed LIPA standards such that they can perform their duties with a minimum competency level of 85% within the next 3 years and thereafter.
- To own office space and training facilities that can fully support LIPA's expanded activities by 2018.

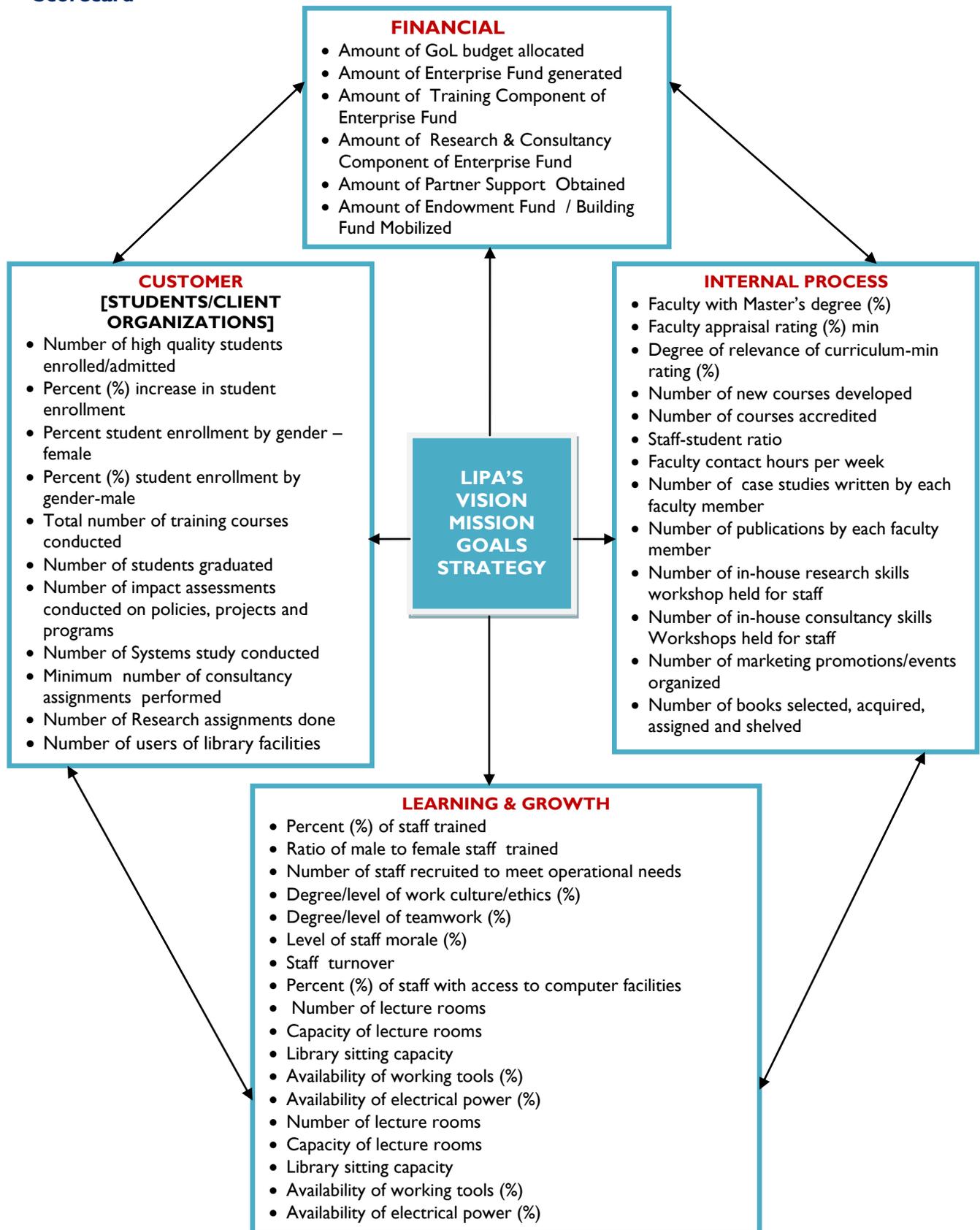
- To achieve geographical coverage of all the 15 counties (4 regional zones) of Liberia by 2018.
- To have ICT infrastructure for e-learning application by 2015.
- To achieve at least 75% positive rating of meeting key stakeholders' expectations by December 2015.
- A minimum of 5 strategic collaborations with other institutions secured by 2018.
- The administrative system will be considered effective and efficient when the following standards are met:
 - Preparation and submission of annual budgets, quarterly and annual reports and Board documents within agreed deadlines.
 - Implementation of approved decisions not later than 48 hours.
 - Regular Board meetings.
 - Bi-weekly management meetings.
 - Monthly information flow to staff.
 - Annual staff performance appraisal conducted as scheduled.
 - Policy documents are reviewed every 2 years.
 - Scheme of service is operational with regular reviews.
 - Documentation and circulation of all corporate events.
 - Annual fora with stakeholders.
 - To meet contractual agreements with fail.

PERFORMANCE TARGETS USING THE BALANCED SCORECARD MODEL

The key performance targets to be achieved during the plan period are given in **Appendix I**. This is based on the Balanced Scorecard principles.

A summary of the key performance measures or indicators in each of the Balanced Scorecard Perspectives is provided in **Figure 2** below. The scorecard is based on the LIPA Strategy Map presented in **Appendix 2**.

Figure 2. Summary of Key Performance Indicators Based on the Balanced Scorecard



VIII. STRATEGIES

Strategies are the broad courses of action that LIPA will implement in order to achieve the objectives set above. Management intends to adopt growth strategies, involving a combination of various strategic initiatives, including diversification (within its mandate), generic, competitive, product-market, and strategic alliances, among others, to achieve the objectives set.

LIPA'S STRATEGIC POSTURE

The strategic focus of the Institute during the 5-year plan period:

Provide strong leadership to build the capacity of LIPA to attain world class standards for public sector capacity building and also respond to the demands of the private sector and civil society organizations. Management will rebrand LIPA and present a new image. LIPA will work closely with Ministries, Agencies and Commissions and introduce innovative core programs that align with national development priorities. LIPA will solicit assistance and support from all Liberians and friends to develop its site and move into its own permanent facilities. It will forge strong collaborative relationships/partnerships with stakeholders (key national institutions, development partners, academic institutions, regional bodies, the private sector and CSOs). The Institute will nurture a culture of proactivity and increase its flexibility to respond timeously to the needs of clients.

STRATEGIES

The specific strategies and key actions that will be implemented to achieve the objectives set are provided below:

I. **Objective:** To improve the financial base of the Institute

Strategy: Embark on aggressive financial resource generation and mobilization:

- Undertake aggressive marketing of the Institute
 - Rebrand the Institute to create a new image (a new logo, slogan, values, messages, brand guideline book, brand story and communication).
 - Develop a marketing strategy and plan that align with the Institute's business goals.
 - Produce marketing materials (brochures, flyers, newsletters, etc.).
 - Organize events (press conferences, talk shows, annual fairs, etc.) to market the Institute.
 - Implement Customer Relationship Management (CRM).
 - Provide customer service training to all staff.
 - Assess results of marketing effort.
- Solicit partner support to run programs
 - Research areas of focus and priority of partners/donors.

- Write project proposals (training, research, library & information services, etc.).
 - Follow up for grants.
 - Plan and implement agreed projects.
 - Submit annual reports.
 - Hold/conduct partners' fora.
 - Comply with guidelines on use of partner funds.
- Develop innovative and relevant programs to meet the needs of LIPA target groups
- Form a team to assess the needs of LIPA target groups-MACs.
 - Align LIPA programs to government priorities on capacity building (vis-à-vis vision 2030).
 - Assess needs of the private sector.
 - Conduct market research on competitors and clients in terms of programs, pricing, location, facilities, lecturers, facilitators, etc.
 - Benchmark other institutions like GIMPA, ASCON, Kenya School of Government (KSG), Center for Management & Development (CMD), etc.
 - Design new programs and repackage existing ones. Consideration to be given to programs on public sector budgeting, project management, decentralization, gender analysis and mainstreaming, HIV/AIDS, human rights, procurement, executive programs, and certificate courses.
 - Develop course modules.
 - Review fee structure.
 - Seek accreditation for certificated courses.
 - Roll out new and repackaged programs.
 - Conduct research.
 - Undertake consultancy assignments.
 - Perform library and information services.
 - Maintain regular contact with client organizations.
 - Assess impact of new programs annually.
- Set up Endowment Fund/Building Fund
- Develop terms of reference for a fundraising committee.
 - Constitute a fundraising committee, comprising both internal and external members and including key industry players.
 - Develop proposals and programs for fundraising.

- Launch the fundraising program, including sod cutting at new site and involving Government officials.
- Implement fundraising program.
- Submit annual report on funds raised and amount utilized to contributors.
- Publish annual reports on website.

2. Objective: To achieve consistency between LIPA's Act and the environment.

Strategy: Review the current LIPA Act/Mandate to make it consistent with the macro-environment

– Initiatives/Activities:

- Identify consultant/resource person and in-house staff to review the Act.
- Draft new Act.
- Conduct in-house review of preliminary draft.
- Submit Draft Act to Governance and Law Reform Commission for further review.
- Submit revised Draft to cabinet for consideration.
- Follow-up through networking, lobbying and negotiations.
- Implement new Act.

3. Objective: To improve management systems and procedures

Strategy: Design and implement effective and efficient management systems and Procedures

– Initiatives/Activities:

- Constitute an administrative systems and procedures review committee
- to update and/or develop the following documents-HR Policy Manual, Scheme of Service, Detailed Job Descriptions of all positions, Conditions of Service, Accounting/Financial Management Manual, Audit Manual, Procurement Manual, Assets Management Manual, Policy on Corporate Social Responsibility, Customer Service Charter, Gender Mainstreaming Manual, etc.
- Validate documents.
- Produce and circulate documents to relevant staff.
- Implement policy documents.
- Provide office equipment and working tools.
- Develop staff performance management system.
- Review the existing compensation/reward system and make appropriate recommendations for approval and implementation. Competitive reward system.
- Arrange Board meetings.

- Organize bi-weekly management meetings.
- Organize monthly departmental meetings and staff durbars to improve information flow.
- Assess performance of the administrative function.

4. Objective: To improve the skills of staff so that they can perform their functions more efficiently and effectively.

Strategy: Institutionalize staff training programs at LIPA

– Initiatives/Activities:

- Formulate policy on staff training and development to guide management decisions and avoid adhoc decisions on training.
- Conduct Training Needs Assessment (TNA).
- Design staff training programs (including skill-oriented courses, seminars, conferences, study tours, understudy, mentoring and certificated courses).
- Prepare faculty and professional development plans.
- Develop training budget and obtain approval.
- Implement training programs.
- Monitor implementation.
- Evaluate training programs.

5. Objective: To increase infrastructural space and facilities that will guarantee long-term viability of operations.

Strategy: Acquire own premises and state –of-the-art facilities.

– Initiatives/Activities:

- Appeal to Government to release public building to LIPA
 - Make representations to government for allocation of a public building in down town Monrovia. This will cut down costs of rent and in future may become the Monrovia City Campus of LIPA.,
 - Follow up for allocation and release through the processes of networking, lobbying and negotiations.
 - Mobilize Partner support.
 - Refurbish/renovate building.
 - Relocate to refurbished government building and vacate current rented premises.
- Build permanent facilities
 - Formalize land acquisition.
 - Prepare architectural drawing.

- Review capital investment plan.
- Mobilize funds (refer to Endowment Fund/Building Fund).
- Prioritize capital acquisition.
- Develop/review procurement policy and procedures.
- Seek/allocate funding for capital projects.
- Procure vehicle, equipment and tools in accordance with capital investment plan.
- Carry out phased development of acquired land at Domah’s Town, Margibi County, Liberia.
- Relocate to permanent site.
- Establish presence in all the counties of Liberia by running regular programs and decentralization courses.
- Develop fixed assets register/inventory and update regularly.
- Prepare and operationalize Annual Preventive Maintenance Programme for all fixed assets and facilities.
- Dispose of unserviceable fixed assets in accordance with policy.

6. Objective: To improve governance and accountability of the Institute

Strategy: Make representations for Appointment of a Board of Directors

- Initiatives/Activities:
 - Constitute LIPA committee to identify and nominate potential Board members.
 - Submit well-written representation to the President for appointment of the Board.
 - Follow up for approval through the processes of networking, lobbying and negotiations.
 - Inaugurate Board.
 - Assess Board performance annually.

7. Objective: To improve the level of collaborations and relationships with stakeholders.

Strategy: Establish and nurture strategic partnerships, alliances and relations with other organizations

- Initiatives/Activities:
 - Conduct stakeholders’ survey (including MACs, private sector, CSOs, MDI’s).
 - Compile comprehensive directory of key stakeholders.
 - Organize periodic visits to stakeholders.

- Promote formation of alumni body.
- Hold meetings with former heads of LIPA and maintain relations.
- Conduct annual stakeholder forum and sustain relations.

8. Objective: To enhance the application of modern technology in the programs of the Institute.

Strategy: Acquire state-of-the-art ICT infrastructure to support and expand program delivery

– Initiatives/Activities:

- Develop ICT Policy/Strategy (including e-learning, e-governance, e-decentralization, and website).
- Write proposals for support.
- Implement policy.
- Evaluate implementation.

IX. STRATEGY IMPLEMENTATION

LIPA recognizes that strategy implementation is as important as strategy formulation. In this regard, LIPA Management will undertake appropriate actions, as indicated below, to ensure successful implementation of the selected corporate strategies.

MODIFIED ORGANIZATIONAL STRUCTURE

Considering the strategies to be implemented in order to achieve corporate objectives, a modified organizational structure is proposed. The structure reflects the LIPA of the future. It is envisaged that this structure will facilitate decision making and also enhance performance monitoring and evaluation.

The modified organogram is presented in **Figure 3** below. At the apex of the structure is the Board of Directors, which has yet to be constituted. The Management team is headed by the Director-General. The Director-General will be supported in the day-to-day running of the organization by the three Deputy Director-Generals responsible for three main departments of LIPA, namely:

- Training & Development
- Research & Consultancy
- Administration & Finance

Existing position holders in the office of the Director-General will continue, namely:

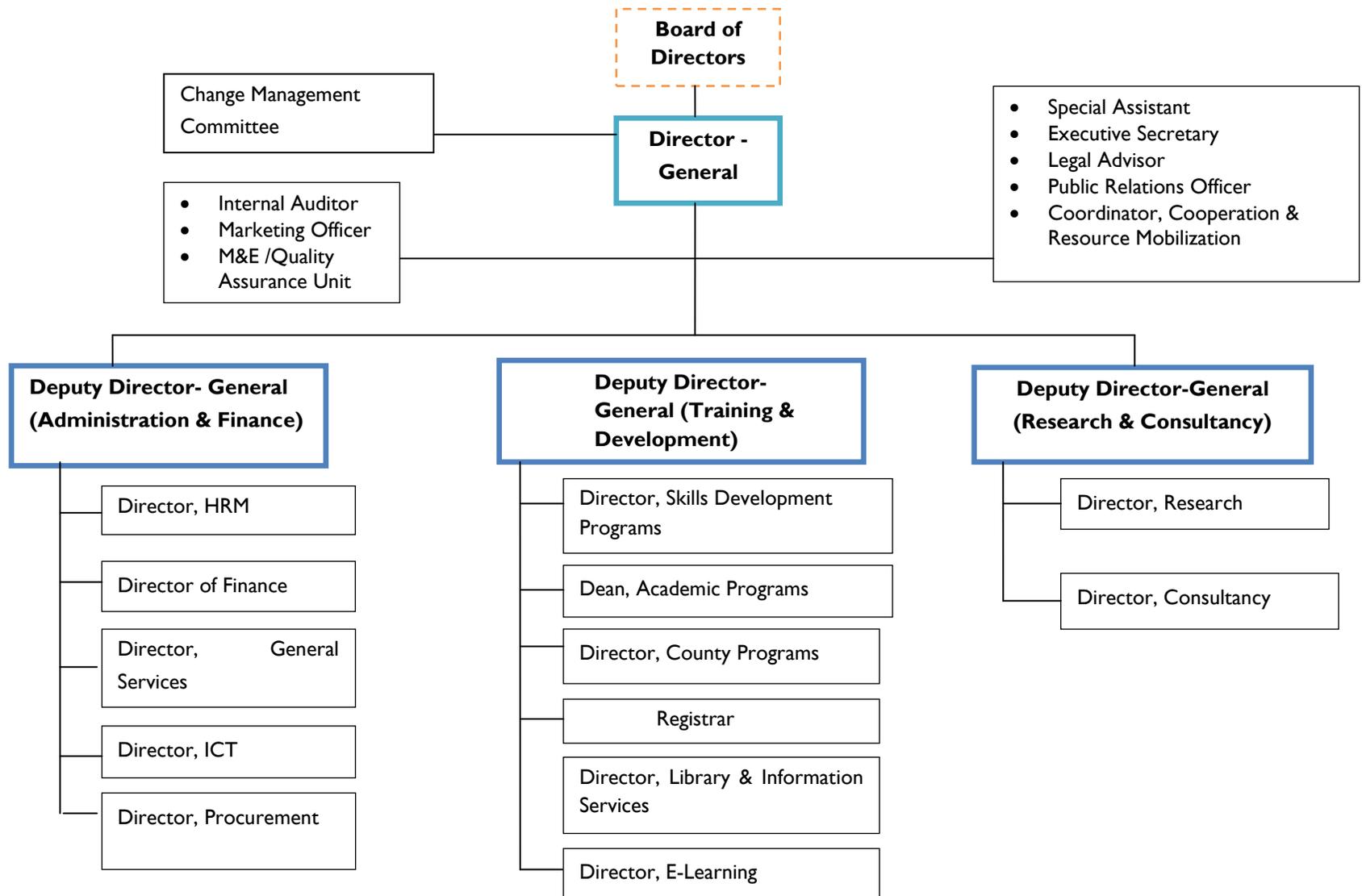
- Special Assistant
- Executive Secretary
- Legal Advisor
- Public Relations Officer

The following new position holders will also report directly to the office of the Director-General:

- Internal Auditor
- Marketing Officer
- M&E/Quality Assurance Unit
- Coordinator, Technical Cooperation & Resource Mobilization

The Coordinator, Technical Cooperation a Resource Mobilization will be responsible for coordinating the efforts to mobilize funds for the Endowment/Building Fund and also solicit grants or sponsorships for capacity development programs.

Figure 3. Proposed LIPA Organogram



The key positions in the three main departments are as follows:

1. Training & Development

- Deputy Director General
- Director, Skills Development Programs
- Dean, Academic Programs
- Director, County Programs
- Registrar
- Director, E-Learning
- Director, Library & Information Services

2. Research & Consultancy

- Deputy Director General
- Director Research
- Director Consultancy

3. Administration & Finance

- Deputy Director General
- Director, Human Resource Management (HRM)
- Director of Finance
- Director, General Services
- Director, ICT
- Director, Procurement

The key features of the modified organogram are:

- Strengthening of the office of the Director-General with the following position holders- Internal Auditor, Marketing Officer, Quality Assurance and M&E Unit, and Coordinator of Technical Cooperation & Resource Mobilization.
- Re-organization of the Training & Development programs into Skills Development Programs and Academic Programs to provide the necessary focus and effectiveness.
- The addition of e-learning to future programs.
- A new emphasis on reaching out to the counties through the County Programs.
- The placing of Library & Information Services under the Training & Development Department.

- The elevation of ICT support services to director level in view of the expected acquisition of advanced ICT infrastructure soon.

STAFFING PLAN

The Staffing Plan for the period 2014 to 2018 is presented in Table 6.

TABLE 6: LIPA STAFFING PLAN 2014–2018

POSITION/RANK	Y E A R						REMARKS
	2013	2014	2015	2016	2017	2018	
Office of the Director-General							
Director-General							
Legal Advisor							
Special Assistant/DG							
Executive Secretary							
Public Affairs Officer							
Secretary							
Coordinator, Cooperation & Resource Mobilization	-						New Position
Internal Auditor	-						On secondment
Marketing Officer	-						New Position
M&E /Quality Assurance Officer	-						New Position
Assistant Quality Assurance Officer	-						New Position
Security Officer							
Driver							
SUB-TOTAL	8	13	13	13	13	13	
Office of Deputy Director General- Administration & Finance							
Deputy Director-General							
Administrative Officer							
Secretary							
Driver							
Office Assistant							
Human Resources							
Director of Human Resource Management							
Human Resource Officer							New Position
Secretary							
Human Resource Assistant	-						
Industrial Relations Officer	-	-					New Position
Welfare Assistant	-	-					New Position
Training Officer	-						New Position
Catering Officer	-						New Position
General Services							

POSITION/RANK	Y E A R						REMARKS
	2013	2014	2015	2016	2017	2018	
Director, General Services	-						
General Services /Assets Officer							
Maintenance Officer	-	-					New Position
Mechanic							New Position
Electrician	-	-					New Position
Plumber	-	-					New Position
Carpenter	-	-					New Position
Transport Officer	-	-					New Position
Estates Officer	-	-					New Position
Chief Driver							
Driver	5	5	5	7	7	7	
Chief Janitor							
Janitor	6	6	6	3	3	3	
Finance & Budget							
Director of Finance/Comptroller							
Senior Accountant							
Accountant	-	-					
Accounts Officer							New Position
Cashier	-						New Position
Budget Officer							New Position
Senior Supply Officer							Transfer from Procurement
Budget Assistant							New Position
IT System Management							
Director ICT	-	-					New Position
Network Administrator	-	-					New Position
Systems Administrator/Webmaster	-	-					New Position
IT Hardware Technician	-	-		2	2	2	New Position
Computer Assistant							
Procurement & Logistics							
Director of Procurement							
Senior Procurement Officer							
Procurement Assistant	-	-					New Position
SUB-TOTAL	32	37	51	51	51	51	
Office of the Deputy Director-General Training & Development							
Deputy Director-General							
Principal Development Specialist	-	-					
Program Development Specialist							
Secretary							

POSITION/RANK	Y E A R						REMARKS
	2013	2014	2015	2016	2017	2018	
Driver	1	1	1	2	3	3	
Skills Development Programs							
Director, Skills Development Programs	1	1	1	1	1	1	New Position
Coordinator, Public Sector Training	1	1	1	1	1	1	New Position
Specialists/Facilitators	2	2	4	6	6	6	
Trainers	2	4	4	6	6	6	
Coordinator, Private Sector	1	1	1	1	1	1	New Position
Academic Programs							
Dean, Academic Programs	-	-	1	1	1	1	New Position
Heads of Dept, Subject Area	-	4	4	6	6	6	New Position
Lecturers/Specialists	-	2	4	4	6	6	
Head of Dept, Graduate Studies	-	-	1	2	4	4	New Position
Lecturers/Specialists	-	-	2	2	4	4	
Academic Registry							
Academic Registrar	1	1	1	1	1	1	
Admissions Officer	1	1	1	1	1	1	
Records Assistant	-	-	1	1	1	1	
Exams & Certification Officer	1	1	1	1	1	1	
Certification Assistant	-	-	1	1	1	1	New Position
Counseling & Guidance Officer	-	-	1	1	1	1	New Position
County Programs							
Director, County Programs	-	-	1	1	1	1	New Position
Regional Coordinators(4)	1	1	2	2	4	4	
Trainers/Specialists, Lecturers/Facilitators	-	-	2	2	4	4	
Regional Officer	-	1	2	2	4	4	
Office Assistant	1	1	2	2	4	4	
Library & Information Services							
Director, Library & Information Services	1	1	1	1	1	1	
Reference Librarian	1	1	1	1	1	1	
Assistant Librarian	-	-	1	1	1	1	
Audio Visual Assistant	-	-	1	1	1	1	New Position
Information Services Officer	-	-	1	1	1	1	New Position
Information Services Assistant	-	-	1	1	1	1	New Position
E-Library Officer	-	-	1	1	1	1	New Position
Library Assistant	1	1	1	1	1	1	New Position
E- Learning							
Director, E- Learning	-	-	1	1	1	1	New Position

POSITION/RANK	Y E A R						REMARKS
	2013	2014	2015	2016	2017	2018	
E- Learning Coordinator(s)	-	-	1	1	1	1	New Position
Program Development Specialist	-	-	1	1	1	1	New Position
Facilitators	-	-	1	2	4	4	New Position
Program Assistant	-	-	1	2	4	4	New Position
SUB-TOTAL	19	28	56	61	85	85	
Research & Consultancy							
Deputy Director-General	1	1	1	1	1	1	
Research & Dev. Specialist	-	1	1	1	1	1	
Secretary	1	1	1	2	2	2	
Driver	1	1	1	2	2	2	
Research							
Director, Research	1	1	1	1	1	1	
Senior Research Officer -Social Research	1	1	1	1	1	1	
Research Officer	-	1	2	2	2	2	New Position
Senior Research Officer -Institutional Research	1	1	1	1	1	1	
Research Officer	1	1	1	2	2	2	
Consultancy							
Director Consultancy	-	1	1	1	1	1	New Position
Senior Consultant -Organization Development	-	-	1	1	1	1	New Position
Consultant	1	1	2	2	3	3	
Senior Consultant –Projects	-	-	1	1	1	1	New Position
Consultant	1	1	1	2	2	2	New Position
SME Business Development Consultant	-	-	1	1	2	2	New Position
SUB-TOTAL	9	12	17	21	23	23	
TOTAL STAFF PER YEAR	<u>68</u>	<u>90</u>	<u>137</u>	<u>146</u>	<u>172</u>	<u>172</u>	

The above staffing plan is based on the modified organogram presented in **Figure 3** and detailed departmental organograms. From a total of 68 staff in base year 2013, the staff strength is expected to increase to 90 in 2014, 137 in 2015, 146 in 2016, and 172 in both 2017 and 2018. While the figures are estimated to rise in response to the expected increase in the volume of activities of the core departments, the staff level of the support department will remain fairly constant from 2015 to 2018. The percentage increase in the staff strength from 2013 to 2018 is about 150%. The significant rise in staff numbers can only be justified by the results that are achieved.

ACTION PLANS

Action Plans have been developed to guide implementation of the selected strategies at the corporate level. These are presented in **Appendix 3**. Departments/Units within LIPA may develop their detailed action plans from these corporate level action plans.

A typical action plan format will have the following elements, among any others:

- Objective to be achieved
- Activities/action steps
- Time frame
- Responsibility
- Monitoring (*how, when, who*)
- Resources
- Milestones

POLICIES & PROCEDURES

To facilitate the implementation of strategies and the achievement of the objectives set, effective policies will have to be formulated, documented and operationalized. As indicated in the strategy section, an administrative systems and procedures review committee will be constituted to update or develop the following documents: HR Policy Manual, Scheme of Service, Detailed Job Descriptions of all positions, Conditions of Service, Accounting/Financial Management Manual, Audit Manual, Procurement Manual, Assets Management Manual, Policy on Corporate Social Responsibility, Customer Service Charter, Gender Mainstreaming Manual, etc. These policy documents will ensure uniformity of decisions and actions and also help promote transparency and fairness in the administrative and management systems of the Institute.

CAPITAL INVESTMENT PLAN

A capital investment plan, detailing planned capital expenditures during the plan period, is presented in **Appendix 4**. The capital plan covers all envisaged acquisitions for five years. They include, but are not limited to the following:

- Motor Vehicles
- Computers and printers
- Photocopiers
- LCD projectors
- Standby generator
- Air conditioners
- Office furniture and lecture room furniture

- E-learning infrastructure
- Book shelves
- Library books
- Furbished GoL building
- Permanent building (phased development)

The annual estimated costs are:

Year	Estimated Cost (US\$)
2014	1,285,000
2015	3,296,525
2016	5,341,850
2017	7,236,375
2018	15,311,375
US\$32,471,125	

RISK MANAGEMENT

LIPA anticipates the under-mentioned potential risks and proposes measures to manage them.

No.	Potential Risk	Mitigation Strategy
1	Non-fulfillment of donor pledges	LIPA Management will liaise closely with donors and partner institutions to ensure a collaborative working relationship and goodwill.
2	Inefficiency in program/project implementation	LIPA Management will continue to develop the capacity of all projects and support staff to be able to implement their programs efficiently and effectively.
3	Delays in reporting and meeting deadlines	Every effort will be made to sensitize and educate program/project coordinators and officers on the need for timely submission of reports and meeting deadlines. Bottlenecks in project implementation will be addressed quickly.
4	Non-compliance with project and grant agreements	Implementation of project agreements will be monitored from the office of the Director-General to ensure compliance with terms and conditions of agreements/contracts. This will also inspire donor/partner confidence in LIPA.
5	Lack of cooperation from stakeholders	LIPA Management will make stakeholder management a key factor in achieving efficiency and effectiveness in the implementation of the strategic plan. This will be driven from the office of the Director-General.
6	Values, traditions and attitudes of staff and other key stakeholders	Although the strategic planning process involved all staff and other key stakeholders, some of these people may respond unfavorably to some policies and actions of Management in the course of plan implementation. Management will ensure that the key elements of the Strategic Plan are effectively communicated to all staff, LIPA networks and other stakeholders. Management will exhibit leadership by example.

STRATEGIC PLAN MONITORING & CONTROL

The implementation of the strategic plan will be monitored at corporate and departmental levels to provide feedback for appropriate actions to be taken to ensure compliance and achievement of the desired results. This will include systematic documentation, analysis and reporting of performance in key result areas.

In order to ensure effective monitoring and evaluation, a Management Information System (MIS) will be developed at both corporate and departmental/project levels to facilitate data capturing, processing, storage and retrieval to guide management decision making. Elaborate performance indicators for each key result areas will be developed by departmental heads to facilitate the build-up of a good database in the management information system. These will be in addition to the indicators in the LIPA Balanced Scorecard.

There will be annual reviews of the strategic plan to assess attainment of annual targets. The focus of the annual review will be on the efficiency and effectiveness in the conduct of the processes/activities, outputs generated and resulting outcomes. A mid-term review will be undertaken in 2016 to assess progress made so far and make significant decisions and possible changes, as may be necessary.

A comprehensive end-of-plan review or terminal evaluation will be conducted towards the end of 2018. A detailed report will be prepared to cover all aspects of plan implementation, successes and constraints as well as lessons learned.

MONITORING AND EVALUATION REPORTS

Staff reporting on the status of implementation of the plan will address the following issues, among any others, in their monitoring and evaluation reports:

- **Compare what was planned with the actual situation**
 - What targets and activities were planned for the reporting period?
 - What indicators and/or milestones were set for each objective and activity for the reporting period?
 - What resources were budgeted: personnel, equipment, materials, cost?
 - What were the actual status of targets and/or activity attained; actual resources disbursed in: personnel, equipment, materials, costs?
- **Identify Extent of Deviation or Success**
 - How much deviation was there from the planned targets? How much success or failure?
 - How much deviation was there from the estimated cost and resource needs?
- **Analyze the Experience**
 - Reasons for success or failure
 - Lessons learned

- **Recommend Adjustment or Changes/Forward View**
 - Recommended action or adjustment
 - New actions for the next period
 - Revised work plan and indicators or milestones for the next action period

X. FINANCIAL PROJECTIONS

INCOME AND EXPENDITURE STATEMENT

The projected financial income and expenditure statement for the period 2014 to 2018 is presented in **Appendix 5**. The total income, including GoL budget support, total expenses, and the net income for each of the five years is given below:

ITEM	YEAR				
	2014	2015	2016	2017	2018
Total Income (US\$)	1,445,863	1,718,870	2,003,619	2,433,121	2,919,734
Total Expenditure (US\$)	1,151,596	1,624,174	1,807,090	2,081,398	2,151,698
Net Income (US\$)	294,267	94,696	196,528	351,723	768,036

Although the results are favorable, it has to be noted that the expenditures do not include provision for depreciation of fixed assets because LIPA, as a state agency, does not include such provision in its accounts.

ASSUMPTIONS UNDERLYING THE INCOME & EXPENDITURE STATEMENT

The following assumptions were made in the preparation of the Income & Expenditure Statement:

1. The GoL will continue to provide budget support to LIPA during its transformation period of 5 years.
2. The base year is 2012/2013
3. The GoL budget support for 2013/2014 was also factored into the projections, particularly for 2014.
4. The GoL budget support to LIPA was increased by 5% per annum for the plan period.
5. Expenditure items, which were not provided for in either or both the 2013 base year figures and the 2014 approved budget, were provided. For instance, where there was no provision for staff training or marketing activities, projections were made. The rate of increase of administrative and other operating costs was 15%, although the rate of inflation in Liberia quoted from the Central Bank was about 8%.
6. The capital investment plan will be funded through Government and Partner Support and the Endowment/Building Fund that will be officially launched as part of the implementation of this strategic Plan.
7. The projected staff costs were based on the proposed staff levels using 2013 as a base.
8. LIPA is a state institution and part of the government system. Therefore the results of the pending elections, which will be held during the plan period, will not have any negative effect on the Institute.

APPENDIX I. LIPA PERFORMANCE TARGETS (2014-2018)

Balanced Scorecard Perspective	Goal/Objective	Performance Measure/ Indicator	Base-Line USD	Target				
				2014	2015	2016	2017	2018
				USD	USD	USD	USD	USD
FINANCIAL	Achieve financial Sustainability		(‘000)	(‘000)	(‘000)	(‘000)	(‘000)	(‘000)
	1. Increase GoL budget allocation	Amount of GoL budget allocated	674	892	937	983	1,083	1085
		Percent increase in GoL budget allocated						
	2. Increase Enterprise Fund	Amount generated		489	711	941	1314	1744
	Training	Amount generated	255	319	431	581	814	1184
	Research & Consultancy	Amount generated		170	280	360	500	560
	Library information Services	Amount generated						
	3. Increase Partner Support	Amount obtained						
	4. Increase earnings from joint projects	Amount generated						
	5. Create Endowment Fund/ Building Fund	Funds mobilized		3M	3.5M	3.5M	3M	2M
6. Improve financial productivity	Total amount generated per staff							

CUSTOMER - [Student / Participant]	1. Improve student Satisfaction	Student satisfaction survey index (min rating %)	30	40	60	70	75	80
		Number of complaints	-	-	-	-	-	-
		Timely release of exam results	4wks	2wks	2wks	2wks	2wks	2wks
	2. Improve student performance	Grade Point Average (GPA)	2.0	2.0	2.25	2.25	2.5	2.5
	3. Attract high quality students/ Participants	Number of high quality students enrolled/admitted	934	1,168	1,578	2,130	2,982	4,324
		Percent (%) increase in student enrollment	15	25	30	35	40	45
		Percent (%) student enrollment by gender-female	24	30	30	35	40	45
		Percent (%) student enrollment by gender-male	76	70	70	65	60	55
		Number of applications for	1,213	3,500	5,000	7,000	10,000	15,000

		Enrollment						
		Percent (%) of applicants admitted.	77	90	99	99	99	99

CUSTOMER- (Student / Participant)	3.Attract high quality students/ participants (continued)	Number of courses on LIPA regular training program conducted	20	30	35	40	45	50
		Number of participants sponsored by GOL/Public Sector on LIPA Regular Training Program	231	289	390	718	1,005	1,457
		Number of Public Sector Partners supported Training conducted	4	10	15	20	25	30
		Number of participants on Public Sector - Partners supported Training	187	250	375	500	625	750
		Number of private sector short-term competency-based tailor-made training	1	5	10	15	20	25
		Number of participants on private sector short-term competency-based training	12	75	150	225	300	375
		Number of participants (Self sponsored) on LIPA Regular Training programs (Enterprise)	478	598	807	1,090	1,526	2,213
		Total number of training courses conducted	25	35	50	55	75	85
		Master's degrees	-	-	-	-	-	-
		Total number of participants	1,133	1,493	2,103	2,855	3,905	5,449

	3.Attract high quality students/ participants (continued)	Number of students graduated	472	1,168	1,578	2,130	2,982	4,324
		Percentage (%) of Students graduated-female	24	30	30	35	40	45
		Percentage (%) of Students graduated-male	76	70	70	65	60	55

CUSTOMERS (Student Participants)		Student drop-out rate-female	6	4	4	2	2	0
		Student drop-out rate-male	18	12	10	10	5	2
	4.Enhance image of the Institute	Percentage (%) of student rating of image						
		Number of adverts	20	25	30	35	40	50
		Availability of course leaflets, brochures, etc. on all courses (%)	10	50	70	80	100	100
		Degree of functioning of Website (min % rating)	40	50	60	70	80	90
	6. Improve quality of training materials	Availability of modules, course outlines, etc	Online To Students	Online To Students	Online To students	Online To Student s	Online To students	Online To student s
	7. Improve quality of teaching/ Facilitation	Percent of faculty trained in modern facilitation methodology (%)		50	70	80	90	100
		Students evaluation of faculty/trainers Min rating (%)	50	55	60	65	70	80
		Percent (%) students exit survey minimum rating	-	50	60	65	70	80

CUSTOMER (Client Organizations)	1. Improve performance in research assignments for clientele	Number of TNAs conducted	0	3	3	3	4	4
		Number of impact assessments conducted on policies, projects and programs	0	3	5	6	8	10
		Number of Systems study conducted	0	2	4	6	8	8
		Number of research proposals written	3	8	10	12	14	16
		Number of successful research proposals	1	2	3	4	5	5
	2.Improve performance in consultancy assignments	Number of consultancy proposals written	4	15	18	24	30	36
		Number of successful consultancy Proposals	2	5	6	8	10	12
		Minimum number of	2	3	4	6	8	10

CUSTOMER (General Public)		consultancy assignments performed						
	3.Improve library information services	Number of users of library facilities	385	485	585	685	800	1,000

INTERNAL PROCESS	1.Enhance quality of academic staff	Faculty with Master's degree (%)	50	60	70	80	90	100
		Faculty appraisal rating (%) min		60	60	70	70	75
		Faculty development plan % of faculty trained		40	50	70	90	100
	2.Improve curriculum development	Degree of relevance of curriculum min rating (%)		60	75	75	75	75
		Number of new courses developed		>5	>5	>5	>5	>5
		Frequency of review of courses		✓		✓		✓
		Number of courses accredited		1	2	3	3	3
		Degree of deployment of technology in teaching & learning(% of courses)		25	50	75	90	100
		Staff-student ratio	20:1	15:1	15:1	15:1	15:1	15:1
		Faculty contact hours per week	8	10	12	12	12	12

INTERNAL PROCESS	1. Increase performance in faculty research	Number of case studies written by each faculty member	0	1	2	2	2	3
		Number of publications by each faculty member (research paper, seminar paper, newspaper article)	1	1	1	2	2	2
		Number of in-house research skills workshop held for staff	1	2	2	3	3	3
		Number of End-of-training Evaluation conducted	6	6	6	6	6	6
		Number of Post-Training Impact	1	5	5	5	5	5

		Evaluation conducted						
	2.Improve performance in consultancy	Number of in-house consultancy skills Workshop held for staff	2	2	2	3	3	3
	3.Improve library information services	Number of books selected, acquired, assigned and shelved	127	177	207	257	307	357
	4.Enhance marketing of programs	Number of adverts in different media		20	30	30	30	30
		Frequency of adverts		Monthly	Monthly	Monthly	Monthly	Monthly
		Number of promotion events organized		10	15	20	25	25
		Number of advertisement materials distributed (calendars, diaries, brochures, leaflets, etc.)		2500 Various	2500 Various	3000 Various	5000 Various	5000 Various

LEARNING & GROWTH	1. Improve the skills and mix of staff	Percentage of staff trained %	30	35	45	45	50	55
		Number of staff trained by gender (ratio of male to female)	4:1	4:2	4:2	4:3	4:3	5:3
		Number of staff recruited to meet operational needs	11	11	9	9	10	15
	2. Achieve positive employee climate	Degree/level of work culture/ethics (%) (improved work quality & timekeeping, sense of responsibility & urgency)	19	25	35	40	40	50
		Degree/level of teamwork (%) (sharing information, synergy among work units/depts.)	25	30	35	45	50	60
		Level of staff morale (%) (reduction in rumors, staff complaints, lateness & absenteeism)	20	25	35	40	45	60
		Staff turnover	3	3	- 0 -	- 0 -	- 0 -	- 0 -

		Degree of timekeeping (%)	35	45	50	65	70	80
		Staff remuneration compared to counterparts in the civil service		Same	Same	Same	Higher	Higher
	3. Improve application of modern information technology (IT) in daily work processes	Percent (%) of staff with access to computer facilities	35	45	55	65	75	85
		Application of advanced information technology (internet e-learning, e-library, e-governance)	15	25	35	55	65	85

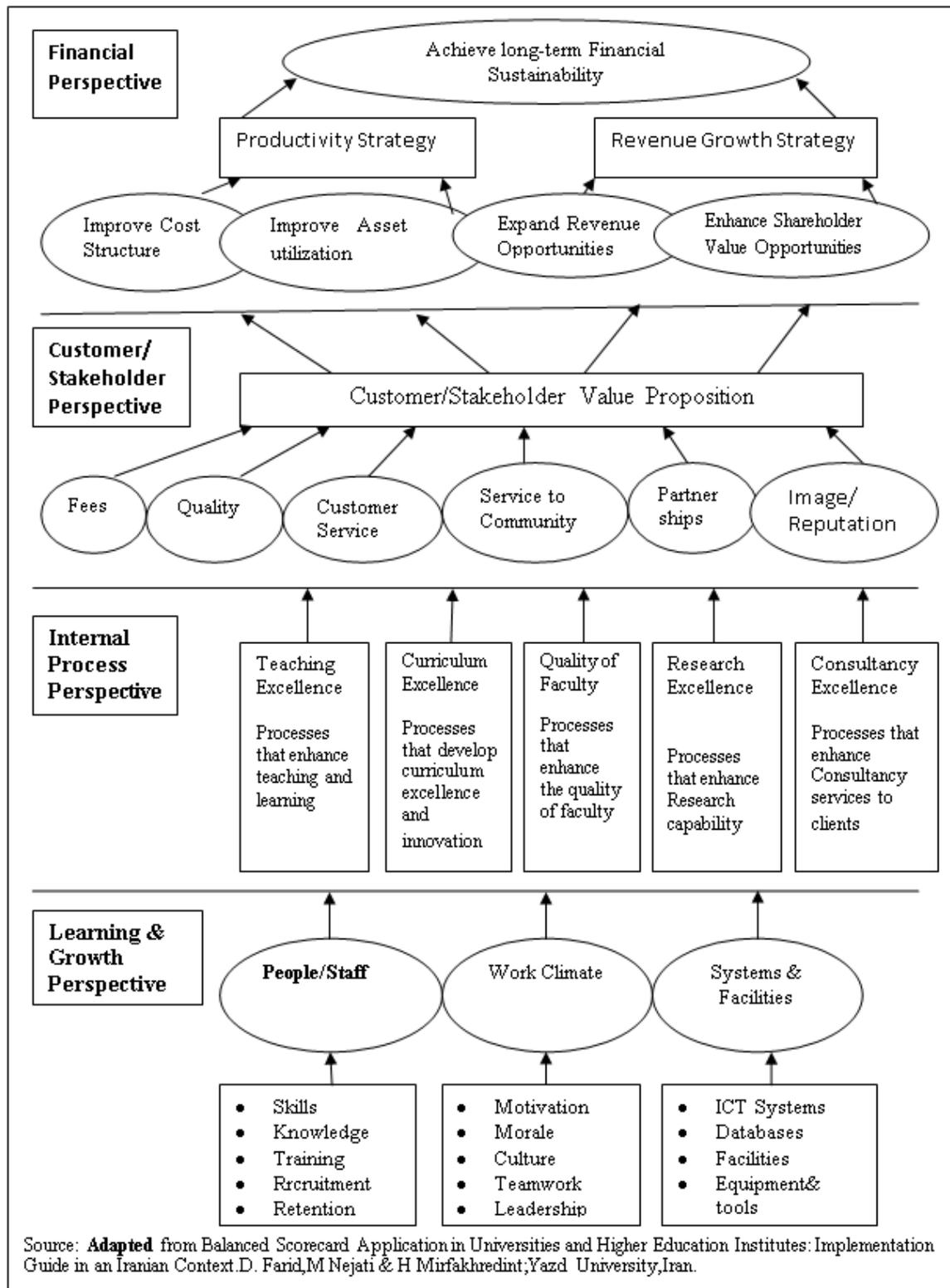
LEARNING & GROWTH	4. Enhance management capabilities	Level of application of HR policy (%)	25	35	45	55	65	85
		Level of application of Scheme of Service (%)	15	20	25	30	35	50
		Degree/level of staff supervision	30	35	45	50	65	75
		Degree/level of internal communication (%) (information flow, quick response to letters, enquiries, staff durbars, management meetings)	10	20	35	45	55	75
		Degree/level of functioning of financial management system (%). (Timely payments, quick retrieval of financial information, timely submission of financial reports, application of software, compliance with statutory requirements)	15	25	40	60	70	85
		Performance management system in place and functioning (%). (Appraisals conducted, ratings analyzed,	7	9	15	17	19	25

		rewards & sanctions applied)						
		Effectiveness of Organogram (%) (no duplication of roles, quick information flow, clear reporting relationships)	12	15	20	23	25	30
		Effectiveness of leadership (%) (Demonstrated creativity & innovation, proactive thinking, style of leadership, level of discipline, response to change, decision-making process, solving problems, setting examples)	18	20	25	23	25	60
		Contribution/support to community/national development (Projects)		1	1	2	2	2

INFRASTRUCTURE	5. Improve infrastructure and equipment capacity	Number of lecture rooms	6	10	14	18	20	24
		Capacity of lecture rooms	170	290	410	530	590	710
		Availability of recreational facilities	- 0 -	1	1	2	2	3
		Library sitting capacity	8	10	12	14	18	25
		Students residential facilities	- 0 -	- 0 -	- 0 -	1	2	4
		Availability of working tools (%)	8	12	16	20	22	26
	6. Improve assets / facilities maintenance	Availability of electrical power (%)	12	15	18	20	20	24
		7. Improve procurement efficiency	Time saving (%) in procurement	10	20	30	35	35
	Cost saving (%) in procurement		7	9	13	15	15	20
	Submission date of procurement plan			Nov annually				
	Existence of database of suppliers, consultants, contractors, prices &			Annually	Annually	Annually	Annually	Annually

		fee rates	
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APPENDIX 2: LIPA STRATEGY MAP



APPENDIX 3: ACTION PLANS

ACTION PLAN I:

OBJECTIVE I: To improve the financial base of the Institute

STRATEGY: Embark on aggressive financial resource generation and mobilization

Action Step	Responsibility	Timeframe					Expected Output / Milestone
		2014	2015	2016	2017	2018	
<p>Undertake aggressive marketing of the Institute</p> <ul style="list-style-type: none"> Rebrand the Institute to create a new image and visibility Develop a marketing strategy and plan that align with the Institute's business goals Produce marketing materials (brochures, flyers, newsletters, etc.) Organize events (press conferences, talk shows, annual fairs, etc.) to market the Institute Implement Customer Relationship Management (CRM) Provide customer service training to all staff Assess results of marketing effort 	<p>Marketing Officer</p>						<p>LIPA rebranded by March, 2014; new logo, slogan, letter heads, brochures, etc.</p> <p>Marketing strategy and plan developed by March, 2014</p> <p>Marketing materials (brochures, flyers, newsletters, etc.) produced and being distributed by June, 2014</p> <p>Press conferences, talk shows, annual fairs, etc. organized to market the Institute every other quarter and annually</p> <p>CRM program developed and operationalized by October, 2014</p> <p>All staff trained in customer service semi-annually</p> <p>Marketing effort evaluated annually</p>

ACTION PLAN I(B)

OBJECTIVE I: To improve the financial base of the Institute

STRATEGY: Embark on aggressive financial resource generation and mobilization

Action Step	Responsibility	Timeframe					Expected Output / Milestone
		2014	2015	2016	2017	2018	
<i>Solicit partner support to run programs</i>							
<ul style="list-style-type: none"> Research areas of focus and priority of partners/donors 	Coordinator, Cooperation & Resource Mobilization						Report on areas of focus and priority of partners/donors researched by March, 2014
<ul style="list-style-type: none"> Write project proposals (training, research, library and information services, etc.) 	Coordinator, Cooperation & Resource Mobilization						Project proposals on training, research, consultancy, etc. submitted to partners by June, 2014
<ul style="list-style-type: none"> Follow up for grants 	DG & Coordinator						First tranche of Grants secured for programs by September, 2014
<ul style="list-style-type: none"> Plan and implement agreed projects 	DDGs						Agreed projects implemented throughout the plan period from October, 2014
<ul style="list-style-type: none"> Submit annual reports 	DDGs, DG & Coordinator						Annual reports prepared and submitted to partners
<ul style="list-style-type: none"> Hold/conduct partners' fora 	Coordinator, Cooperation & Resource Mobilization						Partners' forum held once in June annually; report on each forum submitted

ACTION PLAN I(C)

OBJECTIVE I: To improve the financial base of the Institute

STRATEGY: Embark on aggressive financial resource generation and mobilization

Action Step	Responsibility	Timeframe					Expected Output / Milestone
		2014	2015	2016	2017	2018	
<i>Develop and implement innovative and relevant programs to meet the needs of LIPA target groups</i>							
<ul style="list-style-type: none"> Form a team to assess needs of LIPA target group-MACs 	DDG R&C						LIPA multi-disciplinary team formed with terms of reference; needs assessment report on MACs prepared by end of March, 2014
<ul style="list-style-type: none"> Align LIPA programs to government priorities on capacity building (vis-à-vis vision 2030) 	DDG R&C DDG Admin						First document on new capacity development courses designed for MACs by May, 2014
<ul style="list-style-type: none"> Assess needs of the private sector 	DDG R&C						Capacity Needs Assessment Report of Private Sector and CSOs prepared by June, 2014
<ul style="list-style-type: none"> Conduct market research/survey on competitors and clients 	DDG R&C						Report on competitors survey prepared by June, 2014
<ul style="list-style-type: none"> Benchmark other institutions like GIMPA, ASCON, KSG 	DDG R&C DDG T&D						Benchmark report on courses of other MDIs prepared by July, 2014
<ul style="list-style-type: none"> Design new programs and repackaging existing ones 	DDG T&D DDG R&C						Programs Document-new and repackaged-prepared by August, 2014 and annually thereafter
<ul style="list-style-type: none"> Develop course modules/materials 	DDG T&D						Course modules/materials developed by September, 2014
<ul style="list-style-type: none"> Review fee structure 	DDG T&D DDG R&C DDG Admin						New fee structure developed by June, 2014
<ul style="list-style-type: none"> Seek accreditation for certificated courses 	Academic Registrar, DDG T&D						Accreditation for all certificated courses obtained by September, 2014

Action Step	Responsibility	Timeframe					Expected Output / Milestone
		2014	2015	2016	2017	2018	
<ul style="list-style-type: none"> Roll out new and repackaged programs Conduct research Undertake consultancy assignments Perform library and information services Maintain regular contact with client organizations Assess impact of new programs annually 	DDG T&D DDG R&C DDG R&C DDG R&C DDG T&D Director, Library DG DDG T&D DDG R&C DDG Admin DDG R&C						New cycle of programs launched and implemented from October, 2014 Report on research carried out annually Annual Report on consultancy assignments undertaken Annual Report on library and information services provided Annual Report on client relationship management and fora held Annual Report on impact of new programs

ACTION PLAN I(D)

OBJECTIVE I: To improve the financial base of the Institute

STRATEGY I: Embark on aggressive financial resource generation and mobilization

Action Step	Responsibility	Timeframe					Expected Output / Outcome
		2014	2015	2016	2017	2018	
Set up Endowment Fund/Building Fund							
<ul style="list-style-type: none"> Develop terms of reference and constitute fund raising committee, comprising both internal and external members and including key industry players Develop proposals and programs for fundraising Launch the fundraising program, including soil cutting at new site and involving Government Implement fundraising program; submit annual report on funds raised and amount utilized to contributors 	<ul style="list-style-type: none"> Director-General Fundraising Committee Director-General Director-General Fundraising Committee 						<p>Terms of Reference for Fundraising committee prepared; Fundraising Committee constituted by March, 2014</p> <p>Proposals and programs for fundraising developed by April, 2014</p> <p>Fundraising Program launched by June, 2014</p> <p>Fundraising program implementation commenced from June, 2014 and annual reports submitted</p>

ACTION PLAN 2

OBJECTIVE 2: To achieve consistency between LIPA's Act and the environment.

STRATEGY 2: Review the current LIPA Act/Mandate to make it consistent with the macro-environment

Action Step	Responsibility	Timeframe					Expected Output / Milestone
		2014	2015	2016	2017	2018	
<ul style="list-style-type: none"> Identify consultant/resource person and in-house staff to review the Act 	Director-General						In-house Team and Resource Person formed to review existing LIPA Act by January, 2014
<ul style="list-style-type: none"> Draft new Act 	Director-General						New Draft Act developed by February, 2014
<ul style="list-style-type: none"> Conduct in-house review of preliminary draft. 	Director-General						In-house Revised Draft Act by February, 2014
<ul style="list-style-type: none"> Submit Draft Act to Governance and Law Reform Commission for further review 	Director-General						Draft Final Act prepared by Law Reform Commission by April, 2014
<ul style="list-style-type: none"> Submit revised Draft to cabinet for consideration 	Director-General/ Law Reform Commission						Draft Final Act submitted to Cabinet by May, 2014
<ul style="list-style-type: none"> Follow-up through networking, lobbying and negotiations. 	Director-General						Reports on follow-ups submitted quarterly; LIPA new Act promulgated by November, 2014
<ul style="list-style-type: none"> Implement new Act 	Director-General						Implementation report on new Act prepared annually

ACTION PLAN 3

OBJECTIVE 3: To improve management systems and procedures

STRATEGY 3: Design and implement effective and efficient management systems and procedures

Action Steps	Responsibility	Timeframe					Expected Output / Milestone
		2014	2015	2016	2017	2018	
<ul style="list-style-type: none"> Constitute administrative systems and procedures review committee to update and/or develop the LIPA policy documents 	DG DDG Admin						Administrative systems and procedures review committee formed by January, 2014 Policy documents revised and/or developed by June, 2014
<ul style="list-style-type: none"> Validate documents 	DG DDG Admin DDG T&D DDG R&C						Revised policy documents validated by August, 2014
<ul style="list-style-type: none"> Produce and circulate documents to relevant staff 	DDG Admin						Policy Documents produced and circulated to relevant staff by September, 2014
<ul style="list-style-type: none"> Implement policy documents 	DG DDG Admin DDG T&D DDG R&C						Reports on implementation of Policy documents issued annually
<ul style="list-style-type: none"> Provide office equipment and working tools 	DDG Admin						Office equipment and working tools acquired and provided by June, 2014; also evidenced through annual Institute and appraisal reports
<ul style="list-style-type: none"> Develop staff performance management system 	DDG Admin						Performance management process operationalized by June, 2014
<ul style="list-style-type: none"> Review the existing compensation /reward system and make appropriate recommendations for approval and implementation 	DDG Admin						Compensation/reward system reviewed and approved for implementation by September, 2014; competitive salaries with other MACs
<ul style="list-style-type: none"> Arrange regular Board meetings 	DG DDG Admin						Minutes of monthly Board meeting held for the first 12 months and thereafter quarterly

Action Steps	Responsibility	Timeframe					Expected Output / Milestone
		2014	2015	2016	2017	2018	
<ul style="list-style-type: none"> Organize bi-weekly management meetings Organize monthly departmental meetings and staff durbars to improve information flow Assess performance of the administrative function 	DDG Admin DDG Admin DG DDG Admin						meetings Management meetings held; minutes of bi-weekly (fortnightly) management meetings collected Minutes of monthly departmental meetings and staff durbars collected Annual departmental performance report prepared by end of each year

ACTION PLAN 4

OBJECTIVE 4: To improve the skills of staff so that they can perform their functions more efficiently and effectively.

STRATEGY 4: Institutionalize staff training programs at LIPA

Action Steps	Responsibility	Timeframe					Expected Output / Milestone
		2014	2015	2016	2017	2018	
<ul style="list-style-type: none"> Formulate policy on staff training and development to guide management decisions and avoid ad-hoc decisions on staff training 	DG DDG Admin						Staff training policy formulated by March, 2014
<ul style="list-style-type: none"> Conduct Training Needs Assessment (TNA) for staff 	DDG R&C DDG Admin						Report on training needs assessment conducted by May, 2014
<ul style="list-style-type: none"> Design staff training programs (including skill-oriented courses, seminars, conferences, study tours, understudy, mentoring and certificated courses) 	DDG Admin Training Officer						Training programs designed for all staff by June, 2014
<ul style="list-style-type: none"> Prepare faculty and professional development plans 	DDG T&D DDG R&C DDG Admin						Faculty and professional development plans developed by July, 2014
<ul style="list-style-type: none"> Develop training budget and obtain approval 	DDG Admin						Training budget developed and approved by October, 2014
<ul style="list-style-type: none"> Implement training programs 	DDG Admin Training Officer						Training program implemented as from January, 2015
<ul style="list-style-type: none"> Monitor implementation and evaluate training programs 	DDG Admin Training Officer						Training program implementation monitored and evaluated by December each year through reports and direct observation

ACTION PLAN 5(A)

OBJECTIVE 5: To increase infrastructural space and facilities that will guarantee long-term viability of operations

STRATEGY 5: Acquire own premises and state –of-the-art facilities.

Action Steps	Responsibility	Timeframe					Expected Output / Milestone
		2014	2015	2016	2017	2018	
Appeal to Government to release public building to LIPA							
<ul style="list-style-type: none"> • Make representations to government for allocation of a public building in down town Monrovia • Follow up for allocation and release through the processes of networking, lobbying and negotiations • Mobilize partner support • Refurbish/renovate building • Relocate to refurbished government building and Vacate current rented premises 	Director-General Director-General DDG Admin Director-General DDG Admin DDG Admin DDG Admin						Representation to government for allocation of a public building sent to the President by February, 2014 Monthly reports on follow-ups. Government building allocated to LIPA by August, 2014 Partner support mobilized. Agreement signed by October, 2014 Govt building renovated by December, 2014 LIPA relocated to refurbished building by January, 2015; current site released to owner

ACTION PLAN 5 (B)

OBJECTIVE 5: To increase infrastructural space and facilities that will guarantee long-term viability of operations

STRATEGY 5: Acquire own premises and state –of-the-art facilities

Action Steps	Responsibility	Timeframe					Expected Output / Milestone
		2014	2015	2016	2017	2018	
Build permanent facilities							
<ul style="list-style-type: none"> Formalize land acquisition 	DDG Admin						Registration documents on acquired land completed by April, 2014
<ul style="list-style-type: none"> Prepare architectural drawing 	DDG Admin						Architectural drawings/ plans developed by July, 2014
<ul style="list-style-type: none"> Review capital investment plan 	DG DDG Admin						Revised capital investment plan by July, 2014
<ul style="list-style-type: none"> Mobilize funds (refer to Endowment Fund/Building Fund) 	DG						Endowment Fund/ Building Fund) launched by October, 2014; annual reports on funds mobilized
<ul style="list-style-type: none"> Prioritize capital acquisitions 	DG DDG Admin						Prioritized list of capital items prepared by November, 2014
<ul style="list-style-type: none"> Develop/review procurement policy and procedures 	DG DDG Admin Director of Procurement						Procurement policy and procedures manual operationalized by June, 2014
<ul style="list-style-type: none"> Seek /allocate funding for capital projects 	DG DDG Admin						Board approval obtained for all capital items, commencing January each year from 2015
<ul style="list-style-type: none"> Procure vehicles, equipment and tools in accordance with capital investment plan 	Director of Procurement						Vehicles, equipment and tools procured annually in accordance with capital investment plan
<ul style="list-style-type: none"> Carry out phased development of acquired land at Domah's Town, Margibi County, Liberia 	DG DDG Admin						Land development commenced in phases by April, 2015
<ul style="list-style-type: none"> Relocate to permanent site 	DG DDG Admin						LIPA relocated to new permanent campus by end of 2017

Action Steps	Responsibility	Timeframe					Expected Output / Milestone
		2014	2015	2016	2017	2018	
<ul style="list-style-type: none"> Establish presence in all the counties of Liberia, running regular programs and decentralization courses 	DDG T&D DDG Admin						LIPA office location established in each county of Liberia by June, 2018
<ul style="list-style-type: none"> Develop fixed assets register/inventory and update regularly 	General Services/Assets Officer						New fixed assets register compiled by October, 2017 and updated annually
<ul style="list-style-type: none"> Prepare and operationalize Annual Preventive Maintenance Programme for all fixed assets and facilities 	General Services/Assets Officer						Preventive maintenance program prepared and approved by March, every year commencing 2014
<ul style="list-style-type: none"> Dispose of unserviceable fixed assets in accordance with policy 	DDG Admin General Services/Assets Officer						All unserviceable equipment disposed of by June each year, commencing 2018

ACTION PLAN 6

OBJECTIVE 6: To improve governance and accountability of the Institute

STRATEGY 6: Make representations for Appointment of a Board of Directors

Action Steps	Responsibility	Timeframe					Expected Output / Milestone
		2014	2015	2016	2017	2018	
<ul style="list-style-type: none"> Constitute LIPA committee to identify and nominate potential board members 	DG						List of potential board members prepared by February, 2014
<ul style="list-style-type: none"> Submit well-written representation to the President for appointment of the board 	DG						Representation submitted to the President by April, 2014
<ul style="list-style-type: none"> Follow up for approval through the processes of networking, lobbying and negotiations. 	DG DDG Admin						Follow-ups carried out; board appointed by December, 2014
<ul style="list-style-type: none"> Inaugurate board 	DG DDG Admin						Board inaugurated by October, 2014

ACTION PLAN 7

OBJECTIVE 7: To improve the level of collaborations and relationships with stakeholders

STRATEGY 7: Establish and nurture strategic partnerships, alliances and relations with other organizations

Action Steps	Responsibility	Timeframe					Expected Output / Milestone
		2014	2015	2016	2017	2018	
<ul style="list-style-type: none"> Conduct stakeholders' survey (including MACs, private sector, CSOs, MDI's) 	DDG R & C/ Public Relations Officer						Stakeholders' survey conducted by March, 2014
<ul style="list-style-type: none"> Compile comprehensive directory of key stakeholders 	Public Relations Officer						Comprehensive directory of key stakeholders compiled by March, 2014
<ul style="list-style-type: none"> Organize periodic visits to stakeholders 	Director-General DDG Admin Public Relations Officer						Periodic visits to stakeholders organized by June each year
<ul style="list-style-type: none"> Promote formation of alumni body 	DDG Admin						LIPA Alumni Association formed by September, 2014 and followed by annual meeting in Sept of each year
<ul style="list-style-type: none"> Hold meeting with former heads of LIPA and maintain relations 	Director-General						Meeting held with former heads of LIPA once a year in March
<ul style="list-style-type: none"> Conduct stakeholder forum and sustain relations 	Director-General/ Public Relations Officer						Annual stakeholders' forum organized in October of each year

ACTION PLAN 8

OBJECTIVE 8: To enhance the application of modern technology in the programs of LIPA

STRATEGY 8: Acquire state-of-the-art ICT infrastructure to support and expand program delivery

Action Steps	Responsibility	Timeframe					Expected Output / Milestone
		2014	2015	2016	2017	2018	
<ul style="list-style-type: none"> Develop ICT Policy/Strategy (including e-learning, e-governance, e-decentralization, website) Write proposals for support Implement policy 	DDG Admin Director, ICT Director-General Director, ICT						ICT Policy/Strategy developed by March, 2014 Proposals submitted and support obtained by July, 2014 ICT infrastructure installed and operational by December, 2014

APPENDIX 4: CAPITAL INVESTMENT PLAN (2014-2018)

ITEM	2014			2015			2016			2017			2018		
	QTY	UNIT COST (US\$)	TOTAL COST (US\$)	QTY	UNIT COST (US\$)	TOTAL COST (US\$)	QTY	UNIT COST (US\$)	TOTAL COST (US\$)	QTY	UNIT COST (US\$)	TOTAL COST (US\$)	QTY	UNIT COST (US\$)	TOTAL COST (US\$)
<u>Motor Vehicles</u>															
• Saloon				1	35,000	35,000	1	35,000	35,000	1	45,000	45,000			
• Four-wheel drive				4	35,000	140,000	3	35,000	105,000	3	35,000	105,000	3	35,000	105,000
• Staff Bus	1	60,000	60,000										2	45,000	90,000
• Pick-up							1	30,000	30,000	1	30,000	30,000			
Motor bikes				2	3800	7600	2	3800	7600	2	3800	7600	2	3800	7600
<u>Office Equipment</u>															
• Computers	25	1000	25,000	20	1000	20,000	25	1000	25,000						
• Laptop	15	1000	15,000				15	1000	15,000	5	1000	5,000			
• Printers	5	600	3000	5	600	3000	5	600	3000						
• UPS	25	150	3750	20	150	3000	25	150	3750						
• Scanner	5	450	2250	5	450	2250	5	450	2250						
• Photocopiers Heavy duty	1	10,000	10,000	2	10,000	20,000	2	10,000	20,000	1	10,000	10,000			
• Photocopiers Light duty	5	4500	22500				5	4500	22500				5	4500	22,500
<u>Training equipment</u> LCD Projector	5	1000	5,000				5	1000	5,000	5	1000	5,000	5	1000	5,000
<u>Projector screen</u>	5	500	2,500				5	500	2,500	5	500	2,500	5	500	2,500
<u>SUBTOTAL</u>			149,000			223,850			276,200			210,100			232,600

APPENDIX 5: INCOME AND EXPENDITURE PROJECTIONS

Year	2013	2014	2015	2016	2017	2018
GOL	674,341	892,462	937,085	983,939	1,033,136	1,084,793
Training and Development	254,982	318,864	430,794	581,590	814,086	1,180,452
Research	-	70,000	120,000	150,000	210,000	230,000
Consultancy	-	100,000	160,000	210,000	290,000	330,000
Subtotal	-	170,000	280,000	360,000	500,000	560,000
Facility Rental	10,125.00	11,138	12,251	13,476	14,824	16,306
Application form sales	9,238.00	10,162	11,178	12,296	13,525	14,878
Other income	39,307.00	43,238	47,561	52,318	57,549	63,304
Subtotal	58,670.00	64,537	70,991	78,090	85,899	94,489
Grand total	987,993	1,445,863	1,718,870	2,003,619	2,433,121	2,919,734
Less expense per yr.						
Salaries & wages	630,264	843,442	1,269,797	1,399,557	1,612,734	1,612,734
Foreign Travel -Means of Travel	104	9,500	10,925	12,564	14,448	16,616
Foreign Travel-Daily Sub. Allow	500	17,000	19,550	22,483	25,855	29,733
Foreign Travel Incidental Allow	15,475	4,500	5,175	5,951	6,844	7,871
Domestic Travel	340	2,000	2,300	2,645	3,042	3,498
Domestic Travel-Daily Sub. Allow	7,250	3,500	4,025	4,629	5,323	6,122
Domestic Travel-Incidental Allow	6,100	2,000	2,300	2,645	3,042	3,498
Electricity	3,044	3,348	3,851	4,428	5,092	5,856
Water & Sewage	1,876	2,064	2,373	2,729	3,138	3,609

Year	2013	2014	2015	2016	2017	2018
Telecommunication, Internet, Post	10,285	4,500	5,175	5,951	6,844	7,871
Refuse Collection	300	330	380	436	502	577
Postage & Courier	370	407	468	538	619	712
Office Buildings Rental & Lease	2,380	70,000	80,500	92,575	106,461	122,430
Other Rental & Lease	240	264	304	349	402	462
Fuel & Lubricants - Vehicle	41,116	22,448	25,815	29,687	34,141	39,262
Fuel & Lubricant - Generator	-	32,249	37,086	42,649	49,047	56,404
Repair & Maintenance Vehicle	15,429	20,000	23,000	26,450	30,418	34,980
Repair & Maintenance - Civil	4,459	9,000	10,350	11,903	13,688	15,741
Repair & Maintenance Generator	1,525	6,000	6,900	7,935	9,125	10,494
Repair & Maintenance - Equipment	2,125	4,500	5,175	5,951	6,844	7,871
Cleaning Materials & Service	750	9,000	10,350	11,903	13,688	15,741
Stationery & Supplies	1,619	10,500	12,075	13,886	15,969	18,365
Printing, Binding & Publication	5,145	4,000	4,600	5,290	6,084	6,996
Newspaper, Books & Periodical	382	1,500	1,725	1,984	2,281	2,624
Computer Supplies & ICT Service	620	682	784	902	1,037	1,193
Other Office Materials	1,175	1,293	1,486	1,709	1,966	2,261
Employee ID Cards	590	649	746	858	987	1,135
Uniforms & Specialized Clothing	430	473	544	626	719	827
Educational Materials & Supplies	6,180	6,798	7,818	8,990	10,339	11,890
Staff Training Local	1,921	10,000	11,500	13,225	15,209	17,490
Scholarships - Local (USD)	-	-	-	-	-	-
Scholarships - foreign	-	5,000	5,750	6,613	7,604	8,745
Food & Catering Service	4,000	6,000	6,900	7,935	9,125	10,494
Small Tools/Equipment & Household	85	94	108	124	142	164
Entertainment Represent. & Gift	1,000	2,500	2,875	3,306	3,802	4,373

Year	2013	2014	2015	2016	2017	2018
Operational Expenses	460	506	582	669	770	885
Guard & Security Services	1,000	30,000	34,500	39,675	45,626	52,470
Bank Charges Bank Cost (USD)	1,451	1,000	1,150	1,323	1,521	1,749
Celebration, Commemorations	500	550	633	727	836	962
Operational Expenses (Misc)	<u>2,514</u>	<u>4,000</u>	4,600	5,290	6,084	6,996
Total expenses	773,004	1,151,596	1,624,174	1,807,090	2,081,398	2,151,698
Net income	214,989.00	294,267.47	94,696.11	196,528.64	351,723.00	768,036.14

For more information, please visit
<http://www.ibi-usa.com>

USAID/Liberia Governance and Economic Management Support (USAID-GEMS)

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